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**Sent:** Wednesday, October 19, 2022 4:18 PM  
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**Cc:** Connelly, Kristin D. <Kristin.Connelly@milwaukee.gov>; Matt Gerding <matt@fpc-live.com>  
**Subject:** Venue Safety Plan

Hi Sam/Kristin,

Please use this email as a cover letter to our preliminary safety plan. As you are aware, this plan was built in coordination with the Bucks, and industry experts from Oak View Group, Prevent Advisors and Live Nation.

In its entirety, this is a comprehensive 32 page plan. After consulting with Alderman Murphy, and on the advice of industry security experts, this has been stripped of venue-specific protocols that – for public safety purposes – will never be published to the public. The full plan has been preliminarily discussed and reviewed with Captain Campbell and we will be conducting additional reviews and refinements as we move toward operations over the next 18 months.

Our full traffic study will follow this on Friday.

Please let me know if you need anything further at this time.

Thank you.

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# SAFETY ANALYSIS & MITIGATION STRATEGY

MILWAUKEE VENUES & DEER DISTRICT PROJECT

DRAFT



PREPARED BY:

Prevent Advisors  
OakView Group

Version 1.1 | October 18, 2022

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## EXECUTIVE SUMMARY

FPC Live seeks to lead the industry in safety and security programs, plans, procedures, technologies, and analysis in order to protect the guests, employees, neighbors, venues, assets, and interests of Milwaukee Venues and Deer District. To achieve this goal, FPC Live has commissioned this Safety Analysis and Mitigation Strategy to enhance our understanding of critical security strategies, further our efforts to establish strong community ties, and advance our mission to build a world-class entertainment district in Milwaukee.

We intend to accomplish this goal by first fostering strong community partnerships through listening, transparency, and engagement. Further, we will pursue creative problem solving strategies to mitigate existing and future-identified concerns, including those raised by the community as well as from our own proactive planning process. Finally, we will continue to build a safety and prevention culture within our organization through a commitment to leadership modeling, employee engagement, and accountability.

### COMMUNITY PARTNERSHIP

1. Respect and engage with all community members in activities that promote genuine partnership.
2. Inspire innovation and collaboration to identify both the existing and future needs of the community, and to jointly create solutions with valuable, lasting impact.

### CREATIVE PROBLEM SOLVING

1. Cultivate new ideas through a systematic process for creative problem solving, including seeking diverse viewpoints, soliciting expertise, and conducting thorough planning.

### SAFETY & PREVENTION CULTURE

1. Foster a culture within our organization and amongst our peers in the community that promotes humility and learning, proactive analysis and collaboration, and continuous improvement.



# 1. COMMUNITY PARTNERSHIP

## 1.1. PUBLIC SAFETY

The venue desires a strong working relationship with all public safety entities - especially the Milwaukee Police Department and the Milwaukee Fire Department – and is committed to fostering these relationships with respect, transparency, and communication. Specifically, the venue makes the following commitments:

- It is the policy of FPC Live to be fully cooperative, collaborative, transparent and responsive to Police and Fire and any public safety agency.
- Venues will staff in-house security personnel with occasional private security as needed to deal with crime and disorder issues. Detailed security plan to be developed in consultation with the Milwaukee Police Department (MPD).
- MPD will be notified of any criminal, dangerous or threatening behavior that occurs inside or around our facility.
- MFD will be immediately allowed on-site to deal with any concerns related to public safety matters.
- All areas inside the venue and surrounding exterior will feature state of the art security surveillance camera systems. All footage will be recorded and made available to MPD on a per request basis.
- Ticketmaster customer data will be made available to MPD on a per request basis.
- All incidents and calls for emergency support services will be logged and detailed into an internal reporting system on a nightly basis.

## 1.2. COMMUNITY IMPACT TEAM

The venue recognizes that there are a number of stakeholders who make up the community and that nothing happens in a vacuum. The venue's patrons will also be patrons of area restaurants, hotels, venues, and city resources. In recognizing these important facts, the venue is committed to being a positive influence in the neighborhood and working closely with all stakeholder groups. To this end, FPC Live will establish a Community Impact Team (CIT) which will meet every other month throughout construction and quarterly following the opening of the venue.

