

THE BLACK BOOK
crisis and communications manual

3RD EDITION

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NEW JERSEY ASSOCIATION FOR BIOMEDICAL RESEARCH
MASSACHUSETTS SOCIETY FOR MEDICAL RESEARCH
AMERICANS FOR MEDICAL PROGRESS
FOUNDATION FOR BIOMEDICAL RESEARCH
NATIONAL ASSOCIATION FOR BIOMEDICAL RESEARCH

section 2:
crisis management

Crisis Management Overview

What is a Crisis?

A crisis involves an imminent risk of death or serious damage that threatens you or those you care about, your organization, property, reputation and/or future.

What Do I Do in a Crisis?

- Identify the type of crisis.
- Call your facility security (who immediately calls the local police). Your facility security will enact the phone tree on page 19 (*Creating Your Crisis Management Phone Tree*). The crisis management team oversees security and interaction with the media.
- Use the worksheet on page 25 to document the incident (*Documenting the Incident*).
- Afterward, address legal issues ASAP.

What the Police Need to Know

- Type of crisis
- Location of incident
- Estimated number of people involved
- Estimated presence of weapons
- Whether animals are missing
- Hazards of location (e.g. radiation, disease)
- Accessibility to facility (e.g. site plans)

Worksheet: Documenting the Incident

Type of Crisis Situation (theft, arson, vandalism, etc.): _____

Time and Date of Event: _____

Site of Event: _____

Method of Entry: _____

Hazardous Materials (radiation, chemical, fire or biological)? _____

Itemize Property Destroyed or Stolen

- Were animals stolen? **YES | NO**
 - » How many? _____
 - » Species/number: _____
 - » Estimated cost: \$ _____
 - » Characteristic/type of research (may aid in identifying stolen animals): _____

- Was research data stolen or is it missing? **YES | NO**
 - » What type (videos, computers, etc.)? _____
 - » How many? _____
 - » Contents: _____

- Was property destroyed or stolen? **YES | NO**
 - » Facilities? _____
 - » Computers/equipment? _____
 - » Building(s)/structure(s)? _____

Identify Those Involved

- Does anyone claim responsibility? **YES | NO**
 - » Who? _____

- Was a note left behind? **YES | NO**
 - » Contents of note: _____

- Was a phone call made? **YES | NO**
 - » Contents of phone call: _____

- Was the media alerted? **YES | NO**
 - » Type of media: _____

- Is there film of the damage? **YES | NO**
 - » Has it been released to the media? **YES | NO**
 - » Type of media: _____

Research Affected

- Individual research project involved: _____
- Principal investigator: _____
- Has he/she been notified? **YES | NO**
- Content of research? _____

Working With the Media

The media's first impression will remain etched in the public conscience long after you have resolved the problem and emerged victorious — or long after you've been humiliated, fired, sued and so on. Your skill in influencing how the media reports the situation — or whether it chooses not to report the situation at all — is a key factor that determines the outcome or resolution of a crisis.

GET AUTHORITY AHEAD OF TIME TO TAKE RESPONSIBILITY AND ACTION.

Remember that the media's goal is to report *timely* events. They do not report ideas or concepts. This often conflicts with the goals of good science, which is a gradual process of understanding, careful refining and sharing of information and results.

Crisis Management Rules

- Never underestimate the crisis (if reporters learn more than you're telling, they'll feel deceived).
- Recognize that the media needs a "bad guy" and a "good guy" in every crisis. Take responsibility when appropriate and lay out a plan to avoid repeating the error/problem.
- Be patient with reporters. Your mantras should be:
 - » "If I have a job to do, reporters have a job to do."
 - » "If I behave badly, it will be captured on video for the world to see endlessly."
 - » "If reporters behave badly, it probably will not be reported."
 - » "I will be more effective if I can remain human, humble and sensitive."
 - » "It's OK to admit I don't know; I am working hard to find the answer, solve the problem and prevent it from happening again."

Bring the Media Inside Your Crisis

- Take the initiative with the media. Don't give your attackers opportunity to reach the media first. With today's 24-hour media coverage and the proliferation of online social networking, an incident can reach the world in minutes. Acting swiftly is crucial.
- Schedule a press conference as soon as possible with members of your crisis management team.
- Prepare all factual information about the crisis. Don't forget to use the worksheet on page 25 (*Documenting the Incident*).
- Allow the media to film footage of the destruction in the facility.
- Offer educational materials and brochures on the animal issue. Call NCABR, at 919.785.1304, for support and materials.
- Publicize all the following points:
 - » Your institution's commitment to medical progress and the humane care of laboratory animals
 - » Specifics of research as they apply to human and/or animal health
 - » Research time lost on projects
 - » Total dollar damage, including stolen animals, physical damage and research time lost
 - » The potential threat to public health
 - » Potential harm to animals outside their protective environment
 - » Lawlessness of the incident and the institution's resolve to prosecute to the fullest extent of the law

- Brief the media frequently.
 - » By letting media members see how you handle the crisis, they will gain prestige by being “close to the action,” learning your decision-making process and better understanding the options.
 - » Reporters allowed to be “inside” are more likely to report you as the “good guys” trying to do the right thing and make the best of a bad situation.
 - » They’ll sympathize with your situation.
 - » They’ll begin to consider those outside threatening to be the “bad guys.”

