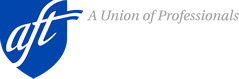
[](http://www.aft.org/)

AFT Local \_\_\_\_\_\_

Emergency Preparedness and Response: Union Continuity Plan for Local Leaders

Address:

Table of Contents

|  |
| --- |
|  |

[1.1. Plan Scope and Applicability 5](#_Toc506908394)

[1.2. Plan Objectives 5](#_Toc506908395)

[1.3. Plan Assumptions 5](#_Toc506908396)

[1.4. Union-Employer Emergency Coordination 5](#_Toc506908397)

[1.5. How to Complete a Critical Union Function Table 13](#_Toc506908398)

[1.5.1. Function 13](#_Toc506908399)

[1.5.2. Criticality 13](#_Toc506908400)

[1.5.3. Maximum Downtime 13](#_Toc506908401)

[1.5.4. Staff/Team 13](#_Toc506908402)

[1.5.5. Required Resources 14](#_Toc506908403)

[1.5.6. Process to Complete Function 14](#_Toc506908404)

[2. PLAN ACTIVATION and communication PROCEDURES 15](#_Toc506908405)

[2.1. Plan Activation during Normal Union Hours 15](#_Toc506908406)

[2.2. Plan Activation outside Normal Union Hours 15](#_Toc506908407)

[2.3. Actions upon Activation 15](#_Toc506908408)

[2.4. Internal Communication Procedures 15](#_Toc506908409)

[3. Resumption Strategies 16](#_Toc506908410)

[3.1. Alternate Site/Reciprocal Agreement 16](#_Toc506908411)

[3.2. Union Function Resumption Table 17](#_Toc506908412)

[3.3. How to Complete a Union Function Resumption Table 19](#_Toc506908413)

[3.3.1. Function and Required Resources 19](#_Toc506908414)

[3.3.2. Resumption Procedures 19](#_Toc506908415)

[5. Family Emergency Plan 21](#_Toc506908416)

[6. Insurance Considerations 22](#_Toc506908417)

Emergency Preparedness and Response

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Continuity Plan for Local Leaders

The AFT has a lot of experience responding to help our members after natural disasters—recent history includes Hurricane Sandy, the wildfires in California, and the summer 2017 hurricanes in Texas, Florida, Puerto Rico and the U.S. Virgin Islands. But over the years, many AFT affiliates and locals have been touched by disasters as well, limiting their ability to maintain operations.

Recent hurricanes in Florida, for example, have halted operations in Broward County, Miami, St. Johns and Volusia. Hurricane Sandy hit our local’s office in Suffolk County, N.Y., and recent floods in Louisiana have limited the ability of a number of locals to function.

The impact of disasters can be long-lasting, especially if a local is shut down, so it’s important for locals to have an emergency plan in place that includes the following elements:

* Primary and secondary crisis manager (the person who is in charge during a disaster).
* Evacuation and shelter plan.
* Emergency supplies (water, flashlight, batteries, first aid kit, etc.).
* Crisis communication plan (how you will communicate with members during and after a disaster).
* Prioritized list of critical operations needed to be maintained, and the staff members responsible for them, while recovering from the disaster.
* Backup copies of important records (membership and employee lists and contact information, businesses and vendors, accounting and payroll, etc.).
* Backup office location, if current office is inaccessible.
* Backup for utility disruptions; plan to protect computer hardware.
* Plan to support employees and their health needs after a disaster.

Emergency Preparedness and Response

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Document Changes

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| Date | Change/Review |
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Immediate Action Checklist

| **Action** |
| --- |
| Take immediate steps to protect the health and safety of self and staff |
| Evacuate the building, if necessary (take personal belongings, laptops and cell phones, if possible) |
| Follow emergency procedures and/or instructions from emergency officials |
| Perform assessment   1. Staff 2. Work in progress 3. Future deadlines 4. Records and technology 5. Relocation strategy 6. Management/employer/members status |
| Develop action plan based on the timeline of: less than 4 hours, 1 day, 2 days, 3 days, 1 week, 2 weeks, and more than 2 weeks |
| Contact critical dependencies   1. Staff 2. Management/employer |
| Activate your union continuity plan, as required |

Emergency Preparedness and Response

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Section 1 - Introduction

## Plan Scope and Applicability

The scope of this union continuity plan covers [Insert AFT Affiliate Name]. The plan should be applicable in the event that 1) the union office is physically inaccessible, 2) employer facilities are inaccessible/closed, and/or 3) a response to regional interruptions in the area is necessary.

## Plan Objectives

The objective of this plan is to facilitate the resumption of critical operations, functions and technology in a timely and organized manner so that [Insert AFT Affiliate Name] can continue as a viable and stable organization.

