

nabr

Crisis Management Guide

Fall 2011 Edition



Prepare.
Prevent.
Protect.

NATIONAL ASSOCIATION FOR BIOMEDICAL RESEARCH

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INTRODUCTION

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INTRODUCTION

Animal Activists Pose a Real Threat to Biomedical Research

For more than 30 years, with an increasing degree of success, the animal rights movement (ARM) has tried to manufacture public opposition to research involving animals. Public support is essential if scientific and medical research requiring the use of animal models is to continue. Regrettably, those individuals and entities involved in animal research stand the chance of becoming targets of hostile, aggressive and sometimes unlawful attacks directed at them or their families. A climate of fear and intimidation poses a very real threat to the future of medical research and development. The intent of the Crisis Management Guide is not to debate the merits of animal-based research, but rather to insure you and your institution have prepared in advance for the possibility of becoming a target of an animal rights campaign.

There are at least 250 ARM groups operating in the United States. Some of these organizations are exclusively focused on the abolition of animals in research and education and most of them consider animal research to be a practice that must be stopped. From the classroom to the courtroom, the ARM ruthlessly exploits both our society's natural love for animals and the public's general lack of scientific sophistication.

Under the benign guise of animal welfare, the dozen or so largest ARM organizations in the United States raise an estimated \$300 million per year for various campaigns to spread their message. An alarming proportion of the money serves to undermine animal research. By contrast, America's biomedical research community has but a miniscule budget to advance our message and educate the public about the role, need, and necessity of humane animal research.

ARM messages are cleverly crafted. They have no need or interest in speaking the truth. They use any and all methods to tug at the heartstrings of a society that has a deep and abiding love of animals. While animal rights groups have been at this for more than three decades in the US, they have been greatly aided by the Internet. Gone are the days when it took significant dollars to get one's message out into public venues – television, radio and newspaper advertising. Now, the Internet and the features it offers, such as social networking, blogging, and viral communications, has dramatically extended and broadened their reach, especially among students and those who rely almost exclusively on electronic devices for their information. Perhaps of even greater concern is the way these invaluable tools have allowed those who seek to do physical harm or launch hate campaigns to identify or track individuals conducting research with animals.

The ARM agenda seeks to impugn the image and reputation of the biomedical research community. This platform of abolitionist values is being advanced in not only the court of public opinion, but in courts of law, and in federal and state legislatures where the ARM is among the most vocal and vigorous lobby voices. It is not these lawful tactics, but criminal activities, ranging from misdemeanor trespass and harassment to assault and arson, that pose the gravest threat to the biomedical research community. Such actions are designed to intimidate and silence researchers while forcing the research community to divert precious dollars away from research into security measures. A memo left by the activists who broke into a university research lab exposes the method to their madness: "We realize that every penny[']s worth of damage we cause represents money unavailable for the purchase, mutilation and cost of expen-



sive and sophisticated security systems now necessary to keep us out of research facilities and animals in.”

According to the Federal Bureau of Investigation (FBI), the Earth Liberation Front (ELF) and its sister organization the Animal Liberation Front (ALF), have been responsible for the vast majority of terrorist acts committed in the United States. These two underground organizations have claimed responsibility for more than 2,000 crimes and more than \$110 million in property damage since 1979. In the past several years, there has been a marked escalation in the violence, rhetoric and tactics directed against researchers. The FBI has warned that all institutions involved in biomedical research – and anyone associated with them – are potential targets. Some law enforcement officers say that it’s “pure luck” no one has been killed.

The FBI has warned that all institutions involved in biomedical research – and anyone associated with them – are potential targets. Some law enforcement officers say that it’s “pure luck” that no one has been killed. One extremist recently said, “If someone is killing, on a regular basis, thousands of animals, and if that person can only be stopped in one way by the use of violence, then it is certainly a morally justifiable solution.”

Along with the escalation of threats and violence directed at individual researchers and their families, the other development in this struggle is the disturbing tactic known as “tertiary targeting.” No longer content merely to focus on scientists, laboratory workers and their families; ARM extremists also have set their sights on corporate executives, investors, bankers, employees, suppliers, distributors and customers, their families, homes, neighbors, cars, and other possessions.

The facts we provide here are not intended to frighten, but to motivate institutions to plan for crises. As the tactics of the ARM evolve, the threats to institutions become many and varied. Gone are the days when preparing for the worst meant having to endure demonstrations by a handful of activists for a few days each year. Research organizations now have to prepare for activists masquerading as potential employees, break-ins, electronic “denial-of-service” attacks against Internet sites and email systems, intimidating protests at the personal residences of researchers, threats against family members, arson, car bombs and targeting of related businesses. Employers should be aware that an undercover activist may have already infiltrated the ranks of your organization, so be proactive in protecting the interests of your research programs. These threats are no longer remote possibilities, but are a present day reality already experienced by researchers in the United States and abroad.

Be Prepared – This Guide is a Roadmap to Readiness.

The following plan has been developed to assist institutions in preparing for the various threats posed by animal rights extremism. It is offered as a reference tool for management, investor and government relations officers, human resources and legal professionals, research/animal care staff, communications/public relations practitioners, and security and information technology personnel. ***This guide does not provide a step-by-step plan applicable to every scenario; rather it raises the important issues for NABR members to consider and implement in advance of any potential problem.***



The key to successful crisis management of any situation is **PREPAREDNESS**. In many cases, an emergency can be avoided altogether with thorough planning and careful execution of a crisis management program.

The benefits of crisis management planning are numerous. Identifying risks, introducing measures to correct inadequacies and preparing your institution for any situation are elements of an effective process. External and internal communications among divisions can be strengthened, relevant employees will better understand the purpose and scope of ongoing research, and management is given a valuable opportunity to scrutinize and review operational effectiveness.

The appropriate time for crisis management planning is not when you are under attack. Any delay in response time at the start of an emergency or negative information campaign, in fact, can exacerbate a crisis. A lack of readiness can have far-reaching consequences to an organization's reputation, finances, and even its viability.

Seize the Opportunity – Take the Lead Now.

Animal research, especially basic research, is a complex issue, and one that is poorly understood by the general public. It often provokes an emotional response that animal activists have cultivated through their aggressive campaigns. The general public does not understand that animal research is heavily regulated, nor that practically every major medical advance of the last century can be attributed, in some way, to research that involved lab animals.

Today, institutions have an opportunity to significantly blunt the potential impact of animal activism by undertaking a crisis planning program to build understanding, respect, and support for your work; to enable a swift response if and when a crisis erupts; to create strong networks of information-sharing among peer companies/institutions; and to reorganize and restore support through post-crisis activities. It is paramount that institutions ensure that laboratory animals in your care are treated humanely and responsibly.

The NABR Crisis Management Guide has been created to correspond to the needs of our member institutions and companies. It provides a basic formula for managing a systematic response to attacks by animal activists. This manual is divided into four sections:

- **Assess**
- **Plan**
- **Implement**



- **Evaluate**

It also includes a comprehensive **Resources Section** that contains useful case studies, document templates, Internet links, FAQ's and talking points about animal research, tips for dealing with the news media and profiles of ARM organizations and their leaders.

NABR staff members have considerable knowledge and expertise on how to tailor a crisis management plan to your needs and stand ready to be a further resource for your institution. Our sister organization, the Foundation for Biomedical Research (FBR), can provide additional support including media/issue training services and educational materials. Both NABR and FBR offer a number of tools to keep your staff and management up-to-date on the latest developments in animal activism and all legislation, federal and state, affecting animal research.

For more information on NABR and FBR, see the **Resources Section at the end of this Guide or find us on the Web at www.nabr.org and www.fbresearch.org**



ASSESS



SECTION ONE: ASSESS

The first and most important phase in the crisis management process is assessing your institution's ability to prevent crises and its readiness to handle those that are not averted. Risk assessment is a significant and useful exercise with many benefits. Conducting a thorough evaluation of your organization's operations will require a coordinated team effort. The following steps will guide you through completing a successful assessment.

1 Assemble a Crisis Management Team. Your team will be responsible for analyzing each sector of your operation, identifying potential vulnerabilities, and developing solutions. The team should include members with direct responsibilities for the following departments:

- Management/Administration
- Human Resources
- Legal
- Security
- Information Technology
- Communications/Public/Investor/Government Relations
- Animal Care/IACUC
- Research

2 Organize the Crisis Management Team. After members have been selected, set priorities and assign work schedules and deadlines.

3 Mobilize the Team. After the group has been organized and its work plan completed, team members should commence a risk assessment of each sector, including but not limited to, the eight key areas below. Please read ahead in this Guide, especially the Planning, Implementation and Resources sections, for additional insight into the nature of existing risks.

Management/Administration

These team members are responsible for identifying potential risk factors among external constituencies including suppliers, contractors, customers, vendors, personnel placement agencies, partners and all other groups associated with the institution.

- Do any of the companies/organizations that you do business with pose a risk?
- Do they have specific dealings with your research staff/animal care staff?



- What are their hiring policies – do they conduct background checks?
- Do they have animals at their facilities and if so, what is their inspection/compliance record?
- What crisis management plans do they have in place in the event that either of your organizations is targeted?
- How strong is your institution's relationship with the company?
- Do you have open lines of communication and emergency contact numbers?
- Are they aware of current developments in animal rights activism? (Subscribe to the NABR Update by sending a message to info@nabr.org and FBR's E-Clips by sending a message to info@fbresearch.org.)

Human Resources

Team members in this department are responsible for assessing personnel recruitment procedures, hiring practices for all employees (permanent, temporary and contract), as well as staff orientation about importance of animal research, and expectations for employee confidentiality.

- Which employees and groups of employees have access to and/or contact with Research/Animal Care?
- Do you have specific criteria in place for evaluating a potential employee's involvement with the ARM?
- Has your corporate counsel guided you in how and what to ask potential employees to determine their opinion on animal research?
- Does your organization conduct detailed background checks and Internet searches on potential employees?
- Have you discussed your institution's hiring policies and procedures specific to animal research with external human resources contractors such as placement agencies?
- Are new employees required to sign a confidentiality agreement? Are they advised about internal policies prohibiting unauthorized photographs, videos and cell phone usage? (See Legal section below.)
- Is information on the vital role of animal based research in medical progress included in new employee orientation?
- Is there a forum for answering employee questions about the involvement of laboratory animals in medical research and discovery?

Legal

Corporate or university legal counsel should be represented on the Crisis Management Team and in-



volved with each phase of its work. As part of risk assessment, their consultation is needed to answer the following questions:

Management/Administration

- Has your institution decided how and what to ask potential employees to determine their opinion on animal research?
- What are the institutional hiring policies and procedures specific to employees who will be involved with or have access to the animal research programs or facilities?
- Have you developed strict confidentiality agreements for your employees to sign, including establishing prohibitions on taking unauthorized photographs or videos, reproducing or removing data, client files, electronic information or any other sensitive documentation?
- Have you developed an e-mail policy that addresses the proper and appropriate use of your institution's e-mail system?
- Are key personnel familiar with relevant provisions of local, state and federal laws that affect ARM issues including those applicable to demonstrations and harassment; rights of assembly; free speech and privacy; and public access to research or personnel information (Federal Freedom of Information Act (FOIA) and state open records laws)?

Security

Security personnel on the team are responsible for assessing overall security policies and procedures including physical facility issues such as access control. They should also consider relationships with external law enforcement agencies. Working with Research/Animal Care/IACUC, staff security experts also should help assess ARM intelligence gathering.

- Are adequate access controls in place for areas where work with animals is conducted and research data collected or stored?
- Are delivery areas, particularly those involving animals, secure and out of public view?
- Have you considered special security provisions for potentially controversial projects?



- Do you monitor or conduct surveillance on employee use of company or university computers, telephone systems, and cell phone usage?
- Are you aware of the activities of local animal rights activists in your area? Do you monitor their websites for announcements of upcoming campaigns?
- Are you familiar with state and federal laws applicable to demonstrations and harassment?
- Have you assessed site access and identified vulnerabilities in the event of a demonstration or protest? Have you identified and informed staff of alternative entrances and exits?
- Are your employees adequately trained to deal with protestors?
- Have you developed good lines of communication with local law enforcement?
- Have you discussed potential scenarios with local law enforcement officials?
- Have you established a relationship with your local FBI field office and briefed them on your potential vulnerabilities?
- Do you have a program to protect employees and their families should they be targeted by activists?
- Have you considered personal security for staff that may be targeted or may be at high risk?
- Have you reviewed the experiences/plans of other institutions to learn about tactics and information that may be helpful to your organization?

Information Technology

Information technology personnel with appropriate technical expertise are responsible for assessing IT system security and identifying any system vulnerabilities and weaknesses. For further information about possible risks, please refer to Resources Section (page 47) for an example of an activist how-to guide for electronic harassment.

- How could your computer network(s) and/or websites be exploited by animal activist hackers?
- Is your network especially vulnerable to “denial of service” attacks, “spyware,” and viruses?
- Are adequate procedures in place to monitor outgoing e-mail messages?
- According to the U.S. Department of Homeland Security Office of Intelligence and Analysis, “Cyber Attacks” by so-called leftwing extremists, especially leaderless resistance groups like the ALF, ELF and SHAC, are likely to increase in the next decade.

Communications, Public, Alumni & Investor Relations

Personnel from these departments are responsible for assessing the organization’s ability to communicate the purpose, scope and importance of its research, the significance of animal research in general, and evaluating the effectiveness of internal and external lines of communication for conveying those messages.



