

Idaho Judicial Branch AI Governance Implementation

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IDAHO
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About NCSC

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The National Center for State Courts is a community of dedicated researchers, consultants and former practitioners who drive innovation and advancement in courts and justice systems. NCSC's reputation for trusted leadership allows us to work alongside top judicial officers to examine some of the most complex and significant issues facing society. Our team of experts and court leaders are deeply committed to advancing just, free and safe communities.

Resources include webinars, on-site or remote technical assistance, education and training, and direct consulting. Our work is designed to make a difference. As the only organization that enjoys collaborative relationships with the Conference of Chief Justices, Conference of State Court Administrators and other associations of judicial leaders, NCSC has unique insight into the most pressing challenges and opportunities facing state courts. Join us today in our work to advance just, free and safe communities.

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Project Background, Purpose, and Approach

Artificial intelligence is rapidly emerging as a transformative technology with the potential to impact many aspects of court operations and justice system administration. Courts across the country are evaluating how AI may improve efficiency, expand access to justice, enhance service delivery, and support court personnel, while also addressing important considerations related to transparency, accountability, privacy, security, human oversight, and public trust.¹

Recognizing that AI will affect the future administration of justice, the Idaho Judicial Branch chose to proactively prepare for both the opportunities and challenges ahead and partnered with the National Center for State Courts (NCSC) to apply AI readiness concepts and establish the governance, policy, education, stakeholder engagement, operational, and technical foundations necessary to both mitigate the risks and benefit from AI. The effort was not intended to implement AI for its own sake, but rather to ensure that the Judicial Branch would be prepared to thoughtfully evaluate, govern, and implement AI technologies when they align with organizational needs, business challenges, and court priorities.

The project officially launched in September 2025 as a year-long collaborative effort involving judges, judicial leaders, court administrators, technology professionals, attorneys, educators, and other stakeholders. During a kickoff for the effort, Idaho Supreme Court Chief Justice G. Richard

Bevan set the tone and philosophy that would guide the initiative. He emphasized the need to balance innovation with the traditions and values that preserve fairness, impartiality, and public confidence in the courts. While recognizing AI's potential to improve access to justice and enable court personnel to focus

more attention on complex and human-centered work, he also stressed that judicial decision-making must remain the responsibility of judges and that courts must approach AI thoughtfully and deliberately. He described the effort as an opportunity to examine both the benefits and risks of AI, develop recommendations and principles for the Idaho Supreme Court's consideration, and help ensure that Idaho's

"Together, we will examine both the risks and the benefits of AI, and we will shape principles to guide how it may be used responsibly in Idaho's courts." — Chief Justice G. Richard Bevan, Idaho Supreme Court

¹ Miller, A. L. (2025). *AI readiness for the state courts*. National Center for State Courts.

courts keep pace with change while continuing to encourage public trust and confidence.

The project utilized a collaborative team-based approach consisting of an AI Workgroup and five specialized teams: Vision & Leadership, Stakeholder Engagement & Communication, Education & Skill Development, Technology Architecture, and Court Operations Architecture. Over the course of approximately twelve months, NCSC worked alongside leadership and project participants through recurring leadership meetings, project management activities, workgroup sessions, stakeholder engagement efforts, and cross-functional collaboration among the five teams. Together, the teams developed the governance structures, policies, educational resources, communication strategies, technical and business evaluation processes, and strategic recommendations that form the foundation for future AI governance and adoption within the Idaho Judicial Branch.

Project activities occurred throughout the year and included developing guiding principles, evaluating governance frameworks, examining technology and operational considerations, conducting stakeholder engagement activities, developing communication and training strategies, and creating policies, standards, and evaluation frameworks. The project also included AI literacy efforts, organizational readiness activities, analysis of potential AI use cases, development of governance review processes, and preparation of a long-term strategic roadmap for responsible AI adoption. Throughout the effort, recurring leadership meetings, workgroup sessions, and collaborative activities provided opportunities to coordinate work across teams and ensure alignment with overall project goals

A key component of the effort was its emphasis on governance, stakeholder involvement, education, and organizational readiness. While the project initially envisioned the selection and implementation of a pilot AI application as part of the overall effort, participants ultimately concluded that governance, policy, evaluation, and readiness activities should be completed before moving forward with any implementation. As a result, the pilot AI application was set aside, and focus remained on developing the structures, processes, and decision-making frameworks necessary to responsibly evaluate future AI opportunities. This evolution reinforced one of the project's most important lessons: courts should begin by identifying business needs, operational challenges, and desired outcomes before determining whether AI is the appropriate solution and before selecting a specific technology. The resulting work established a foundation for future decision-making and positions the Idaho Judicial Branch to pursue AI opportunities through a structured governance framework that emphasizes transparency, accountability, human oversight, judicial independence, and public trust.

As one of the early state court systems to undertake a comprehensive AI governance and readiness initiative, the Idaho Judicial Branch has also contributed to the broader national conversation regarding responsible AI adoption in the courts. The lessons learned, governance structures developed, and recommendations documented through this effort have the potential to benefit not only the citizens of Idaho and those who work within and interact with the Idaho courts but also courts across the country as they navigate similar opportunities and challenges associated with artificial intelligence.

Team Engagement and Collaboration Efforts

Team engagement and collaboration were foundational elements of this initiative. From the start of the effort, Administrative Director of Courts, Sara Omundson, envisioned the effort as a collaborative undertaking that would draw upon the knowledge and expertise of stakeholders from across the Judicial Branch and beyond. Recognizing that artificial intelligence has the potential to affect many aspects of court operations and services, the project was designed to incorporate diverse perspectives throughout the governance development process. Consistent with the understanding that AI governance is a team effort rather than solely a technology effort, the initiative brought together judges, court administrators, court staff, technology professionals, legal counsel, educators, attorneys, justice partners, and external subject matter experts. This collaborative approach helped incorporate recommendations that reflected a broad range of operational, legal, technical, educational, and governance considerations while reinforcing transparency, accountability, human oversight, and public trust.

Supported by an NCSC AI Governance Reliable & Repeatable Implementation Guide based on the NCSC AI Governance Tool², the initiative was intentionally organized around five complementary representative teams with defined responsibilities, individual and shared deliverables, and leadership representation. This structure sought to visibly maintain balance across vision and leadership, stakeholder engagement, education and workforce readiness, technology architecture, and court operations. The sample completed Reliable & Repeatable Implementation Guide can be found in [Appendix B](#).

² National Center for State Courts. (2025). AI readiness for the state courts [Interactive web resource]. <https://nationalcenterforstatecourts.shinyapps.io/AIReadinessGuide/>

FIGURE 1. SAMPLE TASK PROGRESS TRACKER
Reliable & Repeatable Implementation Guide

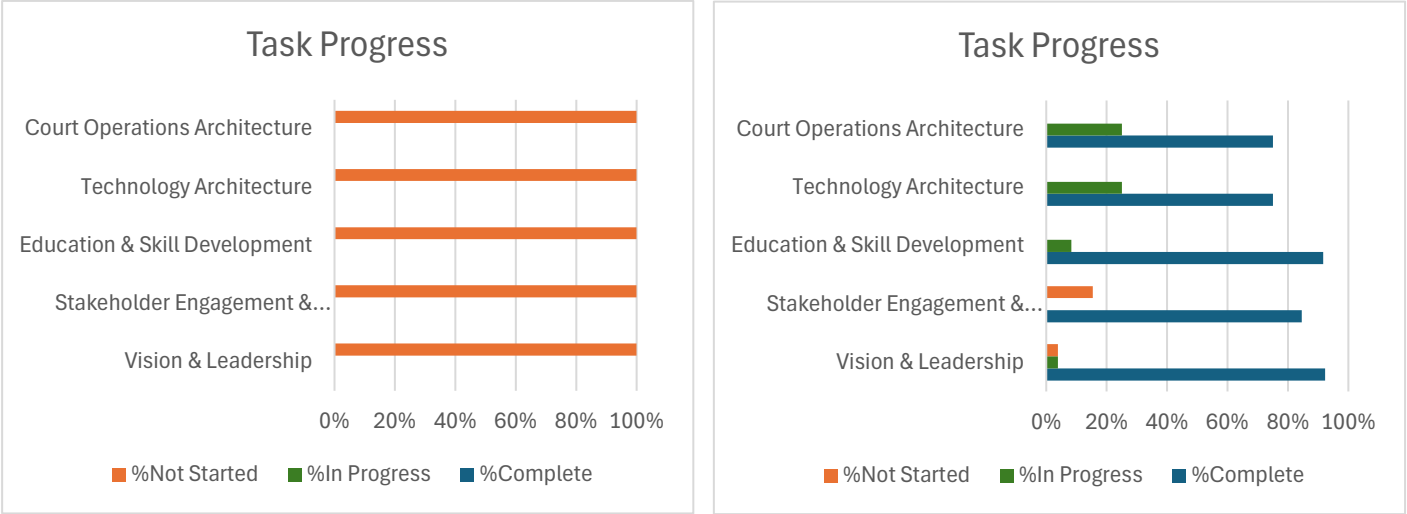


FIGURE 2. SAMPLE TASK COMPLETION & BALANCE TRACKER
Reliable & Repeatable Implementation Guide



Team members met regularly to develop recommendations, review work products, share perspectives, and collaboratively refine deliverables produced across workgroups. Many of the project's major outputs, including guiding principles, governance structures, communications plans, stakeholder analyses, educational frameworks, technology governance artifacts, operational evaluation processes, and the strategic roadmap, benefited from cross-functional review and collaboration. Project progress was routinely monitored to help ensure work advanced in a balanced manner across all five teams and remained aligned with the overall objectives of the initiative. Detailed information about each team, outcomes, deliverables, and lessons learned can be found in the next section.

Stakeholder input was also gathered, considered, and applied to deliverables through a variety of activities, including stakeholder analysis efforts, surveys, feedback discussions, consultation activities, and engagement with existing advisory groups and court stakeholders. These activities provided valuable insight into stakeholder awareness, interests, concerns, and expectations regarding AI and AI governance. Feedback received throughout the project informed the development of guiding principles, governance recommendations, communication strategies, educational initiatives, and readiness planning activities.

Finally, the initiative also benefited from ongoing collaboration with the NCSC and the broader experiences of courts across the country that are exploring the opportunities and challenges associated with AI. By bringing together diverse expertise and encouraging active participation throughout the project, the Idaho Judicial Branch established a strong foundation for responsible AI governance while reinforcing transparency, accountability, and public trust.

Overview of AI Workgroup and Project Teams

AI Governance Workgroup

Establishing effective AI governance requires a dedicated and collaborative/team-based approach over a period of time. The Idaho Judicial Branch and NCSC created an AI Governance Workgroup comprised of court professionals, court partners, industry experts, and other stakeholders to accomplish the work in the Reliable & Repeatable Guide, establish AI governance, and prepare for future AI implementation in the Idaho courts. The full AI Workgroup was then divided into five focused workgroups: Vision & Leadership, Stakeholder Engagement &

Communication, Education & Skill Development, Technology Architecture, and Court Operations Architecture. Team leads and AOC staff collaborated across the five workgroups and worked closely with the NCSC project team, forming the Idaho Courts AI & Data Governance Ops Team to drive the overall project forward. A full list of project members can be found in [Appendix A](#).

Vision & Leadership

Successful AI governance requires both leadership and vision. This team supported the AI Workgroup in identifying guiding principles for the Idaho Judicial Branch's AI journey, establishing policy, and providing overall guidance and leadership.

Stakeholder Engagement & Communication

AI cannot be successful without involving and considering the impact on human stakeholders. This team focused on identifying key internal and external stakeholders, developing communication strategies, gathering feedback, building awareness, and fostering trust in AI governance efforts across the Idaho Judicial Branch.

Education & Skill Development

To govern and effectively benefit from AI, court users and stakeholders must understand it. This team focused on building AI literacy by educating stakeholders, developing skills, and instituting processes for continuous education and skill development.

Technology Architecture

AI is a technology that must be managed as such and integrated with other technologies used to accomplish the work of courts. This team focused on exploring and establishing the technical foundations necessary to govern, integrate, secure, and support the use of AI technologies within the Idaho Judicial Branch. Activities were coordinated with the broader AI Governance Workgroup and Court Operations Architecture Team.

Court Operations Architecture

In the end, AI exists to serve the mission of the organization and improve processes, services and outcomes. This team focused on understanding how AI will impact processes and establishing a framework for evaluating return on investment with the implementation of AI enabled services.

Idaho AI Governance Project Structure

AI WORKGROUP (12 Members)

Sara Omundson, Judge Mark Monson, Judge David Hooste, Joe Pirtle, Dixie Milliken, Jason Spillman, Peter J. Smith, Margaret Smith, Jason Crawforth, Jennifer Dvorak, Jared Hoskins, Jason Dye

Vision & Leadership

- ★ Sara Omundson
- Michael Navin

Judge David Hooste
Judge Mark Monson
Dixie Milliken
Jennifer Dvorak
Pam Eckhardt
Jim Cook
Rebecca Castellano
Nickie LaFrance
Jason Spillman*

Education & Skill Development

- ★ Nick Schulz
- Michael Navin

Peter Smith
Ira Burton
Trevor Humphrey
Margaret Smith
Andrea Powers
Manisha Corea Wilson
Iria Giuffrida
Diane Robinson (NCSC)*

Court Operations Architecture

- ★ Amy Stack
- Michael Navin

Susan Fujinaga
Michelle Crist-Aguiar
Nickie LaFrance
Margaret Smith
Yani Madrigal (NCSC)*
Jared Hoskins*

Technology Architecture

- ★ Jeff Huelse
- Shay Cleary

Jennifer Dvorak
Gary Moser
Michelle Crist-Aguiar
Jon Wadley
Jason Crawforth
Alberto Gonzalez*
Jared Hoskins*

Stakeholder Engagement & Communication

- ★ Nate Poppino
- Shay Cleary

Jason Spillman*
Jason Dye
Kevin Miller
Scott Ronan
Joe Pirtle

Support to all teams provided by Destani Miesner, Brandi Hawkins, and Emma Maier

★ Idaho Lead ● NCSC Lead *Member until left organization or appointed to other function

Team Activities & Deliverables

Vision & Leadership

Introduction

The Idaho AI Governance Vision & Leadership Team was established to develop the governance foundation necessary to support the responsible adoption and use of artificial intelligence within the Idaho Judicial Branch.

From the outset, the team recognized that AI governance is not simply a technology initiative. Rather, it is a leadership, policy, and organizational effort intended to ensure that future AI adoption aligns with the mission, values, and responsibilities of the courts. As a result, the team focused on developing the strategic direction, governance structures, policies, ethical guidance, and decision-making frameworks necessary to support future AI initiatives.

Expected Outcomes

The team identified four desired outcomes:

- A clear AI governance vision and roadmap aligned with the court's mission.
- A representative AI governance structure with defined roles and responsibilities.
- Policies, principles, and guidelines to direct AI adoption and use.
- Strong leadership commitment to ensure AI efforts are appropriately prioritized and supported.

Throughout the project, members consistently emphasized that responsible AI adoption requires more than technical capability. It requires thoughtful governance, transparency, accountability, education, and ongoing oversight. This perspective guided the development of every deliverable produced by the team.

The team included representatives from the judiciary, court administration, information technology, court operations, legal services, and external subject matter experts. This broad representation ensured that operational, technical, ethical, legal, and governance considerations were incorporated throughout the process and helped produce more balanced and practical recommendations.

Key Activities, Deliverables, and Accomplishments

AI GUIDING PRINCIPLES

One of the first major accomplishments of the team was the development of the Idaho Courts AI Guiding Principles (see [Appendix C](#)).

The Guiding Principles were intended to establish the foundational values that should guide all future AI-related decision making across the Idaho Courts. The team spent several meetings discussing and refining the principles to ensure they reflected the role of the judiciary, the importance of public trust, and the need for human accountability.

The final Guiding Principles addressed:

- Mission Alignment
- Ethical Use
- Independence
- Transparency
- Accountability
- Fairness
- Empowerment

A significant portion of the work involved distinguishing guiding principles from operational policy requirements. The team concluded that guiding principles should articulate the values and commitments of the courts, while policies should establish the specific requirements and expectations necessary to implement those values.

The Guiding Principles were finalized, advanced for review, and ultimately approved by the Idaho Supreme Court. They now serve as the foundation for future AI governance, policy development, and implementation efforts.