The primary objectives of the plan are to ensure that:

* **Our union’s key operations and functions are maintained.**
* **An alternate facility is in place for officers and staff.**

## Plan Assumptions

The following assumptions were made when creating this plan:

* An event has occurred that affects normal operations.
* There may be no access to the affected facility.
* All documents and equipment within the facility are inaccessible and may be permanently lost.
* The officers and designated staff are available to continue operations.
* For rented space, the owner’s obligations in the event of an emergency are clear.
* The union has adequate insurance to address recovery plans (for more on insurance, see Section 8: Insurance Considerations).

## Union-Employer Emergency Coordination

Ideally, the union will be involved in the development of the employer’s emergency preparedness and response plan.

* Emergency preparedness and response language in the collective bargaining contract (cite clauses):
* Does the union have access to a copy of the employer’s emergency preparedness and response plan?

Emergency Preparedness and Response

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Section 1 - Introduction

* Union representatives involved in the development of the employer’s plan:
  + Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Contact info\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Contact info \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Contact info \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Union members who are designated as “essential personnel” by the employer in the event of an emergency (list names, job titles and roles/responsibilities of essential personnel):
* Do essential personnel understand their roles and responsibilities?
* Management contact in the event of an emergency:
* When and how will the union be notified of worksite operating status changes?
* When and how will the union be notified of the resumption of normal operations?

Union Continuity Responsibilities

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Edit and Revise as Necessary

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| --- | --- |
| Position | Responsibilities |
| President | * Provide strategic leadership and direction for the continuity plan * Serve as incident commander * Update and promulgate orders of succession and delegations of authority * Update continuity plan annually * Designated to be notified by the employer of worksite operating status changes * Maintain contact with community first responders * Other: |
| Executive Director | * Second in command, in case president is not available * Implement continuity plan * Ensure all officers and staff are aware of the plan and their roles * Other: |
| Officers |  |
| Staff |  |

Emergency Preparedness and Response

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Risk Assessment

(Update as necessary)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Hazard | Probability | Magnitude | Warning  (Hours) | Duration (Hours) | Risk Priority |
| Flooding | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
| Coastal Hazard (e.g., Hurricane,  Tsunami, Tropical Storm, Nor’easter) | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
| Thunderstorm/  Lightning/Hail | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
| Tornado | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
| Winter Storm/  Ice Storm | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
| Human Caused  (Civil Unrest/ Terrorism) | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |

Emergency Preparedness and Response

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Risk Assessment - Edit and Revise as Necessary

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Hazard | Probability | Magnitude | Warning (Hours) | Duration  (Hours) | Risk Priority |
| High Winds | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
| Wildfire | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
| Landslide | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
| Earthquake | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |

*\*Note: The impact and duration of hazards for your union may differ from this table.*

Emergency Preparedness and Response

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Risk Assessment - Edit and Revise as Necessary

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Other  Hazards | Probability | Magnitude | Warning  (Hours) | Duration  (Hours) | Risk Priority |
|  | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
|  | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
|  | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
|  | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
|  | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |
|  | 4. Highly Likely  3. Likely  2. Possible  1. Unlikely | 4. Catastrophic  3. Critical  2. Limited  1. Negligible | 4. Minimal  3. 6-12  2. 12-24  1. 24+ | 4. 12+  3. 6-12  2. 3-6  1. <3 | * High * Medium * Low |

Critical Union Functions

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Critical union functions are the responsibilities and tasks that need to be completed in order for your union to be considered operational. For help filling out the table below, see the instructions in the next section.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| # | Function | Criticality | Maximum Downtime | Role/Team | Required Resources | Process to Complete Function |
| 1 |  |  |  |  | People:  Equipment:  Supplies:  Technology:  Interdependencies: |  |
| 2 |  |  |  |  | People:  Equipment:  Supplies:  Technology:  Interdependencies: |  |
| 3 |  |  |  |  | People:  Equipment:  Supplies:  Technology:  Interdependencies: |  |
| 4 |  |  |  |  | People:  Equipment:  Supplies:  Technology:  Interdependencies: |  |
| 5 |  |  |  |  | People:  Equipment:  Supplies:  Technology:  Interdependencies: |  |

Critical Union Functions

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|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| # | Function | Criticality | Maximum Downtime | Role/Team | Required Resources | Process to Complete Function |
| 6 |  |  |  |  | People:  Equipment:  Supplies:  Technology:  Interdependencies: |  |
| 7 |  |  |  |  | People:  Equipment:  Supplies:  Technology:  Interdependencies: |  |
| 8 |  |  |  |  | People:  Equipment:  Supplies:  Technology:  Interdependencies: |  |
| 9 |  |  |  |  | People:  Equipment:  Supplies:  Technology:  Interdependencies: |  |
| 10 |  |  |  |  | People:  Equipment:  Supplies:  Technology:  Interdependencies: |  |

Emergency Preparedness and Response

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How to Complete a Critical Union Function Table

## How to Complete a Critical Union Function Table

### Function

Enter the specific function to be maintained/resumed.