Confine the Story

- Drop everything else and concentrate energy, resources and skills on *local* reporters; they are more likely to be your allies. With skill and luck, the result will be a small story that stays local.
- Admit the fault, correct the problem and do what you can to prevent its recurrence.
- Take responsibility for your actions. Ask for forgiveness. Be gracious and generous in making amends.
- Be prepared to answer the next question: “What are you going to do/have you done about it?”
- When you have bad news, tell it all at once (known in the media business as the “big dump.”) Much of what you tell won’t even be covered because of a lack of time and/or space. Bits and pieces of bad news that surface later (over days or weeks) can become new stories. News value expands with time. This approach allows you time to move past the problem.

Strategies for the Press Release: Content

The public relations staff compiles the information to be included in the statement released to the media and to the public with vital facts.

The press release also should include the “message” the facility wants to convey, responding with positive comments about the importance of research being conducted at your research facility or company. The press release also should address the concerns, charges, allegations and accusations made by the group that targeted your facility. The response should not appear defensive. Clearly state the positive application of the research for improved human and animal health.

Checklist of Statements to be Included in Press Release

- Your facility’s statement regarding the use of animal research
- Medical advancements based on animal models
- Your facility’s commitment to the humane care and treatment of laboratory animals
- Statement of compliance with all applicable regulations (e.g. stress the loss of valuable research time and the delay in medical progress)

When and How to Release the Information

- Contact media outlets with a prepared press release.
- Set up phone interviews with the media.
- Prepare for the media to interview individuals at your facility.

- Conduct a news conference at your facility.
- Establish the location for interviews with the media.

In addition to information and interviews, the media will ask for permission to take photos of animals, research laboratories and the animal care facility. A policy must be decided in advance with personnel trained to speak to the media. Private facilities and campuses may have different policies from public facilities. Some companies may have proprietary concerns.

Strategies for Prepared Statements

- Prepared statement by institutional CEO/president/dean should include:
 - » Policy of the institution regarding the use of animals in research
 - » Contributions institution has made to medical progress as a direct result of animal research
 - » Institutional commitment to the humane care and treatment of laboratory animals
 - » Statement of compliance with all federal and state regulations as they apply to animal research
 - » Emphasis on the benefits of animal research to human as well as animal health
 - » Emphasis on the devastation the crisis has caused to the public
 - » Possible health hazard (if applicable)
 - » Loss of valuable research time in curing disease
- Prepared statement by facility manager/veterinarian should include:
 - » Emphasis on the veterinary care and standards by which the institution abides
 - » Explanation of the daily routine and protocols the veterinarian uses
 - » Statement of dedication to humane animal care
 - » Daily tasks of caretaker
 - » Emphasis on the emotional torment the crisis has caused your technical staff, the daily keepers of the animals
- Prepared statement by IACUC chair should include:
 - » Accreditation and license of institution by federal, state and peer (AAALAC) groups.
 - » Role of the USDA, U.S. Public Health Service, NIH, etc., in the inspection process
 - » Composition of the IACUC
 - » Role of the IACUC in the research review process
 - » Monitoring of painful procedures and use of anesthetics/analgesics
 - » Monitoring of appropriate numbers of animal models
- Prepared statement by primary investigator should include:
 - » Explanation of the research in lay terms, including:
 - Purpose, intent and application to human health
 - Progress of research to date
 - Prohibitions of research due to crisis
 - Personal commitment to humane animal care
 - Personal compliance to all animal standards of care
 - Emphasis on the human/animal benefits of the research
 - Benefits directly to a patient group (e.g. AIDS, diabetes, heart disease)

- Emphasis on the setback this crisis has caused to humans with the specific disease (cite the number of animals stolen and the specific species of animal)
- The analgesic/anesthetic methods used, if applicable, or explain no pain was involved
- Emphasis on the special care the animals must receive
- Note the perpetrators are not qualified to provide adequate care for the animals (postoperative care, special dietary needs, special husbandry needs)
- Emphasis this was not a kindness to the animals
- Estimation of the dollar loss in animals and damage
- Estimation of the dollar loss in research time
- Can the research be replicated?
- How long will it take to replicate the project?
- Prepared statement by patient/survivor should include:
 - » Personal affront to individual's health
 - » Setback or loss of hope for cure of disease
 - » Personal value and respect for animal research
 - » Personal progress individual has made as a direct result of animal research
 - » Emphasis on the emotional impact of the lost research to patient and family

See page 27 (*Working With the Media*) for more information on working with the media.

