Chapter 6
Policies

ABSTRACT

Local governments provide public services including police, fire departments, emergency services, and others. Operations are accomplished by following policies, laws, and regulations. Communities will need to integrate cybersecurity concepts into established community policies. Existing policies need to be reviewed for cybersecurity evaluating them for cyber integration and identifying critical services that could be disrupted or impacted by a cyber incident. Communities need to identify an authorization hierarchy that will makes decisions in regard to critical services being impacted by a cyber-attack. Roles need to be established and integrated into policies to identify existing capabilities to address cyber incidents and ultimately who will respond if needed. Public-private partnerships need to be reviewed and legal agreements crafted and signed before an incident occurs. These considerations are initial steps that can be taken as the community strives to improve its cybersecurity posture where community policies are concerned.

INTRODUCTION

Communities provide a broad range of services and have responsibilities to the organizations and citizens that reside and do business within a set geographic area representing their boundaries. "Municipalities generally take responsibility for parks and recreation services, police and fire departments, housing services, emergency medical services, municipal courts, transportation services (including public transportation), and public works (streets, sewers,

DOI: 10.4018/978-1-7998-4471-6.ch006

snow removal, signage, and so forth)" ("State and Local" n.d.). The policies that are established will reflect the long-term goals, boundaries, and guidelines the community intends to enforce in these responsibility areas. Many policies for the community are set by the legislative body such as the city or town council, the county council and the board of county commissioners. Policies establish expectations and desired outcomes for how programs and services will be accomplished within the community. Some policies that impact the non-government and non-critical infrastructure sectors may require the cooperation and acceptance of the private sector. This means the community will need to determine who is leading the cybersecurity program and may need agreement from both public and private sectors. Some options for who may oversee the cybersecurity program are, the local government, a public private partnership, or perhaps the chamber of commerce.

Community policy may also address how public private partnerships with industry will be established, how they will work and will define goals and outcomes. Community processes and functions will also have policies associated with them. As an example, public communications or public relations will establish how messages will be created, approved, and administered to reach the citizens and organizations within the community. Communities need to consider the policies that currently exist and integrate cybersecurity concepts and measures especially where cyber incidents and attacks can impact the business operations of the entire community. In this case, the communications function could be disrupted making it non-functional during a critical period of time such as during an incident, or it could be usurped and then used to distribute misinformation. Both scenarios would require a backup plan of action. Evaluating the business functions associated with this policy will drive additional processes and procedures to be created.

BACKGROUND

The terms policy, processes, and procedures need to be clarified as often they are used synonymously or are misunderstood. Policies, processes, and procedures are all different but do work together for a desired result. A policy is a high-level plan that expresses the overall goals or guidelines the community wishes to achieve. Processes and procedures support the goals by outlining what must happen and then providing the steps or detailed actions needed to accomplish the policy. This is an important concept because a **policy** is a CCSMM **dimension**. Recall that dimensions focus on specific areas of