- Do you have a designated, media-trained spokesperson to field journalists' calls about animal research at your institution?
- Have you developed a general policy statement on the need for laboratory animals in research? (Please see the Resources Section, page 47, for an example of an Institutional Statement.)
- Have you developed a policy for institutional responses to media inquiries related to animal research? Are the calls tracked and documented? (See the Resources Section, page 47, for a sample threat tracking sheet.)
- Have you worked with research/animal care to develop a description of all research projects involving animals, including the purpose, importance, species used and reasons for use, general procedures involved, whether non-animal alternatives are also used, steps to minimize pain/distress, and results achieved?
- Have you identified key internal and external audiences (alumni, shareholders, etc.)?
- Do you publish, post, or otherwise disseminate positive stories about the vital role of animal research, and how the research conducted at your institution, has contributed to advancing human and animal health?
- Are you familiar with your obligations under the provisions of federal Freedom of Information Act (FOIA) and state open records laws?
- Have you identified opportunities for inviting the news media, elected officials, students and other opinion makers to tour your facility?
- Are you aware of animal activist groups and activities in your area or on your campus?
- Do you subscribe to the NABR Update and FBR's E-Clips to stay abreast of the latest developments in research news, animal activism, regulations, legislation and laws?
- Are you continually updating your media lists and nurturing media contacts?
- Have all employees at your institution been made aware that research involving animals is being conducted at your institution?

Government Relations

Government relations staff members are responsible for assessing the organization's communications about animal research with state and federal officials.

- Do you subscribe to the NABR Update to stay abreast of the latest developments in animal activism, regulations, legislation and laws? (To subscribe, send a message to info@nabr.org.)
- Do you have open lines of communication with federal, state and local elected representatives that help to convey the benefits of the research being conducted at your institution?
- Do you have a list of applicable laws, regulations and guidelines covering research with animals? Are you familiar with the Animal Welfare Act and the Animal Enterprise Terrorism Act?
- Have you identified opportunities to invite elected officials and other public policy makers to tour your facility?



Research/Animal Care/IACUC

Personnel from these sectors are responsible for assessing risk factors surrounding animal research, especially animal research projects with the potential for being controversial.

- Have you prepared a list of all animal research projects at your institution that includes a description of the work, as well as the species and protocols involved?
- Have you made special note of research projects that involve nonhuman primates, dogs, cats or random source animals, or are sensitive subjects like: trauma (especially neurological), toxicology, substance abuse, mental health, brain function, burn studies, vision experiments, survival surgery, visible implants, or any project that the animal care and use committee has approved with exceptions to existing regulations and standards?
- Have you critically surveyed all materials that are available to the public and identified those with the potential for controversy?
- Have you reviewed your institution's historical record of all citations and commendations from AAALAC, USDA, IACUC, FDA, EPA, and any quality assurance unit?
- Have you reviewed the laboratory setting to identify any situation that would likely be misinterpreted if photographed or video recorded – even if the situation poses no threat to the research or the health of the animals?
- Have you kept and summarized records of any and all incidents that have attracted the attention of the ARM in the past?
- Do staff members understand the importance of observing co-workers in animal care for unusual behavior?
- Does your institution have a strict policy regarding cell phone use, audio/video taping and photography inside animal facilities?
- Have you recently evaluated the level of technical expertise in handling animals among your technologists and scientists? Does their skill level require remedial or continuing education?
- Have you developed an internal education program to address the need for humane and responsible animal use in medical and scientific research?



PLAN



SECTION TWO: PLAN

Once the Crisis Management Team has thoroughly assessed your institution's vulnerabilities, the next steps are to address any weaknesses that have been found and to implement a plan to increase your level of preparedness. Team meetings should occur regularly and serve to keep all group members updated on the status of ongoing planning efforts.

1 Reconvene the Team. Meet to report and discuss respective findings. Many issues are crosscutting and are most effectively addressed collaboratively; therefore always meet with all applicable parties present.

2 Develop Team recommendations. Create a list of recommended steps for addressing any risk factors that have been identified. These vulnerabilities must be addressed as swiftly and thoroughly as possible. *Please refer to the set of checklists at the end of this section for recommendations on developing policies and procedures for correcting deficiencies.*

Plans and budgets should be developed to address deficiencies in preparation, training, infrastructure and other areas. At this point, senior management should be briefed on the results of the risk assessment and the recommended steps for correcting deficiencies. Naturally, the Team must continue to work with senior management to secure necessary resources for crisis management planning/implementation/preparedness.

3 Create a crisis action plan. Team members should work together to create a crisis action plan. The plan should outline how and by whom an action team, sometimes known as a "Rapid Response Team" or "Go Team," will be designated in the event your institution is faced with a particular crisis. This action team may consist of the full Crisis Management Team, or preferably, a smaller subset of its members. Authority for decision-making, the chain of command, and areas of responsibility for each member must be made completely clear in advance of a crisis. The action plan should include checklists of necessary information and materials to help the team deliver a rapid and effective response to a variety of crisis scenarios. *Please refer to the next section, Implementation, for examples of such scenarios.*

Each Crisis Management Team member should be responsible for familiarizing themselves with the action plan as well as creating and sharing the necessary checklists of tasks in their own area of responsibility. Some NABR members have found that creating a secure electronic manual is an effective means to accomplish this.

TIP: All groups on team should design and agree upon command structure, procedures, and emergency contact lists in case of a crisis situation. Centralize emergency contact lists (use a binder or a secure electronic crisis management manual). Keep multiple copies of contact lists, procedures and responsibilities. Most importantly, always be sure to designate backup personnel.



4 Stage Mock Crisis Drills. The Crisis Management Team may find it useful to stage a mock crisis drill with action team members and rehearse responses to different scenarios and clarify areas of responsibility. Such an exercise will help identify key elements, information and procedures that will require further preparation and training. Prior to April, when local activist groups historically have tried to gain public attention, is a good time to update and test drive your plan. For training purposes, you should follow the steps outlined in the next phase: Implementation.

Following are recommended actions by functional area that may address deficiencies and/or vulnerabilities identified by the risk assessment. These lists are not exhaustive and action items may not apply to every institution.

Management/Administration

- Develop and maintain emergency contact lists for client companies, suppliers and vendors.
- Consult with vendors, customers, suppliers, and partners about AR environment and potential threats and responses.
- Establish policies restricting access to client lists, vendor records, IACUC proceedings, and employee contact information.
- Faithfully observe an institutional policy to shred all proprietary and confidential material. Practically anything and everything that is designated for waste disposal should be shredded – all printed material and correspondence including internal memos, shipping invoices, client lists, etc.
- Ensure that all decision makers subscribe to NABR UPDATE and FBR's *Total E-Clips* to keep up-to-date on the latest developments in animal activism. To subscribe, send an email to info@nabr.org and info@fbresearch.org.

Human Resources


- Establish clear policies regarding the hiring of all employees, who will have access to animal research areas, to determine their involvement with ARM groups. Policies should cover all types of personnel and include background checks, interviewing and other screening procedures.
- Use discretion when placing employment advertisements. Public websites and list-serves used by the biomedical research community are routinely monitored by animal rights activists.
- Always check employment history carefully for candidates applying to work in sensitive areas. Most successful “infiltrators” have had employment discrepancies or gaps in employment that could have unmasked them.
- Work with placement agencies to address concerns related to hiring policies and security.
- Require applicants to sign a pre-employment screening waiver, which authorizes your institution to conduct a thorough and legal background check. (For a sample, see Resources).
- Require employees to sign confidentiality agreements and institute policies that lawfully monitor employee use of computer and e-mail systems. (State laws vary widely, so it is important to seek the advice of your legal counsel on this subject.)



- Institute policies that prohibit employees from working alone in sensitive laboratory areas.
- Document cases of employees who request or volunteer to work odd or undesirable hours (i.e., early morning or graveyard shifts, weekends, holidays), or volunteer to work in laboratories and other areas of the facility where research and/or sensitive information is stored.
- Encourage employees to report suspicious activity (an anonymous reporting system is often the best way to avoid employee conflicts).
- Consider offering employee counseling in the event of an aggressive and upsetting activist campaign.

TIP: AVOID allow your employees learning about animal research from animal rights activists.

REMEMBER: Animal activists try to secure employment at biomedical research institutions in an effort to infiltrate the laboratory. Their purpose is to discredit research facilities by accessing organizational information, data and records related to animals. Client lists, IACUC proceedings, etc., as well as personnel and vendor records can and have been used in campaigns against research institutions and their employees. Equipped with hidden video and audio equipment, animal activists are trained to infiltrate facilities and may try to manufacture “evidence” of improper animal care. Typically, this “evidence” is distributed to the news media, lawmakers and regulatory bodies, including the USDA to support activists’ accusations of non-compliance.

TIP: A quick Internet search may reveal public information about applicants, including whether or not they are involved in animal activist groups (See ARM group listing in the Resources section). Searches on Google and/or social networking sites such as Facebook or MySpace can provide significant information about an individual’s affiliations.  When conducting searches or background investigations, be sure to check for multiple legal names or recent name changes. Some animal rights activists have been known to undergo multiple legal name changes in order to evade detection, and successfully infiltrate a laboratory environment.

Security

- Institute procedures that limit and control unsupervised access to all locations within the workplace that house animals and research data.
- Establish special security measures around potentially controversial research projects that involve traditionally “hot-button” subjects, like nonhuman primates, dogs, cats or random source animals, or are sensitive subjects like: trauma training, toxicology, substance abuse, mental health, brain function, burn studies, vision experiments, survival surgery, visible implants, or any project that the IACUC has approved with exceptions to existing standards. (Also, see [Research/Animal Care/IACUC](#) below.)
- Secure animal delivery areas.
- If possible, install surveillance equipment in laboratories including receivers that can detect high-frequency transmission signals (such as those emitted by video cameras, audio recorders, etc.) to assist in determining whether an unauthorized recording device has been activated.
- Know local ordinances and state laws that deal with demonstrations, rights of assembly, and free speech. Some municipalities have laws prohibiting “loitering” or “picketing,” while others require



- that protests be maintained a certain distance away from residences.
- Familiarize yourself with the criminal provisions of the federal Animal Enterprise Terrorism Act, 18 U.S.C. § 43.
- Designate and inform staff of alternate entrances and exits to be used in the event of demonstrations, protests or property destruction.
- Meet regularly with local law enforcement officials to discuss potential threats and determine appropriate procedures, areas of shared jurisdiction (i.e., campus police) and define the chain of command in case of a demonstration or other legal, but potentially disruptive action. Develop a security training program to explain the threat posed by animal activists and to help raise awareness.
- Develop a security training program to explain the threat posed by animal activists and to help raise awareness.
- Network with other institutions to share successes, failures and best practices when dealing with animal rights activists (e.g., attend NABR meetings and webinars).



TIP: Nearly every cell phone on the market today has the ability to record audio and video, capture still images, and transmit this information to anyone in an instant. Facilities should institute a “no cell phone” requirement in areas where animal research is being conducted. This ban should be conspicuously posted at every entry to areas where animal research is being conducted, and it should apply to staff as well as visitors.

In addition, activists have been known to use cameras that take advantage of the buttonholes on lab suits. For this reason, some facilities only allow zipper-style Tyvek suits. As technology becomes smaller, so do recording devices. Cameras can also be concealed in pens and eyewear. As a result, some institutions only allow the use of facility-issued writing instruments and facility-issued eye protection.

Information Technology

- Create a complete inventory list of IT hardware, electronic devices, and software at your facility. Closely monitor the removal of any hardware or software from the premises.
- Maintain compliance with established industry regulations and standards for IT security and privacy; provide timely reports to management.
- Implement regular vulnerability studies.
- Develop an incident response plan defining roles and responsibilities, immediate containment plans and tools to be used for investigation.
- Discuss procedures and backup systems for possible “denial of service” attacks on email systems and your website with your Internet Service Provider.
- Be aware of the potential of infiltration by “spyware” or “malware”.
- Install the latest firewall protection for information technology infrastructure and regularly monitor challenges to it.
- Keep anti-virus software up-to-date and apply to all files.



- Work with research/animal care staff to institute procedures for limiting access to sensitive data.
- Work with HR and Security to create an email, Internet, and cell phone use policy for employees. (See Resources for a sample policy.)

TIP: View your website “hits” reports regularly to know who is accessing your site. An irregular number of “hits” or “page views” from a single viewer or a small group of viewers may indicate an increased interest in your institution by animal rights activists. Such irregular activity should be investigated.

Communications/Public Relations

- Develop an institutional statement on laboratory animal care and post it on your website. (See the Resources Section, page 98, for a sample statement.)
- Prepare a comprehensive crisis communications plan that outlines all steps to be taken in the event of a crisis. Define internal and external audiences and create contact lists. Have background materials and templates prepared in advance.
- Identify and train spokespersons who will communicate with the media about the humane care and treatment of laboratory animals. (See the Resources Section, page 47, for FAQs, some suggested talking points, and media relations guidelines.)
- Create contact lists of key internal and external stakeholders. Develop and implement systems to communicate with them. A secure website location works well. (See Resources Section, page 115, for internal and external contact lists.)
- Work with Research/Animal Care/IACUC to maintain a complete file of potentially controversial research projects involving animals that were identified during risk assessment. It will become critically important to have these facts at your fingertips in the event of a crisis. (IACUC approval questionnaires and/or descriptions for the layperson from research protocols are a good source of information for this file).
- Design a clear policy and process for handling media calls and inquiries. All calls should be tracked. This can be an effective way to build a media list. (See Resources Section, page 47, for a sample Tracking Sheet.)
- Assemble and cultivate contacts in local and regional media that cover biomedical research, science, medicine, and education issues.
- Develop relationships with newspaper editors and editorial page editors. Brief them (e.g. through editorial board meetings) about the kinds of ongoing research that involve animals. Having them understand the issues surrounding animal research can be invaluable in a crisis.
- In any news releases or public relations campaigns related to research announcements, include the contributions of laboratory animals.
- Write letters to the editor that address inaccuracies or negative stories about animal research in local and regional newspapers. Enlist institutional leadership and scientists as signatories.
- Develop and maintain lists of potential allies, such as local groups that support your institution’s ongoing research; develop an information network, perhaps in concert with other like-minded



organizations, to keep tabs on local activist groups/activities.

