

Getting Started Guide

Critical Infrastructure Assessment Tool

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Production Version 2.2

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[Abstract](#)

This guide is intended to provide an overview of the various steps that an individual will need to follow in order to complete the Critical Infrastructure Assessment process.

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Overview of the Process

Purpose

The primary purpose of the Critical Infrastructure (CI) Assessment Tool and associated process is to provide a single venue for participants from various local authority departments/agencies to discuss what services they feel are critical to provide to residents during an emergency, the assets they need to provide those services, and who/what they rely on in order to make those assets available. Specifically, the process is intended to be a medium to facilitate discussion that will lead to:

- Enhancing the overall awareness of critical infrastructure dependencies among key actors;
- Identifying and analyzing vulnerable goods & services;
- Identifying and analyzing the criticality of local assets;
- Identifying areas where there is a need to increase robustness and redundancies; and
- Improving the resilience of your community and CI by developing and implementing recommendations related to prevention / mitigation, preparedness, response and recovery.

Background

The CI Assessment Tool was developed jointly by Emergency Management BC, Defence Research and Development Canada, and the Justice Institute of BC. It was created specifically to:

- Focus on critical infrastructure analysis at the *local authority level*;
- Require minimal technical expertise, thus allowing for self-facilitation by the community; and
- Engage actors from all critical infrastructure sectors simultaneously.

Although the CI Assessment Tool has been tested and validated in several communities, there will be a continuous need for feedback regarding the process, the outputs, and the resources.

Intended Outputs

1. ***A better understanding of CI.*** Participants in the workshop will develop a better understanding of the assets owned by the municipality and the dependencies that exist between these assets, including external services. This understanding will be able to inform the asset management planning completed by individual departments
2. ***Partially completed dependency worksheets.*** Upon completion of the initial workshop, the community will have partially completed a set of worksheets that provide an overview of the dependencies between assets, including external services.
3. ***Data to generate a final report and recommendations.*** Following the workshop and subsequent completion of the worksheet, the Champion will utilize the information produced by the participants to generate a final report. This report will identify assets that are determined to have a high priority, and will identify several relevant recommendations for implementation.

Roles & Responsibilities

The **Champion** is primarily responsible for:

- Overseeing the CI Assessment Process from start to finish;
- Organizing and facilitating the workshop(s);
- Managing the CI Assessment Tool worksheets and any additional documents;
- Identifying and inviting appropriate Participants to contribute to the process;
- Keeping workshop conversations focused on critical infrastructure; and
- Ensuring each Participant's voice is heard throughout the process.

'Champion' is a project management term that refers to the individual who will see a project from beginning to end. In this case, the community Champion will have a good understanding of the community and municipal organizational structure to be able to guide and focus the process in order to accurately complete the CI Assessment Tool worksheets. As well, the Champion will be able to assist the participants to draw out the deliverables and intended outcomes required for the CI Assessment process to effectively provide informed and valuable results.

The Champion is provided with an 8-step process to help guide the CI Assessment process, and has access to additional materials to assist with the management of the process. The outlined process includes two workshops that Participants will attend – a "Kick-Off Meeting" and a "Follow-Up Meeting". However, this may change based on how the Champion chooses to manage the process.

The **Participants** are primarily responsible for :

- Participating in the scheduled workshop(s);
- Providing the necessary data and dialogue to guide the process and contribute to the completion of the CI Assessment Tool worksheets; and
- Continuing to provide information and dialogue in order to produce relevant recommendations that will be beneficial to emergency management planning activities: prevention / mitigation, preparedness, response and recovery.

Participants are the community stakeholders that will be vital to the success of the inputs/outputs for the CI Assessment process. Typical Participants for the CI Assessment process may include emergency program coordinators/managers, senior municipal managers, city planners, fire & police chiefs, engineers, etc.

Additional brief descriptions of the Participants' responsibilities are outlined throughout this document.