The primary objectives of the CIT are to identify, analyze, and discuss:

1. Ways that FPC and partners can engage with the community
2. Current trends affecting the community and surrounding neighborhoods
3. Training opportunities that FPC & partners can provide
4. Concerns and feedback regarding proposed venue operations

Membership for the CIT will be comprised of FPC Live's leadership, Deer District leaders, local business leaders, community groups, city liaisons, and others identified on the next page.



## KEY PARTNERSHIPS

### BUSINESS COMMUNITY

In partnering closely with surrounding businesses, we aim to develop a mutually beneficial relationship through transparency, community, and problem solving. By working together, we hope to build a vibrant entertainment district.

### RESIDENTS

For many people, the neighborhood is more than an entertainment destination or a business hub: it's home. It's where they eat, sleep, and play. We recognize our responsibility to be good neighbors. Partnering with the resident community will help us understand how to achieve that.

### LAW ENFORCEMENT

We desire a strong relationship with the Milwaukee Police Department and aim to be a force-multiplier and not a force detractor for MPD. It is our goal to work closely with law enforcement and to ensure a safe environment for all.

### FIRE & RESCUE

It is our goal to partner with the Milwaukee Fire Department to not only respond quickly to code-related matters, but to collaborate on fire safety and medical response topics, not only for our staff but for MFD as well.

### OFFICE OF EMERGENCY MANAGEMENT

In developing, training, and exercising our Emergency Response Plan, we wish to work closely with OEM to ensure alignment with their expectations, best practices, and requests.

### TRANSPORTATION

The ingress and egress of patrons will be critical not only to the smooth operation of public roadways, but also to the safety of vehicles and pedestrians alike. We aim to partner with transit operators, engineering teams, rideshare & taxi providers, and others who help keep people moving.

### TECHNOLOGY

Throughout our development, we aim to deploy a powerful technology suite that provides valuable insights, measures results, and makes our operations and partnerships more efficient and collaborative.



## 2. CREATIVE PROBLEM SOLVING

In anticipation of impacts to the community and City resources, the venue has explored several critical areas, which are identified below. It is the venue’s goal to identify and attempt to mitigate as many potential impacts as possible, even prior to beginning operations.

Complex problems often require creative solutions. Finding creative solutions is a multi-step process that begins with problem recognition and fact finding. Through listening sessions, meetings, hearings, and proactive analysis, the venue has defined critical areas in need of solutions.

The next step is sourcing and exploring ideas for potential solutions, a major component of the venue’s pledge for community partnership. Through these community engagement efforts, the venue is seeking diverse viewpoints with the goal of finding those solutions which are not only effective and feasible, but with the most applicability to all those who may be impacted.

After ideas are developed, they are evaluated for effectiveness and feasibility. In mitigating problems, there are a four main Risk Reduction strategies. If a risk can be avoided, that strategy will be pursued. For purposes of this document, the venue will focus on Risk Reduction strategies. Risk Reduction usually involves Environment Modification, Interdiction, Social Engineering, and/or Redundancy. The ideas for solutions sought in this document will generally fall into one of these areas.

The other three areas of Risk Management will be employed as well, but the venue is committed to seeking actionable solutions. *More information about these strategies is included in Exhibit A.*

The process then moves to the final stage, which is adoption of one or more solutions to mitigate the problem area. As the venue continues to meticulously plan for its proposed operations, continued analysis, stakeholder input, and partnership will be required.

IDENTIFIED CRITICAL AREAS		
VEHICLE FLOW	PEDESTRIAN FLOW	OPERATIONS MANAGEMENT
Traffic	Crowd Management	Policies & Procedures
Parking	Pedestrian Flow	Emergency Preparedness
Rideshare	Perimeter Control	Staff Training
Public Transit	Patron Screening	Quality Assurance
		Technology Integration

Each of these critical areas are explored in the pages that follow. In each area, the venue is seeking opportunities for collaboration and partnership, creative problem solving, and thorough planning.

