

Final Report

Three-Day Planning Summit to Explore Infusing the
Region 6 Mid-Coast Maine Adult Treatment Court with
Restorative Justice Principles & Practices

2025

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Executive Summary

The following report details the preparation, facilitation, and outcomes from a community planning summit to explore the integration of Restorative Justice Principles, Values, and Practices into Maine's Region 6 Adult Treatment Court. The summit – a collaborative project of Restorative Justice Project Maine, Maine's Region 6 Adult Treatment Court, and the National Center on Restorative Justice – was held in Rockland, Maine, on June 24–26, 2024.

The summit was designed to creatively explore the following programmatic opportunities:

- The application of restorative principles and processes to the internal work and relationships of the treatment court;
- The application of restorative principles and processes to facilitate treatment court participants' amends making to community, harmed parties, families, and self;
- The application of restorative principles and processes to support the formation and facilitation of a treatment court alumni group.

The 2nd Edition of Best Practice Standards for Adult Treatment Courts (2024) identifies restorative justice as a potential set of activities in Phase 5 Recovery Management. The practice guide takes a circumscribed approach to the application of restorative justice, indicating:

Restorative justice activities are also associated with significantly better outcomes in the criminal justice system (Bonta et al., 2008). Examples of restorative justice activities include performing instructive community service, paying treatment fees or restitution, or participating in victim impact panels. Unfortunately, some treatment courts may impose restorative justice obligations prematurely, before participants have developed the skills and resources needed to complete or benefit from the activities.

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Summit participants took a more expansive view of the potential application of restorative principles and processes, beginning early in the treatment court process and continuing through graduation and alumni activities. It is important to note that all of the ideas generated at the summit, notwithstanding a broader conception of restorative justice,



can be infused into the Maine Region 6 Adult Treatment Court in a manner fully consistent with Best Practices Standards. Fidelity to the national standards and restorative justice implementation are fully compatible with each other.

This report includes the following sections:

- **Origins of the Project:** This section of the report details the serendipitous steps that resulted in the collaboration between the National Center on Restorative Justice, Maine's Region 6 Adult Treatment Court, and Restorative Justice Project Maine.
- **Overview of Treatment Courts:** This section highlights the purpose, structure, and service populations of treatment courts or "specialty dockets."
- **Summit Planning Team:** This section details the formation and composition of the Planning Team, which oversaw the organization of the summit.
- **Webinars:** This section details the production of webinars on Recovery, Restorative Justice, and Treatment Courts, which prepared participants for the summit dialogues.
- **Summit Design, Participation, and Structure:** This section details the design and development of the summit agenda and structures; and the level of participation in each of the summit dialogues.
- **Summit Findings:** This section details the summit participants' consensus ideas for the integration of restorative principles and practices into Maine's Region 6 Adult Treatment Court; and the necessary resources and staffing to implement these ideas.
- **Facilitators' Recommendations:** This section details the project facilitators' recommendations, which synthesized the Summit Findings into a sequenced implementation of restorative principles and practices with Maine's Region 6 Adult Treatment Court.
- **Appendix:** The appendix includes notes from the summit dialogues, participants' evaluations, and other relevant documents.

The National Center on Restorative Justice offers this report with the aspiration that it be of use and value to other communities and treatment courts that are considering integrating restorative principles and practices into their courts. The report was drafted by the Center's Robert Sand and Marc Wennberg, and presented to the summit planning team on September 5, 2024, for comments and edits. The team's feedback and suggestions have been incorporated into this document.



Origins of the Project

In October 2018, restorative justice facilitator and educator, Marc Wennberg, published a blog post proposing the creation of “restorative drug courts” that would help participants make amends to community, family, and self as they advanced through the treatment court phases. Marc wrote, in part:

[Treatment] courts clearly include elements that could be interpreted as ‘restorative’. Courts frequently require community service, restitution, and homework assignments as part of their work with clients. These examples, however, are not in and of themselves restorative. In the [treatment] court framework, the client is primarily responsible ‘to the court’; as such, the ‘restorative activities’ are mandated by professionals, not requested by the affected parties. This is a missed opportunity for everyone involved.