Pointers for Employees: Practical Tips in Crisis Situations

1. Don't let yourself be lulled or tricked into providing information that should not be shared. This includes names of scientists who work with animals, locations of animal facilities and species and numbers of animals on the premises. Many activists pose as legitimate researchers or representatives in seeking information.
2. Have a ready statement — in words you are comfortable with — that tells a caller or a visitor how his or her request or complaint will be handled (specifically, the name of the person who will speak with him or her or return the call, and when). Delaying tactics are important so the person who will receive the request next will be adequately prepared. For example, "Dr. Jones is the person with whom you need to speak. She currently is in a meeting, but I will make sure she gets your message and returns your call by the end of the day."
3. If the caller or visitor persists, simply keep repeating the above information kindly but firmly. Use "I" messages and don't let the other person put you on the defensive.
4. Know the name of the appropriate person to call for assistance if you have a difficult or threatening visitor. Keep the number handy. As a general rule, your first call should be to someone close by — and to a telephone that always is answered.
5. If your company or institution uses "random source" dogs or cats, you should know the federally required procedure by which people may check to determine whether their lost pet somehow has ended up in your animal facility. Then, if someone calls to ask whether his or her lost dog might be in your laboratory, you can tell the caller that while it is highly unlikely, there is a way to determine for sure, and that you will transfer the call to the individual designated to assist with these inquiries.
6. If your company or institution does not use cats or dogs, you can relay that information to individuals who call or visit to inquire about missing pets. However, do not give out more information than that (e.g. do not divulge which species are in your animal facility).
7. Never lie about the presence and/or use of animals in your facilities. Always refer the caller to the person designated and trained to discuss the presence of animals at your facility.
8. If you receive suspicious calls, log them immediately while you can remember the details (date, time and sex of caller; length of call; content of call — verbatim, if possible). Know how such calls should be reported.
9. If it is your job to open mail and receive packages, train yourself to be alert to any envelopes or parcels that might be suspicious (e.g. those with no return address). Know the appropriate person to call for assistance when you are concerned.
- 10. ANYONE WHO ANSWERS ANY PHONE, INCLUDING ALL ADMINISTRATIVE ASSISTANTS AND ANYONE WHO STAFFS A RECEPTION DESK, SHOULD BE FAMILIAR WITH THESE POINTERS. THIS APPLIES EVEN TO THOSE WHO ONLY FILL IN DURING COFFEE BREAKS OR LUNCH PERIODS.**

Specific Examples and Guidelines

Animal activists want to stop animal research. They will try to disrupt research using a variety of tactics designed to frighten employees, lower morale and eventually drive people out of the field. They often use tactics that involve intimidation (of the individual, family members or neighbors), harassment, property damage and physical attack. While there are many positive ways to discuss biomedical research and the concerns of the animal rights movement, there is a right time, a right person and a right place. It is important to be *proactive* rather than *reactive*.

Specifically, **ACTIVISTS NEED YOU TO REACT TO THEIR INTIMIDATION TO BE SUCCESSFUL.**

Protestors in front of your home, following you through the parking garage, etc., do not represent the right time or the right place to discuss your work. Researchers and their facilities should be prepared for the appearance of aggressive animal rights protestors and be prepared to handle the situation. Here are some guidelines:

Demonstrations

Demonstrations, picketing and similar forms of nonviolent protest are perhaps the most likely way your research facility, faculty and staff will be targeted by animal rights activists. They also may be the first step in a campaign of harassment and intimidation that ultimately could escalate to illegal threats and physical violence.

The point of a public protest or demonstration is to attract attention to the animal rights activists' cause and put public pressure on you.

- *Don't* allow the demonstrators to be martyrs. Acknowledge them, then ignore them.
- *Do* bore the media by not bringing attention to the demonstrators.
- *Don't* call the police until the media is gone. Demonstrators would like to bring attention to their cause by being dragged off by the police in front of the cameras.
- *Don't* give them what they want: publicity!

CRISIS MANAGEMENT TEAM

- In the event of a demonstration or protest, notify your institution's security at once. At the same time, it is important to avoid an overreaction, which can create sympathy for animal rights activists.
- Appoint a credible representative to communicate with demonstrators before any crisis occurs. Determine the demonstrators' message and its impact on the public.
- Distribute copies of the Institutional Statement and informational brochures to any bystanders, onlookers, public, patients, students, etc., in the area.

SECURITY

- Consider filming or photographing all events to later help in identifying people who may perpetrate crimes against your institution.