### Criticality

Enter “High,” “Medium” or “Low” depending on how critical the function is to the operations of your union. When determining criticality, consider:

* What union objective/goal does this function support?
* How essential is this function to support members?
* How often does this function occur?
* How many staff members or officers perform this function?
* Does the successful completion of this function depend on any other functions?
* Are other functions dependent on this function?
* Is there a potential for revenue loss if this function is not completed?
* Does this function directly impact the union’s image?
* Compared with other critical functions, what priority ranking would you give this function?

### Maximum Downtime

Identify how much time your union could afford to go without the function before it causes the union serious harm. Consider using the following options:

* Less than 24 hours
* 1 day to 1 week
* 1 to 2 weeks
* 2 to 4 weeks
* 30 days or greater

### Staff/Team

Identify the staff member(s) or team(s) responsible for the operation of this function. Include specific knowledge, training, certifications or licenses required to conduct this function. For each function, it is recommended that you identify at least one alternate staff member.

Emergency Preparedness and Response

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How to Complete a Critical Union Function Table

### Required Resources

* *People:* Identify the number of staff or officers required for this function. Also identify if a staggered resumption of staff is an option.
* *Equipment:* Identify the type of equipment (and quantity) required in order to get this function back in operation.
* *Supplies:* Identify any unique supplies required for this function, such as paper forms or documents (do not list items that could be easily purchased from an office supply store).
* *Technology:* Identify software (e.g., Microsoft Office, QuickBooks, a point-of-sale system), systems, applications and electronic documentation needed to complete the function.
* *Interdependencies:* List other union functions that this function relies on in order to be operational.

### Process to Complete Function

Write a description of the function process. Include any specific forms or systems that may be needed.

Emergency Preparedness and Response

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Section 2 – Plan Activation and Communication Procedures

# PLAN ACTIVATION and communication PROCEDURES

## Plan Activation during Normal Union Hours

If a crisis occurs during normal business hours, it may be necessary for all staff, officers, members and visitors at the office to evacuate the building and proceed to a predetermined assembly point.

Once at the assembly point:

* Initiate a head count and make note of missing and/or injured staff and officers.
* Report missing and/or injured staff to the designated person in charge.

If it is determined that the office cannot be re-entered, the person in charge will inform staff what to do. The staff may be instructed to go home to await further instructions or to activate the union continuity plan. Further communications, such as instructions on when and where to report for work, will follow the internal communication procedures detailed below.

## Plan Activation outside Normal Union Hours

If a crisis occurs outside normal business hours, the designated person will activate the union continuity plan using the internal communication procedures detailed below.

## Actions upon Activation

Upon activation of the union continuity plan, the designated person is responsible for notifying the alternate site of the union’s impending arrival.

## Internal Communication Procedures

The designated person should determine the best methods for disseminating communications to staff (for contact information, see Section 6, Employee Contact List).

|  |  |
| --- | --- |
| Employee Communication Methods | |
| 1 |  |
| 2 |  |
| 3 |  |

Emergency Preparedness and Response

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Section 3 – Resumption Strategies

# Resumption Strategies

* Resume union functions in priority order.
* Purchase equipment and supplies and make any necessary travel arrangements for the resumption efforts.
* Temporarily suspend non-critical functions, as necessary, to support the resumption efforts.
* As applicable, utilize personnel from other sites to support the resumption efforts.

## Alternate Site/Reciprocal Agreement

In the event the union office is destroyed or inaccessible, union operations may be transferred to an alternate site (or your home).

If the alternate site is inaccessible, operations may be temporarily relocated to a union partner providing space for your staff through a reciprocal agreement.

|  |  |  |  |
| --- | --- | --- | --- |
| # | Site | Contact Information | Alternate/Reciprocal |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| 4 |  |  |  |

Union Function Resumption Table

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## Union Function Resumption Table

|  |  |  |  |
| --- | --- | --- | --- |
| # | Function | Required Resources | Resumption Procedures |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| 4 |  |  |  |
| 5 |  |  |  |

Union Function Resumption Table

|  |
| --- |
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|  |  |  |  |
| --- | --- | --- | --- |
| # | Function | Required Resources | Resumption Procedures |
| 6 |  |  |  |
| 7 |  |  |  |
| 8 |  |  |  |
| 9 |  |  |  |
| 10 |  |  |  |

Emergency Preparedness and Response

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Section 3 – How to Complete a Union Function Resumption Table

## How to Complete a Union Function Resumption Table

### Function and Required Resources

In the “Function” and “Required Resources” columns, copy the information from your Critical Union Function Table.

List the functions in priority order based on the following criteria:

* Criticality
* Maximum downtime
* Interdependencies

### Resumption Procedures

Explain how the function will be carried out at the alternate or partner site (e.g., redirect mail to home address or save document on a file-sharing service).