In 2023, Josh Goldstein, a volunteer at Restorative Justice Project Maine, read the post and fully embraced its proposals. This fortuitous connection was the genesis of this project.

After reading Marc’s blog post, Josh reached out to Restorative Justice Project Maine (RJP Maine) Director, Kathy Durgin-Leighton, who also embraced the idea of exploring the synergy between restorative justice principles and practices and the treatment court. After consulting with the trial judge at the MidCoast Maine Adult Treatment Court, Josh contacted Marc to see if he had an interest in helping the MidCoast Maine treatment court infuse its approach with restorative justice principles and practices.

In turn, Marc reached out to a colleague, Robert Sand, a professor and founder of the Vermont Law and Graduate School Center for Justice Reform. Robert, a former elected prosecutor with experience working with treatment courts, was also a catalyst for the creation of the National Center on Restorative Justice (NCORJ)



Knox County Courthouse, Rockland, Maine

and is a current member of the NCORJ team. The NCORJ is a federally funded partnership between Vermont Law and Graduate School, the University of Vermont, the University of San Diego, and the U.S Office of Justice Programs. Funded by the Bureau of Justice Assistance (BJA), the NCORJ focuses on educating and training the next generation of justice leaders, leading research to advance restorative justice and address social inequities, and supporting the implementation of new restorative justice programs.

Robert spoke to Dr. Lindsey Pointer, the principal investigator for the NCORJ, about launching a project in MidCoast Maine to identify opportunities to integrate restorative justice into treatment courts. NCORJ approved this initiative and Robert and Marc were established as initiative leads (Project Facilitators).

Overview of Treatment Courts

Treatment Courts, also known as recovery courts, and formerly known as drug courts,¹ are special dockets where the presiding judge and a team of professionals work to create the structure and support to help participants achieve and maintain sobriety. Treatment Courts exist all over the country, with variations in the eligibility criteria for participants.² Some treatment courts focus on all manners of substance use disorder, others focus on addressing those charged or convicted of impaired driving, still others focus on mental health issues, and issues facing veterans.

Regardless of the particular focus of the treatment court, all treatment courts are guided by a national set of **“best practices”** as published by All Rise (formerly known as the National Association of Drug Court Professionals).³ In 2023, All Rise published a revised set of Best Practices, an evidence-based set of guidelines for treatment courts.

1 As so aptly noted by one of the participants in the planning summit, these courts are for people in recovery and treatment. The courts are not for “drugs.” As a result, this report will refer to them as treatment or recovery courts.

2 To learn more about treatment courts, please visit: <https://allrise.org>

3 You can review the Best Practices Standards here: <https://allrise.org/publications/standards/>



The earlier version of the Best Practices standards briefly mentioned restorative justice. The 2023 version expands somewhat on the original mention, noting that the timing of implementing restorative justice into a treatment docket should be carefully considered. As used in the standards, restorative justice serves as a catch-all phrase for particular program components to be implemented at specific times during the phase advancement of a participant. As described in more detail below, while restorative justice does consist of particular responses, it is also a philosophical and practical approach for building community, responding to harm, encouraging accountability, and making amends.

Summit Planning Team

Starting in January of 2024, the project facilitators collaborated with their primary Maine partners to recruit a planning team comprised of treatment court and restorative justice professionals and advocates. The team met regularly (online), initially building relationships and connections, and then guiding the planning for the summit structure, goals, and invitation of participants. The facilitators used a restorative approach throughout their work with the planning team.

The members of the planning team included:

- Presiding Judge John Martin
- Program Coordinator Ashlee Herrick (from Maine Pretrial Services)
- District Attorney Natasha Irving
- Treatment Court Graduate Crystal Cunningham
- Waldo County Corrections Administrator Ray Porter
- RJP Maine Director Kathy Durgin-Leighton
- RJP Maine volunteers Josh Goldstein and Dr. Timothy Hughes
- Recovery Coach Bruce Noddin



Crystal Cunningham

At later stages in the planning, treatment court graduate and co-chair of the National Treatment Court Alumni Association, Abby Frutchey, joined the team as did Elizabeth Simioni, from Maine Pretrial Services



Webinars

The summit was initially planned to take place in April 2024, but was postponed due to an early spring blizzard. The delay allowed the organizers to plan and host three preparation webinars, available solely to summit participants, that focused on introductions to Recovery, Restorative Justice, and Treatment Courts. The webinars served multiple purposes, including:

- Enabling summit participants to gain a measure of familiarity with the core elements of each of the topics;
- Maintaining planning momentum after the weather delay in the summit;
- Allowing planners to repurpose and prioritize the agenda for the summit's opening session.