- Your own security force should have clearly delineated procedures for handling a demonstration, including when to make arrests or call for police assistance. If there is no threat of personal injury or major property damage, your security force may be able to manage the situation itself. Otherwise, call the police.
- If protestors cross the line to illegal activity and your security and the police believe arrests are necessary, work with your local police to have arrests avoided at least until cameras have left the scene, if possible. In altering the activists' timing for their carefully staged, media-oriented drama, you largely will have defeated the purpose of the demonstration.

MEDIA RELATIONS

Cases in which animal rights activists arrive at your facility with members of the media in tow must be handled differently than those in which only a limited number of passersby are present.

- Release a prepared statement.
- Consider inviting the media members in for an interview or even a tour. This takes them, and their cameras, away from the protesters.
- If the media is not present, contact the media immediately and send along a prepared statement, institutional statement and the offer for an interview and/or tour.

Mail and Phone Harassment Campaigns

As another form of nonviolent protest, animal rights activists have jammed phone and fax lines. Activists often will fax page after page of black faxes to monopolize your fax lines and quickly drain your toner.

The following are a number of important tips to keep in mind:

- Phone/reception representatives should notify security and the crisis management team immediately should such calls begin.
- Contact the phone company to discuss options to avoid excessive interference with business.
- Companies with customer service lines should alert customer service personnel to the possibility of incoming calls from animal rights activists indicating "protest." Ensure those who answer the phone for top management also are prepared to respond to calls from activists. Using your caller ID system can help in your defense against such an attack.
- Make detailed notes regarding the identity of the caller, time and content.
- Immediately provide this information to the crisis management team, which then should pass it to the local police and phone company.
- Your crisis management team should be familiar with the law regarding taping phone calls (whether one- or two-party notification is necessary). Only one-party notification is necessary when the caller and recipient both are located in North Carolina.
- The local police, phone company and possibly FBI should be alerted about threats.

The FBI actively has been investigating cases in which a researcher becomes the target of a hate mail campaign. If your institution or one of its researchers receives hate mail, follow these steps:

- Copy all correspondence.

- Immediately forward the originals to the FBI.
- Notify local police and postal authorities.
- Consider special security precautions to ensure the well-being of the researcher.
- Confirm that all employees have been trained in how to recognize packages that may contain bombs.

Internal Information Leaks

More and more often, animal rights groups are attempting to plant one of their activists inside research facilities. Once on the inside, the activist then “reveals” purported mistreatment of animals or allegedly pointless research being conducted at an institution.

In addition, employees who find their work distressing or difficult emotionally may have an “epiphany” regarding the role of animals in research. It is important to provide adequate support and counseling for your workers and to be alert to their emotional well-being — both for their sake and for your facility’s.

SECURITY

Find out how the activists infiltrated your facility. Re-evaluate your employee screening process. If necessary, re-key locks or change security codes.

MEDIA

A favorite tactic is to make such a proclamation, accompanied by graphic video material edited and/or composed by the animal rights operative, at a press conference. The press conference then is used to launch some type of public campaign, such as a consumer boycott against a company.

The proliferation of Internet-based new media resources has made it much more likely for such a situation to spiral rapidly out of control. Video sites, such as YouTube, Dailymotion and Metacafe, and social networking sites, such as Facebook, Twitter and LiveJournal, allow activists to distribute graphic video material and written attacks quickly and easily to millions of Internet users. This can lead to the story being picked up by traditional media outlets (e.g. cable and network news broadcasts/Web sites) as well as national blogs with large, dedicated followings (e.g. the Huffington Post).

The prospect of becoming the victim of this kind of attack should be enough to remind you to screen all prospective employees very carefully. Some of the activists who have been hired by research facilities have used aliases. Others have used their own names — even though they were well-known animal rights activists in other parts of the country — and have been hired without a hitch.

In the event your screening process fails and your institution is the target of this type of attack, take the following steps:

- Assess the substance of the charges.
- Gather facts about the project that can refute the charges.

- Interview other employees involved in the project for their point of view.
- Call a press conference as soon as you have assessed the substance of the charges, gathered facts to refute the charges and have prepared a statement that affirms your institution's commitment to high-quality animal care standards and explains how your research has benefited humans and animals. If timing prevents holding a press conference, contact reporters individually and provide them with your materials prior to their deadlines.

Harassment Using the Freedom of Information Act or Other Legal Means

Public institutions and institutions receiving federal grants or state funding by law must respond to requests for information filed under the Freedom of Information Act (FOIA). This has become an increasingly common weapon in the animal rights movement arsenal. By using the materials as documentation, activists can level charges against selected scientific research, institutions and individuals. Animal rights activists also may file frequent or lengthy requests designed to keep your staff busy with excessive paperwork.