AI GOVERNANCE COMMITTEE ORDER

The second major deliverable was the development of a draft Order Establishing the AI Governance Committee (see [Appendix D](#)). The team recognized early in the project that successful AI adoption would require a permanent governance structure capable of providing ongoing oversight beyond the life of the team itself. As a result, significant effort was devoted to defining the purpose, scope, authority, membership, and responsibilities of a permanent AI Governance Committee.

The proposed order establishes:

- Committee purpose and responsibilities
- Membership categories

- Committee staffing model
- Relationship to Data Governance efforts
- Relationship to the Court Technology Committee
- Long-term governance and oversight responsibilities

One of the most significant discussions throughout the project focused on clarifying the committee's role. The team repeatedly returned to the distinction between determining whether a technology *can* be implemented and determining whether it *should* be implemented. The proposed committee was intentionally designed to focus on governance, policy, ethics, oversight, and public trust considerations rather than technical implementation decisions.

The resulting order provides a framework for ongoing AI governance and creates a mechanism for continued review and oversight as technology evolves.

INTERNAL AI ACCEPTABLE USE POLICY

The team also developed an Internal AI Acceptable Use Policy intended to provide practical guidance for the use of AI within Idaho Courts operations (see [Appendix E](#)).

The policy translates the Guiding Principles into operational expectations and establishes guardrails for judges, court employees, and county employees performing court-related functions.

Key topics addressed in the policy include:

- Acceptable AI uses
- Prohibited AI uses
- Privacy and confidentiality requirements
- Human oversight expectations
- Risk-based governance concepts
- Protection of judicial work product
- Responsible use of approved and non-approved AI tools

Throughout policy development, significant discussion focused on protecting court information while still allowing appropriate innovation. Attention was given to confidentiality concerns, data ownership, solution provider restrictions, judicial work product, and the risks associated with public AI systems.

The resulting policy provides a practical framework for day-to-day AI use while maintaining appropriate protections for court operations and public trust.

JUDICIAL ETHICS AND AI GUIDANCE

Recognizing that AI raises important questions for judicial officers, the team supported a review of the Idaho Judicial Canons through an AI lens.

This effort examined how existing judicial ethics requirements apply to AI use and explored whether additional guidance or rule changes would be necessary.

The review focused on issues such as:

- Judicial competence
- Bias and fairness
- Independent investigation concerns
- Ex parte communication considerations
- Human responsibility and accountability

A key outcome of this work was the conclusion that existing judicial canons already provide substantial guidance regarding AI use. Rather than recommending extensive new ethical rules, the team concluded that education, awareness, and clarification may provide greater value.

The review established a foundation for future judicial education and helped reinforce the principle that AI should assist judicial work but not replace judicial judgment.

AI STRATEGY AND ROADMAP

The final major deliverable produced by the Vision & Leadership Team was the AI Strategy and Roadmap.

This deliverable evolved significantly over the course of the project. Early conversations focused on identifying potential AI projects. As discussions progressed, the team concluded that this approach was inconsistent with responsible governance and shifted toward a problem-first philosophy.

The final roadmap establishes a repeatable process for:

- Identifying operational challenges
- Defining desired outcomes

- Evaluating potential solutions
- Determining whether AI is appropriate
- Planning implementation
- Managing organizational change
- Conducting ongoing monitoring and review

The roadmap also incorporates governance review, risk evaluation, build-versus-buy considerations, and continuous improvement processes.

Perhaps most importantly, the roadmap institutionalizes the concept that the courts should begin by identifying business needs and operational challenges, rather than looking for opportunities to deploy AI. AI is treated as one potential tool among many and should only be pursued when it is the most appropriate solution.

The roadmap provides a framework that can be applied consistently to future AI initiatives throughout the judicial branch.

FUTURE PRIORITIES AND REMAINING WORK

The Vision & Leadership Team created the foundations for AI governance and future AI planning, though work remains in the overall implementation of their efforts. Efforts to implement the AI Governance Committee, the Internal AI Acceptable Use Policy, and the AI Strategy and Roadmap are in motion. Once formed, the Idaho Supreme Court AI Governance Committee will begin the charge of submitting an initial risk-based project review policy to the Court within 120 days of its first meeting, as per the proposed Supreme Court Order (see appendix).

LESSONS LEARNED

Governance Must Focus on “Should We?” Not Just “Can We?”

One of the most significant lessons learned was that technical feasibility alone is insufficient when evaluating AI opportunities within the courts. Throughout project discussions, members repeatedly found themselves asking not only whether a proposed use of AI was technically possible, but also whether it was appropriate, ethical, and consistent with public expectations of the judicial branch. This realization became one of the primary drivers behind the creation of the proposed AI Governance Committee and reinforced the need for governance structures focused on ethics, accountability, transparency, and public trust.

AI Governance and Data Governance Serve Different Purposes

The team also concluded that AI Governance and Data Governance, while closely related, serve distinct functions. Data Governance focuses primarily on data classification, privacy, security, retention, and access controls. AI Governance focuses on appropriate use, oversight, accountability, risk evaluation, and ethical considerations related to AI-enabled systems. While coordination between the two functions is essential, maintaining separate governance structures provides clearer accountability and more focused decision-making.

Human Accountability Must Remain Central

Human accountability emerged as a foundational principle across every major deliverable. The team consistently emphasized that AI should function as a tool to support judges and court personnel, rather than as a replacement for human responsibility or judgment. Whether discussing ethics, governance, policy, or implementation, members repeatedly reinforced that accountability for decisions and outcomes must remain with people, not technology.

Education Is a Prerequisite for Responsible AI Use

The team recognized that responsible AI use requires ongoing education and awareness. Discussions highlighted the need for AI literacy, prompt development skills, bias awareness, and training regarding the risks and limitations of AI systems. Members also acknowledged that education cannot be viewed as a one-time activity. Because AI technologies continue to evolve rapidly, ongoing learning will be necessary to support responsible adoption.

Broad Stakeholder Representation Improves Outcomes

Another important lesson involved the value of broad stakeholder participation. Judges, clerks, IT staff, legal counsel, court operations personnel, and subject matter experts each brought unique perspectives that strengthened the final work products. The diversity of viewpoints helped identify issues that may not otherwise have been considered and resulted in more balanced, practical, and sustainable recommendations.

Start with Business Problems, Not AI Solutions

Finally, the team came to an understanding in its approach to evaluating AI opportunities. Early discussions often focused on identifying potential AI projects. Over time, the group concluded that this was the wrong starting point. Instead, courts should first identify operational challenges, desired outcomes, and service needs. AI should then be evaluated as one possible solution among many. This

problem-first approach ultimately became a cornerstone of the AI Strategy and Roadmap and is expected to guide future AI decision making across the Idaho Courts.

CONCLUSION

The Vision & Leadership Team successfully delivered the core governance foundation envisioned at the beginning of the project.

The team developed and advanced the AI Guiding Principles, created the proposed AI Governance Committee structure, developed an Internal AI Acceptable Use Policy, completed a Judicial Ethics and AI review, and established an AI Strategy and Roadmap to guide future initiatives.

Collectively, these deliverables provide the Idaho Courts with a framework for evaluating, governing, and implementing AI technologies in a manner consistent with judicial values and responsibilities.

While implementation activities remain, the foundational work has been completed. The Idaho Courts are now positioned to pursue AI opportunities through a structured governance framework that emphasizes accountability, transparency, human oversight, judicial independence, and public trust.

Stakeholder Engagement & Communication

Introduction

The team focused on identifying key internal and external stakeholders, developing communication strategies, gathering feedback, building awareness, and fostering trust in AI governance efforts across the Idaho Judicial Branch. Activities were coordinated with the broader AI Governance Team and other AI Governance teams.

Importance of Stakeholder Communication

Successful AI governance and the effective use of AI depends not only on technology and policy, but also on the people affected by AI-related decisions. Work in this area focused on ensuring stakeholders were actively involved or considered in AI governance decisions, establishing clear communication channels regarding AI goals, risks, and benefits, managing stakeholder expectations through transparent updates and feedback processes, and promoting awareness, trust, and acceptance of AI initiatives throughout the judicial branch.

Expected Outcomes

The Stakeholder Engagement & Communication Team was established to achieve the following outcomes within the overall AI governance effort:

- Stakeholders (internal and external) actively involved or considered in AI governance decisions.
- Clear communication channels for explaining AI goals, risks, benefits, and governance activities.
- Stakeholder expectations managed through transparent updates, feedback opportunities, consultations, and engagement processes.
- Awareness, trust, and acceptance of AI initiatives promoted across the Idaho Judicial Branch.

Key Activities, Deliverables, and Accomplishments

Key Activities

The team completed or substantially advanced the following activities:

- Periodically met to review materials, discuss stakeholder engagement activities, and coordinate communications efforts.
- Developed foundational knowledge of stakeholder engagement, communications planning, and change management principles, including review of the NCSC AI Readiness for the State Courts resources and consideration of the Prosci ADKAR® change management model.
- Identified and documented stakeholders potentially impacted by AI governance efforts across the Idaho Judicial Branch, including but not limited to judicial officers, court staff, attorneys, justice partners, governmental entities, and the public.
- Conducted stakeholder analysis activities to theoretically evaluate stakeholder interest, influence, and engagement needs related to AI governance.
- Shared stakeholder analysis findings with leadership to build awareness and support for the AI governance effort.
- Reviewed the results of AI related questions included in an Annual IT survey to better understand stakeholder awareness, concerns, expectations, and readiness regarding AI governance and AI-related initiatives.

- Presented stakeholder feedback and consultation results to leadership to support decision-making and awareness of stakeholder perspectives.
- Developed a communications and messaging strategy to introduce AI governance efforts, explain goals and guiding principles, communicate risks and benefits, and support broader organizational awareness.
- Developed stakeholder-specific communication and change management approaches designed to support awareness, desire, knowledge, ability, and reinforcement for key stakeholder groups.
- Developed communication materials, talking points, and communication plans intended to support transparency and promote understanding of AI governance activities throughout the judicial branch.
- Planned awareness, education, and outreach activities to communicate AI governance efforts and provide stakeholders with information on AI-related topics and governance initiatives.
- Began planning for future information sessions, stakeholder engagement opportunities, feedback mechanisms, and evaluation activities intended to measure stakeholder awareness, understanding, and acceptance of AI governance efforts over time.
- Developed foundational AI knowledge among team members.

The Stakeholder Engagement & Communication team completed approximately 85% of its planned activities. Remaining work is primarily focused on evaluating the effectiveness and impact of communication and engagement efforts, documenting lessons learned, conducting future stakeholder assessments, and supporting ongoing communication activities as AI governance transitions from project implementation to operational practice.

Deliverables

Key deliverables produced by the Stakeholder Engagement & Communication Team include:

AI Governance Communications Plan- A communication and outreach plan designed to explain AI governance activities, communicate AI goals, risks, benefits, and guiding principles, provide stakeholder updates, support AI literacy efforts, and establish mechanisms for gathering stakeholder feedback. The plan includes both internal and external communication activities, targeted messaging, awareness campaigns, feedback opportunities, and strategies for promoting trust and transparency regarding AI use within the Idaho Judicial Branch.

AI Governance Stakeholder Analysis- A comprehensive stakeholder identification and analysis artifact documenting internal and external stakeholder groups potentially affected by AI governance efforts. The analysis identified stakeholder interests, influence, impact, communication needs, and engagement priorities to ensure stakeholders were appropriately considered throughout the AI governance process (see [Appendix F](#)).

Stakeholder Engagement and Change Management Framework- Contained within the Stakeholder Analysis document (see [Appendix F](#)), a stakeholder engagement approach based on organizational change management principles, including the use of the Prosci ADKAR® model to support stakeholder awareness, desire, knowledge, ability, and reinforcement. The framework provides a structured approach for engaging stakeholders, facilitating adoption of AI governance practices, addressing concerns, and incorporating feedback into future governance efforts.

AI Governance Messaging and Talking Points- A collection of consistent communication materials and talking points developed to explain the purpose of the AI governance initiative, the opportunities and risks associated with AI, the role of AI governance within the judicial branch, and the Idaho Supreme Court's guiding principles regarding AI use. These materials provide a common foundation for communications with judges, court staff, attorneys, justice partners, and the public.

Stakeholder Engagement and Feedback Strategy- Communication and feedback mechanisms designed to support ongoing stakeholder participation and monitoring. These include communication touchpoints, surveys, stakeholder meetings, information sessions, and other processes intended to evaluate awareness, understanding, acceptance, and adoption of AI governance efforts over time.

Future Priorities and Remaining work

REMAINING WORK

- Continue implementation of the AI Governance Communications Plan, including planned awareness, education, outreach, and feedback activities related to AI governance, guiding principles, policies, and future AI initiatives.
- Evaluate the initial impact and effectiveness of AI governance communications, policies, and engagement efforts through surveys, focus groups, and other feedback mechanisms.

- Monitor stakeholder awareness, understanding, trust, and acceptance of AI governance initiatives and adjust communication and engagement approaches as needed.
- Document lessons learned, future review cycles, and recommendations for ongoing stakeholder engagement and communication activities as AI governance continues to evolve.
- The stakeholder workshops were deliberately deferred as the team concluded they would be more valuable after other governance deliverables.

Lessons Learned

- Stakeholder engagement and education are closely connected and benefit from ongoing coordination. Multiple work products emphasized the importance of coordinating communication, awareness, training, and AI literacy efforts. Stakeholders are more likely to support AI governance initiatives when communication efforts are paired with opportunities to improve understanding of AI technologies and governance practices.
- Existing communication channels can be leveraged to support AI governance efforts. The communications plan incorporated existing newsletters, education updates, leadership communications, and stakeholder meetings as mechanisms for sharing information and gathering feedback. Leveraging established communication channels created opportunities to efficiently engage stakeholders without requiring entirely new communication structures.
- The overall effort coincided with a busy legislative session, requiring the team to balance AI governance communications activities with other competing priorities and demands on judicial branch leaders and stakeholders. Nevertheless, the team was able to develop several important governance and technical architecture deliverables and meet expected outcomes.
- Clearly defining scope is critical when discussing AI governance. Throughout the stakeholder analysis process, the team found it important to distinguish AI governance for court operations from broader topics such as attorney AI usage, AI-generated evidence, deepfakes, and litigant use of AI. Clarifying scope helped focus stakeholder engagement efforts and ensured communications remain aligned with the objectives of the AI governance initiative.

Conclusion

Although the Stakeholder Engagement & Communication Team was established as a temporary effort, the communication and stakeholder engagement practices developed during the project should continue as part of ongoing AI governance. The communications plan, stakeholder analysis, messaging materials, and feedback mechanisms provide a foundation for informing stakeholders, gathering input, supporting policy implementation, and maintaining transparency as AI governance efforts evolve within the Idaho Judicial Branch.

Education & Skill Development

Introduction

The Idaho AI Governance Education & Skill Development Team was established to develop the educational foundation necessary to support the responsible adoption and use of artificial intelligence within the Idaho Judicial Branch.

From the beginning, the team recognized that AI readiness is not primarily a technology challenge. Instead, it is a workforce readiness challenge that requires education, awareness, change management, and ongoing professional development. The team focused on preparing judges, administrators, court staff, and other stakeholders to understand AI, evaluate its capabilities and risks, and use AI-enabled tools effectively and responsibly as they become available.

Expected Outcomes

The team identified four desired outcomes:

- Court users and stakeholders gain foundational AI literacy.
- Training programs established for judges, administrators, and staff on AI-enabled tools and policies.
- Continuous learning pathways created to adapt to evolving AI technologies.
- A more skilled workforce capable of effectively using AI in daily operations.

Throughout the project, the team consistently emphasized that successful AI adoption requires more than access to technology. It requires a workforce that understands AI concepts, appreciates the limitations and risks of AI systems, and develops the skills necessary to exercise sound judgment when using AI-enabled solutions.

The team included representatives from court administration, court operations, judicial education, information technology, higher education, judicial leadership, and external AI subject matter experts. This diverse representation provided perspectives from both the operational and educational sides of the organization and ensured that training recommendations reflected the practical realities of court operations.

Key Activities, Deliverables, and Accomplishments

WORKFORCE READINESS ASSESSMENT AND STAKEHOLDER ENGAGEMENT

One of the first accomplishments of the team was assessing the current state of AI awareness and readiness within the Idaho Courts.