Summit organizers distributed the webinar recordings to the summit participants who were unable to attend the live events. Participants were also informed that the summit structure was designed with the assumption that everyone had reviewed the webinars prior to the start of the June 24-26, 2024 event

Summit Design, Participation, & Structure

The planning summit structure was collaboratively developed by a facilitation team comprised of Hanlon Kelley-Dillard, Molly Hoisser, and Heather Fogg from Restorative Justice Project Maine; and Robert Sand and Marc Wennberg from the National Center on Restorative Justice.

The facilitation team met over the course of several months to draft, revise, and finalize the summit agenda and facilitation structure. Robert and Marc also provided regular updates of the summit structure to the full planning team.

A total of 60 people were invited to the summit, and 38 attended at least one of the dialogue sessions (described below). Participants included: the presiding judge of the Region 6 Adult Treatment Court, the District Attorney, treatment court and recovery professionals, RJP-Maine Director, staff, volunteers, and board members,



Maine legislators, treatment court graduates, people in recovery, community organizers and leaders, an alumni group organizer, and a representative from the Maine Governor's Office.

The summit design included four in-person sessions followed by an online debrief session. The summit sessions are summarized as follows:

- **Session 1, Monday, June 24, 9:00AM-12:00PM: Opening Session.** The primary purpose of the opening session was to prepare the group for engagement, collaboration, and creative brainstorming. The session included an opening circle process⁴ (total of four small circles); facilitated exploration by affinity groups of the values, principles, and processes of Treatment Courts, Restorative Justice, and Recovery; and a "gallery walk"⁵ where small groups rotated around the room addressing focused questions exploring the potential intersection of restorative justice and treatment courts. A total of 34 people attended Session 1.
- **Session 2, Monday, June 24, 1:00-4:00PM: The Application of Restorative Principles and Practices to the Internal Work of the Treatment Court.** The primary purpose of Session 2 was to brainstorm opportunities to apply restorative principles and practices to the internal work and relationships of Maine's Region 6 Adult Treatment Court. The session included an opening circle (total of three small circles); a gallery walk to brainstorm ideas for infusing restorative justice into the court process from induction through graduation; and identification of resources needed for implementation, including those currently funded and those that would require additional funding. A total of 30 people attended Session 2.



Gallery Walk

4 Circle process is a core restorative practice that ensures that all people present have an opportunity to share their thoughts and ideas.

5 This discussion technique allows small groups to actively engage, share ideas and respond to meaningful questions that are spaced around a room

- **Session 3, Tuesday, June 25, 9:00AM-12:00PM: The Application of Restorative Principles and Practices to support the amends-making process of treatment court participants.** The primary purpose of Session 3 was to consider the necessary resources and support to implement a tiered amends-making process for treatment court participants. The session included an opening circle process (a total of three small circles); and a gallery walk to generate ideas for treatment court participants' amends-making to community, harmed parties, family, and self. Each 'station' in the gallery walk also invited participants to identify necessary resources for implementation. A total of 25 people attended Session 3.
- **Session 4: Tuesday, June 25, 1:00-4:00PM: The Application of Restorative Principles and Practices to Support the Formation and Facilitation of an Alumni Group.** The primary purpose of Session 4 was to brainstorm ways that a Treatment Court Alumni Group could be created to provide mutual support for program graduates, current participants, and the community. The session opened with a circle process (a total of two small circles), and then included a gallery walk to contemplate ways that an organized alumni group could build community and support recovery. The group also identified the resources needed for the formation of an alumni group; and specific ways that the community could support this effort. A total of 15 people attended Session 4.
- **Online Debrief Session, Wednesday, June 26, 9:30-11:30AM.** The primary purpose of the debrief session was to share the collective work from the planning summit with both summit participants and additional interested parties. After an opening round of introductions, two representatives from each of the three dialogue sessions presented the work of their group. The session finished with questions and reflections. Approximately 25 people participated in the debrief session.