What you can do:

- Your institution should maintain regular contact with government granting and inspection agencies to determine whether FOIA requests have been filed on your institution.
- The government is required by law to provide this information. Contact the National Association for Biomedical Research (nabr.org) or the relevant federal funding agency for procedures on how to make such a request.
- If your institution is required to provide information in response to a FOIA request, contact the appropriate legal counsel immediately. FOIA requests should be handled only by those trained in FOIA law.
- Facilities should be alert to the possibility of lawsuits as well. Seeking to halt research and claim custody of research animals via legal means is an increasingly attractive tactic for the animal rights movement.

Break-ins, Burglary and Property Destruction

A break-in is one of the most dramatic and devastating of all animal rights actions. Usually done in darkness and frequently with insider help, break-ins can include:

- Theft of animals
- Theft of photos, videos, hard drives, Rolodexes or laboratory files full of research
- Destruction of computers and other equipment
- Defacement of property
- Arson

CRISIS MANAGEMENT TEAM

- As in other events, identify the type, damage and extent of damage and contact local authorities.
- Secure the crime scene and ensure there is no threat to human or animal life (e.g. smoldering papers, hazardous chemicals, radioactive materials) and preserve the scene.
- Notify the police immediately and provide them with all pertinent information.

- If damage is the result of arson or weapons, notify the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF).
- Obtain a list of all employees with access to the facility. Make sure access lists are updated regularly and available quickly. You should not have to compile them in response to a crisis.
- If animals requiring special care have been stolen, provide information to the police and/or public on their veterinary, dietary, husbandry and other special needs.
- If there is a human or animal health hazard, detail this to authorities immediately.
- Determine whether research documents have been destroyed or stolen and if duplicates exist, as well as their location(s).
- Determine whether videos/photos were stolen and if duplicates exist and are secure.
- Describe contents of visuals.
- Coordinate with security/public relations to film damage of site as soon as possible.
- Has the perpetrator left a calling card? Determine whether a note of responsibility has been left and record all slogans or threats on walls and/or equipment.

MEDIA RELATIONS

- Begin preparing your public response at once. If possible, be the first to release the story.
- As you begin to prepare your response to a break-in, remember to concentrate on condemning the illegal actions of the perpetrators rather than defending yourself from the allegations implicit in their attack.
- Also, focus on how the loss of this research negatively impacts the victims of the disease being studied.
- Hold a press conference or briefing as soon as you are prepared. Determine whether the investigator is willing and the best choice to speak publicly about the break-in. Include representatives who can speak to the nature of the research, the physical condition of the animals and the significance and impact of the loss. Inform reporters of the name of the law enforcement official investigating the break-in and how to reach him or her. In addition to the materials outlined above, include simple materials that outline the general necessity for animal use in biomedical research. See page 84 (*Roles Played by Specific Animals in Biomedical Research*) for examples of this.

Include in your response:

- Number and species of any animals stolen
- Dollar loss in animals, equipment or facilities
- How much research time has been lost and what it will take to replicate the lost research (don't speculate, estimate)
- Allow reporters to photograph and/or film damage (get your own footage, if possible)

Personal Harassment, Threats and Attacks: Home Demonstrations Against Individuals

Any researcher targeted by a personal harassment and intimidation campaign — whether it takes the form of demonstrations at his or her home or office, fliers in the neighborhood, letters to neighbors or letters to the editor — must receive the support of his or her institution.

Personal attacks and demonstrations at researchers' homes will evoke little public sympathy for activists, but they can be very unsettling to the researcher, his or her family and neighbors and fellow employees. Lack of active support from the institution only will make the situation worse. Faced with harassment or threats to a researcher's safety and well-being, institutions immediately should provide appropriate security and support to researchers and their families.

Researchers and their families may want to avoid demonstration scenes either by remaining indoors or arranging to be elsewhere if they know a protest is planned. While such a suggestion may sound entirely rational outside a crisis situation, researchers targeted specifically for attack are likely to become angered or otherwise emotional and may find it very difficult to undertake a calm, reasoned response. This is just one more reason to make sure that your response plans are prepared well in advance and that all likely targets are familiar with them. All researchers at your institution should know the appropriate person to contact on the crisis management team in the event protestors show up at their homes. In the event of a home demonstration, make sure to take the following steps:

CRISIS MANAGEMENT TEAM AND THE INDIVIDUAL RESEARCHER

- Call the police.
- Before an expected protest or immediately following a demonstration at their home, researchers should contact neighbors to explain the fallacy of charges made against them by animal rights activists, the importance of high-quality animal care in their work and how their work benefits humans and/or animals.
- If a researcher's institution is providing security, neighbors should be advised of the presence of security, told how it will be enforced and introduced to security personnel when possible.
- When contacting neighbors, researchers should ask them to report (to the researcher and to the police, if necessary) any animal rights activities they notice in the researcher's absence. This information also should be logged.
- Security should be aware of county and state laws and ordinances regarding demonstrations and contact the police to remove picketers if they violate these laws and ordinances (e.g. staying on the sidewalks, size of picket signs and blocking emergency vehicles/traffic). Local police departments have printouts of these policies.