The team conducted stakeholder engagement activities and reviewed feedback gathered through discussions with court personnel, including members of the Clerks' Advisory Group and other court stakeholders. These conversations provided valuable insight into current knowledge levels, perceptions, concerns, and educational needs.

Several themes emerged from these discussions:

- AI knowledge and experience varied significantly across the workforce.
- Many employees had limited or no experience using AI tools.
- Employees expressed interest in learning how AI could improve efficiency and consistency.
- Concerns focused on bias, hallucinations, misinformation, privacy, confidentiality, and appropriate use.
- Participants consistently requested practical, job-specific training rather than general technology education.

These findings helped shape the overall training strategy and reinforced the need to build foundational literacy before introducing more advanced topics.

AI TRAINING FRAMEWORK AND ROADMAP

The primary deliverable produced by the team was the development of a comprehensive AI Training Framework and Roadmap. A draft Idaho Courts AI Training plan can be found in [Appendix G](#).

The framework was intentionally designed as a progressive learning pathway that could support employees with varying levels of experience and accommodate future AI developments across the judicial branch.

The proposed training structure consists of four major educational components:

Workshop 1: Introduction to AI in the Courts

This workshop focuses on:

- Foundational AI concepts
- AI terminology and literacy
- Judicial Branch values and AI
- Ethical considerations
- Governance principles
- Introduction to approved AI tools and resources

Workshop 2: AI Skills Development

This workshop focuses on practical AI skills, including:

- Internal AI Use Policy
- Prompt development and prompt engineering
- Evaluating and validating AI outputs
- Risk awareness and mitigation
- Understanding limitations of AI systems
- Introduction to bias and responsible use concepts

Workshop 3: Role-Based AI Applications

This workshop focuses on role-specific use cases for:

- Judges
- Clerks
- Administrative staff
- Administrative Office of the Courts staff

The goal is to demonstrate how AI may support existing workflows while maintaining human oversight and accountability.

Workshop 4: Court-Specific AI Tools

This workshop was designed as a future training component to support any Idaho-developed AI systems, chatbots, copilots, or other approved tools that may be implemented.

The framework provides a scalable structure that can evolve as new technologies, policies, and organizational needs emerge.

TRAINING GOVERNANCE AND APPROVAL PROCESS

A significant accomplishment of the team was helping establish a governance pathway for AI educational content.

Throughout the project, considerable effort was devoted to understanding how training materials and educational initiatives would move through review and approval processes.

The resulting framework outlined a process that included:

- Leadership review
- Stakeholder feedback
- AI governance review
- AI workgroup endorsement
- Judicial approval when appropriate

This work created a repeatable process for future AI education efforts and ensured that training initiatives would align with broader governance efforts occurring across the judicial branch.

AI KNOWLEDGE REPOSITORY AND LEARNING INFRASTRUCTURE

The team also focused on establishing the infrastructure necessary to support long-term learning.

Rather than building a new platform, the group identified the existing Learning Management System (LMS) as the primary repository for AI-related educational resources.

The repository supports:

- AI literacy materials

- On-demand training resources
- Reference materials
- Future educational modules
- Supplemental learning content

The LMS provides a centralized location for educational materials and creates a foundation for ongoing workforce development.

INITIAL AI EDUCATION PROGRAM

The team successfully supported the delivery of the first AI education efforts within the Idaho Courts.

These initial educational activities included a webinar focused on:

- Foundational AI literacy
- AI governance concepts
- Opportunities and risks associated with AI
- Judicial Branch perspectives on AI adoption
- Responsible use considerations

This first webinar series attracted strong participation from across the judicial branch and provided employees with an introductory understanding of AI concepts and future organizational direction.

Participant feedback consistently highlighted the value of receiving clear leadership guidance and appreciated the effort to establish a unified approach to AI education across the courts.

COMMUNICATIONS AND AI LITERACY STRATEGY

As the project progressed, the team expanded its focus beyond formal training and began developing a broader AI literacy strategy.

The group recognized that AI adoption requires continuous communication in addition to formal training.

The emerging strategy included:

- Ongoing educational communications
- AI newsletters
- Microlearning opportunities

- Webinars and roundtables
- Reusable learning content
- Awareness campaigns focused on AI literacy

The team concluded that continuous exposure and reinforcement would likely be more effective than relying exclusively on traditional training programs.

Future Priorities and Remaining Work

Future priorities for this effort center around implementation, measuring success, and developing plans for continuous learning in an everchanging AI landscape.

Feedback was collected after the first AI training, and ongoing AI competency tests and feedback collection will be required to measure the success of future training and development programs.

In addition to implementing role-based learning and completing the education workshops developed by this team, work remains to create and implement plans for continuing education.

Lessons Learned

AI LITERACY MUST COME BEFORE AI ADOPTION

One of the most significant lessons learned was that AI literacy cannot be assumed.

The team initially discussed training on AI tools and use cases, but stakeholder engagement revealed that many employees required a foundational understanding of AI concepts before more advanced topics could be addressed.

As a result, foundational literacy became the cornerstone of the training framework.

PRACTICAL DEMONSTRATIONS ARE MORE EFFECTIVE THAN THEORY

The team consistently heard that employees wanted practical examples tied directly to their work.

Participants were most engaged when discussions focused on real-world applications such as:

- Drafting communications
- Summarizing information
- Creating meeting notes
- Supporting administrative work

- Standardizing routine tasks

The team concluded that successful AI education should emphasize practical demonstrations and workflow integration rather than technology theory alone.

HUMAN OVERSIGHT MUST REMAIN CENTRAL

Concerns regarding hallucinations, bias, misinformation, privacy, and accountability emerged repeatedly throughout stakeholder discussions.

As a result, the team consistently emphasized that AI should serve as a tool to assist court personnel, not replace human judgment.

Human accountability, validation, and oversight were identified as essential components of all future AI training.

ROLE-BASED TRAINING IS CRITICAL

The team learned that different employee groups have different educational needs.

Judges, clerks, administrators, and court staff perform unique functions and encounter different AI opportunities and risks.

While foundational literacy can be shared across the organization, practical training must be tailored to specific roles and responsibilities.

EDUCATION AND GOVERNANCE ARE CLOSELY CONNECTED

Another important lesson was that educational efforts cannot be developed in isolation from governance activities.

Training plans often depend upon policy decisions, governance guidance, and technology decisions being developed by other teams.

This reinforced the importance of strong coordination between governance, policy, technology, and education initiatives.

CONTINUOUS LEARNING IS MORE EFFECTIVE THAN ONE-TIME TRAINING

The team found broad agreement that AI education cannot be treated as a single training event.

Because AI technologies continue to evolve rapidly, workforce education must evolve as well.

The team concluded that successful workforce readiness will require ongoing learning opportunities, recurring communications, and continuous reinforcement of foundational concepts.

LEADERSHIP COMMUNICATION MATTERS

The initial webinar session demonstrated the significant impact of leadership involvement on workforce engagement.

Participants responded positively to clear messaging about:

- Why AI matters
- How AI aligns with the judicial mission
- Expectations for responsible use
- The importance of balancing innovation with accountability

The team concluded that leadership communication is a critical component of successful AI adoption.

Conclusion

The Education & Skill Development Team successfully delivered the foundational education and workforce readiness structure envisioned at the beginning of the project.

The team assessed workforce readiness, developed a comprehensive training framework, established governance pathways for educational content, identified learning infrastructure, delivered initial AI literacy programming, and created a strategy for future workforce development.

Collectively, these efforts provide the Idaho Courts with the educational foundation necessary to support responsible AI adoption across the judicial branch.

While implementation activities remain, particularly in the areas of policy integration, role-based training development, and continuous learning, the foundational work has been completed. The Idaho Courts are now positioned to build an AI-ready workforce that can responsibly, effectively, and confidently use AI technologies while maintaining the principles of accountability, transparency, human oversight, and public trust that define the judicial system.

Technology Architecture

Introduction

ABOUT OVERALL EFFORT

This team focused on exploring and establishing the technical foundations necessary to govern, integrate, secure, and support the use of AI technologies within the Idaho Judicial Branch. Activities were coordinated with the broader AI Governance Workgroup and Court Operations Architecture Team.

Importance of Technical Architecture

AI is a technology that must be managed as such and appropriately integrated with other technologies used to accomplish the work of courts. Work in this area focused on understanding how AI will impact new and existing systems, addressing data security and privacy, and managing expectations and costs.

Expected Outcomes

The Technology Architecture Team was established to achieve the following outcomes within the overall AI governance effort:

- AI integrated with existing court technologies and systems.
- Data governance and privacy measures strengthened to handle AI-related risks.
- Scalable and secure infrastructure supporting AI services.
- Reduced technical and financial risks through clear architectural planning.

KEY ACTIVITIES, DELIVERABLES, AND ACCOMPLISHMENTS

Key Activities

The team completed or substantially advanced the following activities:

- Periodically met to review materials and discuss deliverables.
- Developed foundational AI knowledge among team members.
- Reviewed the NIST AI Risk Management Framework and NCSC AI Readiness for the State Courts resources.
- Reviewed applicable technology standards and requirements.

- Evaluated organizational AI guiding principles and their impact on technology architecture.
- Assessed current technology infrastructure, capabilities, and AI readiness.
- Developed AI technology standards and best practices.
- Provided feedback on Internal AI Acceptable Use Policy.
- Prioritized technology infrastructure and capability needs related to AI.
- Identified and documented existing applications utilizing AI within the court technology environment.
- Developed a high-level architecture for the first AI pilot application.
- Began development of technical requirements for the pilot application³.

The Technology Architecture team completed approximately 75% of its planned activities. Remaining work is primarily focused on implementation, pilot execution, and applying the governance and architecture frameworks developed during the project.

Deliverables

Key deliverables produced by the Technology Architecture Team include:

- **AI Technical Architecture and Review Process** - A governance model establishing how proposed AI projects will be evaluated before approval, implementation, or expansion. The process was designed to ensure that AI solutions are secure, transparent, accountable, aligned with the mission of the Idaho Judicial Branch, and subject to appropriate human oversight.
- **AI Technical Reference Architecture Framework** - A technical framework establishing architecture standards, security expectations, integration requirements, and governance considerations for AI solutions developed internally or acquired from solution providers. The framework establishes consistent technical expectations for all AI products across the Idaho Judicial Branch.
- **AI Project Governance & Lifecycle Framework** - A risk-based governance framework that supplements existing demand management,

³Requirements were started per the recommendation in the NCSC Reliable and Repeatable guide; however, the pilot application was not selected following the governance process and was therefore paused.

procurement, enterprise architecture, and cybersecurity processes with AI-specific review and approval requirements. The framework provides a repeatable lifecycle for the evaluation, implementation, monitoring, and ongoing management of AI projects.

- **AI Decision & Compliance Record** - A standardized review and documentation tool used to evaluate proposed AI systems and projects. The record captures business need, risk classification, data and information review, technology selection, hosting and architecture decisions, security and compliance reviews, human oversight requirements, financial considerations, operational ownership, and final governance decisions. This artifact provides a consistent mechanism for documenting AI-related decisions and demonstrating compliance with governance requirements.

Future Priorities and Remaining Work

REMAINING WORK

- Submit/review first AI pilot application/project through new AI Technical Architecture and Review process and framework.
- Further refine and complete the inventory of existing court applications that currently use AI.
- Review existing internal technology governing artifacts to determine whether updates are needed based on AI-related standards and requirements.
- Procure or develop the first AI pilot application.
- Implement the first AI pilot application.
- Measure success and share lessons learned from the first AI pilot application.
- Update technical and technology architecture governing artifacts based on lessons learned from the pilot effort.

Lessons Learned

A key lesson learned was the importance of establishing the governance foundation before focusing on a specific AI project. The effort moved quickly toward a proof of concept without first fully defining the problem to be solved and evaluating whether AI was the most appropriate solution. Future efforts may benefit from beginning

with clearly defined business requirements and then using the governance process to assess potential technology options.

The overall effort coincided with a major statewide network upgrade that reduced the availability of key staff. Nevertheless, the team was able to develop several important governance and technical architecture deliverables and meet expected outcomes.

Conclusion

Although the Technology Architecture Team was established as a temporary effort, the focus now shifts to operationalizing the governance and technical architecture deliverables developed by the team. Key lessons learned include the importance of defining the problem and applying governance processes before focusing on a specific AI solution, as well as recognizing the high level of maturity within the Idaho Judicial Branch's technology organization. As a result, NCSC's role was primarily to provide guidance, resources, and facilitation, while the Idaho team led much of the technical analysis and development of the resulting governance and architecture artifacts.

Court Operations Architecture

Introduction

The Idaho AI Governance Court Operations Architecture Team was established to examine how artificial intelligence could be leveraged to improve court operations, service delivery, organizational efficiency, and access to information throughout the Idaho Judicial Branch.

From the outset, the team recognized that successful AI adoption should begin with operational challenges rather than technology solutions. While artificial intelligence presents significant opportunities for improving efficiency and service delivery, technology alone does not solve organizational problems. The team therefore focused on identifying business needs, operational pain points, and information-management challenges that could potentially benefit from AI-enabled solutions.

Expected Outcomes

The team identified four desired outcomes:

- AI systems designed to directly support the court's mission and service delivery

- Measurable improvements in efficiency, service quality, and accessibility
- A framework for monitoring and evaluating AI's impact on operations
- A clear process to assess return on investment (ROI) for AI-enabled services

Throughout the project, the team increasingly recognized that many of the foundational elements necessary for successful AI implementation did not yet exist. As a result, much of the team's work shifted toward establishing governance structures, evaluation frameworks, prioritization methodologies, and knowledge-management processes that would enable future AI initiatives to be implemented responsibly and effectively.

Although the project did not result in the deployment of a production AI solution, the team completed significant foundational work that positions the Idaho Courts to evaluate, govern, prioritize, and implement future AI initiatives in a more structured and sustainable manner.

The team included representatives from court operations, court administration, information technology, justice services, finance, and other functional areas. This broad participation ensured that operational, technical, and organizational perspectives were considered throughout the project.

Key Activities, Deliverables, and Accomplishments

AI OPPORTUNITY IDENTIFICATION AND PRIORITIZATION

One of the first major accomplishments of the team was the identification and evaluation of potential AI use cases across the judicial branch.

The team conducted discovery discussions with multiple operational units to better understand existing challenges, inefficiencies, and information-management needs. Rather than beginning with specific technologies, participants were encouraged to identify operational problems, repetitive processes, and service-delivery challenges that might benefit from automation, information retrieval, or decision-support capabilities.

This effort resulted in:

- Identification of numerous potential AI use cases
- Evaluation of operational pain points across multiple business areas
- Collection of candidate projects from Court Management, Justice Services, and Finance

- Development of an inventory of potential AI opportunities
- Initial prioritization of projects based on organizational value and feasibility

Through this process, the team ultimately identified a knowledge-management and operational chatbot initiative as the primary use case for further exploration.

Perhaps most importantly, the discovery process reinforced the principle that successful AI initiatives should be driven by business needs and operational challenges rather than by technology itself. This concept became a recurring theme throughout the remainder of the project.

AI GOVERNANCE AND EVALUATION FRAMEWORK

As project discussions progressed, the team recognized that implementation activities could not proceed effectively without a structured governance and evaluation process.

While initial conversations focused primarily on identifying use cases, the team soon realized that Idaho Courts would need a consistent methodology for evaluating AI opportunities before implementation decisions could be made. As a result, the team devoted significant effort to developing a governance and evaluation framework that could be applied to future AI initiatives.

The resulting framework included:

- An AI project intake process
- Business value assessment criteria
- Risk evaluation components
- Project prioritization methods
- Governance review pathways
- Steering committee escalation concepts

The purpose of the framework was to provide a repeatable process through which AI opportunities could be reviewed, evaluated, prioritized, and approved.

Rather than creating entirely new organizational structures, the team sought to align AI evaluation processes with existing organizational decision-making practices whenever possible. This approach was intended to improve long-term adoption and sustainability while minimizing unnecessary complexity.

The governance and evaluation framework established an important foundation for future AI initiatives and directly supports the desired outcome of creating a framework for monitoring and evaluating AI's impact on operations.

BUSINESS VALUE AND ROI ASSESSMENT PROCESS

A significant portion of the team's effort focused on developing a structured method for evaluating the business value of potential AI investments.