- Organize a Speakers' Bureau, perhaps in collaboration with other organizations, to respond to and reach out to local groups about animal research. Work with your Research/Animal Care division to identify possible speakers. Speakers should be adept at communicating complex scientific concepts to groups such as schoolchildren and service club members. Ensure that speakers are trained to deal with controversial questions and hostile audience members.
- Use resources such as the NABR UPDATE and FBR's Total E-Clips to stay abreast of proposed legislation, regulations and guidelines governing animal research. (To subscribe, send an email message to info@nabr.org and info@fbresearch.org)
- Request educational materials from FBR on the important role animal research plays for both humans and animals in medical and scientific progress (www.FBResearch.org, info@fbresearch.org) that you can distribute to external audiences.
- Set up tours of the animal facility to educate your communications/public relations staff and the Crisis Management Team about animal care.
- Once the vulnerabilities identified in risk assessment have been addressed, consider offering controlled tours of the facility to select members of the public, community leaders, and legislators. Tours should offer a positive, true image of animal care and treatment at your facility. However, photography and other media should be restricted to include only what has been approved by your communications office.
- Consider inviting key members of the media to tour your animal facility under controlled conditions, with a guide. Restrictions should be negotiated in advance on the use of cameras and other recording devices.



TIP: The Foundation for Biomedical Research has developed Q4: Rapid Response Communications Protocols, comprehensive strategies for rapid response to events through any of four messaging quadrants: social, media, internal, or education. To learn more about Q4 visit the FBR website at www.fbresearch.org or contact Liz Hodge at lhodge@fbresearch.org

TIP: Place a link on your website to FBR at www.fbresearch.org.

Government Relations

- Use resources such as the NABR UPDATE and FBR's Total E-Clips to stay abreast of proposed legislation, regulations and guidelines governing animal research.
- Develop open lines of communication with local, state, and federal elected officials. Communicate concerns about local animal rights activism, the quality and importance of the research done at your institution, the standards of care that are upheld, compliance with state and federal regulations, and the number of constituents employed by your institution.
- Maintain regular contact with government granting and inspection agencies to determine whether Freedom of Information requests have been filed requesting information about your institution. Contact NABR at info@nabr.org or (202) 857-0540 or the relevant federal funding agency for procedures on how to make such a request.



Research/Animal Care/IACUC

- Compile your institution's history of accreditation and government inspections. Outline steps taken to correct any previous deficiencies and distribute to the appropriate personnel. Drafting and distributing a memo summarizing the visit or inspection should be standard protocol following future site visits or inspections.
- Correct deficiencies discovered during the risk assessment.
- Brief researchers and project leaders on potential threats and risk assessment. Work with Communications to create an orientation program and continuing education programs for researchers about the potential impact of animal rights activism. (To stay abreast of animal rights activism across the nation, subscribe to the NABR UPDATE and FBR's Total E-Clips by sending an email to info@nabr.org and info@fbresearch.org.)
- Work with communications staff to create a process for adding new research projects to the list of those with potential for controversy.
- Set up a network of similar institutions in your area with a common interest in sharing pertinent information about animal rights activism.
- Work with Security and IT to design a system for safeguarding against the loss of important data and media by implementing regular backups. Work with security and IT to develop strict guidelines for internal access to data and multimedia concerning animal research.
- Work with Public Relations/Communications to develop a policy for institutional responses to hostile animal rights activist inquiries, public inquiries and Freedom of Information Act (FOIA) and state open records requests.
- Keep abreast of legislation, regulations, and laws (current and proposed) that would affect you and the research animals at your institution. Assess the potential impact should your facility be required to adopt changes. Information on legislation, regulation and laws is regularly reported in the NABR Update. To subscribe, send a message to info@nabr.org.
- Work with HR to include relevant information on this issue in new employee orientation programs.
- Work with administration/management and HR to design a training curriculum that educates all employees about the humane and responsible use of animals in research and the seriousness of the threat posed by animal rights activists. Develop and institute internal and external education programs on the humane and responsible use of laboratory animals in medical and scientific research. This can include newsletters, websites, blogs, Webinars, and YouTube videos.
- Work with management/administration and HR to develop an internal feedback system that welcomes and addresses the questions and concerns of employees regarding animal research and security issues.
- Target key legislators and their staffs by participation in educational programs and other advocacy events. Work in partnership with like-minded organizations, including patient advocacy groups, to communicate the importance of animal research in developing new cures and treatments.

Contact NABR at info@nabr.org or (202) 857-0540 for more information on how to communicate with public policy makers.



IMPLEMENT



SECTION THREE: IMPLEMENT

The following section will guide you through the three major steps to take in all crisis situations. (Scenario-specific responses are provided later in this section.)

1 Notify and Mobilize Crisis Action Team. A crisis action team, also known as a “Rapid Response Team” or “Go Team,” should be activated as swiftly as possible when a crisis erupts. If your institution stays informed of animal rights activity, your team may have some forewarning. Information previously gathered by your task force should assist and support your Crisis Action Team.

- Identify type of crisis
- Identify projects and researchers targeted
- Identify groups involved
- Determine completed, ongoing, and planned actions
- Determine date, time, location of activity(s)

2 Initiate Your Crisis Action Plan. Proper planning means that you have all the elements in place to respond quickly to any impending crisis.

- Assemble all relevant facts
- Brief law enforcement authorities
- Decide on public response, key messages
- Brief management
- Brief your media-trained spokesperson(s)
- Distribute information to key internal audiences
- Distribute information to key external audiences
- Post relevant information on website
- Distribute institutional response to media through news release or press conference

3 Tailor Your Response to the Type of Crisis. Additional measures will need to be taken depending on the nature of the crisis. However, in general crises can be divided into three categories:



Negative Media Campaigns – Activists or activist groups wage a campaign against your institution through the news media and the Internet. This may involve inside information gathered by a former employee, an activist infiltrator, local activists opposed to animal research in general, or through a Freedom of Information Act (FOIA) or state open records request. Activists may hold a news conference to level accusations, lobby reporters to write negative stories about your facility or set up a website that serves their publicity purposes.

Research Facilities and Employees Threatened at Work – Activist campaigns can include benign and generally legal tactics such as protests outside facilities, or phone and email campaigns. However, these activities can escalate to attacks against information technology infrastructure (see below), vandalism, and property destruction costing millions of dollars.

Individuals Harassed or Threatened – A disturbing and escalating tactic employed by animal activists, the “home visit,” also known as “home harassment” involves the targeting of individual researchers, executives and employees at their place of residence. Family members and neighbors are often confronted and personal property can be damaged. In the most extreme examples, targeted individuals have been threatened and physically attacked by activists. Targets of home harassment have included clients and vendors of research institutions. This tactic is known as “tertiary targeting” and is expressly prohibited by the federal Animal Enterprise Terrorism Act, 18 U.S.C. § 43.

TIP: Keep in mind that full-scale campaigns against institutions have often involved more than one or all of these approaches. Being prepared for any eventuality is imperative.

Situation-Specific Responses: The following are some specific crisis situations, along with steps than can be taken in reponse. For further background on the types of AR activities to which research institutions may need to respond, see Online Tools for Extremists, page 87 of Resources.

Negative Media Campaigns

Threat:

Negative Media Campaigns waged against your institution require a specific set of responses.

Response:

Communicate internally, once you have completed Step 1 and Step 2 above. Your employees are a critical audience. Communicate the facts concerning the crisis to them as quickly as possible. Unwanted and difficult questions can be posed by neighbors, friends and family members. Negative media attention focused on a particular institution, whether it originates from an insider or a newspaper story, threatens your employees’ feelings of community and potentially triggers morale problems. Make sure they know that media campaigns are common tactics of animal extremists. If your pre-crisis educa-



tion program has been effective, they will have a good understanding of the basic necessity of animal research and will give less credence to any charges raised. Do not discontinue the communications effort after the initial action. Keep everyone up-to-date on your institution's response to any accusations.

Prepare staff to handle phone calls, media and other inquiries. All employees should know where to refer media inquiries. For those companies with customer service lines, ensure that representatives are provided with scripts and call sheets to respond to and record incoming calls from animal activists. The same applies to universities, which may be contacted by students, their parents or alumni. In addition, make sure that those who answer the phones in your executive offices are similarly prepared. Frequently, legislators (who have been bombarded by animal rights activist calls and letters) will attempt to contact an institution to determine the facts of a situation. Ensure that a system is in place to flag these calls and immediately direct them to the appropriate office. It is also prudent to let NABR know of any inquiries by federal public policy makers.

Threat:

FOIA/Open Records Requests. With the goal of ending the use of animals in research, animal rights activists are increasingly using public information requests under the federal FOIA and state open records laws to identify researchers using animals and to obtain information about biomedical research grant projects. Many animal rights activists post the information they receive to Internet sites that label investigators as "animal abusers." These sites often encourage harassment of researchers and sometimes facilitate or suggest the use of violence. The activists also use the information they receive to issue negative and often misleading press releases and file meritless complaints to the USDA, NIH, FDA and other federal agencies. In recent years, FOIA requests and open records requests have become an integral part of animal rights campaigns against individual researchers as well as public universities and private research facilities.

Response:

Before Receiving the Request Establish Institutional Procedures. Prior to receiving a request for information, your facility should establish an institutional procedure to ensure a proper and orderly response. A point person within the institution should be identified as part of establishing these procedures and all researchers, regardless of their research area, should be aware of the proper process for responding to such requests. The designated point person should be familiar with the sensitive nature of animal research documents and have a full understanding of both the federal FOIA and the state's open records law. Depending on the administrative structure of the institution, the point person may be someone within the office of the university counsel, the vice president of research or the signing official within the grants office.

As part of ensuring your facility is prepared to respond to requests for information, you should understand how animal rights activists target individuals. Specifically, your facility should be aware of commonly requested documents and understand which records may be subject to disclosure. All documents potentially subject to disclosure should be "FOIA Ready," meaning the documents are in full compliance with relevant laws and regulations, but do not provide extraneous information that is not required by law. The inclusion of extraneous information may put your facility at increased risk because such information may be taken out of context and used by animal rights activists as part of their campaigns. To ensure the required documents are being kept and retained for the required time periods, research facilities should ensure they have instituted and follow document retention policies.



Your institution should also have a copy of NABR's ten-point best practices guide "Responding to FOIA Requests: Facts and Resources," which contains additional information and tips to ensure it has a proper procedure in place and a proper understanding of its legal responsibilities under the federal FOIA and its state open records law.

Responding to the Request. In responding to a Federal FOIA or open records request your institutional procedures should be followed. The point person should coordinate the response to ensure all deadlines (often as short as 5 days) are met. The point person should keep all relevant individuals informed as to the progress of the response and request additional time for responding, if necessary. Your facility's legal counsel should be intimately involved in responding to the request to ensure that all appropriate exemptions are reviewed and to determine whether sensitive information falls within the protection of an exemption(s).

Many states allow public bodies, such as public universities, to recover part or all of the costs of responding to a request. Therefore, activists requesting information will often specify that they be notified if the cost of the response exceeds a certain threshold. Public bodies should ensure they accurately estimate the costs of complying with a state open records request. After releasing information to activists and animal rights groups, research facilities should anticipate the possibility of negative press releases, protests and increased targeting of individual researchers. Research facilities should also anticipate that activists may file complaints with the USDA, NIH, FDA or other federal agencies.

Threat:

Infiltrator or Disgruntled Employee. A common tactic used by the ARM is to plant/enlist an employee, who subsequently "reveals" purported mistreatment of animals or "pointless" research in your institution. Sometimes, the undercover investigation is accompanied by graphic video material that has been carefully edited or altered by the animal activist plant or convert. This information is commonly unveiled at a press conference, where animal activists will try to generate public support for their findings by beginning a broader campaign of protest through the media or demonstrations, or by launching a consumer boycott against a company.

Response:

Access all project information on file and media materials that have been prepared. Interview other employees involved in the project for their points of view on the accusations leveled by the informant, including information regarding the informant's access to sensitive areas. Find out if the accuser advised supervisors, IACUC or other authorities at your institution about allegations being made.

Call a press conference as soon as possible after you have had an opportunity to assess the substance of the charges. If a press conference is not practical, issue a public statement and contact reporters individually well before their news deadlines. In either case, post a public statement on your website. In addition, follow response recommendations listed above for Negative Media Campaigns.

It is always better to take appropriate steps to prevent AR infiltrations than have to deal with their negative consequences after the fact. Review Section One: Assess and Section Two: Plan, especially employee recruitment, screening, orientation and training as well as security recommendations, for the purpose of minimizing your facility's potential for infiltration. For further information, also see AR Tactics: Infiltration in the Resources Section, page 47.



Threat:

One researcher or project is targeted. A specific researcher or research project becomes the target of a letter writing campaign, or a newspaper, radio, or television exposé.

Response:

Your institution should immediately request that the media outlet allow a full response, including the opportunity to put the research into perspective. Supportive groups, including NABR, should be notified and requests made to generate letters to the editor in support of the research being conducted. In particular, letters or op-ed pieces from patients who suffer from the particular disease being studied are very effective. Legal counsel should also be consulted about published accusations. Advice concerning security and special protection for the targeted individual may be necessary. Also, see Threats to and Harassment of Individuals below.

TIP: Note that most animal rights activist groups are not working toward improvements in laboratory animal welfare, rather they are seeking an ultimate end to all animal research; negotiation with these types of groups is not likely to be productive and should not be pursued.

Research Facilities and Employees Threatened at Work

Threat:

Protests & Demonstrations: Demonstrations are usually more theater than unlawful actions, even when criminal trespass is involved. Thus, it is critical that the institution handle them calmly and authoritatively.