2.3 VEHICLE FLOW - REMOVED

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## 2.4 PEDESTRIAN FLOW - REMOVED

# DRAFT



# DRAFT

**LEGEND**

Orange/Blue = Queuing Space  
Green = Sidewalks / Ped Routes  
Yellow = Crosswalks



# DRAFT



Perimeter Control - REMOVED

# DRAFT



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**Preliminary List of Security Plans, Policies, and Procedures to be developed:**

Document Name / Type	Description
Risk Assessment	While we do strongly advocate for the all-hazards approach to emergency preparedness, a Risk Assessment is crucial to understanding the threats and hazards which may pose risk to the organization. A comprehensive Risk Assessment should carefully analyze threats (human causes) and hazards (nature or technological causes) with a focus on vulnerability, consequences, and mitigation factors. The results should be utilized to help guide the efforts and strategies of the security program.
Physical Security Assessment	In addition to the Risk Assessment, which looks at external factors which pose risk to the organization, the Physical Security Assessment studies the efficacy and vulnerabilities of the facility's internal factors – the built environment (building and surrounding area), security systems (cameras, access controls, alarms, credentials, keys), software systems, lighting, and other areas. The results should be utilized to help guide the efforts and strategies for the deployment and management of physical security systems as well as overall security management.
Document Management	A policy to address development of policies & procedures (e.g. "Written Directive System").
Use of Force Policy	A policy to address the authority (or lack there of), training, and response procedures for security personnel to use force on subjects.
Incident Documentation Policy	A policy to address when and how incidents are documented, how those documents are created/stored/reviewed, and how incident data is analyzed. Also known as a Report Writing SOP.
Records Management Policy	A policy to address the review and retention cycles and processes for all plans, policies, and procedures. This document also usually addresses who has the authority to distribute materials to entities outside of the organization (i.e. release copies of reports to third parties).
Department Administration & Chain of Command	A policy to establish the reporting structures within the security department, including a clear delegation of critical decision-making authority in the absence of senior leadership officials.



Access Control Policy & SOP	Policies and procedures to establish objectives and key operational tasks related to the deployment, management, maintenance, auditing, and response to physical (non-cyber) access control measures. These documents should include the creation of access criteria, approval authorities, response procedures for violations, auditing schedules for electronic access records, emergency maintenance procedures, procedures for issuing, managing, and collecting physical keys from staff, lock and electronic access control equipment standards, and other essential concepts.
Credential Policy & Procedures	Policies and procedures related to the design, creation, and management of the building's personnel ID / credential system. These documents should include who has the authority to issue/request which type(s) of credentials, which credentials gain access to which areas, who creates/collects the credentials, photo requirements, temporary event-day passes, response procedures for violations, and other essential concepts.
Security Camera / CCTV Policy & SOP	Policies and procedures to establish objectives and key operational tasks related to the deployment, management, maintenance, auditing, and response to security camera usage. These documents should include the creation of deployment criteria, system access authorities, response procedures for observed incidents, auditing schedules for access records, emergency maintenance procedures, training procedures, video equipment standards, and other essential concepts.
Security Screening Policy & SOPs	A set of policies and procedures to address all security screening operations at the Facility, including when, how, where, and why to screen people, bags, vehicles, and deliveries/packages/mail. In addition to screening operations, these documents should also address secondary screening, real or claimed threats, physical searches, service animals, ADA patrons, re-entry, off-duty weapons, amnesty rules, denial of entry, game-day deliveries, dock delivery times and cargo screening, and other essential concepts.
Event Security Operations Plan	Establishes guidelines for planning security measures for events during the normal scope of business. Includes staffing levels based on type/level/classification/tier of event, deployment/redeployment strategies, procedures for opening an event, procedures for post-event security sweep, public safety staffing, event briefing concepts, post orders for event-based positions, and other essential event management concepts.



