Appendix II: COVID-19 Behavioral Risk Assessment *(Updated December 17, 2020)*

Theme	Optimistic	Moderate	Pessimistic	Observations
Vaccines	• Vaccine developed, tested, manufactured, approved, and distributed at the earliest end of 2020 or by late 2021 • All steps occur with no major setbacks or deadly side effects	• Safe and effective vaccine and/or effective therapeutics fully available around 2025; in the interim, releasing vaccines that show efficacy while continuing research on impacts, side effects, etc.	• Safe and effective vaccine and/or effective therapeutics after 2025	• Efficacy and logistics related to storage, distribution, and availability of vaccines remain • U.S. began COVID-19 vaccinations on December 14, 2020 for select members of the population • WHO projects that vaccine will not be widely available until mid-2021 • Pandemic mitigation strategies such as wearing face coverings, social distancing, and washing hands will need to continue at least for the next 6-12 months
Public Interactions and Service Delivery	• Face-to-Face interactions resume for all City services and public meetings at the earliest end of 2020 or by late 2021	• Hybrid approach to servicing the public is continued via heavy reliance on virtual options and in-person interactions limited and in compliance with social distancing directives through at least mid-year 2021	• Face-to-Face interactions do not resume at all through 2021	• Virtual interactions, touchless commerce, teleworking, etc. will be a continued necessity for maintaining City operations with minimal to no interruptions
Information Technology	• No cyberattacks occur • All employees have necessary resources for working remotely • The City has servers and technology infrastructure to handle increased capacity with no issues • IT department has staff capacity to manage increased reliance on IT or graphics services	• City IT systems can thwart some cyberattacks but still may be vulnerable to others attacks • While most employees have resources to work from home, others still need IT related equipment and support (e.g. computers, faster VPN, etc.) • The City's servers and IT infrastructure needs upgrades to handle increased volume • IT department staff is managing, but approaching, its capacity for addressing City IT and graphic services needs with existing resources	• City IT systems are not prepared to handle any cyberattacks, is attacked, and the City suffers significant financial and reputational damage • A large majority of the workforce does not have necessary resources for working remotely • The City's servers and IT infrastructure do not have the capacity to handle increased use • IT department does not have appropriate resources for addressing City IT needs	• Cybersecurity remains a continued area of focus • Employees will need appropriate resources for continued teleworking arrangements • IT will need to continue assessing technology infrastructure needs and plan accordingly • IT will need to continue assessing staff capacity and plan accordingly

Theme	Optimistic	Moderate	Pessimistic	Observations
Workforce	• Employees remain healthy with absences trending towards typical annual leave and non-COVID-19 leave, with COVID-19 cases remaining small • All City services continue without interruption	• More employees become unavailable due to COVID-19 illness, exposure, caretaking, or the need for a mental health break • City services experience some delays or minimal interruptions but City departments manage absences with existing staff or other measures	• A large portion of the workforce becomes unavailable due to COVID-19 illness, exposure, caretaking, or the need for a mental health break • City services severely interrupted without replacement or substitute staffing	• For relevant positions, teleworking continues to minimize COVID-19 exposure or provides mechanism for those quarantining to continue work • Planning around workforce availability, staffing rotations and staggering, etc. remain necessary
Public Behavior	• No psychological biases exist • All directives and messaging regarding COVID-19 safety and mitigation is well-received	• The public is generally receptive to COVID-19 safety and mitigation efforts • However, there are people who ignore directives for various reasons, endangering public safety 　○ Normalcy Bias 　○ Attentional Bias 　○ Discounting 　○ Other Reasons	• A majority of the public is dismissive and noncompliant with COVID-19 safety and mitigation efforts for a variety of reasons	• Continuous efforts necessary to influence public behavior to encourage compliance and buy in with City COVID-19 mitigation efforts • That includes continuing to offer City services in a virtual environment or via in-person appointments when necessary and with adherence to COVID-19 mitigation directives
Fraud	• All employees adhere to City protocols related to contracting, purchasing, time entry, etc. and do not use City resources for personal use	• Employees generally follow City protocols • However, there are employees who engage in improper activity, taking advantage of weaknesses in internal controls	• Employee improper activity is pervasive amongst City employees and management.	• Departments should continue to implement, evaluate, and revise as necessary, City policy and procedures related to contracting, purchasing, teleworking, time entry, etc. • City employees should report suspected improper activity to the Office of the City Auditor via the Trust and Innovation Portal (TIP) Hotline 　▪ Can be confidential 　▪ Email: TIP@beverlyhills.org 　▪ Phone: 310-288-2TIP 　▪ Website: www.beverlyhills.org/TIP

Source: Auditor generated based on the "Defend Your Future" Model in the book, "Resilience: Adapt and Plan for the New Abnormal of the COVID-19 Coronavirus Pandemic" by Gleb Tsipursky. Risks and observations based on current COVID-19 conditions as of December 17, 2020.