Response:

Research Facilities or Employees Threatened. Advance planning is essential for addressing institutional security threats. Even the most innocent demonstration can turn ugly; therefore, proper planning is needed to prevent confrontations with employees, and to avoid creating “martyrs” among the demonstrators. Equally as important, proper security measures can make electronic and physical attacks against facilities nearly impossible.

Security should immediately contact local law enforcement to determine if the demonstration is lawful and share intelligence about the group. Local law enforcement should be present at the demonstration to monitor the demonstrators’ behavior. Lines of jurisdiction should be clear to security staff, campus police and/or local law enforcement. Procedures for handling demonstrations should have been discussed and agreed upon during the planning process. It is important to avoid creating a broader incident and by extension, sympathy for the demonstrators.



Confrontations with demonstrators should be avoided at all times by staff members. It may be advisable to appoint a representative to deal quietly with demonstrators; however, such interactions are usually best handled by security personnel or law enforcement. Engagement with protestors by employees can lead to an unwanted escalation with potentially negative outcomes. Past experience counsels that trying to “negotiate” with demonstrators, whose minds are already closed, is not a productive use of time, and avoiding these confrontations decreases the risk of a physical altercation.

More can be done by courting the news media rather than attempting to appease the activists.

Public Relations/Communications staff members should be cognizant of any media interest in the demonstration and be prepared with a statement about the demonstrators’ accusations as well as an offer to allow the media to tour the facility with a veterinarian under certain conditions. Your institution should have B-roll available and ready for distribution to the media. If they want to use their own film, offer to provide them with a tour that day and make arrangements for their return at a later time, when precautions can be taken to minimize disruption and distress to the animals.

TIP: Ground rules for public laboratory tours (not including tours coordinated by your communications staff for the media):

- limit the number of people on the tour and areas to be accessed
- no cameras allowed
- no cell phones allowed
- no disruption of laboratory routine
- any violation of the ground rules is cause for canceling or terminating the tour.

TIP: Be firm concerning tour restrictions for the media. Animals may appear to be frightened if a strong camera light shines in their eyes or an unusual number of strange people invade their quarters.

Threat:

Phone, fax, US Mail, email and Internet attacks

“Denial of Service” attacks have been traditionally used by animal rights activists as a means to slow or cripple internal communications. This type of attack is typically facilitated by computers that make hundreds of phone calls, faxes, emails, and visits to websites in order to crash the systems. A relatively simple computer program can make any activist’s computer a potential weapon in this sort of attack. In addition, computer viruses (i.e. “worms” or “Trojan Horses”) and “spyware” can be easily downloaded by unsuspecting users when opening email attachments from unfamiliar senders. Animal rights activists have also been known to send threatening items, such as razor blades, by U.S. Postal Mail. As a threat tactic, animal



rights activists regularly make claims of sending dangerous material by mail.

Response:

As in many types of attacks, proper preparation by security and IT staff can help avoid the worst of these types of attacks. Be sure that your computer network's anti-virus software is up-to-date and that personal firewalls and network firewalls are installed. If IT staff can provide information on attempted attacks, it would be useful to document such incidents.

Mailroom staff, and any employees who distribute mail, should be familiar with proper procedures for handling suspicious packages. (For a copy of the FBI's suspicious package advisory, which should be posted in every mailroom, see the Resources section, page 57, or [click here](#))

All threatening email messages or U.S. Mail correspondence should be collected and turned over to the FBI, which is actively investigating cases of animal rights extremism. (See Resources for FBI Field Office contact information.)

Local police, your Internet Service Provider, phone service providers and even postal authorities should also be notified. In the event of a successful attack, public relations/communications staff should notify employees and contact any vendors or customers to inform them of the source of the problem, actions being taken and estimated time that it will take to bring these critical systems back on line.

Individuals Harassed or Threatened

Threat:

Break-Ins, Burglary, Property Destruction. A break-in is one of the most dramatic and devastating of animal extremist actions. Most break-ins occur under cover-of-darkness with "insider" help. Actions have included theft and/or release of animals, destruction and theft of computers, files and other equipment, vandalism, and arson.

Response:

Security must notify police immediately. The FBI should also be contacted as well as the state attorney general, depending on the extent of the damage. If the damage is the result of weapons or arson, the Bureau of Alcohol, Tobacco, Firearms, and Explosives (BATFE) should also be contacted. (See Resources section for information on how to contact your local FBI field office and the BATFE.)

The Crisis Management Team should assemble immediately and contact those on the emergency contact list. The site should be swiftly secured, isolated from employees, and nothing should be touched until the police arrive, in order to preserve any physical evidence. Security should rapidly acquire security logs or sign-in sheets from the facility to determine who had most recently accessed the facility.



The Crisis Management Team should determine the potential for disruption of the institution's business, particularly employee and supplier access, and institute procedures immediately to minimize the disruption.

Public Relations/Communications staff should work with animal care staff to categorize the type of research lost, determine the impact on research, quantify costs (particularly if dealing with taxpayer dollars), determine the impact on the facility and the risks to released animals and/or the general public. Hold a press conference or briefing as soon as possible, once all the facts have been assembled. Have representatives or spokespersons available who can speak to the nature of the research, the physical condition of the animals, and the significance and impact of the loss. Let reporters know who is investigating the break-in and how to reach the law enforcement officials. Work with security and police to allow television access to the scene. Your institution should create its own video footage and Animal Care staff should determine if research documents or data has been stolen or destroyed.

Threat:

Animal activists harass researchers or management/administration by demonstrating in front of their homes, and publishing their personal information over the Internet. Animal rights activists routinely single out researchers or management/administration by demonstrating in front of their homes and offices. They have harassed researchers at their homes, and destroyed personal property. Unfortunately, these confrontations are becoming more frequent and more alarming. Some animal extremists have gone so far as to threaten the lives of individuals within the research community and their families, a troubling and illegal act expressly prohibited by the Animal Enterprise Terrorism Act, 18 U.S.C. § 43. In a number of cases, improvised incendiary devices have been used at personal residences and vehicles have been firebombed, and some researchers who have been threatened have chosen to remain silent, particularly when the threat involves their families.

Response:

Security must notify police immediately. The FBI should also be contacted as well as the state attorney general, depending on the extent of the damage. If the damage is the result of weapons or arson, the Bureau of Alcohol, Tobacco, Firearms and Explosives (BATFE) would become involved. See page 49 for local FBI field division locations.

The Crisis Management Team must ensure that the researcher or employee receives the unqualified support of his or her institution. Demonstrations at the home of the researcher will evoke little public sympathy for the activists. Preferably, the researcher and his or her family should not be present at the demonstration and appropriate security should be provided by the institution. The institution's legal counsel should review whether any local or state targeted residential picketing laws are applicable to the situation.

The researcher should contact neighbors to advise them that security will be present and explain why. The head of any security detail provided should be introduced to neighbors, assuming there is advance knowledge of the demonstration.



If the news media is present, the institution should consider being on-site to provide information on the nature of the research.

Law enforcement officials should be notified immediately if a threat is made.

If a researcher or employee becomes the target of harassing phone calls at his/her home, detailed notes should be made as to the content of the phone call, including the duration, and provided immediately to security, local police and the phone company. Caller I.D. and voicemail services are strongly recommended for screening calls and documenting details about the callers. Consideration should be given to changing phone numbers if the number has been distributed by animal rights activists and to restricting access to the new number (i.e., ask your telephone company for an unlisted telephone number).

TIP: Assigning a staff member with IT and security expertise to monitor ARM websites for any mention of faculty or employee names is a good idea. NABR monitors online animal rights activity on behalf of members and will advise the principle contact of any risks found; however, we also recommend the institution proactively and regularly gather information about local grassroots activists or campus groups.

Threat:

Against life and property. Threats against life or property have become far too common. Unfortunately, researchers have been harassed and threatened at their homes, and personal property has been destroyed. Some animal rights extremists have gone so far as to threaten the lives of individuals and their families, a troubling and illegal act expressly prohibited by the Animal Enterprise Terrorism Act, 18 U.S.C. § 43. In California, a significant number of attacks have been committed against researchers and others doing business with research facilities; vehicles have been firebombed and vandalized, improvised incendiary devices have been placed at homes, and other acts of violence have been committed. Some researchers who have been threatened have chosen to remain silent, particularly when the threat involves their families.

Response:

Notify law enforcement officials, both local and federal, immediately if a threat against life or property is made. This is critical for two reasons: to ensure that the researcher has the proper protection, and to provide authorities with proper information in order to identify those who are making the threats. It is particularly important to notify your local FBI field office, because they are more likely to be able to determine whether such acts are part of a larger effort that may span several states. (See page 49 or <http://www.fbi.gov/contact/fo/fo.htm>)

It is also important to publicize these actions. When threats are made public, the ARM is perceived as an extremist group and loses public credibility. If the researcher is unwilling to reveal his or her identity, the information can be released to the media with his or her identity protected.



EVALUATE



SECTION FOUR: EVALUATE

When a crisis has passed there is no time to take a breather. Take a step back in a timely manner to gauge how well your institution performed. Were you adequately prepared? The crisis management planning process is not over until the Crisis Management Team makes a full evaluation of the institutional performance and gathers input and feedback from all stakeholders affected.

1 Assemble a Crisis Management Team for a group debriefing on the crisis. What was the source of the crisis? Was it external or internal? Have members of the team given an initial survey of their thoughts on the institution's performance as a whole? Be critical.

2 Solicit Feedback from the stakeholders in each department. This should include internal and external audiences.

Management/Administration

- Contact vendors, partners, donors and other stakeholders to measure their reaction to the institution's crisis response.
- Address issues that have harmed relationships with any of these parties.
- Thank those who extended support or encouragement during the crisis.
- Gather information and report on any economic impact (on an ongoing basis) that the crisis may have caused (i.e. sales, grants, alumni support, etc.).
- If the cause of the crisis was an internal information leak, a thorough investigation should be conducted with the collaboration of all groups.

Human Resources

- Human resources should gather feedback from employees in a timely manner.
- If deemed necessary, counseling or feedback sessions should be organized to address employee concerns.
- Personnel should assess whether training programs in place are adequate in light of the overall experience of employees.

Legal

- Legal counsel should consider whether personal information about staff, research, or information about the research facility was adequately protected from exploitation by activists.



- Did or should the targeted institution pursue appropriate legal remedies in the crisis situation, e.g. injunctive relief and/or criminal prosecution?
- Could state or local laws be strengthened in some way to provide better protection to your institution and staff in the future?
- Did staff have adequate knowledge about legal responsibilities in order to avoid unnecessary liability risks?

Security / Information Technology

- Security and IT personnel should thoroughly review procedures and practices that were tested during the crisis.
- If weaknesses were exploited, corrective measures should be taken.

Communications, Public, Government, Alumni & Investor Relations

- Collect and analyze any media coverage of the crisis.
- Assess whether your institution's message was clear in the media coverage.
- If press coverage of the crisis omitted necessary facts, or was overly biased, reporters and editors should be contacted and equal time requested. Letters to the Editor, opinion editorials (op-eds), and/or guest columns should be strategically considered.
- Relationships developed with reporters during the crisis should be cultivated.
- Opportunities for media tours of the facilities could be arranged to make your case in anticipation of future stories.
- If complaints raised during the crisis are found to have justification, work with media to publicize changes made.
- Where possible, attempt to gauge the reaction of the local community. If they were supportive of the animal rights activists, initiate efforts to reach out and educate community members about the importance of the work that is being done at your facility as well as the outstanding care that animals in your facility receive.
- Weigh the level of interest from elected officials, and cultivate ongoing relationships with their staff.

Research/Animal Care/IACUC

- Assess whether specifically targeted researchers or projects received adequate professional and emotional support from their peers during the crisis. If they did not, attempt to find the cause.
- If significant damage was done to a particular research project, refocus resources to help get the project back on its feet.
- Discuss the crisis openly with research and animal care staff to get their feedback.



- Initiate programs to improve morale amongst research and animal care staff.
- If the attack was aimed at a specific project, and some of the complaints had justification, work to correct the deficiencies quickly, and inform management and public relations staff of any changes made.

3 Reconvene the Crisis Management Team to share findings and feedback. After each department has assessed its individual area of responsibility, the crisis management team should evaluate their findings. To be better prepared for future incidents, be sure to make changes to the plans and policies that were in place prior to the crisis. Also, if indicated, recommend that your institution take further steps e.g., pursue criminal prosecution or other legal actions. Schedule regular meetings to review progress your institution has made on implementing the recommended changes, and keep members up-to-date on developments within the institution, among stakeholders, and in the animal activist community.

4 Share Your Experiences With Others. What you have learned through managing an animal activist-inspired crisis may be of great interest and assistance to other organizations, companies and institutions. Look for opportunities, such as NABR meetings, to share what you have learned, both good and bad. As a national organization, NABR is uniquely positioned to know what is happening across the country. As a NABR member, you should always feel free to contact us at info@nabr.org or (202) 857-0540.