Emergency Preparedness and Response

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Section 4 – Employee Contact List

|  |  |  |  |
| --- | --- | --- | --- |
| Officer/Employee Name | Title/Responsibility during an Emergency | Home/Cell Number | Personal Email Address |
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Emergency Preparedness and Response

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Section 5 – Family Emergency Plan

# Family Emergency Plan

Many large-scale events—like hurricanes, earthquakes, regional blackouts, transit problems and pandemics—can impact not only your staff members’ jobs but also their families, homes and lives outside of work.

In order to improve the safety and security of all staff and their families, discuss with them the following basic steps they can take to protect their loved ones, homes and possessions in the event of an emergency.

Every household should have an emergency plan, which should include:

* A home evacuation and reunification plan that is shared with every member of the family (e.g., how to evacuate from each room/floor during a fire).
* A predetermined meeting location in the neighborhood should the family get separated.
* An emergency contact list with phone numbers and websites.
* A place where flammable and hazardous substances—and potentially dangerous objects like tools, equipment and firearms—can be properly stored and secured out of the reach of children and pets.
* A list of safety practices to follow, such as keeping doors, windows and garages locked.

Each household should also have the following emergency supplies:

* Fire extinguishers (especially near the kitchen, basement, garage and/or workshop).
* A family emergency kit with several days’ worth of food, medications and supplies.

For additional resources, visit the following websites:

* American Red Cross planning tool: [www.arcbrcr.org](http://arcbrcr.org/)
* Centers for Disease Control and Prevention emergency planning guide: [www.emergency.cdc.gov/preparedness](http://emergency.cdc.gov/preparedness/)
* Ready.gov emergency planning tips: [www.ready.gov/make-a-plan](http://www.ready.gov/make-a-plan)
* Stanford University disaster preparedness information: [www.med.stanford.edu/somsafety/forms/EP\_Home.pdf](http://med.stanford.edu/somsafety/forms/EP_Home.pdf)
* The Weather Channel’s safety and preparedness guide: [www.weather.com/safety](http://www.weather.com/safety)

Emergency Preparedness and Response

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Section 6 – Insurance Considerations

# Insurance Considerations

1. **Do you have flood insurance?**

Flood insurance can be purchased through the National Flood Insurance Program, which provides up to $500,000 for building coverage and up to $500,000 for contents coverage. Flood coverage for union interruption is not available through NFIP but can be obtained from a commercial insurer.

1. **If you are located near a coast or river, is “storm surge” classified as a “flood” or as a “windstorm”?**

In some cases, the storm surge that occurs as a result of a hurricane is classified as a flood, but in other cases it is classified as a windstorm. After Hurricane Sandy, many policyholders found themselves underinsured because the storm surge was classified as a flood; many had adequate windstorm coverage but inadequate flood coverage.

1. **Do you have coverage for union interruption?**

Union interruption insurance covers policyholders for lost profits and continuing expenses after an insured loss. This is important coverage, subject to specific limits in the policy.

1. **Do you have coverage for service interruption?**

Service interruption insurance covers lost power. However, coverage is often excluded if the loss of power is caused by damage to overhead power lines within a certain distance from the insured property.

1. **Do you have coverage for civil authority?**

Civil authority insurance covers union interruption losses should your union be impacted by a government action that restricts access to your location. Be mindful, however, that this coverage has specific restrictions. Make sure to read your policy carefully.

1. **Are the limits under your policy sufficient?**

All insurance policies have overall policy limits and specific limits for different types of coverage. Review your policy carefully to make sure your coverage is reasonable.

1. **What is the deductible under your windstorm and/or flood policy?**

Insurance policies often have a deductible (e.g., $25,000 per occurrence) for most losses. However, some policies have specific deductibles for high-risk types of losses. For example, if you are in a high-risk hurricane zone, you may have a substantial deductible. Check your policy carefully and make sure you understand the deductible.

Emergency Preparedness and Response

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Section 6 – Insurance Considerations

1. **If you have any key customers or suppliers, do you have contingent union interruption coverage?**

What would the impact to your union be if one of your key suppliers is impacted by a significant incident, such as a hurricane, fire or explosion?

1. **Do you have any assets that may take significant time to replace should a loss occur?**

If any key assets would take a long time to replace, consider purchasing spares or having vendors ready to execute a purchase order should a loss occur.

1. **If you have more than one location, have you considered how an incident at one location would impact the other locations?**

For some unions, significant losses at one location may result in additional losses to other locations due to interdependencies. For other unions, losses at one location can be mitigated by shifting staff and resources at other locations. It is helpful to think through how a catastrophic loss at one location would impact other locations.

***Contact your insurance agent or broker to discuss these and other questions about your union insurance coverage and needs!***