Marc Wennberg leads a group discussion

Summit Findings

The following is a summary of findings and themes from the planning summit. The findings and themes are separated into two groupings:

1. Ideas for the integration of restorative principles and practices into Maine's Region 6 Adult-Treatment Court; and,
2. Identified needs/resources to support the successful integration of restorative principles and practices into Maine's Region 6 Adult-Treatment Court



*Summit Planning
Breakout Group Circle*

Consensus Ideas for the Integration of Restorative Principles and Practices into Maine's Region 6 Adult- Treatment Court

- **Circles, Circles, Circles:** Circles are a restorative structure that are modeled after and adapted from traditional indigenous circle practices. Circles emphasize listening, equality of voice, and collaborative decision-making. Skilled circle facilitation was repeatedly identified as a potential restorative opportunity for the treatment court. Summit participants recommended introducing circles early in the Treatment Court process and continuing all the way through to the Alumni Group. Circles were identified as effective means to balance power; build positive relationships and connections across and between the treatment court communities; support treatment team cohesion and collaboration; address treatment court participants' rule violations; celebrate participants' successes; support amends-making with harmed parties; and support the integration of graduates into the Alumni Group.

- **Embrace Amends Making:** Making amends to those who have been harmed by wrongdoing—rather than punishing the person who caused the harm—is a central tenet of the restorative justice approach. The dialogue on supporting treatment court participants’ amends-making generated long lists of both creative ideas and necessary resources. Summit participants recognized that the treatment court is largely starting from scratch in the amends-making realm. Recovery groups and restorative justice professionals were identified as resources to support this initiative; and careful and supportive engagement of harmed parties was identified as critical to successful implementation. Participants recommended that amends-making restorative processes, which often include complex dynamics, be facilitated by skilled restorative justice professionals.
- **Teaching Life Skills:** Summit participants repeatedly recognized that restorative principles and processes can also support treatment court participants learning valuable life skills, such as: effective communication and listening; self-accountability; model and practice apologies and amends-making; practice accepting compliments; circle facilitation; public speaking; and learning how to take care of oneself, among other ideas. Teaching life skills is also an opportunity for community members to engage with treatment court participants and alumni in a variety of ways such as by offering workshops, providing job-interview practice, and introducing pro-social activities.
- **Graduation:** Bringing greater intention to both the ceremony and the process of treatment court graduation was a recurring theme across all the focused dialogues. Summit participants singled out the vulnerability and uncertainty of the post-graduation period, which includes the loss of community, support, and structure provided by the treatment court. Participants also generated a list of ways to enhance the ceremonial and celebratory nature of graduation, which could also help facilitate the reintegration of the graduate back into their community. One idea that emerged to emphasize the celebratory nature of graduations was to ensure that graduations were not intermingled with other court proceedings,

especially those where sanctions were imposed. The formation of an active and engaged Alumni Group was identified as a potential resource in these efforts. The infusion of restorative justice into the graduation process is potentially an 'early target' in the strategic rollout of the implementation process.

- **Alumni Group:** Summit participants unanimously advocated for the formation of a Region 6 Adult Treatment Court Alumni Group. Participants noted that treatment court alumni have a wealth of life wisdom and hard-earned experience in recovery. An alumni group could provide a natural community for each other; offer mutual support for sustained recovery; provide mentoring and models of success to current treatment court participants; share stories of recovery with the community; provide hope to families; and offer valuable lived-experience feedback to treatment court administrators. The formation of an Alumni Group is another potential activity for early implementation: Maine's Region 6 Adult Treatment Court is already building its alumni network capacity and there is a statewide network of professionals and graduates ready to lend their support to the initiative.
- **Community Engagement:** Summit participants identified numerous opportunities to build upon Maine's Region 6 Adult Treatment Court's existing and strong community connections. Ideas included treatment court participants and alumni working on community service projects; participating in community events; speaking to community organizations; and educating community members on recovery. Summit participants also identified multiple opportunities for community engagement in the treatment court process, including: showing up at court sessions; participating in amends-making dialogues; attending graduation ceremonies; and offering space/resources/support for alumni groups. All of these activities would help break down the stigma of recovery and reinforce that treatment court participants are active members of the community.