Members recognized that AI projects would compete for limited organizational resources and that future decision makers would require an objective method for comparing competing requests and determining which projects should move forward.

To support this effort, the team developed:

- A business value scoring model
- Initial risk scoring methodologies
- Project prioritization criteria
- Business assessment processes
- Evaluation workflows integrated into existing project-management practices
- Director-level review concepts

The emerging framework was designed to support more consistent decision making while reducing reliance on subjective project selection methods.

Although a comprehensive ROI methodology was not fully completed during the project period, the team established a foundational structure that can be expanded and refined as AI initiatives progress into implementation phases.

The business value assessment process ultimately became a key component of the broader governance framework and will help support future resource-allocation decisions.

OPERATIONAL PROCESS AND KNOWLEDGE GOVERNANCE REVIEW

As the chatbot initiative was explored in greater depth, the team identified knowledge management and documentation governance as critical prerequisites for successful AI implementation.

The team devoted considerable effort to understanding how operational documentation, manuals, and knowledge resources are currently created, maintained, reviewed, and updated throughout the organization.

This review included:

- Documentation of current-state processes
- Review of manual update procedures
- Evaluation of approval workflows
- Identification of content ownership challenges
- Assessment of governance gaps
- Evaluation of requirements needed to support future AI-enabled knowledge systems

The team discovered that AI solutions are highly dependent upon the quality, accuracy, and reliability of the underlying information they use. As a result, knowledge governance became a central focus of the project's later phases.

The review revealed opportunities to improve documentation ownership, update cycles, approval procedures, and accountability structures. These findings highlighted the connection between operational knowledge management and successful AI implementation.

Ultimately, the team concluded that effective knowledge governance must precede large-scale deployment of AI systems that rely upon internal documentation and procedural information.

Future Priorities and Remaining Work

Remaining work includes implementation, measurement, and refinement. After the first AI pilot project is implemented, success should be measured and lessons learned shared to improve operational adoption. The next phase will focus on refining the AI project development and implementation process.

Lessons Learned

GOVERNANCE MUST COME BEFORE IMPLEMENTATION

One of the most important lessons learned was that governance should precede implementation.

As discussions around the chatbot initiative progressed, it became increasingly clear that ownership, review processes, risk evaluation, content governance, and decision-making authority needed to be established before implementation activities could responsibly move forward.

The team concluded that governance structures create consistency, accountability, and confidence while reducing organizational risk.

Future AI initiatives should establish governance frameworks before pursuing large-scale implementation efforts.

CROSS-FUNCTIONAL COLLABORATION IS ESSENTIAL

The project also highlighted the importance of cross-functional collaboration.

Throughout the effort, participants observed instances where operational, technical, and leadership activities were occurring independently. While considerable progress was made, the project demonstrated how easily organizational silos can emerge during complex initiatives.

The team concluded that future AI initiatives may benefit from building temporary, cross-functional teams organized around specific deliverables rather than permanent teams organized solely around functional areas.

This approach could improve communication, accelerate decision making, and reduce duplication of effort.

KNOWLEDGE MANAGEMENT IS A PREREQUISITE FOR AI SUCCESS

Perhaps the most significant operational lesson learned involved the relationship between AI and knowledge management.

The chatbot initiative revealed that AI systems are only as reliable as the information upon which they are built.

If documentation is outdated, inconsistent, incomplete, or poorly governed, AI systems may amplify those weaknesses rather than solve them.

As a result, the team concluded that organizations should establish clear ownership, review processes, maintenance procedures, and governance structures for information assets before implementing AI solutions that depend upon them.

Strong knowledge management is a prerequisite for successful AI implementation.

EXISTING PROCESSES SHOULD BE LEVERAGED WHENEVER POSSIBLE

The team also concluded that existing organizational processes often provide a strong foundation for AI governance activities.

Rather than creating entirely new governance structures, many project components benefited from leveraging existing project-management, intake, review, and approval processes.

This approach reduced complexity, improved organizational alignment, and increased the likelihood that AI governance practices would become sustainable over time.

The lesson reinforced the value of integrating AI into existing organizational practices whenever practical.

BUSINESS PROBLEMS SHOULD DRIVE AI ADOPTION

Another significant lesson involved the importance of maintaining a problem-first mindset.

Early discussions sometimes focused on potential AI technologies or tools. As the project progressed, the team increasingly recognized that technology should be viewed as one possible solution rather than the starting point.

Future initiatives should begin by identifying:

- Operational challenges
- Service-delivery needs
- Desired outcomes
- Business objectives

Only after those needs are clearly defined should AI be evaluated as a potential solution.

This perspective became one of the project's most important guiding principles and significantly influenced the team's final recommendations.

Conclusion

The Court Operations Architecture Team successfully completed the foundational readiness and governance activities necessary to support future AI adoption within the Idaho Judicial Branch.

The team identified and prioritized AI opportunities, developed governance and evaluation frameworks, established business value assessment processes, reviewed operational knowledge-management practices, and laid the groundwork for future implementation efforts.

While the project did not progress to production deployment of an AI solution, substantial progress was made toward establishing the structures necessary for responsible and sustainable AI adoption.

Collectively, the work completed provides the Idaho Courts with a stronger foundation for evaluating and prioritizing future AI initiatives while balancing innovation with governance, accountability, operational effectiveness, and public trust.

The next phase of work will focus on implementation, measurement, and operational adoption. With governance foundations now largely established, the Idaho Courts are better positioned to pursue AI opportunities through a structured and repeatable process that emphasizes business value, risk management, human oversight, and responsible innovation.

Lessons Learned Throughout the Project

Several important lessons emerged across all teams and the AI Workgroup during this project. While each team focused on different aspects of AI governance, several common themes consistently appeared throughout discussions, deliverables, and recommendations. These themes reinforce the idea that successful AI adoption is not primarily a technology challenge. Rather, it is an organizational, governance, communication, and change-management effort that requires coordination across multiple disciplines.

Governance Must Precede Implementation

One of the most consistent lessons identified across the teams was the importance of establishing governance before pursuing implementation efforts or specific AI solutions. Multiple teams observed that discussions often gravitated toward potential technologies, tools, or use cases before foundational questions regarding oversight, accountability, risk management, ownership, and decision-making authority had been fully addressed.

The project ultimately reinforced that governance should serve as the foundation for all future AI efforts. Courts must first establish guiding principles, governance structures, policies, approval processes, and accountability mechanisms (i.e., clear processes for determining who is responsible for decisions, oversight, etc.) before evaluating potential AI solutions. Doing so creates consistency, reduces organizational risk, and increases confidence in future implementation decisions.

It's important to also recognize that governance, policies, processes, etc., may need to change or be modified as a result of lessons learned implementing a specific AI solution. It is important to set this expectation ahead of time and be prepared to make changes as lessons are learned. See more under the "AI Governance Is an Iterative Process " item.

Business Problems & Opportunities Should Drive AI Adoption

Another lesson repeated across multiple teams was the importance of maintaining a problem-first mindset. Early discussions naturally focused on identifying AI opportunities and potential projects. As the project evolved, participants consistently concluded that courts should begin by identifying operational challenges, service-delivery needs, desired outcomes, and business objectives. Only after those needs are clearly understood should AI be evaluated as a potential solution.

This shift in thinking became one of the project's most important outcomes and was ultimately incorporated into both the governance framework and the strategic roadmap. AI should be viewed as one tool among many rather than the starting point for innovation efforts.

Education and AI Literacy Are Foundational

Nearly every team identified education as a prerequisite for successful AI adoption. The project revealed significant differences in AI familiarity, understanding, and comfort levels among potential stakeholders. Participants consistently recognized that AI literacy cannot be assumed and that foundational education must occur before more advanced discussions regarding governance, technology, policy, or implementation can be successful.

The project also reinforced that AI education is not a one-time activity. Given the pace of technological change, courts will need ongoing learning opportunities,

recurring communications, practical demonstrations, and periodic updates to ensure that knowledge remains current. Education should be viewed as an ongoing capability rather than a project deliverable.

Human Accountability Must Remain Central

Across governance, education, operations, and policy discussions, a consistent theme emerged regarding human accountability. Teams repeatedly emphasized that AI should support judges, court staff, and administrators rather than replace human judgment, responsibility, or decision-making.

Whether discussing acceptable use policies, ethics, workforce training, or future AI implementations, the project consistently reaffirmed that accountability for outcomes must remain with people, not technology. Human oversight, validation, and review should remain central to all AI-enabled processes.

Cross-Functional Collaboration Improves Outcomes

The project demonstrated the value of involving representatives from multiple disciplines throughout governance and planning efforts. Judges, administrators, clerks, technology staff, legal counsel, communications professionals, and operational subject matter experts each contributed unique perspectives that improved final work products and recommendations.

At the same time, the project highlighted the challenges that can arise when teams operate independently. Several teams identified the need for stronger processes to coordinate dependencies, share information, and prevent duplication of effort. Future initiatives would benefit from clearly defined mechanisms for identifying when one team requires information, decisions, or deliverables from another team. Regular cross-team coordination should be incorporated into the governance model from the outset.

Change Management Must Be Embedded Throughout the Initiative

One lesson that became increasingly evident as the project progressed was that organizational change management (OCM) cannot be treated as a separate workstream. Discussions regarding AI repeatedly raised questions about workforce

readiness, communication, trust, organizational impact, and employee concerns. These issues surfaced across multiple teams regardless of their primary focus.

As a result, future AI efforts should integrate change management into every phase of the initiative. Communication, engagement, education, stakeholder outreach, and workforce preparation should begin during project planning and continue throughout implementation and operational use. Successful AI adoption depends as much on people and organizational readiness as it does on technology.

Existing Governance and Organizational Processes Should Be Leveraged

The teams found that many existing court processes already provide a strong foundation for AI governance activities. Project intake procedures, review committees, policy approval processes, risk-management practices, and communication channels can often be adapted rather than replaced.

Future efforts should invest time early in the project to understand how governance, reporting, approvals, budgeting, and project management currently operate within the organization. AI governance processes should be designed to complement existing structures whenever possible rather than introducing unnecessary complexity. This approach improves organizational alignment, accelerates adoption, and increases long-term sustainability.

Dedicated Project Coordination Accelerates Progress

AI governance initiatives should consider assigning a dedicated project manager or coordinator responsible for organizing activities, tracking progress, managing dependencies, facilitating communication, and helping ensure work remains aligned with overall objectives. This role can serve as a central point of coordination across teams and help maintain momentum as governance activities evolve and expand.

The individual serving in this role should also have access to executive leadership and a clear mechanism for elevating issues when needed. AI governance efforts require timely decisions, prioritization, and resolution of competing interests or confusion.

Provide Teams with Clear Starting Points and Reference Materials

The project also demonstrated the value of providing teams with clearly defined starting points, reference materials, and examples early in the process. Teams were most effective when they had sample deliverables, industry frameworks, policies, or external resources to review before beginning discussions.

Future iterations of this methodology should provide more detailed task descriptions, reference materials, and recommended resources as part of the project framework. Doing so can accelerate progress, improve consistency across teams, and reduce time spent determining where to begin.

AI Governance Is an Iterative Process

Perhaps the most important lesson learned is that AI governance should be viewed as an iterative and evolving process. Throughout the project, assumptions changed, work products matured, and governance concepts evolved as participants gained experience and knowledge. This progression was both expected and beneficial.

Organizations should not delay action while attempting to create perfect policies, frameworks, or governance structures. Instead, they should establish foundational controls, move forward deliberately, gather feedback, and continually improve. Governance documents, policies, training materials, and procedures should be reviewed regularly and updated as technologies, organizational needs, and lessons learned continue to evolve. Follow-up reviews and continuous improvement activities should be built into every major AI initiative.

Capacity Must Be Planned For (to the extent possible)

Implementation of AI governance requires meaningful time and participation from those involved; especially those leading teams or taking on related tasks. Many of the individuals involved in governance efforts also have significant responsibilities, making it important to recognize AI governance as a real commitment rather than simply another task added to existing workloads.

Organizations should proactively consider the capacity required to support governance activities and set realistic expectations for participation. Factors such as legislative sessions, major technology initiatives, competing strategic priorities,

staffing changes, and other organizational demands can significantly affect participant availability and the pace of progress.

To the extent possible, organizations should create capacity for individuals involved in AI governance efforts. Allowing participants the time needed to support governance activities helps maintain momentum, strengthens engagement, and increases the likelihood of long-term success.

Overall Observation

The most significant overarching lesson from this project is that successful AI adoption requires far more than selecting and implementing technology. Success depends on governance, education, communication, stakeholder engagement, change management, leadership support, data management, and organizational readiness. Courts that invest in these foundational elements before pursuing specific AI solutions will be significantly better positioned to implement AI responsibly, effectively, and in a manner that maintains public trust.

Strategic Roadmap

The Idaho Judicial Branch AI Strategic Roadmap provides a structured approach for building upon the efforts of the last year and achieving the effective and responsible use of artificial intelligence while preserving public trust, transparency, accountability, and judicial independence.

The roadmap is grounded in the guiding principles and designed to support organizational needs, business challenges, and court priorities driving technology decisions, rather than technology driving organizational decisions and recognizes that AI is a tool that may help achieve organizational objectives when appropriate, but it is not an objective in itself. Throughout the roadmap, governance remains a continuous and foundational element that guides evaluation, implementation, oversight, and improvement activities across the entire AI lifecycle

The roadmap consists of six progressive phases beginning in Q4 2026 and continuing through ongoing improvement activities, that build upon and support one another. Collectively, these phases establish governance, complete any remaining work of the AI workgroup and project teams, operationalize project deliverables created over the last year, demonstrate measurable value and develop confidence through approved AI projects, strengthen organizational readiness, scale successful capabilities, and support continuous evaluation and improvement. Most importantly, the roadmap supports the Judicial Branch's commitment to responsible innovation,

stakeholder engagement, workforce readiness, and the long-term stewardship of AI technologies.

Phase 1: Institutionalize AI Governance (Q4 2026)

The first phase focuses on establishing the permanent AI governance structures, policies, and principles to support future AI activities across the Judicial Branch. This phase transitions the work completed by the AI Workgroup and Vision & Leadership Team into a sustainable governance framework that provides long-term direction and accountability.

Key activities include establishing a permanent AI Governance Committee, formally adopting AI Guiding Principles, finalizing and approving an Acceptable Use Policy, and reviewing this final governance report documenting lessons learned and future priorities. This phase also includes implementing governance, review, and oversight processes that preserve judicial independence and ensure human accountability remains central to decision-making.

By institutionalizing governance at the outset, the Judicial Branch establishes the foundation necessary to evaluate future opportunities, manage risks, and maintain public confidence in AI-related activities.

Phase 2: Operationalize AI Team Deliverables (Q1-Q2 2027)

As governance structures are established, the second phase focuses on translating the governance, stakeholder engagement, technology, education, and court operations deliverables developed during the initiative into operational processes.

Key activities include implementing the AI intake, evaluation, and project review process; continuing the AI Governance Communications Plan and stakeholder feedback processes; implementing AI literacy, training governance, and learning infrastructure; and incorporating human oversight and accountability for approved AI initiatives.

A central objective of this phase is to ensure that stakeholders are continually informed about AI governance activities, safeguards, risks, and intended benefits while building the organizational capabilities needed to support responsible adoption.

Phase 3: Demonstrate Value Through AI Projects (Q3-Q4 2027)

With governance and operational processes established, the third phase focuses on applying those processes to approved AI projects that address business needs and demonstrate measurable value. Activities include evaluating and prioritizing candidate AI use cases, selecting and implementing pilot projects, defining and communicating success criteria, measuring outcomes and risks, and assessing business value.

To help establish a strong foundation for future AI efforts, implementation should begin with approved projects that are most likely to be successful and deliver meaningful outcomes. Early successes provide practical experience with governance processes, demonstrate the potential value of AI-enabled solutions, and help create momentum for future initiatives.

To further support demonstrating value, a shared understanding among stakeholders and project teams regarding what success looks like before implementation begins. Success criteria should be clearly defined, agreed upon, and continually communicated throughout the project. Measuring project results against these agreed-upon objectives helps support transparency and determine whether initiatives are delivering the intended value.

Finally, this phase should develop/foster a culture in which projects are objectively evaluated against their agreed-upon goals and success measures, recognizing that projects not meeting expectations or delivering intended value may be modified, discontinued, or exited when appropriate. It should be considered appropriate to cancel a project not meeting objectives.

