Business Continuity Planning

Municipal Joint Insurance Fund
South Jersey Communities Securing Their Future

Today's Agenda

- Terms and Concepts
- Planning Cycle
- Business Impact Analysis
- Recovery Strategies
- Plan Development
- Business Continuity and Incident Response
- Exercises

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Terms and Concepts

Business Impact Analysis (BIA) The process through which an organization can identify and prioritize all functions performed and their enabling requirements.

Business Continuity focuses on getting the entire business back to full functionality after a crisis.

Disaster Recovery is the process of getting all important operations up and running following an outage, major crisis or cyber-attack.

Terms and Concepts

Function A specific process consist of 3 discreet tasks that result in a product or service to a customer or set of customers.

Recovery Point Objective (RPO) The maximum amount of data loss that the organization can tolerate (currency of data).

Recovery Time Objective (RTO) The period of time within which systems must be recovered.

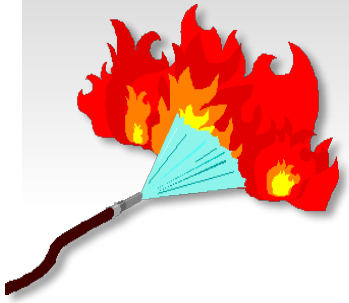
Maximum Tolerable Delay (MTD) –The period of time a function can be disrupted without significant harm to the organization.

Terms and Concepts

Disaster

- Anything that stops or reduces your ability to perform functions below acceptable levels.
- THE identifying characteristic is…

TIME



NOT *the Event.*

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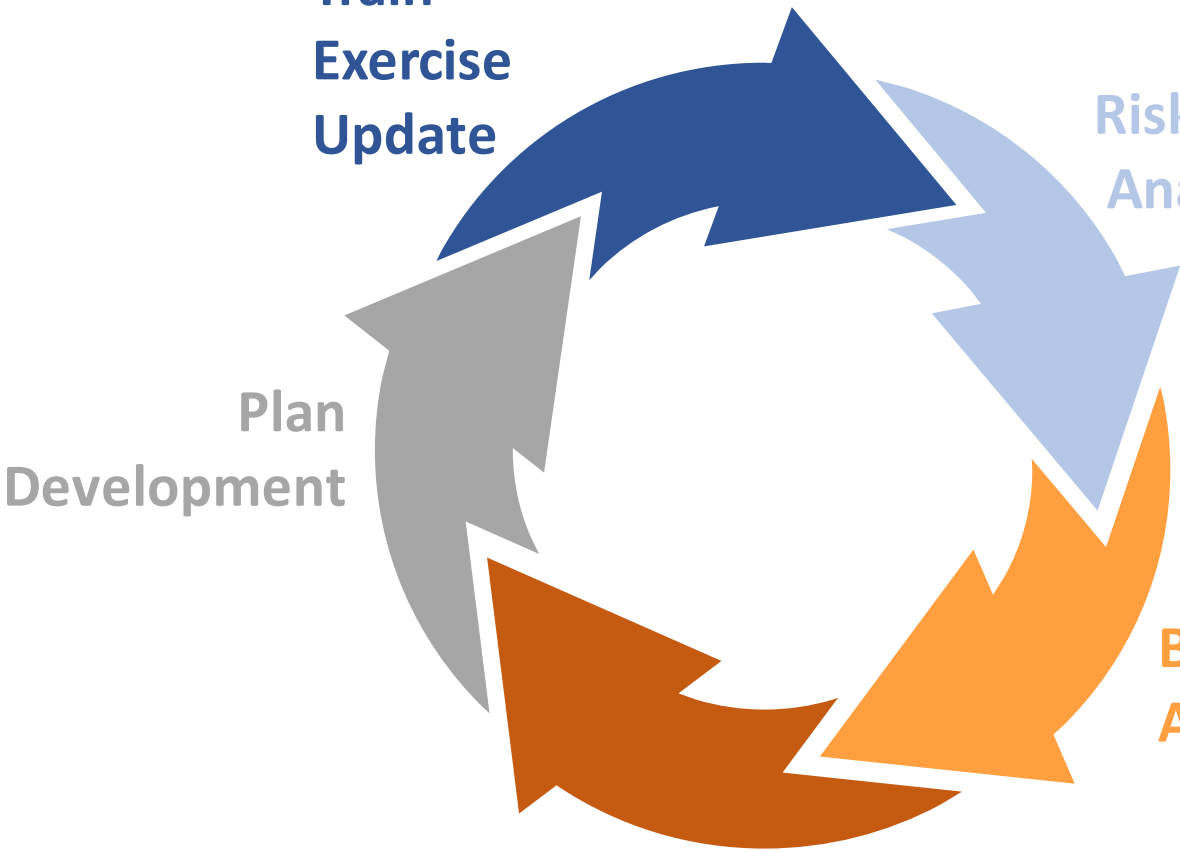
Planning Cycle



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Business Impact Analysis

Recovery Requirements:

- ✓ Identify all functions
- ✓ Prioritize based on RTOs
- ✓ Enabling requirements
  - ✓ Systems and Data
  - ✓ Critical vendors' services
  - ✓ Office space
  - ✓ People (skill sets)
- ✓ Single Points of Failure

Recovery Strategies

Recovery Strategies To ensure the recovery of operations within acceptable time frames.

Strategies to Accommodate the following impacts:

- ✓ Loss of Computing
- ✓ Loss of Telecommunications
- ✓ Loss of Personnel
- ✓ Denial of Physical Access
- ✓ Vendor Disruption

Recovery Strategies

Recovery Strategies To ensure the recovery of operations within acceptable time frames.