Prescribed Steps

The CI Assessment Process has been divided into 8 key steps, each with their own specific activities that the person leading the assessment process should follow. While these are prescribed steps, it is up to each community to decide how they want to engage with the process. The 8 steps are as follows:

- Step 1: Identify a Champion who will lead the assessment process.
- Step 2: Watch the three Critical Infrastructure Process videos.
- Step 3: Identify Kick-Off Meeting participants and send out invitations.
- Step 4: Conduct the Kick-Off Meeting.
- Step 5: Distribute copies of the Tool for participants to complete.
- Step 6: Send invitations for the Follow-Up Meeting.
- Step 7: Conduct the Follow-Up Meeting.
- Step 8: Share recommendations with senior management for approval.

Step 1: Identify a Champion Who Will Lead the Assessment Process

“Champion” is a project management term that refers to an individual who sees a project from beginning to end. In this case, the Champion is typically an employee of the local government who sees the assessment process through from start to finish. They will facilitate any meetings, update materials, and will keep everyone engaged throughout the process.

Your community’s Champion should:

- Be someone familiar with emergency management and critical infrastructure;
- Have the time to organize the meetings and work on the materials; and
- Be comfortable with speaking in front of a group.

Once you have selected a Champion, they will be responsible for completing the following steps.

What you will need to do:

- Select one person to be your community’s Champion.

Step 2: Watch the Three Critical Infrastructure Assessment Process Videos

The Champion will need to watch the following videos. These videos provide an introduction to critical infrastructure concepts, give detailed instructions on how to use the Tool, and describe what should happen once the Tool has been completed. The Champion will also need to save a copy of these videos in a local drive so that they are available for other people to watch.

What the Champion needs to do:

- Watch the videos listed below.
- Save a copy of each of the videos listed below onto a local drive or Intranet so that others may view them.
- Review all other materials needed for the process (all located on EMBC website).

The Champion will need these files:

- MP4 – Video 1 Basic Concepts
- MP4 – Video 2 Process Overview
- MP4 – Video 3 Next Steps
- PDF – Video 1 Basic Concepts – Transcript
- PDF – Video 2 Process Overview – Transcript
- PDF – Video 3 Next Steps – Transcript

Step 3: Identify Kick-Off Meeting Participants and Send Out Invitations

The Kick-Off Meeting is the first meeting in the Critical Infrastructure Assessment process. It is an opportunity for department representatives to learn about basic concepts in critical infrastructure; review a method to identify locally owned assets that are critical to providing services to the public; and to learn how to use the Tool to capture this data.

The Kick-Off Meeting will take around 3.5 hours to complete. The invitees should include managers and directors from each department that offers services and who own or manage locally-owned assets. These participants will be required to work on the Tool after the meeting so it is important that everyone attend.

What the Champion needs to do:

- Create a list of department representatives who should attend the meeting.
- Identify a date, time and location for the Kick-Off Meeting.
- Update the Kick-Off Meeting invitation (template on EMBC website) and send a copy to all participants.

The Champion will need these files:

- DOCX – Kick-Off Meeting Invitation

Step 4: Conduct the Kick-Off Meeting

The Kick-Off Meeting follows an agenda that is identified in the meeting PowerPoint. This agenda will prompt the Champion to play videos, hand out materials, and prompt conversations at specific times. However, the process itself still requires the Champion to take an active role and guide the discussions. The meeting materials will provide some direction for what should be discussed when, however it is up to the Champion to decide how the community will best work with the Tool. The focus of this meeting is to familiarize participants with the process and the Tool, as well as to gain their buy-in to complete a portion of the Tool back with their departments.

What the Champion needs to do:

Prior to the meeting:

- Confirm participants have RSVP'd for the meeting.
- Review the community's Hazard Risk Vulnerability Analysis (or similar document) and identify a high-ranking hazard.
- Download/Review the Hazard Scenario Development Instructions, then, craft a basic scenario.
- Download and review the Critical Infrastructure Assessment Tool Excel file. Then, update the Assets, Goods & Services following the process identified in Video 2 – Process Overview.
- Download the Critical Infrastructure Assessment Kick-Off Meeting PowerPoint. Revise the date/time on the first slide.
- Download the Critical Infrastructure Assessment Tool – Consolidated Example
- Download the Critical Infrastructure Assessment Recommendations – Example
- Print copies of the downloaded materials, following the print instructions listed below
- Obtain a computer, projector and speakers for the meeting
- Save copies of the various files onto their computer for use during the meeting
- Download and print the Posters file. These should be hung in the meeting room