Phase 4: Strengthen Judicial Branch Readiness (Q3-Q4 2027)

While components of this phase have already been occurring, as AI projects begin to demonstrate value, the Judicial Branch should continue strengthening the organizational capabilities needed for long-term success and adoption of AI. This phase focuses on continuing to deliberately enhance workforce readiness, AI literacy, stakeholder engagement, data governance, and technology readiness.

Major activities include expanding role-based AI training and workforce development programs, strengthening stakeholder engagement and communication efforts,

conducting outreach and feedback activities, and evaluating the impact of AI projects on public trust, transparency, and the court user experience. Through continued education and engagement, the Judicial Branch reinforces responsible AI use, human oversight, accountability, and informed participation across the organization and among stakeholders.

Phase 5: Scale Tested and Trusted AI Operations (2028-2029)

After governance processes have matured and projects have demonstrated agreed upon success, the fifth phase focuses on expanding successful AI capabilities while maintaining strong governance, accountability, transparency, and public trust.

Activities include scaling successful AI capabilities across approved business use cases, continuing governance oversight and risk monitoring, maintaining workforce development and stakeholder engagement efforts, reinforcing responsible AI use and human oversight through education and training, and applying lessons learned to future initiatives.

At this stage, and where appropriate (if it has not happened already), the Judicial Branch may implement approved public-facing AI solutions to address identified challenges, improve service delivery, and support organizational objectives while maintaining established governance, oversight, and accountability practices.

The emphasis of this phase is not simply broader adoption, but the responsible scaling of trusted and tested capabilities that continue to align with Judicial Branch priorities and Guiding Principles.

Phase 6: Continually Evaluate and Improve (Ongoing)

The final phase recognizes that AI governance is an ongoing journey rather than a final destination. The Judicial Branch continually evaluates the AI program, including governance, operations, AI-enabled services, risks, opportunities, and organizational maturity to ensure continued alignment with Judicial Branch priorities and Guiding Principles.

Activities include conducting periodic reviews of AI policies, processes, and principles; monitoring emerging technologies, risks, and opportunities; assessing organizational, workforce, and technology readiness; updating the AI Strategy and

Roadmap based on lessons learned and evolving needs; and assessing stakeholder trust and acceptance of AI-enabled services.

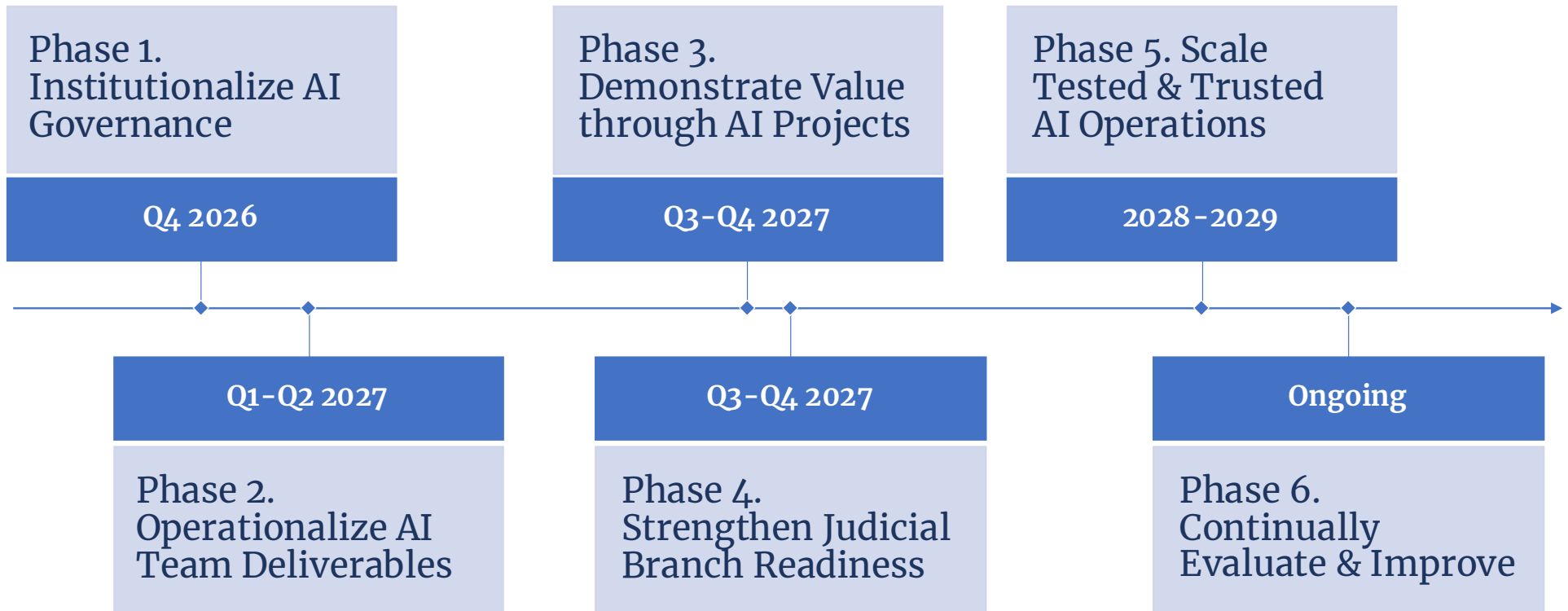
Drawing upon the knowledge and experience gained throughout the preceding phases, this stage supports continuous learning, adaptation, and improvement as technology and organizational needs evolve.

Conclusion

The AI Strategic Roadmap provides a deliberate and structured path for advancing the effective and responsible use of artificial intelligence within the Idaho Judicial Branch. Through six interconnected phases, the roadmap establishes governance, operationalizes foundational work, demonstrates value through carefully selected projects, strengthens organizational readiness, scales successful capabilities, and supports ongoing evaluation and improvement. Incorporating the guiding principles of mission alignment, ethical use, judicial independence, transparency, accountability, fairness, and empowerment, the roadmap ensures that AI remains a tool in service of the courts' mission and priorities.

By following this phased approach, the Idaho Judicial Branch can responsibly navigate emerging opportunities while preserving public trust, human accountability, and confidence in the administration of justice.

Strategic Roadmap Phases



Appendix A. Project Members

Full AI Workgroup

Rebecca Castellano, Court Communications Specialist, Idaho Supreme Court

Manisha Corea Wilson, Attorney & Professor, University of Idaho Law School

James Cook, Legal Counsel, AOC

Jason Crawforth, CEO & Founder, SWEAR

Michelle Crist-Aguiar, Director of Finance, AOC

Jason Dye, Trial Court Administrator, Sixth Judicial District

Jennifer Dvorak, Chief Information Officer, AOC

Pamela Eckhardt, Bingham County Clerk

Susan Fujinaga, Deputy Administrative Director of Idaho Courts

Iria Giuffrida, Associate Provost for Faculty Affairs & Development, Professor of the Practice of Law, William & Mary Law School

Alberto Gonzalez*, Information Technology Services, AOC

Brandi Hawkins, Executive Management Assistant, AOC

Hon. David Hooste, Magistrate Judge, Sixth Judicial District

Jared Hoskins*, Director of Court Management, AOC

Trevor Humphrey, Court Operations Manager, AOC

Jeffrey Hulse, Digital Transformation Manager, AOC

Nickie LaFrance, Document Manager, AOC

Destani Miesner, Administrative Assistant, AOC

Kevin Miller, Director, Tech for Society, Microsoft

Dixie Milliken, Associate General Counsel, Micron Technology, Inc.

Hon. Mark Monson, Administrative District Judge, Second Judicial District

Gary Moser, IT Solutions Architect, AOC

Sara Omundson, Administrative Director of Idaho Courts, Workgroup Lead

Nate Poppino, Communications Manager, AOC

Joe Pirtle, Bar Counsel, Idaho State Bar

Andrea Powers, Human Resources Director, AOC

Scott Ronan, Director of Court Services, AOC

Nick Schulz, Education Manager, AOC

Margaret Smith, Deputy Clerk, Fourth District

Peter J. Smith IV, Attorney, Fennemore Craig, P.C.

Jason Spillman*, Legal Counsel, AOC

Amy Stack, Senior Manager, Court Access & Operations, AOC

Jon Wadley, IT Manager, Idaho State Bar

*Member until left organization

*Member until appointed as Magistrate Judge

Idaho Courts AI & Data Governance Ops Team

Cherie Carter, Data and Evaluation Manager, AOC

Jennifer Dvorak, Chief Information Officer, AOC

Susan Fujinaga, Deputy Administrative Director of Idaho Courts

Destani Miesner, Administrative Assistant, AOC

Brandi Hawkins, Executive Management Assistant, AOC

Jeffrey Hulse, Digital Transformation Manager, AOC

Gary Moser, IT Solutions Architect, AOC

Sara Omundson, Administrative Director of Idaho Courts

Nate Poppino, Communications Manager, AOC

Nick Schulz, Education Manager, AOC

Amy Stack, Senior Manager, Court Access & Operations, AOC

Vision & Leadership

Rebecca Castellano, Court Communications Specialist, Idaho Supreme Court

James Cook, Legal Counsel, AOC

Jennifer Dvorak, Chief Information Officer, AOC

Pamela Eckhardt, Bingham County Clerk

Hon. David Hooste, Magistrate Judge, Sixth Judicial District

Nickie LaFrance, Document Manager, AOC

Dixie Milliken, Associate General Counsel, Micron Technology, Inc.

Hon. Mark Monson, Administrative District Judge, Second Judicial District

Michael Navin, Principal Court Management Consultant, NCSC Lead

Sara Omundson, Administrative Director of Idaho Courts, Idaho Lead

Jason Spillman*, Legal Counsel, AOC

*Member until appointed as Magistrate Judge

Stakeholder Engagement & Communication

Shay Cleary, Principal Court Management Consultant, NCSC Lead

Jason Dye, Trial Court Administrator, Sixth Judicial District

Kevin Miller, Director, Tech for Society, Microsoft

Joe Pirtle, Bar Counsel, Idaho State Bar

Nate Poppino, Communications Manager, AOC, Idaho Lead

Scott Ronan, Director of Court Services, AOC

Jason Spillman*, Legal Counsel, AOC

*Member until appointed as Magistrate Judge

Education & Skill Development

Ira Burton, Director, School of Computing, Boise State University

Iria Giuffrida, Associate Provost for Faculty Affairs & Development, Professor of the Practice of Law, William & Mary Law School

Trevor Humphrey, Court Operations Manager, AOC

Michael Navin, Principal Court Management Consultant, NCSC Lead

Andrea Powers, Human Resources Director, AOC

Nick Schulz, Education Manager, AOC, Idaho Lead

Diane Robinson*, Principal Court Research Associate, NCSC

Sarah Gibson*, Data Scientist, NCSC

Margaret Smith, Deputy Clerk, Fourth District

Peter J. Smith IV, Attorney, Fennemore Craig, P.C.

Manisha Corea Wilson, Attorney & Professor, University of Idaho Law School

*Member until left organization

Technology Architecture

Shay Cleary, Principal Court Management Consultant, NCSC Lead

Jason Crawforth, CEO & Founder, SWEAR

Michelle Crist-Aguiar, Director of Finance, AOC

Jennifer Dvorak, Chief Information Officer, AOC

Alberto Gonzalez*, Information Technology Services, AOC

Jared Hoskins*, Director of Court Management, AOC

Jeffrey Hulse, Digital Transformation Manager, AOC, Idaho Lead

Gary Moser, IT Solutions Architect, AOC

Jon Wadley, IT Manager, Idaho State Bar

*Member until left organization

Court Operations Architecture

Michelle Crist-Aguiar, Director of Finance, AOC

Susan Fujinaga, Deputy Administrative Director of the Courts

Jared Hoskins*, Director of Court Management, AOC

Nickie LaFrance, Document Manager, AOC

Yani Madrigal*, Senior Court Management Consultant, NCSC

Michael Navin, Principal Court Management Consultant, NCSC Lead

Margaret Smith, Deputy Clerk, Fourth District

Amy Stack, Senior Manager, Court Access & Operations, AOC, Idaho Lead

*Member until left organization

NCSC Project Team

Shay Cleary, Principal Court Management Consultant

Sarah Gibson*, Data Scientist

Yani Madrigal*, Senior Court Management Consultant

Emma Maier, Program Specialist

Michael Navin, Principal Court Management Consultant

Diane Robinson*, Principal Court Research Associate

*Member until left organization

Appendix B. Sample Reliable & Repeatable Implementation Guide



AI Governance Reliable & Repeatable Implementation Guide



About

The purpose of this guide is to aid court leaders in implementing and establishing effective AI governance within their court or organization. Establishing effective AI governance requires a dedicated and collaborative/team-based approach over a period of time. This guide brings together insights and tools from experts in court technology, psychology, computer science, design, and law as well as experience from NCSC related AI efforts such as the AI Rapid Response Team and early AI governance implementations in state courts. Utilizing the plan, tools, and tasks outlined in this guide should aid your court in creating a culture over an approximate 12-month period that can benefit from the tremendous promise of AI while addressing and mitigating risks that often accompany transformational technologies.

Tasks contained in this guide are separated into the following categories:

- **Vision & Leadership** – Successful AI governance requires both leadership and vision. Tasks in this category support forming a representative team, identifying guiding principles for your court's AI journey, establishing policy, and providing overall guidance and leadership.
- **Stakeholder Engagement & Communication** – AI cannot be successful without involving and considering the impact on human stakeholders. Tasks in this category focus on taking a human centric approach by engaging stakeholders (first internal and then external), setting realistic expectations, and ensuring that they are involved or represented in the AI governance journey and resulting processes.
- **Education & Skill Development** – In order to govern and effectively benefit from AI, court users and stakeholders must understand it. Tasks in this category focus on building AI literacy by educating stakeholders, developing skills, and instituting processes for continuous education and skill development.
- **Technology Architecture** – AI is a technology that must be managed as such and integrated with other technologies used to accomplish the work of courts. Tasks in this category focus on understanding how AI will impact new and existing systems, address data security and privacy, and manage expectations and costs.
- **Court Operations Architecture** – In the end, AI exists to serve the mission of the organization and improve processes, services and outcomes. Tasks in this category focus on understanding how AI will impact processes and establishing a framework for evaluating return on investment with the



This guide was made possible through a grant provided by the State Justice Institute



AI Governance

Reliable & Repeatable Implementation Guide



How to use this guide:

This guide is an Excel workbook consisting of five different tabs. This "Introduction" tab which provides overall information and instructions, "The Status" tab which captures high level information and shows the overall progress of the plan based on the tasks completed, "The Team" tab which contains the names of individuals helping to execute this effort, "The Tasks" tab which lists all the tasks to be considered or completed, and "The Resources" tab which contains links to external materials that will be referenced as part of the process. Note that whenever applicable the tasks will link to other resources outside of the workbook. To get started:

- 1) It is strongly recommended that you save this workbook on a Teams, SharePoint, OneDrive or other type of drive that provides for updating and collaboration by multiple individuals. (If the platform allows for versioning it is recommended that it is enabled in the event you need to retrieve a previous version of this workbook.)
- 2) On "The Status" tab enter the name of your court, the start date of your AI governance implementation, and the person primarily responsible for updating the plan. The rest of the information on the status tab will populate as tasks are completed.
- 3) On "The Team" tab, add any individuals that you know will be part of your AI governance implementation. It's okay if you don't know who all team members are yet. Some of them will be added as tasks are completed.
- 4) On "The Task" tab, start completing tasks. Note that the implementation plan starts at Month 12 and counts down to Month 0. At month zero AI governance should be operational and can function with the tools and the processes that have been put in place over the last 12 months.



AI Governance

Reliable & Repeatable Implementation Guide



Anticipated FAQs:

Q. What's with the fields with the blue border? **A.** Fields with a blue border or those that can be selected or updated. All other fields are read only.

Q. Do we have to complete every task in the workbook? **A.** Absolutely not. The structure and needs of each court vary and therefore so will each implementation. That said, the tasks are designed to build on one another so each task should be carefully evaluated to determine if it is needed.

Q. What if we want to take more or less time to implement data governance? **A.** While you can technically complete tasks at whatever pace you see fit, with moving too fast you risk not allowing time for organizational change management/culture change, and with moving too slow you risk losing organizational momentum. As a result, taking around 12 months (+/- 20% at most is recommended).

