ID	Item Short Name	Item Description	Probability	Impact	Impact Sentiment	Priority	Response Plan	Accountable Party	Responsible Party	Date Raised	Proposed Response Date	Status	Decision / Outcome	Additional Notes
(R=Risk)	(Short name to identify risk)	(Description of Risk / Risk Statement)	(What is the likelihood of this risk happening?)	(How does this affect the project?)	(Negative or Positive) *positive risks are opportunities	Refer to Appendix A: Risk Scoring Matrix	(negative risk responses include: MONITOR, ACCEPT, AVOID, TRANSFER, MITIGATE) (positive risk responses include: ENHANCE, EXPLOIT, REFJECT, SHARE)	(Person to champion resolution)	(the "doer" of work)	(Date item was raised)	(Date predicted to be resolved by)	(New, In Progress, Closed)		
R.001	Venue Construction Delays	Because phase 2 of venue construction will be initiated in January 2022, the construction schedule may become delayed, impacting venue availability in winter 2022/23 leading to the postponement of the festival project and a loss of investment dollars.	Likely (4)	Severe (5)	NEGATIVE IMPACT	High	**Avoid:** Wait to initiate project planning until the venue is confirmed as available for the desired winter 2022 project dates. Put holds on venue calendar for two alternative weekends as contingency.	Project Manager	Project Manager and Venue Owner	12/4/21	2/7/2022	In Progress	Next update on phase 2 construction schedule occuring on 1/5/2022	
R.002	Freezing temperatures inhibit crew operations and site management	As the festival is being produced during the winter, freezing temperatures can create hazardous work conditions, leading to increased risk of injury for the production crew or delayed site operations.	Likely (4)	Significant (4)	NEGATIVE IMPACT	Med Hi	**Mitigate:** Use hay and non-slip flooring throughout back of house and front of house ground at the venue.	Production Manager	Stage Hands and Production Crew	12/4/21	10/5/2022	New	Research flooring and material options.	
R.003	COVID-19 Cancellations	Due to the COVID-19 pandemic, evolving health conditions could lead to restrictions on gathering, causing the cancelation of the festival in winter 2022/23 and the loss of investment dollars.	Possible (3)	Severe (5)	NEGATIVE IMPACT	Med Hi	**Monitor:** Track the evolving health conditions and restrictions on gathering. Incorporate COVID-19 health and safety mitigation measures into Project Plan including requiring proof of a negative test from the past 72 hours or proof of vaccination to attend.	Project Manager	Covid Compliance Officer	12/4/21	9/15/2022	Closed	Conduct procurement activities to award covid compliance subcontract	
R.004	Labor shortage and required holiday pay (stage hands, security)	Current labor shortages experienced in the United States could create difficulty hiring event staff to perform site operations. This could lead to higher hourly wages having to be offered to obtain staff commitment, driving up the project budget.	Likely (4)	Significant (4)	NEGATIVE IMPACT	Med Hi	**Transfer:** Enage subcontractor staffing organizations and vendors to provide labor solutions.	Promoter Chief Operating Officer	Security and Staffing Agency	12/4/21	9/15/2022	In Progress	Conduct procurement activities to award staffing subcontract	
R.005	Environmental Damage, Air Pollution, and Adverse Health Conditions	The heavy machinery used to execute production operations could result in Benzine being released into the air and water causing a damaging environmental impact on the local ecosystem and exposing individuals to pollution.	Possible (3)	Severe (5)	NEGATIVE IMPACT	Med Hi	**Transfer:** Hire an environmental auditor to compose environmental impact plan and measure the project's contributions to air and water quality throughout site load in, operations, and load out.	Project Manager	Environmental Impact Subcontractor	12/4/21	12/1/2023	In Progress	Conduct procurement activities to award environmental subcontract	
R.006	Programming Competition from other Holiday Events	Competition in event programming and/or lack of alignment with market, could lead to difficulty selling the required 75% of tickets resulting in financial losses for promoter.	Possible (3)	Significant (4)	NEGATIVE IMPACT	Med Hi	**Monitor:** Commision market research throughout the entirety of the project. Monitor ticket sales performance and implement scaled ticket pricing.	Marketing Director	Talent Buyer	12/4/21	4/12/2022	In Progress	Conduct and update market research	
R.007	Permitting & Compliance	Because the venue has a 10pm noise curfew, a noise ordinance extension to 12:30 AM for amplified sound must be granted for the scheduled show days. If the permit is not awarded the project schedule will have to be reworked and ticket buyers may request refunds, negatively impacting revenue outcomes.	Possible (3)	Significant (4)	NEGATIVE IMPACT	Med Hi	**Mitigate:** Enage city officials and authorities in project planning phase. Integrate legislative requirements into project requirements to increase probability of obtaining permits. Maintain positive relationships with city officials.	Project Manager	Project Manager and Compliance Manager	12/4/21	4/20/2022	In Progress	Attend upcoming City Council meeting on 12/19/21	
R.008	Wildfire Damage Les Schwab Amphitheater	The region experiences wildfires in the summer months annually. The fires could cause the destruction of the venue, leading to the need to relocate the project to an alternative venue, which could introduce additional unknown costs that reduce project revenue.	Unlikely (2)	Severe (5)	NEGATIVE IMPACT	Med	**Mitigate:** Determine list of alternative spaces to be used as a contingency in the case of damage to the venue.	Project Manager	Project Manager	12/4/21	6/3/2022	In Progress	Conduct site visits of 2 alternative venue spaces identified in January 2022	
R.010	Inclement Weather & Icy Roads Prevent Access to the Region and Venue	The regions winter climate could cause avalanches, snow storms, and freezing temperatures that cause icey or closed roads along the mountain pass to the venue. This could result in attendees cancelling plans to attend and decrease COGS revenues that could be derived on site at the event.	Possible (3)	Moderate (3)	NEGATIVE IMPACT	Med	**Monitor:** Engage with regional Highway Patrol to monitor road conditions. Provide a hired festival busing option for attendees to purchase.	Promoter Chief Operating Officer	Promoter Chief Operating Officer	12/4/21	11/10/2022	In Progress	Compose report of historical weather conditions during equivalent time of year over the past 5 years.	
R.011	Crowd Control and Stampede	The overcrowding of the venue could lead to the bodily injury of attendees and lawsuits to be brought against the promoter.	Unlikely (2)	Significant (4)	NEGATIVE IMPACT	Low Med	**Mitigate:** Sell only the Fire Marshall-approved capacity of tickets, monitor entry on day of show, and split venue intro quadrants using barricade system with security guards monitoring capacity of each quadrant.	Site Manager	Site Manager and Security Director	12/4/21	11/10/2022	In Progress	Conduct procurement activities to award security subcontract	