MEDIA RELATIONS

- If the media is present, the institution should maintain an on-site presence, disseminating press releases and other information as appropriate. In addition, all media outlets that are likely to run a story on the incident should be provided with information by e-mail, fax and/or phone prior to deadline.

Letters to the Editor/Newspaper Campaign

If a specific researcher becomes a target of a newspaper campaign, his or her institution immediately should request that the newspaper allow a full response, including the opportunity to put the research into perspective. Make sure your crisis management team knows the paper's policies regarding such items. Legal counsel should be consulted about published accusations.

MEDIA RELATIONS

- The media office should write a response letter to the newspaper with the signature of the CEO/president/chancellor strongly supporting the research taking place at its facility.
- Write an op-ed piece for the CEO/president/chancellor to local and/or regional newspaper(s) defending the researcher and explaining the importance of medical research that uses animal models.

Arson, Bombs and Life-Threatening Attacks

Animal rights activists have threatened the lives of researchers and their families in recent years with tactics that include the use of arson and car bombs. Threats of violence, an established practice for activists in England, are the most frightening and potentially devastating of all anti-research tactics. Such threats and attacks historically have been more rare in the United States, but their frequency is increasing, especially in California. In February 2009, four animal rights activists were arrested for attacking researchers at the University of California, Berkeley, and the University of California, Santa Cruz.

CRISIS MANAGEMENT TEAM AND SECURITY

- Researchers should notify their institution and law enforcement officials immediately if a threat is made. This is critical to ensure proper security measures are taken and to help authorities identify and stop those who are making the threats.
- The media and the public have been very sympathetic to researchers who have been the victims of threats. If the researcher is willing, the institution should therefore consider releasing information regarding threats to the media. When such threats are made public, the animal rights movement is revealed as an extremist fringe group and loses credibility.
- Alert researchers, family members and co-workers to ways to identify suspicious packages/bags. Advise them not to walk alone to the car at night, etc.
- Call the police for any such suspicious person, package or bag left near or in the facility, car or area.

Methods Used by Animal Rights Activists

DEVICES

- Explosive
 - » Letter bomb
 - » Pipe bomb
 - » Shotgun shell
 - » High-order explosives

- Incendiary
 - » Kitchen timer device
 - » Clock radio device
 - » Soda bottle/can device
 - » Plastic milk jug device
 - » Firefly
 - » Cigarette box/lunch bag device
 - » Paraffin sawdust device
 - » Incendiary brick
 - » Thermater
 - » Sheet soaked in gasoline over car
- Incendiary and explosive
 - » Aerosol can device
 - » Sterno can device
 - » Mailing tube device
- Personal injury
 - » Mouse trap razor blade device
 - » Razor blade letter
- Intimidation
 - » Bullet in mail/on car

PHYSICAL DAMAGE

- Graffiti
- Stickers (on computer monitor, etc.)
- Litter dumps
- Popcorn scattering
- Glued locks
- Etched glass
- Broken windows (slingshot, BB gun, brick)
- Cut wires
- Butyric acid
- Equipment damage
- Toilet sponges
- Ventilation tampering
- Gas line tampering
- Phone line tampering
- Arson
- Broken windshields/car windows
- Chemical (Round-Up, etc.) dumped on lawns
- Cars burned

Personal Safety Precautions for Individuals

Extremists can be expected to research the identities of the employees of the institutions they've targeted to learn as much about these individuals and their work as possible. Increasingly, individual researchers are being targeted. There are a number of things researchers can do to minimize exposure.

- When possible, use a work address and telephone number, particularly for publications produced by professional organizations and societies, as well as for other publications that could create an easy association between you and your line of work.
- Consider having your home telephone number changed or delisted.
- Make sure family and staff who answer your home or office phone do not give out details about who you are and where you live.
- Search the Internet for databases that contain your personal information. See *Internet Security*, on page 44, for more information.
- Change your route and times of departure to and from work to avoid a routine.
- Don't leave things in your car that identify your home address or other details about your family or work. Do not display any company stickers in your car (e.g. parking permits).
- Don't throw away material in your home garbage that confirms your identity. Extremists often rummage through trash cans seeking such information.
- Identity theft also is a means that activists can use to harass you and cause you difficulty.
- Destroy (shred) all materials with credit information, your Social Security number, date of birth or other sensitive information. Credit card offers are an extremely easy means for activists to steal your identity. Destroy *all* solicitations and offers before throwing them away.
- Do not display your name and address or business card on a visible luggage tag, on your briefcase, etc.

General Security for the Individual

AT WORK

Activists like to stage demonstrations when they have the best chance of intimidating workers who are arriving at or leaving work.