Q. What if we have questions regarding the workbook? **A.** Basic questions regarding the workbook or tasks can be emailed to ai@ncsc.org. If you want assistance or project management support in implementing AI governance, please contact technology@ncsc.org. Grant funding may be available to support assistance or project management.

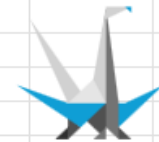
Q. We already have a strong data governance group/team. Do we really need to focus on AI governance? **A.** While data is the lifeblood of AI technologies and there is a mutually beneficial relationship between AI and data governance, AI is a transformational technology that should have its own governance. It is likely that many of the individuals supporting and responsible for data governance in your organization will also be responsible for AI governance.

Q. What's with the origami bird? **A.** The origami crane represents a successful AI governance implementation. While it looks both complex and beautiful, anyone can create it with a little bit of patience and by following a step-by-step process. Complete your AI governance journey and take flight.



AI Governance

Reliable & Repeatable Implementation Guide



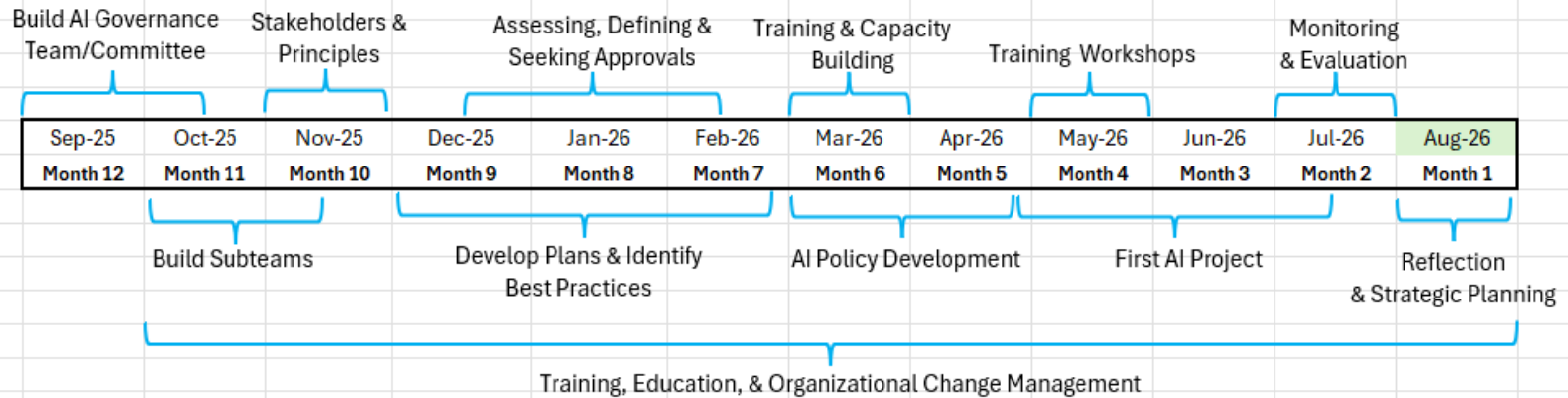
8/31/2026

Name of Court: Idaho Supreme Court

Start Date: 09/01/25

Plan Owner:

Completion Date: 08/31/26

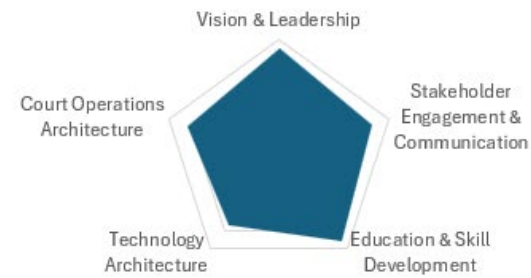




Task Progress



Task Completion & Balance





AI Governance

Reliable & Repeatable Implementation Guide



About

In the space provided below enter the names of individuals who will serve on your AI Governance Committee and if applicable subteams. A smaller or decentralized court may only need the AI Governance Committee, however a larger court or Administrative Office of the Court or centralized court may need the AI Governance Committee and sub teams. Use whatever structure will work best for your size of court.

AI Governance Workgroup	Role	Name	Notes
Champion/Governance Lead	Leads AI governance, provides vision, and oversees policy implementation.	Sara Omundson	
Stakeholder Engagement and Communications Lead	Manages AI-related communications and ensures stakeholder involvement.	Nate Poppino	
Education & Skill Development Lead	Develops AI related training programs and ensures continuous learning.	Nick Schulz	
Technology Architecture Lead	Oversees AI system integration, security, and technical standards.	Jeff Hulse	
Court Operations Architecture Lead	Optimizes court processes for AI adoption and efficiency.	Jared Hoskins	
Additional AI Governance Workgroup Role 1			
Additional AI Governance Workgroup Role 2			
Additional AI Governance Workgroup Role 3			
Additional AI Governance Workgroup Role 4			
Additional AI Governance Workgroup Role 5			
NCSC Rep		Mike Navin	

Vision & Leadership	<i>Role</i>	<i>Name</i>	<i>Notes</i>
Team Lead		Sara Omundson	
Team Member 1		Dixie Milliken	
Team Member 2		Judge Hooste	
Team Member 3		Judge Monson	
Team Member 4		Jennifer Dvorak	
Team Member 5		Pam Eckhardt	
Team Member 6		Jason Spillman	
NCSC Rep		Mike Navin	
Stakeholder Engagement & Communications	<i>Role</i>	<i>Name</i>	<i>Notes</i>
Team Lead		Nate Poppino	
Team Member 1		Jason Dye	
Team Member 2		Jason Spillman	
Team Member 3		Kevin Miller	Microsoft
Team Member 4		Scott Ronan	
Team Member 5		Joe Pirtle	
NCSC Rep		Shay Cleary	
Education & Skill Development	<i>Role</i>	<i>Name</i>	<i>Notes</i>
Team Lead		Nick Schulz	
Team Member 1		Peter Smith	
Team Member 2		Ira Burton	
Team Member 3		Trevor Humphrey	
Team Member 4		Iria Giuffrida	William & Mary
Team Member 5		Margaret Smith	
Team Member 6		Andrea Powers	
Team Member 7		Manisha Corea Wilson	
NCSC Rep		Mike Navin & Diane Robinson	
Technology Architecture	<i>Role</i>	<i>Name</i>	<i>Notes</i>
Team Lead		Jeff Huelse	
Team Member 1		Gary Moser	
Team Member 2		Michelle Crist-Aguiar	
Team Member 3		Jon Wadley	
Team Member 4		Jared Hoskins	
Team Member 5		Alberto Gonzalez	
Team Member 6		Jason Crowthor	
NCSC Rep		Shay Cleary & Yani Madrigal	
Court Operations Architecture			
Team Lead		Jared Hoskins	
Team Member 1		Susan Fujinaga	
Team Member 2		Amy Stack	
Team Member 3		Michelle Crist-Aguiar	
Team Member 4		Nickie LaFrance	
Team Member 5		Margaret Smith	
NCSC Rep		Yani Madrigal	

Task Number	Task Title	Task Description	Resources	Responsibility	Month	Category	Status	Unified or Large Court Adaptation	Non-Unified or Small Court Adaption	Notes
12.1	Identify Champion/Leader	Identify a visible and respected champion to lead your court's AI Governance Initiative. Consider reaching out to peers or other courts who may have already incorporated AI governance.	NCSC AI RRT Resources AI Readiness Governance Brief	Chief Judge or Court Administrator	September	Vision & Leadership	Complete			
12.2	Form the AI Governance Workgroup	In addition to the court operations, technology, stakeholder engagement & communications, and education & skill development leads in the tasks below, consider if additional judicial officers, court administrators, court operations, etc. are needed.	NCSC AI RRT Resources Sample Charter	Chief Judge, Court Administrator, or Other Designated Champion/Leader	September	Vision & Leadership	Complete	Consider if the group should or could live within an existing data governance or representative leadership group/workgroup.	Consider if the group should or could live within an existing data governance or representative leadership group/workgroup.	
12.4	Identify and Document Stakeholder Engagement and Communications Lead	Identify the lead for court stakeholder engagement and communications related tasks. This individual should be someone who has authority and agency in regards to internal and eventually external communications (ideally this should be someone on the AI governance committee).		Chief Judge, Court Administrator, or Other Designated Champion/Leader	September	Stakeholder Engagement & Communication	Complete		In a smaller court or organization this individual may also be responsible for education & skill development and/or court operations architecture.	September
12.3	Develop Baseline Education of AI for Governance Workgroup Members	Ensure that all members have a foundational understanding of AI.	NCSC and TRI Webinars	A Governance Workgroup Members	September	Vision & Leadership	Complete			Resources sent out/added to Teams site. Role-based AI learning added to ID LMS.
12.5	Identify and Document Education & Skill Development Lead	Identify the lead for education and skill development related tasks. This individual should be someone who has authority and agency in regards to internal and eventually external communications (ideally this should be someone on the AI governance committee).		Chief Judge, Court Administrator, or Other Designated Champion/Leader	September	Education & Skill Development	Complete		In a smaller court or organization this individual may also be responsible for stakeholder engagement and/or education & skill development.	
12.6	Identify and Document Technology Architecture Lead	Identify the lead for technology architecture related tasks. This individual should be someone like a CIO or IT Director who has authority to champion or enact changes to court technology (ideally this should be someone who is on the AI governance committee).		Chief Judge, Court Administrator, or Other Designated Champion/Leader	September	Technology Architecture	Complete			
12.7	Identify and Document Court Operations Architecture Lead	Identify the lead for court operations architecture related tasks. This individual should be someone who has authority to champion or enact changes to court processes (ideally this should be someone who is on the AI governance committee).		Chief Judge, Court Administrator, or Other Designated Champion/Leader	September	Court Operations Architecture	Complete	This could be a director or manager over a court operations unit or even a circuit court clerk.	In a smaller court or organization this individual may also be responsible for stakeholder engagement and/or education & skill development.	

Month	Task	Team	Suggested Agenda Items	Notes
11	11.2	AI Governance Workgroup	1) Introductions 2) Review order or charter that established Workgroup 3) Review AI Governance Workgroup Scope and Principles Template (and make any changes seen fit) 4) Review plan status and tasks 5) Schedule recurring meetings	
10	10.1	AI Governance Workgroup	1) Approve AI Governance Workgroup Scope and Principles 2) Discuss Collaboration Space 3) Review plan status and tasks 4) Schedule recurring meetings	
9	9.1	AI Governance Workgroup	1) Discuss legal and regulatory requirements your court is subject to in regards to AI 2) Updates from other team members/leads. 3) Review plan status and tasks	
8	8.1	AI Governance Workgroup	1) Discuss legal and regulatory requirements your court is subject to in regards to AI 2) Updates from other team members/leads 3) Review plan status and tasks	
7	7.1	AI Governance Workgroup	1) Discuss and document risks related to AI implementations 2) Updates from other team members/leads 3) Review plan status and tasks	
6	6.1	AI Governance Workgroup	1) Review AI Policy components for developing interim AI policy. 2) Updates from other team members/leads 3) Review plan status and tasks 4) Recognize that you are halfway through your AI governance implementation!	
5	5.1	AI Governance Workgroup	1) Review draft of interim AI policy. 2) Review/get updates on AI training and development workshops 3) Review/get updates on potential first AI application. 4) Updates from other team members/leads 5) Review plan status and tasks	
4	4.1	AI Governance Workgroup	1) Approve and distribute interim AI policy 2) Discuss process for approving AI projects within the organization 3) Updates from other team members/leads 4) Review plan status and tasks	
3	3.1	AI Governance Workgroup	1) Develop process for approving AI projects within the organization 2) Review/get updates on AI training and development workshops 3) Discuss the need for an AI Inventory 4) Updates from other team members/leads 5) Review plan status and tasks	
2	2.1	AI Governance Workgroup	1) Develop AI inventory 2) Review/get updates on first Pilot Application 3) Updates from other team members/leads 4) Review plan status and tasks	
1	1.1	AI Governance Workgroup	1) Discuss AI strategy for next year 2) Updates from other team members/leads 3) Review plan status and tasks	
0	0.1	AI Governance Workgroup	1) Approve AI strategy for next year 2) Updates from other team members/leads(including a review of any successes and improvements to existing efforts) 3) Review plan status and tasks 4) Celebrate one year of implementing AI governance 5) If applicable, schedule recurring AI governance team meetings for following year.	

Appendix C. Guiding Principles

Idaho Judicial Branch Guiding Principles: AI

MISSION ALIGNMENT

The use of Artificial Intelligence (AI) will support the Idaho courts' core mission of providing access to justice through fair processes and timely, impartial case resolution. AI is a tool to enhance effectiveness and efficiency without compromising judicial independence, integrity, and public trust. AI should complement essential human roles in adjudication and service delivery.

ETHICAL USE

AI implementation must uphold the highest ethical standards, ensuring integrity of court processes, accuracy and security of data, protection of confidentiality, and preservation of public trust. AI use will be appropriate to the importance and sensitivity of the judicial function supported.

INDEPENDENCE

The judiciary's independence and judges' independent judgment must be preserved. AI serves only as a supportive tool and must never replace judicial judgment or decision-making. The Code of Judicial Conduct applies fully to AI use.

TRANSPARENCY

AI systems must be documented, validated, tested, and trustworthy. The Idaho courts commit to public information sharing about AI development and use, with ongoing oversight for accuracy, reliability, and security. AI reliance must be transparent to ensure accountability and avoid undue influence with an emphasis on human accountability and autonomy in judicial reasoning.

ACCOUNTABILITY

Human oversight and final responsibility must be maintained throughout AI deployment. Systems must be reliable, continuously monitored for bias, unfairness or discriminatory outcomes, and subjected to recurrent testing. Privacy and security of sensitive information are paramount. Administrative processes will include mechanisms for redress or review when errors or disputes arise in the use of AI systems by courts.

FAIRNESS

AI must promote equal access to justice, be inclusive and accessible to all regardless of socioeconomic status or disability, and actively work to identify, mitigate, and eliminate systematic unfairness and algorithmic bias.

EMPOWERMENT

AI should be guided by user needs using participatory methods involving those who know the work best. Courts must provide adequate education and training to promote AI literacy, help users safely and effectively utilize AI tools, properly monitor AI outputs, and know how to effectively provide feedback on the tools' accuracy and utility.



Appendix D. Draft Order

In the Supreme Court of the State of Idaho

IN RE: FORMATION OF ARTIFICIAL)
INTELLIGENCE GOVERNANCE) ORDER
COMMITTEE)
_____)

The Idaho Supreme Court recognizes that Artificial Intelligence (commonly called “AI”) has grown rapidly and will impact Idaho’s legal system into the future. AI offers many benefits, such as efficiency and greater access to the courts. Yet, it also poses risks in terms of confidentiality, accuracy, bias and the integrity of court filings, proceedings, evidence and decisions. As a result of these opportunities and challenges the Idaho Supreme Court is creating a standing AI Governance Committee to address the use of AI as it impacts Idaho’s Judicial Branch and the state’s legal system.

IT IS THEREFORE ORDERED that an AI Governance Committee be formed with the following charge:

1. Study the use of AI as it relates to Idaho’s Judicial Branch.
2. Identify legal, practical, ethical, operational, cybersecurity, privacy, and access to justice issues that could arise from the use of AI technology in court operations and in the practice of law, and as appropriate, recommend rules or other changes to the Idaho Supreme Court and Idaho State Bar to address them.
3. Make recommendations to the Idaho Supreme Court on internal policies and procedures for the use of AI by the Judicial Branch and county employees while doing court business, including policies for vetting AI vendors and software. Recommend procurement and contracting standards for AI tools, including requirements for data ownership, data retention, security, confidentiality, training-data restrictions, audit rights, performance representations, indemnity, incident reporting, and termination rights.
4. Make recommendations to the Idaho Supreme Court and Idaho State Bar on rules, policies and procedures for the use of AI by parties, litigants and attorneys in their interactions with the courts, including whether and when disclosure, certification, verification, citation-checking, or other duties should apply to AI-assisted filings or submissions.
5. Serve as an advisory AI governance body for the Judicial Branch responsible for reviewing, evaluating, and making recommendations concerning potential AI use cases as they relate to court functions or projects that impose substantial risk (e.g. using exempt, sealed, shielded, privileged, protected, and personally identifiable information including public-facing litigant assistance, automated classification of filings, or integration with

core court systems, or other information that could pose harm to litigants, attorneys, or the judiciary).

