

City of Fredericksburg response and recovery plan –  
calls for reform to address racial inequality and race discrimination.

### **Immediate phase**

1. **Description:** the immediate phase, over the next three to six weeks, is a continuation of the incident response phase of emergency management. We anticipate that the community will continue to experience permitted and unpermitted demonstrations, including traffic and business disruption, especially in the downtown area. The continued disruption requires continued time, attention, and adaptation of City police and special events personnel. This time period will focus on gathering and preparing for the release of the information related to actions taken from Sunday, May 31<sup>st</sup> through the first week of June.

After this is accomplished a review by the Citizens Advisory Panel (and/or third party), and then the public will be prioritized. This phase will also include the planning for emergency recovery activities for the community.

2. **Goals:**
  - 2.1. Continue focus on safety for protesters and the public as the top priority. *Continued mutual de-escalation will be key to this period. Escalation or aggressive action at a point of conflict between protesters and the public (especially the driving public) during this period has the potential to lead to serious physical injury, generate greater conflicts, undermine the opportunity for change, and to prevent or delay the work planned for the next phases.*
  - 2.2. Formalize incident management team and have it meet regularly
  - 2.3. Complete administrative investigation of Use of Force Reports and Incident Command Reports; complete reports and submit for review by Citizen Advisory Panel
  - 2.4. Complete Professional Standards investigation into incidents of all uses of force
  - 2.5. Provide clear information to the public re: City goals and priorities, approach to enforcement
  - 2.6. Maintain/support Police Department and other City staff morale
  - 2.7. Reduce traffic conflicts and disruptions associated with protests
  - 2.8. Seek continuous public feedback for City's approach
  - 2.9. Obtain supplemental advisors as needed
  - 2.10. Obtain an independent third party review of the City's response to protests on May 31 through and including June 2, 2020

2.11. Begin to identify reform topics for further consideration

**3. Actions:**

- 3.1. Continue to manage permitted protests
- 3.2. Continue to provide public safety for unpermitted protests
- 3.3. Communicate daily reports to the public
- 3.4. Improve outreach to the downtown business community
- 3.5. *Citizens Advisory Panel reviews its mission, membership, and bylaws; the panel should consider expansion to include representatives from youth movements. The CAP is an institution to build on, that will continue to be an asset to our community.*
- 3.6. Schedule and hold City Council special meetings as necessary; update on progress; provide for Council discussion and direction/course correction as needed
- 3.7. City Council approves this plan and requests periodic updates (use visual approach of the two-year priority quarterly updates?)
- 3.8. Invite “Whole of Community” to participate in the City Council’s response to racial injustice. *Fredericksburg residents began this work with the community collaboration process around the slave auction block. Lay the groundwork for continued community discussions related to white privilege and racial disparities, why racial disparities persist.*
- 3.9. Identify proposed criminal justice reforms, compare to current Fredericksburg actions and make recommendations on a path forward. *Consider the myriad roles and responsibilities (including social services, mental health) police officers are asked to fill and whether some should be filled by other professionals, possibly in partnership with law enforcement officers. Is the City equipping our services to meet residents’ needs, including housing, family dynamics, and poverty?*

**4. Incident management team:**

- 4.1. City Manager
- 4.2. Public Information Officer
- 4.3. Chief of Police
- 4.4. Police Department Public Information Officer
- 4.5. Police Captain
- 4.6. Coordinator of Emergency Management (esp. liaison with Department of Health and Virginia Department of Emergency Management Services)
- 4.7. City Attorney
- 4.8. Assistant City Attorney
- 4.9. Director of Economic Development & Tourism

- 4.10. Director of Public Works
- 4.11. Director of IT (Project Management subject matter expert)
- 4.12. Special Events Supervisor
- 4.13. *Add resource(s) as necessary to this team to provide diversity with respect to the black community and/or the youth-led protest movement*

### **Intermediate Phase (end of June through end of August)**

- 5. **Description:** This phase is expected to be characterized by the wind-down of emergency response activities and the turn toward emergency recovery activities. The important work of this phase is to continue to generate actionable proposals for the community's work over the next biennium. This phase will likely include a special session of the Virginia General Assembly in August, which will include legislative proposals for criminal justice reform. This phase may begin earlier than end of June if emergency response phase ends earlier than expected.
  
- 6. **Goals:**
  - 6.1. Continue work to reduce community disruption associated with protest activities
  - 6.2. Turn the discussion to potential reform measures
  
- 7. **Actions:**
  - 7.1. Continue/maintain Immediate Term actions as needed
  - 7.2. Prepare for General Assembly Special Session
  - 7.3. Identify criminal justice reform proposals and assess whether Fredericksburg Police Department meets the proposed reform element
  - 7.4. Engage community stakeholders and encourage to continue to develop their proposed role in Whole of Community response; *be sure to include meetings with civic associations in this step*
  - 7.5. Plan for Whole of Community meeting(s)
  - 7.6. Plan for City Council priority-setting two-day meeting – assess availability/desirability of facilitator

### Strategic Planning Phase (September - January)

8. **Description:** The Council will hear from its community stakeholders through one or a series of “Whole of Community” meetings, in order to obtain input to shape its deliberations during its two-day priority-setting meeting. The Council will then hold its multi-day meeting, informed by the community input. The Council will use the theme of racial equality to tie together its priorities for the next biennium and generate a draft statement of its Vision, Desired Future States, and Actions for community review.
9. **Goals:** The accomplishments of this phase will lay the groundwork for the longer-term City Council and community response to manifestations of racial inequality throughout the City.
10. **Activities:**
  - 10.1. City Council holds one or more “Whole of Community” meetings with stakeholders. These meetings may be in-person or virtual, depending on the current state of the COVID-19 pandemic and the risk to community health.
  - 10.2. City Council holds its strategic planning meeting. *Consider an extended format for this meeting, including the potential for a three-day meeting, or meetings on two consecutive weekends.*
  - 10.3. City Manager/consultant develops the product of the strategic planning meeting
  - 10.4. City Council publishes draft strategic plan for public input
  - 10.5. City Council adopts strategic plan and encourages its community stakeholders to adopt complementary action plans for the biennium. *Moving forward together as a whole community will be key to the achievement of a more racially just society. Move forward with confidence and humility.*