During the meeting:

- Use the PowerPoint as a prompt for discussions and when to play the videos
- Revise the Hazard Scenario
- Use the Tool to examine one or more services
- Review the example Recommendations and explain the development of similar recommendations is the goal of the process
- Review the example Summary Report and explain this document will be developed as a formal record of the process
- Conclude the meeting

The Champion will need these files:

- PDF – Hazard Scenario Instructions
- XLSX – Critical Infrastructure Assessment Tool
- PDF – Critical Infrastructure Assessment Tool – Consolidated Example
- PPTX – Critical Infrastructure Assessment Kick-Off Meeting
- PDF – Critical Infrastructure Assessment Summary Report – Example
- PDF – Critical Infrastructure Assessment Recommendations – Example
- PDF – Posters
- MP4 – Video 1 Basic Concepts
- MP4 – Video 2 Process Overview
- MP4 – Video 3 Next Steps

Printing Instructions:

File	Instructions
PPTX – Critical Infrastructure Assessment Kick-Off Meeting	<ul style="list-style-type: none"> • Print 1 copy per meeting participant • When printing, select: <ul style="list-style-type: none"> ○ Handouts, then 3 Slides ○ Print Double/Two Sided ○ 8 ½ x 11 ○ Select Auto Colour or Full Colour
XLSX – Critical Infrastructure Assessment Tool	<ul style="list-style-type: none"> • Print 1 copy per meeting participant • When printing, first click on the Internal Dependencies worksheet. Then select: <ul style="list-style-type: none"> ○ Print Active Sheets ○ Print One Sided ○ Landscape Orientation ○ 11 x 17 ○ Custom Scaling; Fit All Columns on One Page ○ If relevant: In Printer Properties, select Auto Colour or Full Colour • Click on the External Dependencies worksheet. Then select: <ul style="list-style-type: none"> ○ Print Active Sheets ○ Print One Sided ○ Landscape Orientation ○ 11 x 17 ○ Custom Scaling; Fit All Columns on One Page ○ If relevant: In Printer Properties, select Auto Colour or Full Colour
PDF – Critical Infrastructure Assessment Tool – Consolidated Example	<ul style="list-style-type: none"> • Print 1 copy per meeting participant • When printing, select: <ul style="list-style-type: none"> ○ Under Page Sizing and Handling, select Fit ○ Select Choose Paper Source by PDF Page Size (it will print 11x17)

Troubleshooting Instructions

	<ul style="list-style-type: none"> ○ Under Orientation, select Portrait ○ In Printer Properties, select Auto Colour or Full Colour
PDF – Participant’s Guide	<ul style="list-style-type: none"> ● Print 1 copy per meeting participant ● When printing, select: <ul style="list-style-type: none"> ○ Under Page Sizing and Handling, select Fit ○ Select Choose Paper Source by PDF Page Size (it will print 8.5x11) ○ Under Orientation, select Portrait ○ In Printer Properties, select Auto Colour or Full Colour
PDF – Critical Infrastructure Assessment Recommendations - Example	<ul style="list-style-type: none"> ● Print 1 copy per meeting participant ● When printing, select: <ul style="list-style-type: none"> ○ Under Page Sizing and Handling, select Fit ○ Select Choose Paper Source by PDF Page Size (it will print 8.5x11) ○ Under Orientation, select Portrait ○ In Printer Properties, select Auto Colour or Full Colour
PDF – Hazard Scenario Instructions	<ul style="list-style-type: none"> ● Print 1 copy per meeting participant ● When printing, select: <ul style="list-style-type: none"> ○ Under Page Sizing and Handling, select Fit ○ Select Choose Paper Source by PDF Page Size (it will print 8.5x11) ○ Under Orientation, select Portrait ○ In Printer Properties, select Auto Colour or Full Colour
PDF – Posters (<i>optional</i>)	<ul style="list-style-type: none"> ● Print 1 copy of each poster ● When printing, select: <ul style="list-style-type: none"> ○ Under Page Sizing and Handling, select Fit ○ Select Choose Paper Source by PDF Page Size (it will print 8.5x11) ○ Under Orientation, select Portrait ○ In Printer Properties, select Auto Colour or Full Colour

Step 5: Distribute Copies of the Tool for Participants to Complete

Once the Kick-Off Meeting has concluded, the participants will need to complete some “homework” back at their departments. This homework consists of identifying what assets they use to provide the services related to their department, as well as the service providers that support these assets.