6. Identify opportunities presented by AI technology to improve the administration of justice in Idaho's court system. This includes opportunities and risks relating to access to justice, including impacts on self-represented litigants, rural court users, persons with disabilities, persons with limited English proficiency, and court users with limited access to technology.
7. Recommend appropriate protections, including but not limited to legislation, rules, policies and best practices, that will promote the safe, responsible and effective use of artificial intelligence technology in the courts.
8. In making recommendations, the Committee shall consider safeguards for exempt, sealed, shielded, privileged, protected, and personally identifiable information, including restrictions on the use of court data to train, fine-tune, or improve third-party AI systems without express authorization.
9. Provide ongoing review of developments in the AI space that can impact Idaho courts.
10. The Committee shall submit an initial risk-based project review policy to the Idaho Supreme Court within 120 days of its first meeting. Pending adoption of the risk-based policy, any proposed AI use case involving exempt, sealed, shielded, privileged, protected, and personally identifiable information, including public-facing litigant assistance, automated classification of filings, or integration with core court systems shall be submitted to the Committee for review and recommendation before implementation.
11. The Committee shall submit an annual report to the Idaho Supreme Court summarizing its work, recommendations, and any proposed rule, policy, or legislative changes.
12. Nothing in this Order authorizes the use of AI to replace the independent judgment of judges, magistrate judges, clerks, court personnel, attorneys, or other persons responsible for legal, adjudicative, or administrative decisions.

IT IS FURTHER ORDERED that the following persons are appointed as members of the Committee, to serve for the term indicated or until their successors are selected and appointed by further order of the Court:

1. Administrative District Judge or District Court Judge who is a member of the Court Technology Committee.
2. Magistrate Court Judge who is a member of the Court Technology Committee.
3. Chair of the Court Assistance Committee.

4. Administrative Director of the Courts, or their designee.
5. Data Governance Committee member Jim Cook.
6. Trial Court Administrator.
7. Bar Counsel, Idaho State Bar, or their designee.
8. Dean of the University of Idaho College of Law or their designee.
9. Attorney, prosecutor or public defender with a criminal law caseload.
10. Civil practice attorney with subject matter expertise.
11. Clerk of the District Court.
12. Executive Director of Idaho Legal Aid Services, or their designee.
13. Executive Director of the Idaho Judicial Council, or their designee.
14. Director of the Information Division, Administrative Office of the Courts or their designee.
15. Director of the Court Services Division, Administrative Office of the Courts, or their designee.

IT IS FURTHER ORDERED that _____ is appointed as Chair of the Committee; and Samuel Laugheed is appointed as Reporter of the Committee.

IT IS FURTHER ORDERED that staff from the Information Division and the Court Services Division of the Administrative Office of the Courts shall provide on-going support, guidance, and analysis to the Committee.

IT IS FURTHER ORDERED that this order and the appointment of members to the Committee shall be effective as of the date below.

DATED this _____ day of _____, 2026.

By Order of the Supreme Court

G. Richard Bevan
Chief Justice, Idaho Supreme Court

ATTEST: _____
Melanie Gagnepain, Clerk

Appendix E. Draft Policy



IT-000 Policy – Acceptable Use for AI

Authority: This policy reflects the inherent authority of the Idaho Supreme Court (the Court) to regulate the use of systems, technology, and court data. The Court may update this policy as technology, risk profiles, and operational needs evolve. This policy reflects the Court's commitment to responsible innovation and effective governance.

Policy Statement: This policy establishes the Court's authorized use of Artificial Intelligence (AI) for Court-related work on Court-owned devices consistent with the Acceptable Use Policy. The goal is to effectively leverage AI while mitigating risk, ensuring accountability, and maintaining the integrity of Court records and business.

Scope: This policy provides an overview of AI use, including training, tools, requirements for work email accounts and devices, authorized use cases, and unacceptable use cases. It also addresses data breach reporting requirements, protected information, and verification of AI-generated output. This policy applies to justices, judges, employees, and anyone doing work or providing services for or on behalf of the Court, such as consultants, county employees conducting Court business, volunteers, or other persons engaged by the Court.

Open to the Public: Yes

1. Definitions

Artificial Intelligence (AI): AI is technology that enables computer systems to perform tasks that typically require human intelligence. AI algorithms learn from patterns in data to adapt and improve over time.

Authorized User: Refers to Justices, Judges, elected and deputy Clerks of the District Court (when conducting Court business), state court employees, and other staff or contractors regardless of employer that use Court technology to conduct Court business under the Court's supervision.

Court Technology: Equipment and/or System by which Authorized Users access, create, process, transmit, manage, and store Court Records and otherwise conduct Court Business. Depending on the context herein, Court Technology also refers to the voluntary connection by an Authorized User of personally owned technology, such as a mobile device, to the Court's secure Systems for the purpose of conducting Court Business.

- i. Equipment takes a physical form and includes computers, laptops, mobile devices, scanners, copiers, cabling, telephones, etc. Equipment subject to this Policy and the SOP is owned or leased by the ISC and issued or assigned to specific personnel or locations to conduct Court Business.
- ii. Systems are any combination of software, applications, databases, data, networks, services, or hardware that are owned, leased, contracted, or controlled by the ISC. Systems subject to this Policy and the SOP include the Court's email and messaging platforms, case management

systems, enterprise applications, network infrastructure, websites, portals, cloud and third-party services, etc.

1. When personally owned technology is granted technical authorization to access Court Systems, only the conduct of Court Business (including the creation, access, storage, or transmittal of Court Records or Confidential Information) via such technology is subject to this Policy and SOP.

Confidential Information: Case information, employee information, or similar information or materials that are sealed by court order, shielded by Idaho law and exempt from public disclosure, or would otherwise be considered personal in nature and not available to the public without specific authorization.

Non-Sequestered AI System: A publicly available or externally hosted AI system that operates outside the Court's controlled environment where data may be stored, processed, or used to train third-party models and may be accessible to external entities. These systems should never be used with confidential information.

Sequestered AI System: A restricted, non-public AI system that operates within a controlled environment where the data is not used to train public models and is restricted to authorized users. These systems may be used with confidential information when explicitly authorized. Sequestered systems may also be used as sanctioned pilot environments to allow controlled innovation and testing.

2. Roles and Responsibilities

Employee: Understand and comply with this policy.

Supervisor: Ensure compliance with this policy.

Information Division: If required, train employees and others conducting Court business and enforce policy compliance.

AI Governance Committee: Oversee AI policy implementation, review pilot proposals, and coordinate cross-division guidance and risk assessments.

3. Policy

AI is a tool that can enhance effectiveness and efficiency and complement human roles. When used as required by this policy and the Acceptable Use Policy, AI can help streamline operations, generate data-driven insights, and expand access to services without compromising security, privacy, fairness, transparency, and the integrity of Court operations. The Court encourages responsible experimentation and continuous improvement within the safeguards outlined in this policy.

However, it is important to recognize the limitations of AI and not rely solely on any AI-generated content. Court personnel must review AI-generated material for accuracy, completeness, bias, and other potential issues including erroneous, incomplete, hallucinated, misleading, or otherwise problematic output. Court personnel must use caution when using or relying on AI generated output.

AI tools are intended to assist. They are not a substitute for judicial, legal, or other professional expertise.

(a) Training

Authorized users may be required to complete training on prompting, bias mitigation, and verification best practices. The Court may require additional training or education at any time. Authorized users are encouraged to participate in AI education and training opportunities to stay informed and maintain awareness of developments in the technology.

(b) Tools

Only Court-approved AI tools may be used in Court-related work or on Court-owned devices. Authorized users may use approved AI tools in support of Court business when such use assists with their job duties and does not disclose confidential information, except as expressly authorized. Persons with a judicial branch work email account may use that account to access or register for approved AI tools or to create AI-generated material for work-related purposes.

New tools or pilot projects can be proposed to supervisors who can then proceed with the AOC Project Demand Process.

(c) Devices

Only approved AI tools may be installed or used on Court-owned devices.

(d) Unacceptable Use Cases

The following conduct is prohibited:

- Entering, uploading or processing materials that are sealed, shielded, or exempt from public disclosure into an AI system that has not been approved by the Court;
- Making a decision that impacts a legal right, case outcome, employment decision, or procurement decision without prior Court review and approval;
- Creating or altering evidence, images, audio, or video in a way that could be misleading or used as evidence;
- Impersonating another person or creating communications that appear to come from another person;
- Any use that could expose sensitive Court data or systems without prior review and approval by the Court;
- Circumventing court security controls or acceptable use policies without prior review and approval by the Court;
- Generating final court filings or Court minutes that have not been reviewed and approved by the Court;
- Generating court orders, legal opinions, or judicial decisions that are not based on decisions made by the Court or that have not been reviewed and approved by the Court before adoption;

- Conducting legal research using AI tools not designed for legal work or not approved by the Court for that purpose;
- Performing case analysis or drafting case-related documents using a non-sequestered AI system.

(e) Authorized Use Cases

AI tools may be used to support administrative, operational, educational, technical, and other work activities, provided such use complies with this policy, the Acceptable Use Policy, and all Court data security and confidentiality requirements.

AI use must be evaluated based on the level of risk associated with the task, the data involved, and the potential impact of the output.

AI use is categorized into three risk levels. Authorized users are responsible for selecting the appropriate level based on the sensitivity of the data, the purpose of the task, and the potential impact of the output.

(1) *High Risk Use (Formal Review Required)*

High risk use is when any one of the following applies:

- The AI system processes, generates, or stores Confidential Information;
- The AI system supports critical processes or functions which are essential to Court operations;
- The AI system produces outputs which may materially affect legal rights, Court operations, access to justice, or other critical functions; or
- The AI system is highly trusted by court systems or users, or is used in a critical, enterprise-wide, or public-facing service.

These uses require supervisor approval and review through the established process involving the AI Governance Committee.

Examples of high-risk use may include proposed AI-driven workflows, use of AI in case-related analysis, or any use that could materially impact judicial or administrative decisions.

(2) *Medium Risk Use (Supervisor Awareness or Consultation and approval)*

Medium risk uses involve tasks where:

- The work relates to operational, administrative, or case-support functions;
- Outputs may influence workflows, communications, or internal decisions; or
- There is moderate sensitivity or potential impact if errors occur.

Authorized users should consult with or notify their supervisor before proceeding. Supervisors are responsible for ensuring appropriate safeguards are in place, including use of approved tools and proper verification.

Examples of medium risk use includes drafting internal reports, summarizing case-related materials in a sequestered system, or preparing content that informs decisions but is not itself determinative.

Specific examples include:

- Performing case analysis or drafting case-related documents using a sequestered AI system (i.e. Westlaw CoCounsel, NCSC AI Sandbox, etc.);
- Generating final court filings or court minutes that are reviewed by the Court before adoption; or
- Generating drafts of court orders, legal opinions, or judicial decisions for review and approval by the Court before adoption.

(3) Low Risk Use (No Approval Required)

Low risk uses involve tasks where:

- No protected, confidential, or case-related information is used;
- Outputs are for internal, non-decisional purposes; or
- Errors would have minimal impact and are easily corrected.

Authorized users may use approved AI tools for low-risk activities without prior approval, provided they follow all policy requirements and verify outputs.

Examples may include general drafting, formatting, summarizing non-sensitive information, or brainstorming.

IMPORTANT: When using AI, legal research may be conducted only with Court-approved tools designed for legal work. AI-generated content used for case-related purposes must be reviewed and verified by qualified Court personnel. AI must never supplant the decision-making role of Court personnel.

(f) Data Breach Reporting Requirement

An Authorized User must immediately report any inadvertent disclosure of Confidential Information or other non-public Court data, or any suspected security incident, resulting from the use of an AI tool to the Authorized User's supervisor and the ISC Cybersecurity Team.

(g) Protected Information

Do not enter, submit, or otherwise disclose protected information to any non-sequestered AI tool. This includes, but is not limited to the following:

- Records, data, or information classified as non-public under Idaho Court Administrative Rule 32 or the Code of Judicial Conduct;
- Personally identifiable information; or
- Documents filed in a case or submitted for filing, even if the document is classified as public.

(h) Verification of Output

An AI tool is an assistant, not a replacement for human expertise, experience, or judgment. All AI systems have limitations. Authorized Users are responsible for verifying the accuracy, completeness, and appropriateness of AI-generated content before using it in any Court capacity, including legal research, communications, reports, Court documents or other Court business. An Authorized User's reliance on AI must be transparent to ensure accountability and emphasize human accountability.

The following are problems to watch for:

- **Inaccuracy:** AI-generated legal citations, statistics, and factual claims may be incorrect, incomplete, or out of date and must be independently verified before use.
- **Mistakes:** AI systems may produce incorrect responses due to limitations in training data, system design, or incomplete or unclear user prompts.
- **Guesses:** AI systems may produce responses that appear authoritative or credible but are speculative, unsupported, misleading, or incorrect.
- **Illogical Conclusions:** AI-generated conclusions or recommendations may be illogical, unsupported by facts, or inappropriate.
- **Bias:** AI outputs may reflect biases present in training data, including racial, cultural, gender, socioeconomic, or other biases.
- **Hallucinations:** AI systems may generate false, fictitious or fabricated information, including non-existent court cases, citations, quotations, sources, or factual claims.
- **Copyright and Plagiarism:** AI-generated text, images or other content may reproduce copyrighted material or closely resemble existing works.
- **Confidentiality:** AI may generate, retain, or expose sensitive, confidential, or protected information. Do not assume that AI-generated content is safe to share without review.

4. Revision History

Effective/Reviewed Date	Change	Version	Approver
TBD	Initial Release	1.0	TBD

5. References and Select Legal Authorities

- Idaho Court Administrative Rule 32. Records of the Judicial Department – Examination and Copying – Exemption from and Limitations on Disclosure
- ISC Acceptable Use Policy- IT 280

Appendix F. Draft Stakeholder Analysis Template

AI Governance High Level Stakeholder Analysis Exercise Template

About

The purpose of this exercise is to identify key stakeholders within scope of Idaho AI governance and ensure they are considered, supported, and engaged regarding applicable AI governance and related efforts.

Step 1. Document Working Scope

Key stakeholders and the impact and needs of those stakeholders can vary significantly depending on the overall scope and deliverables of the effort. As best you can, document the scope of the current AI governance effort.



Step 2. Identify Affected Stakeholders

In the space below, review and list any stakeholders that could be impacted by the scope of this effort. Always err on including a stakeholder if unsure. Note: If easier you can start with “Step 3. Identify Stakeholder Interest and Impact” and use that to update the table below.