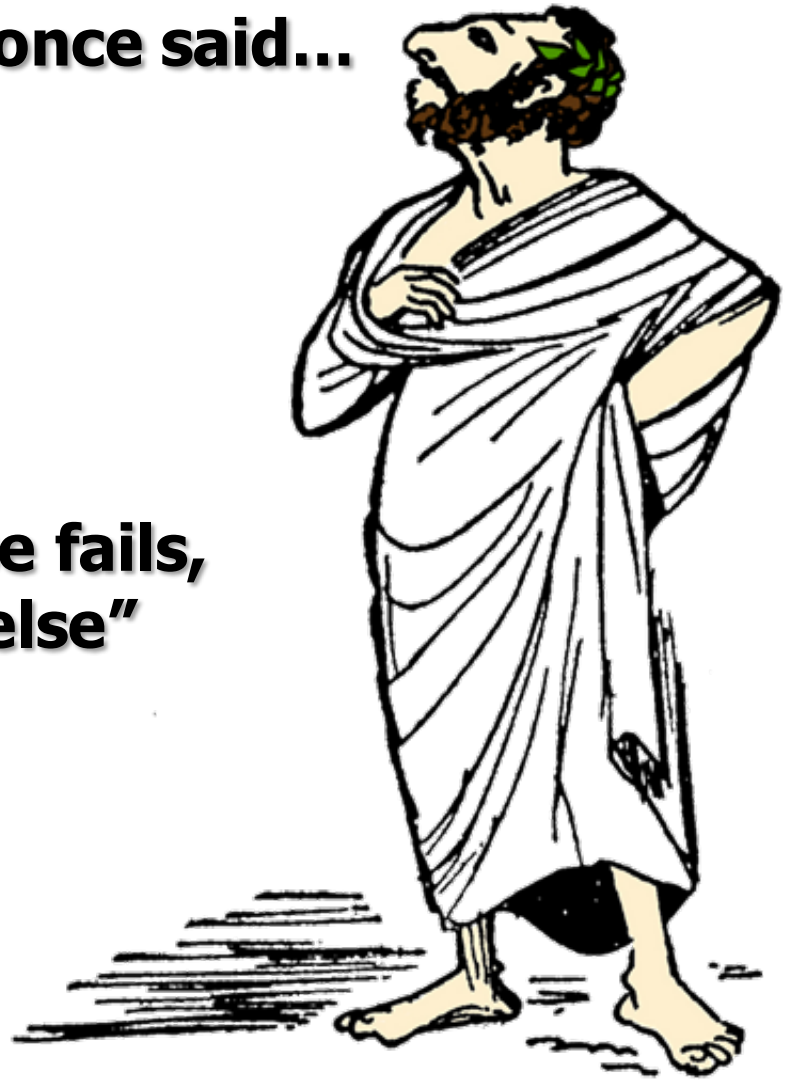
Strategy implementation for:

- ✓ Network infrastructure
- ✓ Hardware
- ✓ Software
- ✓ Data
- ✓ Critical vendors' services
- ✓ Office space
- ✓ Loss of Key People (skill sets)

Plan Development

As a great philosopher once said…

…"When all else fails, stop using all else"



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Plan Development

Plan Types

Disaster Recovery Plan

- ✓Infrastructure
- ✓Systems
- ✓Data
- ✓Data Center functions
  - ✓Help desk
  - ✓Desk top support
- ✓Information necessary for IT recovery

Plan Development

Plan Types

Business Continuity Plan -> Disaster Recovery Plan PLUS:

- ✓Command / Management
  - ✓HR
  - ✓Finance
  - ✓Legal
- ✓All Operational Departments beyond the data center
  - ✓Building and building code
  - ✓Tax Collection
  - ✓License Issuances

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Plan Development

The purpose of a plan is to have the policies, procedures and critical decisions already made and canned to reduce confusion and response time.

“Given unlimited time and unlimited resources any organization can recover from any disaster even without planning.”

We plan in order to develop the capability to recover faster, more efficiently and cost effectively.

“The shorter the RTO, the fewer available strategies And the more expensive those strategies are.”

So Bob, here’s $$, can you just write me a plan?

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Plan Development

Plans need to:

- ✓Be clear
- ✓Provide disaster declaration criteria and guidance for deviations
- ✓Be concise – minimum of narrative
- ✓Clearly designated authorities and succession of authority
- ✓Be checklist centric
- ✓Provide one stop shopping for the information necessary to implement recovery strategies

Business Continuity & Incident Response

Between 2019 & 2020 scams increased by 519%[1]

Incident response allows for consistent and efficient response to a cyber event.

If incident response planning is not coordinated with business continuity planning:

- ✓ System recovery timeframes must be determined by operational managers and not IT
- ✓ Adjustments for operational peaks are not considered
  - ➢ Disaster declaration criteria is undefined or ad hoc
- ✓ Unbeknownst reliance on personnel with dual roles

[1] Cyberheist News, November 3, 2020 published by KnowBe4

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Exercise

Not Tests!

Exercise plans need to include:

- ✓Scenario
- ✓Type of exercise
- ✓Participants
- ✓Objectives
- ✓Method for determining success


WHEN DISASTER STRIKES...DON'T SEND A STOOGE
T.LITTLE-T.LATE
RESPONSE TEAM
341 NUMBSKULL WAY
Send
THREE!


Questions

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