RESOURCES



Your Local FBI Office Field Divisions



Alabama

FBI Birmingham

1000 18th Street North
Birmingham, AL 35203
birmingham.fbi.gov
(205) 326-6166

FBI Mobile

200 N. Royal Street
Mobile, AL 36602
mobile.fbi.gov
(251) 438-3674

Alaska

FBI Anchorage

101 East Sixth Avenue
Anchorage, AK 99501-2524
anchorage.fbi.gov
907-276-4441

Arizona

FBI Phoenix

Suite 400
201 East Indianola Avenue
Phoenix, AZ 85012-2080
phoenix.fbi.gov
(602) 279-5511

Arkansas

FBI Little Rock

#24 Shackelford West Boulevard
Little Rock, AR 72211-3755
littlerock.fbi.gov
(501) 221-9100

California

FBI Los Angeles

Suite 1700, FOB
11000 Wilshire Boulevard
Los Angeles, CA 90024-3672
losangeles.fbi.gov
(310) 477-6565

FBI Sacramento

4500 Orange Grove Avenue
Sacramento, CA 95841-4205
sacramento.fbi.gov
(916) 481-9110



FBI San Diego
Federal Office Building
9797 Aero Drive
San Diego, CA 92123-1800
sandiego.fbi.gov
(858) 565-1255

FBI San Francisco
450 Golden Gate Avenue, 13th. Floor
San Francisco, CA 94102-9523
sanfrancisco.fbi.gov
(415) 553-7400

Colorado

FBI Denver
8000 East 36th Avenue
Denver, CO 80238
denver.fbi.gov
(303) 629-7171

Connecticut

FBI New Haven
600 State Street
New Haven, CT 06511-6505
newhaven.fbi.gov
(203) 777-6311

District of Columbia

FBI Washington
Washington Metropolitan Field Office
601 4th Street, N.W.
Washington, D.C. 20535-0002
washingtondc.fbi.gov
(202) 278-2000

Florida

FBI Jacksonville
6061 Gate Parkway
Jacksonville, FL 32256
jacksonville.fbi.gov
(904) 248-7000

FBI North Miami Beach
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SUSPICIOUS MAIL ALERT

If you receive a suspicious letter or package:



- 1** Handle with care. Don't shake or bump.
- 2** Isolate it immediately
- 3** Don't open, smell, touch or taste.
- 4** Treat it as suspect. Call local law enforcement authorities

If a parcel is open and/or a threat is identified . . .

For a Bomb:

Evacuate Immediately
 Call Police
 Contact Postal Inspectors
 Call Local Fire Department/HAZMAT Unit

For Radiological:

Limit Exposure - Don't Handle
 Evacuate Area
 Shield Yourself From Object
 Call Police
 Contact Postal Inspectors
 Call Local Fire Department/HAZMAT Unit

For Biological or Chemical:

Isolate - Don't Handle
 Evacuate Immediate Area
 Wash Your Hands With Soap and Warm Water
 Call Police
 Contact Postal Inspectors
 Call Local Fire Department/HAZMAT Unit



Resources

ANIMAL RIGHTS MOVEMENT:

The following section of the NABR Crisis Management Guide lists the most active organizations and individuals within the Animal Rights Movement (ARM). The brief profiles included herein are gathered from several news sources as well as the ARM organizations themselves. The financial information is taken directly from either the organization’s published annual report or its IRS Form 990. Total assets, revenue and expenses are current as of the end of 2009, unless otherwise indicated. NABR does not make any representation as to the accuracy or completeness of these profiles.

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AMERICAN ANTI-VIVISECTION SOCIETY (AAVS)

Founded in 1883, the AAVS is the oldest organization in the United States dedicated to ending experimentation on animals in research, testing and education. The AAVS pursues its agenda through litigation and advocacy or education programs that target students, teachers, parents, legislators, regulators, the public and the media. AAVS now makes use of 21st century technology to communicate online with supporters and to solicit donations. This group promotes alternatives to the use of animals in research through an affiliate, the Alternatives Research & Development Foundation (ARDF), which offers small grants for alternatives research. Both organizations are based in Jenkintown, PA. In 1998, ARDF petitioned the USDA to regulate rats, mice and birds under the Animal Welfare Act. A year later, after USDA had not taken action, ARDF and several additional plaintiffs filed a lawsuit, which was unsuccessful. **Financial:** Total net assets of \$18.3 million. 2009 revenue was \$451,612; and expenses, \$1.7 million. **Web sites:** www.aavs.org; www.animallearn.org and www.ardf-online.org

AMERICANS FOR MEDICAL ADVANCEMENT (AFMA)

The stated goal of AFMA is to educate the scientific community and general public about “the urgent need to move away from the ineffective animal model to research modalities that truly reflect the enormous strides we have made in our knowledge of living systems.” AFMA is opposed to research described as “scientifically invalid —specifically, the use of animals as predictive models for humans relative to drug and disease response.” Its president, Ray Greek, is an MD, an author and a guest speaker. His book, *Sacred Cows and Golden Geese*, was co-written with his wife Jean Swingle Greek, a veterinarian. The pair also wrote *Specious Science: How Genetics and Evolution Reveal Why Medical Research on Animals Harms Humans* and *What Will We Do If We Don't Experiment On Animals? Medical Research for the Twenty-first Century*, although these are not currently being promoted by AFMA. The only books now mentioned on its website are two which were co-authored by Greek and Nialls Shanks: *Animal Models in Light of Evolution* and *FAQs about the Use of Animals in Science*.

At one time AFMA had parallel organizations, Europeans for Medical Advancement (EFMA) and Japanese for Medical Advancement (JFMA); however, the former no longer maintains a website and the latter also appears inactive. **Financial:** Total net assets of \$88,000. 2009 revenue, \$92,000; and expense \$49,00. **website:** www.afma-curedisease.com

Key Players

C. Ray Greek, MD

Ray Greek, is president of AFMA and a frequent contributor to opposingviews.com, whose animal rights section has named him an “expert.” He received his medical degree from the University of Alabama-Birmingham and completed postgraduate training in anesthesiology at the University of Wisconsin. He is board certified in anesthesiology with sub-specialty certification in pain management. Greek is often cited by animal activists claiming animal research is invalid and useless.

Niall Shanks, PhD

Niall Shanks, is vice president of AFMA and the Curtis D. Gridley Distinguished Professor of History and Philosophy of Science at Wichita State University. Mark Rice, MD is secretary-treasurer and affiliated with the University of Florida Department of Anesthesiology. Lawrence Hansen, MD, Professor of Pathology and Neurosciences at the University of California San Diego, is a director as is Jean Swingle Greek, DVM.



ANIMAL DEFENSE LEAGUE (ADL)

The Animal Defense League is a militant grassroots organization with local chapters that share a collective goal of animal liberation. Chapters are or were at one time located in Arizona; Los Angeles, CA; Chicago, IL; Boston, MA; New Jersey; Long Island, NY; North Carolina; Portland, OR; Philadelphia, PA; and Salt Lake City, UT. (The Animal Defense League of Texas is a pet shelter founded in 1934. While having a similar name, it is not an ADL chapter.) Chapters may rely on local alternative media or social networking sites, such as indymedia.com, Facebook.com and MySpace.com, for communicating with supporters about their activities. ADL describes its tactics as “community outreach, networking, public education, legislation, vocal demonstrations, civil disobedience and direct action.” One chapter posted names and personal addresses of research staff on the Internet and others have led loud demonstrations at private residences of researchers. A number of extremists formerly associated with ADL have been prosecuted and/or imprisoned; therefore, it seems remaining members have gravitated to other organizations. Although a few units still have active websites, others no longer exist or are out-of-date. **Financial:** No information available.

Key Players

Pamelyn Ferdin & Jerry Vlasak

Pamelyn Ferdin and her husband Jerry Vlasak (see North American Animal Liberation Press Office) were sometimes referred to as ADL-LA founders and/or officers, but their names no longer appear on the group’s website. Ferdin originally was listed on the 2009 National Animal Rights Conference website as a speaker on behalf of ADL-Los Angeles, but her name later was removed from the conference program. Ferdin is a former child actress, who as an adult became a nurse and later an animal rights activist. In addition to ADL-LA, she has been associated with SHAC (becoming the official SHAC-USA president in 2004 after the former group leader was indicted) and the Physicians Committee for Responsible Medicine. Ferdin has several convictions for protest-related activities, such as trespassing during a late night visit to an LA animal control official’s home. She was last charged with contempt of court in 2008 for violating an injunction barring the distributing of fliers with home addresses and phone numbers of UCLA researchers, but that order was ultimately dismissed on a procedure related technicality.

Linda Faith Greene

Linda Faith Greene, aka Lindy Green, also has been associated with ADL-LA in the past. See North American Animal Liberation Press Office, page 75.

ANIMAL LEAGUE DEFENSE FUND (ALDF)

The Animal Legal Defense Fund was founded in 1979 by attorneys active in shaping the new field of animal law. ALDF’s purpose is “to push the US legal system to end the suffering of abused animals” and “fight to protect the lives and advance the interests of animals throughout the legal system.” ALDF is headquartered in the San Francisco Bay area and has an office in Portland, OR. It claims the support of “hundreds of dedicated attorneys and more than 100,000 members.” To accomplish its goals ALDF has filed numerous lawsuits, provided free legal assistance to prosecutors, sought additional federal and state laws and pressed for more vigorous enforcement of those in existence. During the 1990s, ALDF was directly involved in five lawsuits seeking changes in Animal Welfare Act standards and enforcement, including provisions affecting research dogs, nonhuman primates, rats and mice. ALDF helped establish the “Center for Animal Law Studies” at Lewis and Clark Law School. In order to promote animal interest



in the profession, Student ALDF chapters now exist in 137 U.S. and 7 Canadian law schools. **Financial:** Total net assets of \$5.5 million; 2010 revenue was \$5.4 million and expenses, \$4.6 million. **website:** www.aldf.org

Key Players

Joyce Tischler, esq.

Joyce Tischler, ALDF founding director and general counsel, headed the organization for more than 25 years and is a frequent speaker and author on the subject of animal law.

Stephen Wells, esq.

Stephen Wells joined ALDF in 1996 and was appointed CEO in 2006. Previously he was executive director of the Alaska Wildlife Alliance.

Pamela Frasch, esq.

Pamela Frasch, former ALDF general counsel and creator of the ALDF Criminal Justice Program. Frasch was named the assistant dean of animal law and executive director for the Center for Animal Law Studies at Lewis & Clark Law School, located in Portland, OR.

ANIMAL LIBERATION BRIGADE

See Revolutionary Cells - Animal Liberation Brigade, page 81.

ANIMAL LIBERATION FRONT (ALF)

The ALF and its sister organization the Earth Liberation Front (ELF) are the most notorious and destructive of all underground extremist organizations. Some of their members are believed to have received training in guerilla tactics in the UK. These two radical groups are leaderless and have no hierarchy. Anyone willing to commit a crime of protest, usually called "direct action," in the name of animal or environmental rights may claim responsibility in their name. American and Canadian law enforcement agencies view both groups as domestic terrorist organizations, and investigations are ongoing in a number of jurisdictions. According to the FBI, the threat posed by these groups is a matter of grave, national concern and anyone involved in animal research is a potential target. Some law enforcement officers say that it's "pure luck" that no one has yet been killed. The FBI estimates the ALF and ELF have caused more than \$110 million in property damage from break-ins, thefts, vandalism, bombings and arsons. For more related information about ALF philosophy and activities, see North American Animal Liberation Press Office (NAALPO), which is the above-ground mouthpiece for ALF extremists.

According to the NAALPO website, ALF Guidelines are:

"The ALF is one of the most active liberation groups in existence, and has historically operated under certain specified guidelines, which many other groups do not. These guidelines were developed long ago and are widely known and published, though they have changed in the past and may do so again:



- To liberate animals from places of abuse, i.e., laboratories, factory farms, fur farms, etc., and place them in good homes where they may live out their natural lives, free from suffering.
- To inflict economic damage to those who profit from the misery and exploitation of animals.
- To reveal the horror and atrocities committed against animals behind locked doors, by performing direct actions and liberations.
- To take all necessary precautions against harming any animal, human and non-human.
- Any group of people who are vegetarians or vegans and who carry out actions according to these guidelines have the right to regard themselves as part of the Animal Liberation Front."

Key Players

Rodney Coronado

Rodney Coronado served 57 months in federal prison for the 1992 arson at Michigan State University, for which the ALF claimed responsibility. Fortunately, no one was injured, but the fire caused \$1 million in damages to research laboratories. After release from prison, Coronado publicly took credit for at least six other arsons, all part of an ALF crime spree known as "Operation Bite Back." He later described them as "crimes of compassion that every animal advocate should support." People for the Ethical Treatment of Animals (PETA) has provided the Rodney Coronado Support Committee with almost \$100,000 in "grants," presumably for legal defense. Coronado was convicted again and served another prison term for interfering with a federal officer and other charges. Following a 2007 mistrial in San Diego, Coronado pled guilty to charges that he demonstrated the use of an explosive device and incited violence. As part of his plea agreement, he admitted that on August 1, 2003, he advocated the use of arson to effect political change. Earlier that same day, fire consumed a condominium complex under construction in nearby La Jolla. A banner was found at the scene that read "you build it - we'll burn it" and was signed ELF. Regarding his guilty plea, Coronado said: "It has long been my desire to put my past behind me . . . Such unconstitutional assaults on my free speech beg for a continued legal battle and defense, but I am instead choosing to reach a settlement that will allow me to move on with my life rather than face years of litigation that might lead to many years in prison." After serving most of his year and one day sentence, Coronado was released on Christmas, 2008.

Peter Daniel Young

see North American Animal Liberation Press Office (NAALPO), page 75, and Voice of the Voiceless (VoV), page 84.

ANIMAL PROTECTION LEAGUE OF NJ (APLNJ)

According to documents filed with the state, New Jersey Animal Rights Alliance (NJARA) changed its name in May of 2009. In its place is the Animal Protection League of New Jersey (APLNJ), which has the same leadership. However, the APLNJ tone is milder than that of NJARA. The APLNJ website states it is "a community-based, nonprofit, educational organization working toward a peaceful, nonviolent co-existence with our earthly companions both human and nonhuman. Through our programs of promoting responsible science, ethical consumerism, and environmentalism, we advocate change that greatly enhances the quality of life for animals and people, and protects the earth." Issues of concern include testing on animals, the killing of wildlife for management or sport, the fur industry, animals raised as food for human consumption, animals in entertainment, companion animal overpopulation and more. **Financial:** Total net assets of \$249,000; 2009 revenues of \$168,000 and expenses, \$256,000. **website:** www.aplnj.org.