Stakeholder	Notes
Administrative Office of the Courts (AOC)	
ADOC	
Appellate Court Clerks	
Appellate Judicial Assistants	
Appellate Law Clerks	
Attorneys	
County Government	
County IT	
Court Assistance Officers (CAO)	
Court Clerks – Trial Courts	
Court Committees	
Court IT	
Court of Appeals Judges	
Court Reporters	
District Judges	
District Magistrates Commissions	
G&C Coordinators, Family Court Services, Treatment Court Staff, DV Court Staff	
General Public	
Idaho Judicial Council	
Idaho State Bar	
Jury Commissioners	
Justice Partners	
Law Clerks – Trial Courts	

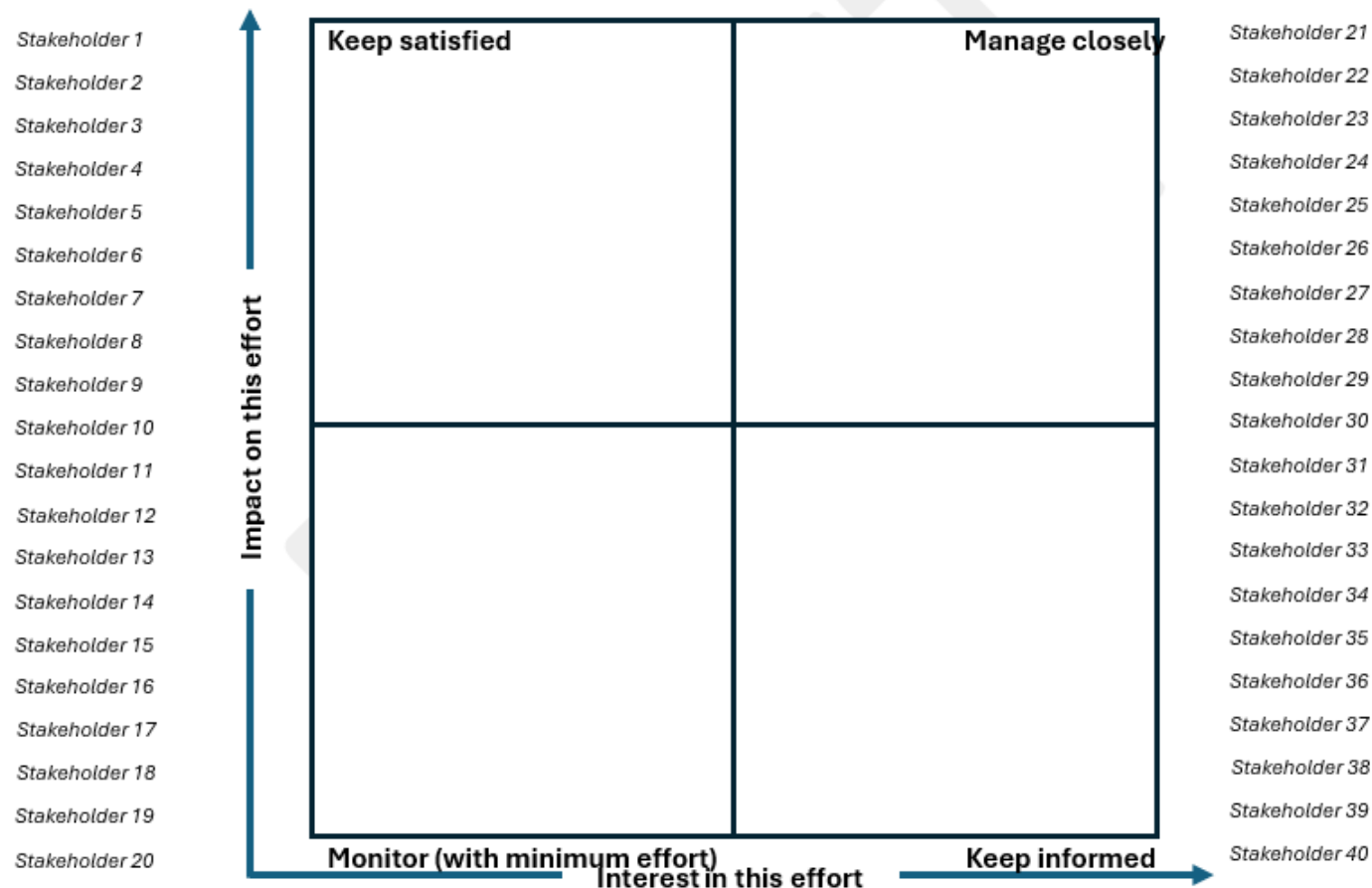
Stakeholder	Notes
Law Enforcement	
Law Library	
Legislators	
Magistrate Judges	
Media	
Self-Represented Litigants	
Senior Judges	
Supreme Court Justices	
Trial Court Administrators	

Add rows as necessary to accommodate any stakeholders not listed

Step 3. Identify Stakeholder Interest and Impact

Stakeholder Matrix

In the matrix below, place stakeholders into the appropriate box regarding the scope of this effort (note that while all stakeholders are important, this exercise is focused only on the scope of this effort).



Step 4. Change Management & Feedback Loops

The implementation of AI governance and the eventual use and impact of AI will be a change for stakeholders, but most of all for those who fall into the “manage closely” and “keep satisfied” quadrants in the step above. Although there are various organizational change management methodologies that can be utilized, this template/exercise incorporates elements of the Prosci ADKAR methodology, which advises that an individual goes through the following phases for successful change. If your organization utilizes a different change management methodology, substitute as necessary. This exercise also considers establishing a feedback loop for each activity to understand if they are effective or changes need to be made.

The Prosci ADKAR Phases and Feedback Loop Considerations:

- 1) Awareness – Applicable stakeholders are aware of the effort and understand the need for it (or the risks of not doing it). *Feedback loops may consist of surveys or check ins to determine if staff understand the reasons for the effort/change. Listen for confusion, misinformation, or lack of urgency and adjust messaging, timing, or messengers as needed.*
- 2) Desire – Applicable stakeholders have a desire to participate in and support the effort (or at least not oppose it). *Feedback loops may consist of listening sessions, surveys, or check ins. Listen for themes of resistance and provide coaching or tailored messaging as needed.*
- 3) Knowledge – Applicable stakeholders know how they can participate in or support the effort (they know what to do, or what to do differently). *Feedback loops may consist of training evaluations or surveys. Look for low confidence in new processes or tools and provide job aids, additional materials, or follow-up training as needed.*
- 4) Ability – Applicable stakeholders have the ability to participate in or support the effort (they can perform new behaviors in real conditions). *Feedback loops may consist of metrics from the activity or tool indicating successful use. Look for issues as well as successes and coach, provide additional training, or recognition as appropriate.*
- 5) Reinforcement – Activities that continually reinforce the items above (ensure the change is sticking and old behaviors or not returning). *Feedback loops may consist of continual monitoring of metrics from the activity or tool indicating successful use. Look for workarounds or declining use and address as appropriate with adjustments, coaching, leadership messaging, and training.*

Activities for applicable stakeholders

For each stakeholder that falls into the “manage closely” and “keep satisfied” quadrants in the previous steps, in the table below note activities that will be utilized to support each phase of change. Coordinate applicable activities closely with the Education & Skill Development Team. It’s helpful to begin each statement with “For [name of effort] [Awareness, Desire, Knowledge, Ability, or Reinforcement] will be achieved by:”

Stakeholder	Awareness	Desire	Knowledge	Ability	Reinforcement
<i>Example: Supreme Court</i>	<i>Example: For AI governance, awareness will be achieved by: Communication from Chief Justice about effort</i>	<i>Example: For AI governance, desire will be achieved by: Providing information about how AI is being utilized in other courts or by other judicial officers</i>	<i>Example: For AI governance, knowledge will be achieved by: Providing resources to learn about AI governance activities</i>	<i>Example: For AI governance, ability will be achieved by: Providing talking points for judges to use in communicating about AI governance</i>	<i>Example: For AI governance, reinforcement will be achieved by: Status updates or metrics on where the AI governance effort is at and introduction or reintroduction of applicable materials.</i>
	For [name of effort], awareness will be achieved by:	For [name of effort], desire will be achieved by:	For [name of effort], knowledge will be achieved by:	For [name of effort], ability will be achieved by:	For [name of effort], reinforcement will be achieved by:
	For [name of effort], awareness will be achieved by:	For [name of effort], desire will be achieved by:	For [name of effort], knowledge will be achieved by:	For [name of effort], ability will be achieved by:	For [name of effort], reinforcement will be achieved by:
	For [name of effort], awareness will be achieved by:	For [name of effort], desire will be achieved by:	For [name of effort], knowledge will be achieved by:	For [name of effort], ability will be achieved by:	For [name of effort], reinforcement

Stakeholder	Awareness	Desire	Knowledge	Ability	Reinforcement
					will be achieved by:
	For [name of effort], awareness will be achieved by:	For [name of effort], desire will be achieved by:	For [name of effort], knowledge will be achieved by:	For [name of effort], ability will be achieved by:	For [name of effort], reinforcement will be achieved by:
	For [name of effort], awareness will be achieved by:	For [name of effort], desire will be achieved by:	For [name of effort], knowledge will be achieved by:	For [name of effort], ability will be achieved by:	For [name of effort], reinforcement will be achieved by:

Add rows as necessary

Feedback Loops Incorporated

For each phase, identify the feedback loops that will be incorporated to measure and adjust as needed. Note that you may also include feedback loops directly into the table above.

Awareness	Desire	Knowledge	Ability	Reinforcement
<i>Consider: Short pulse surveys after initial communications Questions raised during all-staff meetings or judicial briefings Manager check-ins with stakeholders, Misconceptions heard by supervisors</i>	<i>Consider: Listening sessions by stakeholders, Informal resistance tracking by supervisors, One-on-one conversations, Feedback captured during training</i>	<i>Consider: Training evaluations and confidence ratings, Knowledge checks or practice exercises, Questions submitted during training, Requests for clarification after go-live</i>	<i>Consider: Help desk ticket analysis (if applicable), System usage and error data (if applicable) Supervisor observation and coaching notes, Post-go-live support sessions, Shadowing or support feedback</i>	<i>Consider: Adoption and performance metrics, Periodic user surveys, Compliance audits, Manager performance discussions, Recognition and corrective action tracking</i>
Feedback loops that will be incorporated to measure Awareness will include:	Feedback loops that will be incorporated to measure Desire will include:	Feedback loops that will be incorporated to measure Knowledge will include:	Feedback loops that will be incorporated to measure Ability will include:	Feedback loops that will be incorporated to provide Reinforcement will include:

Appendix G. Draft Training Plan



Idaho Courts A.I. Training Plan

Background Information

Learning Objectives/Outcomes: See each Workshop for learning objectives related to that session.

Target Audience: Judges, Deputy Court Clerks, AOC Staff, (others TBD)

Note: This training plan was prepared with assistance from AI.

Virtual Workshops

Workshop 1: Introduction to AI and the Courts

Learning Objectives/Outcomes:

- Explain how AI can be aligned with branch values and workplace culture, emphasizing the importance of soft skills and ethical considerations.
- Define what AI is and is not.
- Explain the difference between closed and open AI systems.
- Recognize organizational guardrails for AI use
- Analyze the potential implications of AI misuse.
- Identify the AI systems that are approved or encouraged for use within the organization and describe their appropriate applications

Duration: 60 Minutes

Delivery Method: Zoom Webinar

Presenter(s): Hon. G. Richard Bevan, Chief Justice, Idaho Supreme Court
Sara Omundson, J.D., Administrative Director of Courts
Jennifer Dvorak, Chief Information Officer

Note: Presenters have not been invited, this is a proposal.

Course Description: Artificial Intelligence (AI) is rapidly transforming the world—but how can it be used responsibly and effectively within the court system? This introductory webinar explores the fundamentals of AI, demystifying what it is (and isn't). Participants will hear from court leadership how responsible AI use can align with judicial branch values, all while emphasizing the importance of sound human judgment. The session also highlights approved AI tools, appropriate use cases, and the organizational guardrails in place to ensure responsible implementation and avoid misuse.

Materials/Resources: ISC AI Policy*
List of approved/encouraged AI tools*

Course Outline:

- Chief Justice Bevan and Director Omundson to provide framing remarks about the state of AI in the courts – aka the “why”
 - AI as a tool to further courts’ mission and values > efficiency of the courts
 - Reskilling and use of human resources, employment concerns
- What is AI?
 - LLMs
 - Open v. Closed/3rd party product v. in-house LLM
 - Integrated AI
- Guiding Principles + Policy Forthcoming
 - -----
- Policy
 - Acceptable use
 - Explaining the implications of misuse
 - Confidentiality
 - Disclosure of AI use
 - Variance with local policy
- Approved/encouraged AI uses and systems
 - Segue into skills workshop

Workshop 2: Essential AI Skills

Learning Objectives/Outcomes:

- Identify appropriate work-related use cases for AI
- Apply prompt writing best practices in an LLM environment to achieve a desired output
- Describe 3 ways to verify the output of an LLM
- Define AI acknowledgement and distinguish when it applies

Duration: 60 Minutes

Delivery Method: Zoom Webinar

Presenter(s): BSU Professor TBD?

Gary Moser, IT Applications Specialist Sr.

Note: Presenters have not been invited, this is a proposal.

Course Description: This hands-on webinar equips participants with essential skills to use AI large language

*Indicates a resource that is not yet developed

models (LLMs) effectively and responsibly. Learn how to identify appropriate work-related use cases, craft high-quality prompts to get relevant results and apply techniques to verify AI-generated content. The session also clarifies when AI use requires formal acknowledgment, helping you navigate emerging workplace norms with confidence and clarity.

Materials/Resources: Prompt Writing Guide*

Course Outline:

- Identifying appropriate AI use cases
 - Understand the strengths and limitations of AI tools
 - Tasks AI handles well: summarizing, drafting, brainstorming, data extraction
 - Tasks better suited for human judgment: decision-making, emotional intelligence, interpretation, highly contextual information and application
 - Match AI capabilities to workplace needs
 - Repetitive or time-consuming tasks that can be streamlined
 - Use cases in communication, documentation, and research
 - Assess risk and sensitivity
 - When not to use AI: confidential, personal, or legally sensitive information
 - Consider data privacy, bias, and fairness
 - Is it solving a real problem or creating unnecessary complexity?
- Crafting LLM prompts
 - Understand the anatomy of a good prompt
 - Clear instructions, context, and desired format
 - Use of role-based or scenario-based prompting
 - Use iterative prompting techniques
 - Refining prompts based on output
 - Chaining prompts for complex tasks
 - Incorporate constraints and examples
 - Word limits, tone, audience, or formatting requirements
 - Providing examples to guide the model
 - Avoid common pitfalls
 - Vague or overly broad prompts
 - Over-reliance on AI to “figure it out”
 - Bias
- Verifying LLM output

*Indicates a resource that is not yet developed

- Check for factual accuracy
 - Cross-reference with trusted sources
 - Be aware of hallucinations (confident but incorrect responses)
- Evaluate tone, clarity, and appropriateness
 - Does the output match the intended audience and purpose?
 - Is the language professional and grammatically correct?
- Use internal review or peer validation
 - When to involve a colleague or supervisor
 - Establishing review protocols for AI-assisted work
- Recognize signs of bias or misinformation
 - Watch for stereotypes, outdated information, or skewed perspectives
- Acknowledgment
 - Define what AI acknowledgment means
 - Transparency about AI-assisted content creation
 - Ethical and professional standards for disclosure
 - Know when acknowledgment is required
 - Public-facing documents, official communications, or legal contexts
 - Internal vs. external use distinctions
 - Understand organizational policies
 - What your workplace requires or recommends
 - Templates or language for AI acknowledgment
 - Promote a culture of healthy AI use
 - Encouraging openness and accountability
 - Reducing stigma around AI assistance while maintaining integrity

Workshop 3(a-c): Job-specific application

Learning Objectives/Outcomes:

- Utilize AI tools to enhance efficiency while maintaining compliance with ethical and operational standards.
- Demonstrate how to interact with the court process chatbot (if implemented), including understanding its capabilities and limitations.

Deputy Court Clerks

Duration: 60 Minutes

*Indicates a resource that is not yet developed

Delivery Method: Zoom Webinar

Presenter(s): Court Operations Team, Clerk SMEs TBD

Note: Presenters have not been invited, this is a proposal.

Materials: Clerk AI Use Court Process*

Course Outline:

- Review Workshops 1&2
- Court process
- Drafting/editing emails and orders
- County-specific processes
- Writing court minutes
- Scheduling and calendaring
- Quality control, review, and reporting
-

Judges

Duration: 60 Minutes

Delivery Method: Zoom Webinar

Presenter(s): Judicial SMEs (Judge Rachel Hamilton?, Judge David Hooste?, Judge Mark Monson?)

Note: Presenters have not been invited, this is a proposal.

Materials: Idaho Judicial AI Usage Bench Card*

Course Outline:

- Review Workshops 1&2
- Case preparation
 - Reviewing, synthesizing, outlining case information [excluding sensitive information]
 - Anticipating objections, challenges, etc.
 - Preparing scripts, colloquies, etc. on complex issues
- Legal research
- Scheduling and docket optimization
- Decision drafting and revision
- Quality control, review, and reporting

AOC Staff

Duration: 60 Minutes

Delivery Method: Zoom Webinar

*Indicates a resource that is not yet developed

Presenter(s): One SME from each Division, Education Team to facilitate Division breakouts

Note: Presenters have not been invited, this is a proposal.

Materials:

Course Outline:

- Review Workshops 1&2
- Discuss and demo relevant AI tools
- Brainstorm use cases for automation
- Division breakouts – discuss and share AI use for division-specific applications.

Workshop 4: Use of the AI project work product – TBD

This workshop is a placeholder for more detailed training on the work produce that the AI Workgroup pursues. That project has not yet been identified as of the drafting of this training plan.