**Identified
Needs and
Resources to
Support the
Successful
Integration of
Restorative
Principles and
Practices into
Maine's Region
6 Adult-
Treatment
Court**

- **Many Creative and Innovative Ideas:** The above summary findings are not a reflection of the full contributions or collective brainstorming of the participants. The notes from the summit dialogues, which are in the Appendix, contain a more comprehensive account of the discussions. The Project Facilitators anticipate that these notes will provide an ongoing resource of ideas and opportunities for organizers as they move forward with implementation.
- **Staffing:** Summit participants identified dedicated staffing for both the Treatment Court and Alumni Group as essential to the successful integration of restorative principles and practices from induction through post-graduation. For the work of the Treatment Court, participants specifically identified experience in restorative justice facilitation as a necessary core competency, particularly with the amends-making process; and recommended that the restorative justice staff be a full member of the Interdisciplinary Treatment Court Team. Participants also recognized that an effective Alumni Group requires dedicated leadership, which should be compensated; and that the Interdisciplinary Team would also benefit from the perspective and voice of Treatment Court graduates.
- **Project Evaluation:** Project evaluation was a consistent theme in each of the breakout dialogues. Participants repeatedly identified the importance of tracking and evaluating both treatment court participants and staffs' process experiences with restorative principles and practices; and identifying and tracking measurable outcomes from the new initiative. Effective evaluation will support the internal learning and adaptation process of the implementation team and help "tell the story" of the initiative to interested partners.

- **Funding:** Access to funding was a recurring theme throughout the summit. The placement of (at least) a part-time restorative justice professional on the Treatment Court team, and the just-compensation of an alumni group leader will require an early investment of dollars. Professional project evaluation will also likely require funding. Private foundations/grant proposals and federal appropriations were identified as potential sources of early funds.
- **Training and Education:** Training and education were identified as key elements to the successful integration of restorative principles and processes. Participants recommended training in a number of realms, including restorative justice, amends-processes, circle keeping, non-violent communication, and substance-use disorder, among others. Treatment court staff, an alumni group, community, families, and affected parties were all named as potential groups for training. Broad community education was also listed as a priority, through trainings, public-service announcements, and community events in which treatment court participants and people in recovery share their experiences.
- **Local and Statewide Institutional Buy-In:** Institutional buy-in was named in each of the focused dialogues as critical to successful integration of restorative principles and practices. This included buy-in from the Treatment Court Team for both the internal application of restorative practices, and the court's ongoing logistical support and coordination for the formation of an alumni group. Participants also identified the importance of buy-in and support from Maine's statewide Treatment Court Steering Committee for the project implementation and evaluation.
- **Partnerships with Victim Service Providers:** Strengthening partnerships with victim service providers and advocates was identified as essential for the successful implementation of amends-making processes. The partnership will enable trauma-sensitive outreach and ongoing support to harmed parties that choose to participate at any level in a participant's amends process.

- **Logistical Support:** To effectively integrate restorative principles and practices into the court process, Maine's Region 6 Treatment Court will need to review and adapt some of its current processes. Summit participants identified several areas that are opportunities for change, such as repurposing court 'down-time' to facilitate circles with Treatment Court participants (example: the pre-court hour while participants wait for court to start); encouraging and supporting the formation of an Alumni Group; and leveraging the knowledge and mentorship capacities of graduates to support current participants. These changes in practice (and many others) will require logistical support, such as communication and coordination, physical space and dedicated time (for circles, and other group activities), and active messaging and promotion in support of the efforts.
- **Strategic Plan:** Participants in the three-day summit generated an extensive list of creative and innovative ideas for the integration of restorative principles and practices into Maine's Region 6 Adult Treatment Court. Throughout the sessions, participants also recognized that it was 'a lot' to undertake, and that the effort would benefit from a strategic plan and a focused implementation team to guide the initiative. Several participants suggested starting with small steps, being patient, and taking time. A strategic plan would provide a flexible blueprint for implementation that could start with available resources and build out as additional resources are secured.