Founded in 1983, New Jersey Animal Rights Alliance (NJARA) historically was a very active statewide organization. It was a “unique no-nonsense group” strictly focused on their “bottom line – the animals.” NJARA took their message “to the streets, to the people and to the government” and “forged alliances with other animal rights groups in NJ, the US and the world.” NJARA served as a principle solicitor and collection point for SHAC 7 legal defense fund donations (See SHAC on page 83).

Key Players

Angi Metler

Angi Metler is the APLNJ Executive Director and has been since its inception. Although she was not often interviewed or quoted, Metler also was once a press officer of the North American Animal Liberation Press Office. She served on the steering committee for the quarterly magazine *No Compromise*, “The Militant Direct Action News Source of Animal Liberationists and Their Supporters,” which ceased publication in 2007, but retains an online presence. Metler is said to have been arrested more the 30 times in a wide range of protest actions.

ANIMAL WELFARE INSTITUTE (AWI) and

SOCIETY FOR ANIMAL PROTECTIVE LEGISLATION (SAPL)

AWI is a non-profit charitable organization founded in 1951 “to reduce the sum total of pain and fear inflicted on animals by humans.” Often credited as the driving force behind passage of the Animal Welfare Act (AWA) in 1966, the organization’s early years were devoted to “the desperate needs of animals used for experimentation.” In the decades that followed, the scope of AWI work expanded to cover “cruel animal factories, which raise and slaughter pigs, cows, chickens and other animals,” banning steel jaw leghold traps and wire snares, protection of threatened and endangered species, and preservation of the ban on commercial whaling. AWI continues its work to “protect laboratory animals” including promotion of non-animal testing methods, ending the research use of animals obtained from USDA Class B dealers and prevention of painful experiments on animals by high school students. **Financial:** Total net assets as of 6/30/2010 were \$12.9 million; 2010 revenues of \$3 million and expenses, \$3.9 million. **Website:** www.awionline.org.

The lobbying arm of AWI was once the Society for Animal Protective Legislation (SAPL), founded in 1955 and said to be the first organization to lobby specifically for animals. The two groups merged nearly ten years ago. Legislative and lobbying activities are now conducted by AWI. In addition to the AWA, SAPL worked on the Endangered Species Act, the Humane Slaughter Act, and the Marine Mammal Protection Act, among other legislative initiatives.

Key Players

Cathy Liss

Cathy Liss is the current AWI president and has been on the staff for more than 25 years. She regularly presents at Public Responsibility in Medicine and Research (PRIM&R) conferences.

Christine Stevens

Christine Stevens often called the “Mother of the Animal Protection Movement,” founded AWI and SAPL. She led both organizations until her death in 2002 at age 84. Mrs. Stevens was instrumental in passage of the Animal Welfare Act, the Endangered Species Act, the Marine Mammal Protection Act, the Humane Slaughter Act, the Laboratory Animal Welfare Act and the Wild Bird Conservation Act.



ASSOCIATION OF VETERINARIANS FOR ANIMAL RIGHTS (AVAR)

This group joined with the Humane Society of the United States (HSUS) to create the Humane Society Veterinary Medical Association in February, 2008. Founded in 1981, the former Association of Veterinarians for Animal Rights (AVAR) was a professional organization dedicated to the acquisition of rights for all nonhuman animals. The AVAR's purpose was to keep veterinarians and the public informed about philosophical and scientific issues surrounding the use of animals in education, farming, fur production, trapping, entertainment and other areas. Educational reform (such as ending the use of live animals in veterinarian training), changes in the ways that animals are used in biomedical research, and the passage of legislation favorable to the benign treatment of animals in education, research, and animal shelters were the focus of the organization.

Key Player

Ned Buyukmichi

Ned Buyukmichi is the founder of AVAR. He served as co-director of the Born Free USA Primate Sanctuary outside of San Antonio, Texas from 2003-2009.

Doris Day Animal League (DDAL)

The Doris Day Animal League became a program of the Humane Society of the United States (HSUS) in 2006. In operation since 1987, DDAL currently describes itself as a nonprofit, national, citizen's lobbying organization working to improve the humane treatment of animals. Its stated mission continues to be to "reduce the pain and suffering of non-human animals through legislative initiatives, education and programs to enforce statutes and regulations which have already been enacted protecting animals." Current legislative campaigns include animal testing reform and better regulation of "puppy mills". Historically, DDAL worked on the passage of the Inter-Agency Coordinating Committee for the Validation of Alternative Methods (ICCVAM) Act and the Chimpanzee Health Improvement, Maintenance and Protection (CHIMP) Act. **Financial:** Total net assets of \$2.2 million. 2009 revenue was \$3.2 million; expenses, \$2.5 million. **Website:** www.ddal.org is still active, visitors are encouraged to become members of DDAL (\$10 dues) and make donations, but federal and state legislation sections link to www.humanesociety.org.

Key Player

Holly Hazard, Esq.

Holly Hazard, Esq., DDAL's longtime Executive Director, continues in that role, although she is paid by HSUS. Wayne Pacelle (HSUS President and CEO) is DDAL's Executive Vice President. He along with four others are listed as DDAL officers or key staff paid by HSUS, referred to as the parent organization.

FRIENDS OF ANIMALS (FOA)

Friends of Animals is an international animal advocacy organization incorporated in New York since 1957. Headquartered in Darien CT, FOA has offices in Canada, New York and Washington, DC. Its mission is "to free animals from cruelty and institutionalized exploitation around the world." FOA says it "advocates for the right of animals to live free, on their own terms." FOA promotes a pure animal rights philosophy through a variety of programs including the Great Ape Standing and Personhood Project (GRASP), which "strongly and unequivocally opposes vivisection." Further evidence of the group's interest in nonhuman primates is the fact that in 2007 FOA took over operation of Primarily Primates, Inc., a



Texas sanctuary housing 450 animals; which had been put in receivership by a Texas judge due to staffing and management problems. **Financial:** Total net assets as of 4/30/10 were \$4.2 million. Annual revenue was \$6.2 million; and expenses, \$4.7 million. **website:** www.friendsofanimals.org

Key Player

Priscilla Feral

Priscilla Feral is the longtime leader of FOA. She is known to be a purist when it comes to animal rights, which FOA defines as the right “to be free from exploitation, domination and abuse by humans.” Half-way animal welfare measures apparently are unacceptable to Feral, causing FOA to champion the causes of wild animals, geese for example, and to favor outright bans of such things as horse-drawn carriages. Feral and FOA promote a vegan lifestyle, pointing out the illogic of free-range chicken and cage-free eggs.

FRIENDS OF ANIMALS UNITED NJ/NY (FAUN)

FAUN is a coalition of New Jersey and New York -based animal/earth liberation activists “firmly united in [their] commitment to publicizing animal-use industries’ profit-driven lies and illusions, as well as engaging in the practical, street-level action so essential to bringing about the local (and ultimately universal) abolition of retrograde, dark-age practices that systematically exploit and destroy countless nonhuman sentient beings, and the Earth itself.” The group claims to “employ our energies/resources in tactile, visible ways such as public demonstrations, marches, educational outreach and leafleting, to elevate public consciousness. FAUN understands that Animal Liberation WILL NOT advance unless we shake off the safe, ineffectual, ego-balming platform of coffeehouse veganism, unless we unify ourselves in solemn, sober commitment to our purpose, unless we convert our movement from a collection of self-flattering, armchair theories into a dynamic, pragmatic, effective set of practices.” According to its website, “General Disclaimer: ‘Neither FAUN nor any of its members advocate, promote, or encourage the commission of illegal or violent acts.’ In recent years, FAUN, along with a New York-Based group called WAR (Win Animal Rights), has been involved with most of the loud demonstrations at pharmaceutical companies and other research facilities in the New York City-New Jersey area as well as the private residences of staff associated with those facilities. More information about FAUN, its plans and members including photographs and video typically are made available at: <http://www.meetup.com/FAUNNJ/>. Also see <http://www.meetup.com/Animals/>. **Financial:** Information not available. **Website:** www.faunnj.org

FUND FOR ANIMALS (Fund)

In 2005, the Fund for Animals and the Humane Society of the United States (HSUS) “joined together to form an unprecedented partnership for animals.” The Fund for Animals was founded in 1967 by the late author and animal advocate Cleveland Amory. Since then the Fund has “expanded its efforts to protect animals in the courts and provide for their veterinary, sanctuary, and rehabilitative needs at direct animal care facilities.” Five such animal care facilities are operated by the Fund. The Animal Protection Litigation Section, as operated by HSUS, serves as a training ground for the next generation of animal lawyers. As part of that mission, the section operates the Animal Law Litigation Project in Washington, DC, a joint-venture with George Washington University School of Law. For public policy work, the FUND along with HSUS formed the Humane Society Legislative Fund, which is working to pass laws “protecting animals in Congress and in all 50 states.” **Financial:** Total net assets of \$16.6 million; 2009 revenue was \$7.4 million; and expenses, \$5.1 million. **Website:** www.fundforanimals.org.



Key Player

Michael Markarian

Michael Markarian (HSUS Executive Vice President and COO) is the Fund's President and Wayne Pacelle (HSUS President and CEO) is the Vice President. No salaries are paid directly by the Fund to these two individuals or other key senior staff; they are on the HSUS payroll.

GREEN IS THE NEW RED

This website and blog created by freelance journalist Will Potter focuses on how fear of terrorism is being exploited, in his view, "to push a political and corporate agenda." Potter claims animal rights and environmental advocates are being branded "eco-terrorists" in what he calls the "Green Scare." He sees the Animal Enterprise Terrorism Act and similar state laws as evidence of the repressive powers of politicians and corporations. The site supports those extremists ("political prisoners") who have been successfully prosecuted for crimes related to animals and the environment.

Key Player

Will Potter

Will Potter is an independent journalist based in Washington, D.C. He is the author of *Green Is the New Red: An Insider's Account of a Social Movement Under Siege*, which Potter is currently promoting at alternative bookstores.

HUMANE RESEARCH COUNCIL (HRC)

HRC is "a team of research and communications professionals [5 board members/employees and 8 advisors] who each have strong personal commitments to animal protection". HRC was formed in early 2000 to improve conditions for animals by empowering fellow advocates with access to valid, relevant, and insightful information. Since then, HRC has developed "a comprehensive vision for the use of such research to help animals, and our team now includes many committed directors, expert advisers, and volunteers." Their mission is to empower fellow animal advocates "with access to the research, analysis, strategies, and messages that maximize their effectiveness to reduce animal suffering." HRC seeks to: (1) provide relevant, useful and affordable research; (2) centralize, organize and analyze essential research data for animal protection; (3) identify and promote the use of effective advocacy strategies and tactics; (4) increase animal advocates' awareness and utilization of HRC's resources. HRC says it "is proud to have worked with a diverse selection of national and local/grassroots organizations [called 'clients'] working on a wide variety of animal issues." The organization has a "Grassroots Research Fund," a blog called "Humane Thinking" and offers "a gateway to a vast amount of information and resources for animal advocates" at HumaneSpot.org. **Financial:** Total net assets of \$159,000; 2009 revenue was \$110,000 and expenses, \$115,000. **Website:** <http://www.humaneresearch.org> and www.humanespot.org.

Key Player

Anthony Bellotti



Anthony Bellotti is the secretary and a co-founding director of HRC and a vice president at Campaign Solutions/Connell Donatelli, where he specializes in online fundraising and advertising for public affairs campaigns, ballot initiatives, and non-profit organizations. Some of his animal protection clients include the Physicians Committee for Responsible Medicine, the American Anti-Vivisection Society, the Fund for Animals, and Animal Protection New Mexico.

Che Green

Che Green, is executive director and lead researcher of HRC. According to his online HRC bio, he is “a former analyst, investment banker, and research manager with significant experience developing and implementing research projects of all kinds. In addition to his for-profit experience, Che has worked and volunteered for animal advocacy groups at both the local grassroots and national levels . . . he brings a unique and informed perspective to the problems facing animal advocates. He co-founded HRC in 2000 to empower animal advocates through research.”

HUMANE SOCIETY LEGISLATIVE FUND (HSLF)

HSLF is a social welfare organization incorporated under section 501(c)(4) of the Internal Revenue Code. HSLF works to pass animal protection laws at the state and federal level, to educate the public about animal protection issues, and to support humane candidates for office. HSLF provides information on federal and state legislation and ballot initiatives by issuing “action alerts” to supporters. In addition, voters’ guides and citizen lobbying tips are available on its website. In “Mike’s Blog,” the HSLF president discusses legislation and public policy issues. A “Humane Scorecard” lists the voting records of members of the US Congress on issues involving animals. In the 2010 election cycle the HSLF donated to 53 candidates for office and its Political Action Committee (PAC) contributed \$60,000 to candidates’ campaigns. **Financial:** Total net assets of \$1.3 million; 2009 revenue was \$3.3 million and expenses, \$2.7 million. **Web-site:** www.hslf.org.

Key Player

Mark Markarian

Mark Markarian is president of HSLF, executive vice president of HSUS and president of Fund for Animals.