- Do not engage in any conversation or argument with the demonstrators.
- Never engage an activist verbally or physically.
- Activists may try to film those entering or leaving the premises. Often there is no film in the camera or video.
- Do not argue.
- Do not try to converse.
- Do not get within striking distance.
- Do not even make eye contact.
- If in doubt, call the police.
- Keep your doors and windows locked and closed when driving past demonstrators.
- Concentrate on your driving at all times (do not drive fast in an attempt to avoid a confrontation).

AT HOME

Protestors are making home demonstrations or home vandalism a staple of their activities. If they appear in your neighborhood, follow these guidelines:

- Remain in your house.
- Close and lock doors and windows. Lower the shades or draw the curtains.
- Inform the police.
- Contact your institutional security (who activates the phone tree and crisis management team).
- Do not respond to or antagonize the protestors in any way.
- If possible, discreetly film the protestors, as this may lead to identification and evidence if offenses are committed.
- Postpone any expected visitors.
- Wait for the arrival of police. Be sure to ask for identification.
- Know your rights. Be aware of the local civil codes regarding protestors, demonstrations and harassment. NCABR can assist you with this.

PREPARE FOR THEIR APPEARANCE

- Make a habit of checking that everything appears normal when you return home. **ASK YOURSELF:** “Is there anything unusual that would suggest that something has been tampered with or that someone has entered the house/building during my absence?”
- If you discover damage to your property, inform your local police immediately. Tell them where you are employed and that you are involved with animal research. Also inform your institution’s security.
- Ask neighbors to contact local police if they see anything suspicious at your home.
- If you have become a target of activists or work in a commonly targeted area of research, contact your local police for a security review of your home before anything happens. The crime prevention officer from your local police substation will visit your house to offer advice about general home security and further specifics about guarding against attacks by activists/terrorists. Walk through your home and identify possible areas of entry as well as avenues of quick exits for yourself and your family.
- Be aware of potential days and weeks where increased animal rights activism can be anticipated.
- It also is worth informing your local police that because of your work with animals, you are considered to be a potential target for attack. Many police stations now keep a list of such addresses for particular attention by patrols.
- Ask yourself how exposed your phone lines and your home electricity supply are to the outside and to outsiders. Tapping into phone lines and running up huge bills has become popular in the movement as a form of harassment. In addition, if your power goes out, check to make sure your neighborhood has lost power before exiting your house to check your fuse box.
- Do you store your car in your garage or on the street? If possible, keep it in a garage and lock your garage door opener each night. Frequently, garages can be opened with an electronic opener that is not yours. Make sure the door that leads from your garage to your house is locked at all times.

NEIGHBORS, FRIENDS AND FAMILY

Neighbors may receive letters or fliers describing you and your work in extremely negative and often violent terms. In the past, entire neighborhoods have been targeted simply because they are home to a researcher. Experience suggests that most people, regardless of their personal views on the subject of animal research, will feel sympathy for someone who is being victimized — and that this will outweigh any possible negative opinions. You may wish to discuss your work and the issue with your neighbors in advance. NCABR has educational materials that are available to all members for use in this situation.

In case of an incident in your neighborhood:

- Collect protest materials and pass them on to your crisis management team, NCABR and the police.
- Keep a log of all incidents in your neighborhood.
- Your family may receive telephone calls. Advise them to ask for the name and address of the caller and to check the caller ID or press *69 to determine the caller's phone number.
- Tell your family *not* to give your personal details to anyone without your knowledge, even if it is something as harmless as UPS calling to double-check your home address in order to deliver a package.
- Advise your family to be vigilant and tell them what to look for when receiving mail. See page 43 (*Your Mail*) for more information.
- Tell family members not to open anything they believe may be suspicious and to put the suspicious letter or package out of children's reach.
- If a family member receives an abusive or threatening phone message at home, be sure to save the recording. Contact your local police and institution security at once.
- It may be worth considering supplying family members with a cell phone.
- If approached on the street by activists, go to the nearest place of safety, (e.g. a police station, a store or a gas station — ideally one with a security camera) and ask the staff to contact the police.

If you think you are being followed:

- Do not continue to drive home!
- If you have a cell phone, contact the police and follow their advice.
- If you do not have a cell phone, attempt to drive to a police station or return to work *if* your facility has 24-hour security.
- Failing that, go into a large gas station (preferably one with security cameras) and ask the staff to call the local police.
- If possible, note the following about the vehicle: license plate, color, make, model, the number of occupants and their descriptions.