Building Security Operations Plan	Establishes guidelines for executing daily security operations during non-event times. Includes post-orders for all 24/7 “Building Security” operations, including patrol strategies and requirements.
Training Policy & Procedures	These documents describe the venue’s approaches to training requests, scheduling, instructor development, documentation of training, staff evaluation, in-service learning requirements, and other essential concepts relevant to the management and success of the training program.
Multi-Year Training & Exercise Plan (MTEP)	An MTEP is a document that establishes up 3-5 year schedule for all training and exercise initiatives related to emergency preparedness. When these events are scheduled out in advance, they are not only more likely to happen, but are better planned due to the ample planning time. Such an approach also allows for a more long-term security strategy to be implemented. Trainings and exercises build upon one another and incorporate lessons learned from previous training events.
Response Procedures	<p>The Security Department should have a comprehensive set of response procedures to address routine actions as well as emergency response situations. Common examples include but are not limited to: Missing Persons, Intoxicated Persons, Weapons, Trespass, Service Animals, Lost &amp; Found, UAS/Drone, Scene Management, Medical/First Aid, and Alarm Response.</p> <p>Emergencies Response SOPs specific to the Security Department, above and beyond the venue’s Emergency Plans:</p> <ul style="list-style-type: none"> <li>- Emergency Response</li> <li>- Active Shooter</li> <li>- Evacuation</li> <li>- Hazardous Materials</li> <li>- Severe Weather</li> </ul>
Command Center Policies & Procedures	As the nerve center of the security operation, the Command Center should have detailed SOPs for all aspects of its operations – from routine monitoring of systems, to dispatching calls for service, to facilitating communications during large-scale emergency situations.
Call Taking Policies & Dispatch Protocols	The Command Center should have a priority dispatch table to aid in the triage and management of all inbound data. Well-defined dispatch SOPs for how resources are deployed, tracked, reallocated, and reported on are essential to Command Center operations.

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Communication Standards / Radio SOP	Clear, effective communication is the single most important component of security operations management and emergency response. Policies and procedures should be established to ensure communications are managed in accordance with best practices, equipment is properly maintained, staff are trained appropriately, and all communications are efficient.
Critical Incident Notifications & Emergency Notifications System SOPs	During times of crisis, the Command Center needs to know when and how to contact senior leadership, either for guidance or to notify them of a large-scale incident (including after-hours). Further, the Command Center also needs a method to quickly notify large stakeholder groups. These policies and procedures address these areas and provide for communication strategies during critical incidents.
Public Information Policy	Identifies the venue's strategy for media relations, provides the authority for who may speak on behalf of the organization, and establishes procedures for activating the Crisis Communication's Plan.
Network Outage & Power Loss SOP	Defines procedures for the Command Center to follow in the event of critical system failures with the data or power supplies to essential security systems.
Tactical Dispatch Plans	Provides quick guidance for dispatchers in the Command Center to ask critical details when processing calls related to emergencies.
Guest Code of Conduct	Communicates to guests the expectations of conduct while attending events at the venue.
Prohibited Items List	Defines the items which the venue does not allow within its facilities.
Guest Policies	(Alcohol service, Service Animals, Trespass, Weapons, UAS/Drone)
Physical Security Systems Plan	Identifies the facility's critical infrastructure, establishes the standards for the implementation of physical security systems (such as cameras, access controls, alarms, keys, credentials, etc.), and defines the process and criteria for maintenance of these systems (including routine and emergency maintenance).
Special Events Planning SOP	Establishes guidelines for planning for special events above and beyond the normal scope of business. These events include but are not limited to political rallies, conference tournaments and religious conferences. Includes all items described in the "Event Security Operations Plan" item above, but in the context of special events.



VIP Security Planning SOP	Creates a consistent process for handling requests and expanded security measures related to VIPs and V-VIPs who attend events at the venue (politicians, foreign dignitaries, celebrities, etc.).
Intelligence Sharing SOP	Establishes procedures for how the venue's security team will receive and distribute information related to crime and suspicious or unusual occurrences with local law enforcement as well as the region's fusion center.
Supervisor Training Curriculum	Using a Job Task Analysis (JTA) and through the defining of critical knowledge, skills, and abilities, establishes the core competencies, instructional methodologies, and assessment tools for the development of new leaders.
Professional Standards Policy	A series of policies which establish the venue's standards and practices related to Fitness for Duty, Scheduling, Attendance, Uniforms/Dress Code, Employee Code of Conduct, and similar topics.
Compliance Schedule	A matrix-style document that identifies all recurring tasks within the previously identified plans, policies, and procedures, the frequency/scheduling of those tasks, and the person(s) responsible for completing them (i.e. Review Document X every 6 months, Perform Access Log Audit every 90 days, Conduct Annual Risk Assessment, etc.)

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Emergency Preparedness - REMOVED

Staff Training -- REMOVED

Quality Assurance -- REMOVED

Technology Integration - REMOVED

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### 3. DEVELOPING A PREVENTION CULTURE - REMOVED

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1. EXHIBITS - REMOVED

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# MKE MUSIC HALL



# EMERGENCY RESPONSE & EVACUATION PLAN

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To be reviewed & further developed by 5280 Group

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