HUMANE SOCIETY OF THE UNITED STATES (HSUS)

While its name suggests that HSUS is an umbrella organization for the many humane societies and animal shelters across the country, it is not. Founded in 1954, the HSUS describes itself as “the world’s largest animal protection organization, with eleven million members and contributors.” HSUS has four regional offices and has field representatives in 35 states and a staff of 555. One office is located in Hollywood (formerly the Ark Trust) in order to involve celebrities in its causes. In addition, HSUS also has an international arm and fourteen affiliates or related organizations, including the Fund for Animals (Fund), the Doris Day Animal League (DDAL), Humane Society International, Humane Society University and Humane Society Veterinary Medical Association. HSUS has launched many successful initiatives on behalf of companion animals. It is also concerned with horse, wildlife, farm animal and animal research issues. The HSUS is publicly opposed to any tactic or strategy involving violence. With regard



to animal research, the organization's current top priority is ending the use of chimpanzees in research with passage of the federal Great Ape Protection and Cost Savings Act. An HSUS investigator recently spent nine months working undercover at a research facility that houses chimpanzees and other nonhuman primates. Video taken by this operative became the subject of a Nightline news show in early 2009. HSUS campaigns also continue to end "pain and distress" in laboratory animals by the year 2020, eliminate USDA Class B dealers as a source of research animals (Pet Safety and Protection Act), and eliminate the use of animals in toxicology tests as well as educational and training programs. Based in Washington, DC, HSUS has a strong presence on Capitol Hill, which was strengthened in 2005 when it launched the Humane Society Legislative Fund with the Fund for Animals, and in 2006 when it merged with the Doris Day Animal League. In 2010, HSUS spent \$750,826 in independent expenditures for or against political candidates, according to opensecrets.org. It has also started an Animal Protection Litigation section, which conducts "precedent-setting legal campaigns on behalf of animals in state and federal courts around the country." **Financial:** HSUS alone had total net assets of \$160.5 million, revenue of \$101.7 million, and expenses of \$121.7 million in 2009. HSUS and affiliates' consolidated financial report for 2009 showed total net assets of \$192 million, \$132.4 million in revenue and expenses of \$130.3 million. **Website:** www.hsus.org.

Key Player

Wayne Pacelle

Wayne Pacelle was appointed HSUS president and CEO in 2004 after serving nearly ten years as their chief lobbyist and spokesperson. He represents the "inside the Beltway" voice of the ARM and reportedly his aim is to make HSUS the National Rifle Association of the animal rights movement. By 2007, Pacelle had increased HSUS' budget by 50%, mostly due to mergers with other organizations. He became an officer of most of those organizations, which thus far continue to exist. Prior to joining HSUS, Pacelle served as editor of *The Animals Agenda*, founded the Animal Rights Alliance, and served as executive director of the Fund for Animals. Photo: http://www.hsus.org/about_us/board_and_staff/experts/

Mark Markarian

Mark Markarian is the HSUS Executive Vice President as well as President of the Humane Society Legislative Fund and the Fund for Animals, where he had been a longtime staff member before the merger with HSUS.

Andrew Rowan, PhD

Andrew Rowan is president and CEO of Humane Society International, and serves as Chief International Officer and Chief Scientific Officer for HSUS. He also serves as president of The HSUS Wildlife Land Trust board of directors. Before joining HSUS, Rowan was director of the Tufts University Center for Animals and Public Policy and chaired the Department of Environmental Studies at Tufts University School of Veterinary Medicine. Rowan received a doctorate (1975) and master's degree (1971) in biochemistry from Oxford University where he was a Rhodes Scholar. He received a bachelor's degree in chemistry and general physiology from Cape Town University in 1968.

IN DEFENSE OF ANIMALS (IDA)

Founded in 1983, IDA's mission is "to end animal exploitation, cruelty and abuse by protecting and advocating for the rights, welfare and habitats of animals, as well as to raise their status beyond mere property, commodities or things." To accomplish the latter, IDA spearheads the drive to have citizens recognized as animal "guardians." Thus far, at least 17 cities, 2 counties and one state (RI) have adopted



legal language to this effect. Campaigns against “vivisection” remain a prime IDA focus including demonstrations during World Week for Laboratory Animals, community and campus outreach, leafleting, letter-writing, etc. IDA recently produced a PSA for TV about the “horrors” of primate research featuring Jane Goodall and “shocking images of abused monkeys” from undercover investigations. The organization conducts campaigns against individual researchers and claims victory for ending crack cocaine experiments in monkeys, vomiting experiments in cats and brain cancer experiments in beagle puppies conducted by named researchers at specific universities. It also takes credit for closing a primate research facility in New Mexico and rescuing Air Force chimpanzees as the result of a lawsuit it supported. IDA also organizes seven “International Days of Action” across 50-100 cities and is one of two organizations promoting the annual “World Week for Animals.” IDA communicates through online alerts, action requests and an e-newsletter. The IDA website offers a wide array of brochures, posters, stickers, clothing and accessories for sale. Donations to support California-based IDA, its various projects and international animal sanctuaries are heavily pitched. **Financial:** Total net assets of \$4.3 million; 2009 revenue of \$3.6 million and expenses of \$3.4 million. **website:** www.idausa.org.

Key Player

Elliot Katz, DVM

Elliot Katz, founder and president of IDA, is a veterinarian who has led IDA for over 25 years. While another president was appointed and served very briefly in 2009, Katz occupies the position currently. He received his DVM degree from Cornell School of Veterinary Medicine.

Matt Rossell

Matt Rossell is currently IDA’s Northwest outreach coordinator and primate research contact based in Oregon. Rossell began his career as an “undercover investigator” for PETA at Boys Town Research Hospital in Omaha. He claims to have called PETA about abuses he witnessed while working there as a security guard. In 1997 PETA launched a campaign against a Boys Town research team based on video and reports supplied by Rossell. He parted ways with PETA, but later became the source of allegations about the Oregon National Primate Research Center, where he obtained employment as an animal technician (1998-2000). Scientist Michael Conn and ethicist James Parker document that experience and the last 20 years of the animal rights assault on biomedical research in their book, *The Animal Research Wars*, published in 2008.

JUSTICE DEPARTMENT

An extremist group calling itself the “Justice Department” surfaced in the early 1990s. With underground methods of operation much like the ALF and ELF, this is a leaderless organization in whose name anyone can commit crimes. In anonymous contacts with media, the self-styled “Justice Department” claimed responsibility for a series of packages and letters containing incendiary devices or razor blades to so-called “animal abusers” in the US, UK and Canada. In fact, several individuals in the UK received minor injuries as a result of letter bombs from the Justice Department. The name was used first in the US prior to Thanksgiving, 1997. A Pennsylvania-based group known as “Vegan Resistance for Liberation” said the Justice Department informed them that thousands of turkeys destined for supermarkets on the East Coast had been contaminated with a lethal substance. No poisoned turkeys were ever found. In October 1999, the Justice Department announced anonymously on the Internet that 80 letters booby-trapped with razor blades had been mailed to named primate researchers around the US. Some such letters were received, but no one is known to have been hurt. The Justice Department went silent until 2008 when the North American Animal Liberation Press Office (NAALPO) reported receiving communiqués or press releases from them on four occasions, including announcement of a UCSF researcher’s home being vandalized by



supergluing door locks (11/13/08), a greeting card with razor blades covered in blood and rat poison being sent to a UCLA faculty member (12/07/08), letters with rat-poisoned-razor blades being mailed to two Wake Forest University primate researchers (2/14/09), and letters containing needles dipped in rat poison being sent to three UCLA faculty members (3/26/09). Apparently all of these incidents were hoaxes. However, more recently (11/2010) the Justice Department claimed responsibility for letters containing tainted razor blades that were indeed sent to a UCLA researcher and a graduate student. **Financial:** No information available. No website is maintained in the name of the Justice Department, see NAALPO, page 75.)

LAST CHANCE FOR ANIMALS (LCA)

LCA was founded in 1984 to fight and “expose the inherent cruelty” of animal research. This California-based group opposes the use of animals for medical or scientific research, food, clothing and entertainment on moral grounds. LCA also questions the scientific validity of animal research and in the past promoted the notion that millions of pets are stolen each year and end up in research facilities. Recently, LSA created the “Puppy Mill Free Stores” campaign, in an effort to stop pet stores from doing business with so-called puppy mills. Their most recent campaign uses former heavy weight boxing champion Mike Tyson to promote a vegan lifestyle. **Financial:** Total net assets for the year ending 2009 were \$155,000, with revenue of \$942,000 and \$897,000 in expenses. **Website:** www.lcanimal.org

Key Player

Chris DeRose

Chris DeRose, an actor who worked as a correspondent for a television newsmagazine, is the founder of LCA. DeRose has been arrested 11 times and jailed four times, once for breaking into research labs at UCLA. He supports direct action against research facilities, including the SHAC campaign against Huntingdon Life Sciences, but claims that he modeled LCA after nonviolent social movements such as those led by Mahatma Gandhi and Dr. Martin Luther King Jr. Photo: http://www.amazon.com/exec/obidos/ASIN/0965321908/ref=ase_internationalveg/102-7214894-0648151

NATIONAL ANTI-VIVISECTION SOCIETY (NAVS)

Founded in 1929 and based in Chicago, NAVS is a national, not-for-profit educational organization whose goal is the abolition of animals in medical research and safety assessment testing. It seeks to convince the general public of the “cruelty and waste” of animal research and actively works for its elimination. NAVS advances the view that animal research is invalid and misleading and encourages the discovery of non-animal research methods for ethical and scientific reasons. The group has an extensive “Science Corner” on its website and regularly publishes Science First, an e-newsletter focused on non-animal research findings and issues. NAVS maintains a comprehensive online advocacy resource center and publishes a weekly e-news alert on federal and state legislation. The group is particularly interested in matters related to animal treatment under the law and has a related organization called the International Institute for Animal Law. NAVS also supports the AnimalLaw.com website. **Financial:** Total net assets of \$5 million as of 06/30/2010 revenue was \$2.6 million and expenses, \$2.4 million. **Website:** www.navs.org.

Key Player

Ray Greek, MD

Ray Greek, MD, was once the NAVS science advisor and his column “Dr. Greek’s Office” appeared on the organization’s website. NAVS then described itself as “a major sponsor” of Americans for Medical Ad-



vancement (AFMA) of which Greek is still the president.

The recently-appointed NAVS director of science programs replacing Ray Greek is Pam Osenkowski, who “earned her PhD in Cancer Biology at Wayne State University and conducted postdoctoral studies in Alzheimer’s Disease at Harvard Medical School-Brigham and Women’s Hospital. She is currently an Instructor of Biology at Loyola University-Chicago.” Dr. Osenkowski will edit Science First and blog in the “Science Corner” of the NAVS website.

NEGOTIATION IS OVER (NIO)

Negotiation is Over (NIO) is a radical, animal-liberation-expounding blog, which founder Camille Marino claims is “our weapon.” Explaining the meaning of the NIO name, a typical Marino quote is, “The time for civil discourse, dialogue, or discussion of any kind has expired.” The NIO webpage offers guides on “direct action” and how to sabotage researchers, hacker training tutorials, computer security tips, and advice about what to do if questioned by law enforcement. Using deliberately threatening language, NIO has advocated for harassment of researchers and their institutions. Names, home addresses, and other identifying information about individuals have been provided. NIO’s editor and other writers attempt to motivate fellow extremists into action against those portrayed as “abusers.” Although some local research targets in Florida, where NIO is located, have experienced difficulties, NIO has not rallied much interest elsewhere. Most recently, NIO announced its plan to target biomedical research students, when the Fall 2011 academic year begins. A reward of \$100 has been offered to anyone who will give NIO the names of students involved in animal research studies. Apparently, as a result of this threat, NIO has come under additional federal law enforcement scrutiny.

NIO strategies and tactics are similar to those employed by the mostly-defunct SHAC. Like SHAC (see listing below), the above-ground NIO beats the drum with the hope that anonymous underground followers will pick up the beat. However, extremists sympathetic to NIO’s calls to action are likely aware of the fate of SHAC operatives – substantial prison time. **Financial:** No information available. **Website:** <http://negotiationisover.com/>

Key Player

Camille Marino

Camille Marino is the founder and editor of Negotiation is Over (NIO). Marino lives in Florida where she is active in protesting the use of animals in research at local colleges, universities, research animal breeders and transporters.

Others involved are: NIO Senior Editor of Total Liberation **Steven Best** (See North American Animal Liberation Press Office) and **Lisa Grossman** who participates in local events in Florida. Voice of the Voiceless blogger **Peter Daniel Young** also cross-posts to NIO.

NEW ENGLAND ANTI-VIVISECTION SOCIETY (NEAVS)

New England Anti-Vivisection Society (NEAVS) is a national animal advocacy organization founded in 1895. NEAVS’ mission is “to end the cruelty and waste of animal experiments and replace them with modern alternatives that are ethically, humanely, and scientifically superior.” NEAVS advocates for the protection of animals through public outreach efforts and publications, through education programs designed to promote greater compassion and respect for life, and through the support of legislative initiatives and litigation intended for the protection of animals. Under the banner, “Better Science,” the orga-



nization's current website states "NEAVS knows and shows that there is a better way to promote human and animal health and safety than the cruel, outmoded and counterproductive use of animals in experimentation, product testing, medical and veterinary training, and classroom dissection. Species differences between animals and humans lead to flawed science and incorrect conclusions."

For several years, NEAVS has promoted "Project R & R," a concerted effort demanding release and restitution for chimpanzees in U.S. laboratories. Along with HSUS, the group is a principal supporter of the Great Ape Protection and Cost Savings Act, a legislative proposal that would end all but observation research involving chimpanzees in the U.S. Located in Boston, NEAVS has a national presence and communicates to supporters via e-blasts. **Financial:** Total net assets of \$6.1 million; 2010 revenue was \$736,000 and expenses of \$761,000. **Websites:** www.neavs.org and www.releasechimps.org.

Key Player

Theodora Capaldo, EdD

Theodora Capaldo, EdD, is president and executive director of NEAVS, and coordinator of its anti-dissection educational affiliate, the Ethical Science and Education Coalition (ESEC) as well as Project R&R. Dr. Capaldo is a Massachusetts licensed psychologist and member of the American Psychological Association and Massachusetts Psychological Association. She is a Massachusetts-certified school psychologist and social science teacher. Her career as a psychologist/animal rights activist includes tenure as past President of Psychologists for the Ethical Treatment of Animals (PSYETA), co-founder of the Carriage Horse Action Committee of Boston, and Northeast co-coordinator of the Mobilization for Animals Primate Center rallies in the 1980s.

Jarrold Bailey, PhD

Jarrold Bailey, PhD, reportedly is the NEAVS' science director and science advisor to Project R&R. He has authored several of NEAVS' publications questioning the use of animal models in research, particularly chimpanzees.