To do this, the Champion will need to send revised materials to each participant within a week of the Kick-Off Meeting. The materials will include the revised Tool, instructions on how to complete the Tool, and links to the videos.

Once each department completes their portion of the Tool, they should email it to Champion. The Champion will then consolidate all the Tools together into a single document.

What the Champion needs to do:

- Download the Homework Email and revise the dates/times and contact information
- Download the Completing the Critical Infrastructure Assessment Tool document. Review the highlighted sections and confirm they are consistent with the column/row numbers on the Tool
- Email each participant the Homework Email; a revised copy of the Tool; the revised Hazard Scenario; the Instructions for Completing the Critical Infrastructure Assessment Tool; and links to the videos
- Send reminders to participants to return completed versions of the Tool
- Consolidate the returned Tools into a single document

The Champion will need these files:

- DOCX – Homework Email
- XLSX – Critical Infrastructure Assessment Tool (Revised by Champion)
- DOCX – Hazard Scenario (Revised by Champion)
- DOCX – Instructions for Completing the Critical Infrastructure Assessment Tool

Step 6: Send Invitations for the Follow-Up Meeting

The Follow-Up Meeting is the final meeting in the critical infrastructure assessment process. It is an opportunity for department representatives to review the consolidated Tool; to clarify any unusual findings; and to develop recommendations to address specific assets, goods or services.

The Follow-Up Meeting will take around 3.5 hours to complete. The invitees should be the participants from the Kick-Off Meeting. It will be important to have the majority of participants from the Kick-Off Meeting attend in order to properly interpret how each department used the Tool.

The meeting should be held in a room with enough seating for all participants, such as a meeting room or board room.

What the Champion needs to do:

- Identify a date, time and location for the Follow-Up Meeting
- Update the Follow-Up Meeting invitation and send a copy to all participants

The Champion will need these files:

- DOCX – Follow-Up Meeting Invitation

Step 7: Conduct the Follow-Up Meeting

The Follow-Up Meeting follows an agenda that is identified in the meeting PowerPoint. This agenda will prompt the Champion to play videos, handout materials, and prompt conversations at specific times. The Champion will guide participants in reviewing the Tool and identifying recommendations to assets, goods and services that have a high number of critical or important dependencies. The community can identify as many or as few recommendations as they feel are appropriate; typically, a community will identify 4-5 recommendations.

What the Champion needs to do:

Prior to the meeting:

- Confirm participants have RSVP'd for the meeting
- Review the revised Critical Infrastructure Assessment Tool Excel file. Highlight in yellow any assets, goods or services with a high number of critical or important dependencies
- Download the Critical Infrastructure Assessment Follow-Up Meeting PowerPoint. Revise the date/time on the first slide
- Download the Critical Infrastructure Assessment Tool – Consolidated Example
- Download the Critical Infrastructure Assessment Recommendations
- Download the Critical Infrastructure Assessment Recommendations – Example
- Download the Critical Infrastructure Assessment Summary Report
- Download the Critical Infrastructure Assessment Summary Report – Example
- Print copies of the downloaded materials, following the print instructions listed below
- Obtain a computer, projector and speakers for the meeting
- Save copies of the various files onto their computer for use during the meeting

During the meeting:

- Use the PowerPoint as a prompt for discussions and when to play the videos
- Review the highlighted assets, goods and services on the Tool and ask each department to describe how they completed their assessment
- Ask for clarification for any unexpectedly high numbers of dependencies. Revise the Tool as necessary
- Review the Critical Infrastructure Assessment Recommendations – Example document and remind participants the goal is to identify recommendations based on the assessment findings
- Open the Critical Infrastructure Assessment Recommendations and ask participants to suggest actions that can be taken to address the highlighted assets. Record these ideas by describing the specific asset, good or service being addressed and the tangible activity that can be performed to address each highlighted dependency
- Review the Critical Infrastructure Assessment Report - Example document and remind participants a report will be created based on the community's experience. Ask if there are any additional details they feel should be captured
- Conclude the meeting