Project Facilitators' Reflections & Recommendations

The planning process and summit clearly and repeatedly demonstrated strong synergy for the integration of Restorative Principles and Practices into Maine's Region 6 Adult Treatment Court and Alumni Group. The region hosts a strong restorative justice organization with a long history of program development and implementation, and clear expertise in training and process facilitation. The Treatment Court team is comprised of dedicated staff, a caring judge open to innovation, and a shared commitment to the relational approach, which is central to restorative justice.⁶ The court currently welcomes community engagement and participation as evidenced by a passionate group of volunteers who consistently show up for the hearings. Summit participants also identified numerous opportunities for further and deeper collaboration with recovery and community organizations.

The synergy is supported by a foundation of shared values and principles across Restorative Justice, Treatment Courts, and Recovery (see summit notes); and an openness to address areas of variance, such as power differentials. The essential ingredients exist for a collaborative initiative to explore what integration can look like—what works, what doesn't work, lessons learned—and fundamentally, how the restorative approach can improve the experiences and lives of Treatment Court participants and alumni and support them in their recovery and reintegration.



The project facilitators offer the following recommendations, which are a synthesis of the summit findings (identified above) and organized into sequential implementation.

⁶ Shortly after the June summit, Maine's Region 6 Adult Treatment Court judge implemented some informal practices that reflect restorative principles and values.

Our overarching recommendation is to begin the early and readily achievable work of integrating restorative principles and values in the treatment court. These early steps (year 1) can take place simultaneously as project implementers build the infrastructure and support for a comprehensive, well-funded pilot project (year 2-4). The early implementation activities will support the development of both project partnership relationships, and provide invaluable restorative practice experiences; and the longer-term activities will be critical to fully actualizing the implementation synergy referenced above.

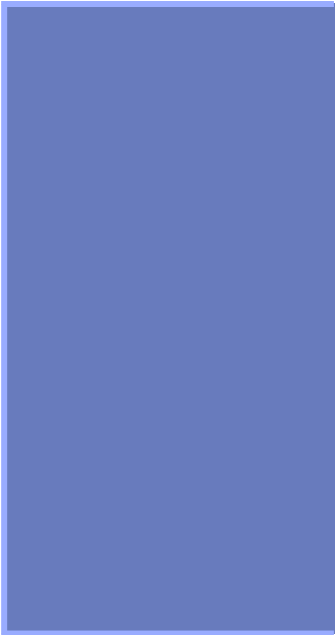
Recommendations

- **Form an Implementation Team (Years 1-4):** We recommend the formation of an Implementation Team, ideally comprised of 1-2 representatives from Restorative Justice Project Maine, Maine's Region 6 Treatment Court, Treatment Court alumni, and the community. The Implementation Team would be responsible for overseeing the early implementation steps as well as preparing for the eventual implementation of the Pilot Project. The latter responsibility could include such tasks as drafting descriptions of restorative justice for the treatment court manual; identifying logistical opportunities (physical space/court time) for restorative circles; and identifying and organizing trainings, among others.
- **Train the Treatment Court Team on Restorative Justice (Year 1):** A focused restorative justice training for Maine's Region 6 Treatment Court Team is a simple way to begin the collaborative initiative. We recommend that training facilitators include a circle dialogue so that the court staff can experience the feel and structure of a restorative process. The training may also present an opportunity to identify and prioritize the implementation of early activities (see next bullet).