YOUR CAR

- Always keep your car doors and trunk locked while driving and when parked.
- At home, park in a locked garage if you have one. When out, choose your parking spot wisely. Try to park in a well-lit, open location and always lock your car.
- Equip your garage with high-quality locks on all doors and secure windows so any attempted entry is clearly visible. Lock or deactivate your garage door opener each night. Frequently, garages can be opened with an electronic opener that is not yours.
- Always lock the access door between your house and garage.
- Check the rear seat before entering the car to ensure no one is hiding there.
- Always lock the gas tank.
- Always carry a flashlight.
- Keep a fire extinguisher in your car.
- Be sure to have sufficient gas to avoid stopping at an isolated gas station — but also be careful of routine use of a local gas station.
- When you return to your car, remember to check for signs of tampering and to look underneath to ensure nothing has been attached to the body.
- If you find anything near, on or under your car, **DO NOT TOUCH IT!** Contact the police immediately. Keep everyone well clear of the car and follow the advice given by the police.

YOUR MAIL

Mail bombs can be enclosed in either a parcel or an envelope, and their outward appearance is limited only by the imagination of the sender. However, many mail bombs have exhibited some particular characteristics that may assist you in identifying a suspicious mailing.

To apply these factors, it is important to know the type of mail normally received by your organization. If you are suspicious of a mailing and are unable to verify the contents with the addressee or sender, follow these steps:

- Do not open the article.
- Isolate the suspect parcel and evacuate the immediate area.
- Do not put it in water or in a confined space, such as a desk drawer or filing cabinet.
- If possible, open windows in the immediate area to assist in venting potentially explosive gases.
- If you have any reason to believe a letter or parcel is suspicious, do not take a chance or worry about possible embarrassment if the item turns out to be innocent. Instead, contact the U.S. Postal Inspection Service and your local police department.

The Postal Inspection Service offers the following suggestions:

- Mail bombs may have excessive postage. Normally, a bomber does not want to mail a parcel over the counter and have to deal face-to-face with a window clerk.
- The return address may be fictitious or nonexistent.
- The postmark may show a different location than the return address.
- Mail bombs may bear restricted endorsements, such as “Personal” or “Private.” This is particularly important when the addressee usually does not receive personal mail at the office.

- Mail bombs may display distorted handwriting or the name and address may be prepared with homemade labels or cut-and-paste lettering.
- Mail bombs may be unprofessionally wrapped, with several combinations of tape used to secure the package, and may be endorsed “Fragile — Handle With Care” or “Rush — Do Not Delay.”
- Letter bombs may feel rigid or appear uneven/lopsided.
- Package bombs may have an irregular shape, soft spots or bulges.
- Mail bombs may have protruding wires, aluminum foil or oil stains, and may emit a peculiar odor.

YOUR PHONE

Occasionally, researchers become the target of harassing telephone calls at their homes. In this event, researchers should follow the following steps:

- Make detailed notes regarding the identity of the caller, time and content.
- Immediately provide this information to the crisis management team, which passes it to the local police and the phone company.
- Install an answering machine if you do not already have one.
- Consider changing your phone number and restricting its publication.
- Consider caller ID systems.

INTERNET SECURITY

Take the time to do some research and find out what information about you is on the Internet by googling your name, both with and without quotation marks (e.g. John Doe and “John Doe”). If you are employed by a university or government agency, your name and work contact information likely will be posted in an online employee database, but in many cases your personal information will appear on the Internet as well. In some cases, your personal information can be changed or removed from an Internet database, but you must request the change or removal.

The Internet’s many “White Pages”-type sites are an exceptionally easy way to find someone’s address and phone number. The minimum information you need for this type of database is a last name. If your personal information is in one or more of these databases, consider having it removed. In order to have your listing removed, click the site’s “Help” or “Frequently Asked Questions” button for details.

The powerful mapping technology employed by Google also warrants consideration. Unless you live in a very remote location, a user can type your address in Google Maps to view an overhead image of your house. And, in many cases, a user can use the Street View feature to view a photo of your house taken from the street. These photos can include vehicles parked in the driveway or in front of the house and, in some cases, even can display license plate numbers.

Social networking sites, such as Facebook, are another aspect of the Internet world with which you should exercise caution. If you have a Facebook account, consider removing the personal photo from your profile or replacing it with a photo of something other than yourself. Also, remember that unless you adjust your privacy settings appropriately, any Facebook user can access your profile, which

can include information such as your physical address, phone number, e-mail address, employment information and list of friends. When accepting friend requests on Facebook, always make sure you know and trust the person making the request.

If you use Twitter and tend to include personal information, such as your phone number, home address, e-mail address or links to personal photos, in your tweets, make sure to check the “Protect my tweets” box under the “Accounts” tab of your “Settings” page. This makes your tweets visible only to users approved by you and keeps your tweets out of search results.

As always, please contact NCABR with any questions, concerns or suggestions. In the event of a crisis or if you feel targeted, vulnerable or unsure, please do not hesitate to contact us, at 919.785.1304, and we will address your concerns immediately.