The Champion will need these files:

- XLSX – Critical Infrastructure Assessment Tool (Revised by Champion)
- PDF – Critical Infrastructure Assessment Tool – Consolidated Example
- PPTX – Critical Infrastructure Assessment Follow-Up Meeting
- DOCX – Critical Infrastructure Assessment Summary Report
- PDF – Critical Infrastructure Assessment Summary Report – Example
- DOCX – Critical Infrastructure Assessment Recommendations
- PDF – Critical Infrastructure Assessment Recommendations – Example
- MP4 – Video 3 Next Steps

Printing Instructions:

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XLSX – Critical Infrastructure Assessment Tool (Revised by Champion)	<ul style="list-style-type: none"> • Print 1 copy per meeting participant • When printing, first click on the Internal Dependencies worksheet. Then select: <ul style="list-style-type: none"> ○ Print Active Sheets ○ Print One Sided ○ Landscape Orientation ○ 11 x 17 ○ Custom Scaling; Fit All Columns on One Page ○ If relevant: In Printer Properties, select Auto Colour or Full Colour • Click on the External Dependencies worksheet. Then select: <ul style="list-style-type: none"> ○ Print Active Sheets ○ Print One Sided ○ Landscape Orientation ○ 11 x 17 ○ Custom Scaling; Fit All Columns on One Page ○ If relevant: In Printer Properties, select Auto Colour or Full Colour
DOCX – Critical Infrastructure Assessment Summary Report	<ul style="list-style-type: none"> • Print 1 copy per meeting participant • When printing, select: <ul style="list-style-type: none"> ○ Print All Pages ○ Print Two-Sided ○ In Printer Properties, select Auto Colour or Full Colour

Troubleshooting Instructions

PDF – Critical Infrastructure Assessment Summary Report - Example	<ul style="list-style-type: none">• Print 1 copy per meeting participant• When printing, select:<ul style="list-style-type: none">○ Under Page Sizing and Handling, select Fit○ Select Choose Paper Source by PDF Page Size (it will print 8.5x11)○ Under Orientation, select Portrait○ In Printer Properties, select Auto Colour or Full Colour
DOCX – Critical Infrastructure Assessment Recommendations	<ul style="list-style-type: none">• Print 1 copy per meeting participant• When printing, select:<ul style="list-style-type: none">○ Print All Pages○ Print Two-Sided○ In Printer Properties, select Auto Colour or Full Colour
PDF – Critical Infrastructure Assessment Recommendations - Example	<ul style="list-style-type: none">• Print 1 copy per meeting participant• When printing, select:<ul style="list-style-type: none">○ Under Page Sizing and Handling, select Fit○ Select Choose Paper Source by PDF Page Size (it will print 8.5x11)○ Under Orientation, select Portrait○ In Printer Properties, select Auto Colour or Full Colour

Step 8: Share Recommendations with Senior Management for Approval

The Summary Report and Recommendations created during the Follow-Up Meeting will need to be reviewed and approved by senior management. The examples provided show the Recommendations having been copied in to the Summary Report, creating a single document; the Champion can either combine the documents or leave them separate. These documents would then be sent to senior management.

What the Champion needs to do:

- Review the content and formatting of the Summary Report and Recommendations and address any spelling errors, missing details, etc. This may also include combining the documents
- Create a list of senior level managers and directors that are required to review and approve the completed Summary Report and Recommendations
- Forward a copy of the Summary Report and Recommendations to individuals and request a response
- Follow-up to determine if the Recommendations are confirmed. If so, determine an appropriate method to share this information with the meeting participants
- Send a final email thanking participants for their involvement in the assessment process

The Champion will need these files:

- DOCX – Critical Infrastructure Assessment Summary Report (Revised by Champion)
- DOCX – Critical Infrastructure Assessment Recommendations (Revised by Champion)