- **Implement Achievable Restorative Opportunities (Year 1):** Summit participants identified a wide range of internal treatment court ideas and activities that reflect restorative principles and values. We recommend that the Implementation Team select and implement ideas that require only a modest investment of existing resources (primarily staffing). This could include required community building circles with participants during existing court downtime (early mornings were mentioned by several summit participants); using a check-in circle at the start of a treatment court team meeting; and a change to the structure and practice of graduation, among many others. The overarching goal is to begin introducing the relationally focused practices of restorative justice and build collaboration partnerships. Implementors should also consider designing and implementing simple evaluation tools/surveys that provide information on the participants' experiences, and support facilitators' learning and process adaptation.
- **Practice an Amends-Making Process (Year 1):** With the expressed consent and interest of a harmed party, we recommend that Restorative Justice Project Maine and the Treatment Court collaboratively plan and facilitate a tiered amends-making process (community, victims, family, self) with a treatment court participant. The participant should be clearly informed about the process prior to agreeing to participate. The Treatment Court should also potentially offer an incentive as an acknowledgment of the participant's courage and investment of time. The practice process will enable the Court and RJP-Maine to begin developing a collaborative partnership and learning environment, which will be critical to the success of the pilot project. Again, implementors should develop simple evaluation tools/surveys that provide information on the participants' experiences, and support facilitators' learning and process adaptation.
- **Seed and Support the Formation of an Alumni Group (Year 1-4):** The conditions are ready for the formation of an Alumni Group for the Region 6 Treatment Court. We recommend that the treatment court staff partner with an Alumni Group coordinator and enact early steps of implementation. This includes connecting approaching graduates with the coordinator; exploring opportunities that invite/support connections and activities between

alumni, current participants, and community members (such as a facilitated morning circle prior to the start of the court session); and collaboratively planning graduation activities, among others. We also recommend that the Implementation Team identify an existing resource to provide a meaningful short-term stipend for the Alumni Group coordinator; and include a salary for the coordinator in a pilot project budget.

- **Present the Approved Summit Report to the Treatment Court Steering Committee (Year 1):** After approving the Summit Report, we recommend that a small group of representatives from the Planning Team request the opportunity to present the findings and next steps to the Maine Treatment Court Steering Committee at their next quarterly meeting. We suggest that the presenters include someone from the Treatment Court (potentially Judge Martin, if appropriate), Restorative Justice Project Maine (Kathy Durgin-Leighton), alumna (Crystal Cunningham), and the summit facilitators from the National Center on Restorative Justice (Robert Sand and Marc Wennberg).
- **3(+)-Year Pilot Project (Years 2-4):** We recommend that the Implementation Team frame their efforts (and the requisite resources) as a pilot-project with a duration of at least 3 years. Major funding priorities include the hiring and placement of at least a part-time Restorative Justice professional on the Treatment Court Team; financial support for a professional evaluator to develop, track, and generate reports of the pilot-project outcomes; and funding for an alumni coordinator.
- **Form a Fundraising Committee (Years 2-4):** The 3-year Pilot Project will require a sustained investment of external funding. We recommend the formation of a Fundraising Committee to identify potential funding sources; develop a budget in collaboration with the Implementation Team; and submit funding/grant requests. Ideally, the committee will be comprised of at least one staff member from RJP-Maine and the Treatment Court. Additional potential members include an elected official connected to the initiative and other statewide project supporters.

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- **Develop a Strategic Plan for Full Implementation (Years 2-4):** These recommendations are not a substitute for a fully engaged strategic planning process. We recommend that the Implementation Team look to organize such a process concurrently with the early period of implementation. The strategic plan could incorporate lessons from the initial implementation and provide a blueprint for both the pilot project budget and the rollout of the full, externally resourced, integration of restorative justice into the treatment court program.

Conclusion

We offer these recommendations in the spirit of reflection and analysis. We also recognize that the list may feel daunting. As we have frequently articulated throughout the planning process, this project belongs to the people directly connected to the Region 6 Adult Treatment Court: What happens going forward will reflect the implementation team's insights, knowledge, and resources (both time and financial). To reiterate an earlier point, all of the ideas generated by the summit can be implemented while maintaining fidelity to Best Practices Standards. Additionally, the authors of this report understand that the timing/sequencing of implementation activities must happen deliberately and with care.

We are grateful for the opportunity to have worked on this planning process, which has repeatedly demonstrated the deep and inherent personal and organizational commitment to restorative values and principles and the extraordinary existing strengths of the Maine Region 6 Adult Treatment Court.