NEW JERSEY ANIMAL RIGHTS ALLIANCE (NJARA)

(See Animal Protection League of NJ, page 65.)

NORTH AMERICAN ANIMAL LIBERATION PRESS OFFICE (NAALPO)

The North American Animal Liberation Press Office was founded in 1994 to take "a proactive stance to communicate the actions, strategies and philosophy of the animal liberation movement to the media and the public." NAALPO accepts anonymous "communiqués" from extremist AR groups and individuals concerning illegal activities for which they claim responsibility. NAALPO maintains an annual list of these so-called direct actions on its website, publishes a newsletter, issues press releases and gives interviews to the media since underground extremists cannot do these things. Although actions committed by the ALF and its Mexican counterparts are the most common, NAALPO will report about any group acting on behalf of animal liberation such as the Justice Department and Revolutionary Cells-Animal Liberation Brigade.



The standard disclaimer made is: “The Animal Liberation Press Officers do not engage in illegal activities, nor do they know any individuals who do. Rather, the Press Office receives and posts communiqués from anonymous parties and provides comment to the media.” **Financial:** No information available. **Website:** <http://www.animalliberationpressoffice.org>.

Key Player

National Press Officers currently are Walter Bond, Will Hazlitt, Nicoal Sheen, Gary Yourofsky, and Jerry Vlasack. Previous officers have included Linda Greene, Camille Hankins, Angi Metler and Jason Miller. NAALPO advisors and speakers are currently listed online as Steven Best, Camille Marino and Peter Young.

Steven Best, PhD

Steven Best, PhD, is a tenured professor and the former chair of the philosophy department at the University of Texas at El Paso. The “establishment” standard-bearer of the radical fringe, he openly supports the terrorism practiced by the ALF. Working to lend academic legitimacy to the movement, he co-founded the Center on Animal Liberation Affairs (CALA). Best encourages students to “book a classroom to allow a former ALF prisoner to speak.” He makes the claim that the ALF represents “the dawn of a new civil war.” Speaking on the ShowTime cable TV production with Penn & Teller, Best told the national audience, “I don’t even think it’s controversial to support the ALF. I don’t see what the big controversy is.” Best has published 10 books, over 100 articles and reviews, spoken in a dozen countries, and been interviewed by media throughout the world. His activities caused him to be banned from entering the UK. He is listed as the senior editor of Total Liberation for Negotiation is Over (NIO) described above.

Walter Bond

Walter Bond, who went by the name “Lone Wolf,” is a convicted arsonist. He was prosecuted under the Animal Enterprise Terrorism Act (AETA), which NABR was instrumental in passing. Bond is currently serving a 5-year sentence for setting fire to the Sheepskin Factory near Denver, CO causing \$500,000 in damages. He also pled guilty to other arson charges in Utah.

Linda Faith Green (aka Lindy)

Linda Faith Green (aka Lindy) is based in Los Angeles and formerly served as an Animal Liberation Press Officer as well as a leader of the Animal Defense League of Los Angeles (ADL-LA). ADL-LA has led actions against various Southern California entities, including HLS and companies connected to them, UCLA researchers, and the City of Los Angeles Animal Control Division. Linda Faith Greene, and Kevin Richard Olliff, were arrested in April 2009 and in 2010, Greene, pled guilty to three charges of stalking and three charges of conspiracy to commit stalking. Greene was sentenced to five years probation with a number of conditions. To protect targeted researchers in 2008, UCLA obtained restraining orders against these two individuals, among others.

Camille Hankins

see WAR (Win Animal Rights), page 84.

Will Hazlitt

Will Hazlitt is said to be a photographer, filmmaker, and writer. He is also associated with what appears to be an “alternative” media group known as R9 Media.

Camille Marino



see Negotiation is Over (NIO), page 74.

Craig Rosebraugh

Craig Rosebraugh, once a familiar face in the “direct action” element of the ARM, is a former media spokesperson for the ALF and the ELF. In the recent past he ran a vegan bakery in Portland, OR and launched a new organization that publishes diatribes against the government. Subpoenaed before a Congressional hearing in 2002, Rosebraugh invoked the Fifth Amendment more than 50 times, declining to answer questions on the grounds that the answers could incriminate him. In 2003, Rosebraugh obtained a Master of Arts degree through Vermont’s Goddard College. His thesis was titled, Rethinking Non-violence: Arguing for the Legitimacy of Armed Struggle. He received a J.D. degree from Arizona State University in 2011. According to his current personal website, www.craigrosebraugh.com, he is a writer, filmmaker and activist in the United States advocating for political and social justice, human rights, and environmental and animal protection.

Nicoal Sheen

Nicoal Sheen, the newest press officer, is the co-founder of Band of Mercy Los Angeles, a new militant animal rights activist group. According to the NAALPO webpage, Ms. Sheen is a graduate of California State University Long Beach and Band of Mercy Los Angeles is described as a local grassroots “animal rights collective . . . which embraces abolitionism and rejects all manifestations of speciesism.” The name “Band of Mercy” originated in the 19th Century. It was adopted by an ALF- predecessor group involved in several acts of arson and sabotage at research laboratories, animal breeders and other animal-related businesses throughout the UK in the 1970’s. A “Band of Mercy” claimed credit for the first reported break-in and theft of laboratory animals in the US, also during the late 1970s.

Gary Yourofsky

Gary Yourofsky is an American animal rights activist and former employee of PETA. He has been arrested 13 times and is currently banned from 5 countries, including Canada and England. He was arrested in 1997 in Canada for raiding a fur farm and spent time in one of Canada’s maximum security prisons for that crime. He is the founder of Animals Deserve Absolute Protection Today and Tomorrow (ADAPTT), which is a vegan activist organization opposed to any usage of animals. While with PETA, Yourofsky was a frequent speaker on college and university campuses. He continues to offer those services via the ADAPTT website.

Jerry Vlasak

Jerry Vlasak, is an MD from Southern California, currently serving as a NAALPO press officer. He was once active with PCRM, ADL-LA and the Sea Shepherd Conservation Society. Vlasak graduated from the University of Texas Austin Medical School and says he was involved with animal research at Harbor UCLA Medical Center, where he completed a surgical residency. Vlasak is board certified and represents himself as a practicing surgeon. He questions the validity of animal research, and occasionally challenges researchers to public debates. More often, he participates in protests, talks to the media and speaks at animal activist events. At the 2003 National Animal Rights Conference, Vlasak stated, “I don’t think you’d have to kill -- assassinate -- too many vivisectioners before you would see a marked decrease in the amount of vivisection going on. And I think for 5 lives, 10 lives, 15 human lives, we could save a million, 2 million, 10 million non-human lives.” And in a 2005 Senate hearing on animal extremism, Vlasak reiterated, “I said in that statement and I meant in that statement that people who are hurting animals and who will not stop when told to stop, one option would be to stop them using any means necessary and that was the context in which that statement was made.”

Photo: <http://www.rediff.com/news/2001/apr/26pic1.htm>

Video: <http://www.cbsnews.com/stories/2005/11/10/60minutes/main1036067.shtml>, Burning Rage – What-



ever Means Necessary, originally broadcast 11/13/05

Peter Daniel Young

see Voice of the Voiceless (VoV), page 84.

NORTHWEST ANIMAL RIGHTS NETWORK (NARN)

Founded in 1986, NARN is a well-established grassroots animal activist group in the Pacific Northwest. NARN advocates “for the rights inherent to all sentient beings to live a full life, to be free, and to not to be used and exploited. We engage in campaigns and other educational actions to expose, challenge, and alleviate the suffering, use and abuse of non-human animals.” Its campaigns have been instrumental in closing seven fur salons and now attention is being paid to making Seattle “foie gras free.” “Vivisection” is among the animal uses that NARN actively opposes, but promoting the vegan lifestyle appears to be the more important issue to this group. NARN conducts a “UW Watch Project” that involves attending University of Washington IACUC meetings. **Financial:** Total net assets of \$64,000; 2009 revenue was \$16,000 and expenses, \$18,000. **Website:** www.narn.org

PEOPLE FOR THE ETHICAL TREATMENT OF ANIMALS (PETA)

PETA is an animal rights organization focused on abolishing all forms of animal use by people – that is for food, clothing, entertainment or research. According to its websites and multiple publications, “PETA operates under the simple principle that animals are not ours to eat, wear, experiment on, or use for entertainment.” PETA’s commitment to these positions is further clarified by the organization’s statements and actions. While the group will pursue incremental changes in how animals are treated, their ultimate policy preferences are usually evident. For example, when a North Carolina contract animal research laboratory closed in September 2010 following the release of video taken by a PETA “undercover” investigator, the op-ed article by PETA VP Kathy Guillermo was headlined, “One Animal Laboratory Down, 1100 to Go.” Prior to the formation of the North American Animal Liberation Press Office, PETA acted as the aboveground spokesperson for the ALF and other radicals responsible for crimes against research facilities until about 1993.

In the first decade of its existence, since being co-founded by Ingrid Newkirk and Alex Pacheco in 1980, animal research issues in the U.S. consumed a majority of its efforts and resources. It first became prominent during the 1981 “Silver Spring Monkey Case,” which started with an animal research laboratory being infiltrated by Pacheco. PETA has continued to conduct “undercover investigations.” Today, PETA has become an international organization (based in Norfolk, VA with affiliates in other countries (PETA UK, PETA India, PETA China, etc.) with annual revenues in the US of over \$35 million. Its activities include efforts to end all forms of animal use, while still maintaining a focus on animal research. In fact, some of PETA’s top priority campaigns – reducing or ending the use of animals for toxicity testing, ending the use of animals in education and ending the use of nonhuman primates and specific animal research projects – focus on the research community. Having opened a satellite office in Washington, DC, in 2009, PETA is expected to increase its involvement with legislative and regulatory issues.

PETA employs many legal methods of protest, and is probably best known for its efforts to gain media attention using tasteless stunts and outrageous comparisons such as analogizing eating meat to the Holocaust, and animal agriculture to slavery. PETA is also often criticized by women’s groups for objectifying



women in its advertising – such as featuring nude or scantily-clad celebrities – and for its use of near-naked protestors. PETA celebrated its 25th anniversary with a Hollywood gala and attracts an enormous amount of attention for its controversial campaigns with celebrity supporters including: Paul McCartney, K.D. Lang, Christy Turlington, Kim Basinger, Oliver Stone, Pamela Anderson, Martin Scorsese and Martina Navratilova. **Financial:** Total net assets of \$17.2 million as of 7/31/2010; revenue of \$35.3 and expenses, \$35.8 million. PETA also has affiliates and related organizations such as the Foundation for Animal Protection (often referred to as the PETA Foundation) and a newly-created PETA Investigations & Rescue Foundation. **Website:** www.peta.org

Key Players

Ingrid Newkirk

PETA president Ingrid Newkirk was born in England in 1949. She co-founded PETA in 1980 with Alex Pacheco. In the 1970s, Newkirk worked as an animal protection officer and deputy sheriff in Maryland, before she became the first female pound-master in Washington, DC. Within five years, she was arrested more than 20 times. In 1993, she arranged an interview for Time magazine with an alleged ALF activist known as “Valerie.” A 1992 book written by Newkirk, *Free the Animals! – The Untold Story of the US Animal Liberation Front and Its Founder ‘Valerie.’* She has publicly defended ALF activist Rodney Coronado. As one of the most influential people in animal rights, she continues to advance controversial and attention-grabbing activist campaigns, including “Holocaust on Your Plate”, “Got Beer?”, “March of Crimes”, and “Jesus Was a Vegetarian.”

Dan Mathews

Mathews was director of media relations and now is senior vice president of PETA. As the celebrity campaign coordinator for PETA, he recruits high profile personalities, including Pamela Anderson, Linda Blair and Chrissy Hynde, to the animal rights movement. Mathews is also known for making outrageous statements. He once publicly stated admiration for Andrew Cunanan, the man who murdered fashion designer Gianni Versace. (Versace used leather). With regard to the need for a cure for HIV/AIDS, Mathews said: “Don’t get the disease in the first place, schmo.”

Bruce Friedrich

Friedrich is currently PETA’s vice president for international grassroots campaigns. Apprehended in London in July 2001 for running past Buckingham Palace in the nude with the words “GO VEGAN” painted on his body, Friedrich appears to specialize in theatrics. He spent over a year in prison for destroying government property with a hammer attack on an Air Force plane. He is blunt and passionate and recently publicly denounced a teenage activist who questioned the violent tactics of some activists. Friedrich spearheaded the “Jesus Was a Vegetarian” campaign — criticized by theologians as being arrogant and factually incorrect. Speaking to a July 2001 animal rights convention, he offered this thought to the delegates: “I think it would be a great thing if all of these fast-food outlets, and these slaughterhouses, and these laboratories, and the banks, who fund them, exploded tomorrow. I think it’s perfectly appropriate for people to take bricks and toss them through the windows. Hallelujah to the people who are willing to do it.” In recent years, like many others in the animal rights movement with a high public profile, Friedrich has toned down his rhetoric. **Photo:** <http://www.centerlanepress.com/bios.html>

PHYSICIANS COMMITTEE FOR RESPONSIBLE MEDICINE (PCRM)

The Physicians Committee for Responsible Medicine (PCRM) is a nonprofit organization, founded in 1985, that describes itself as “doctors and laypersons working together for compassionate and effective



medical practice, research and health promotion.” According to PCRM’s mission statement, it “promotes preventive medicine, conducts clinical research, and encourages higher standards for ethics and effectiveness in research.” On the surface the group appears to focus primarily on responsible medical practices and healthy living through a vegetarian diet; however, its close past associations with People for the Ethical Treatment of Animals (PETA) and the animal rights movement are not obvious when reading its websites, press releases and other publications.

PCRM has been openly criticized by medical and scientific groups for its positions on animal research. For example, in 1990 the American Medical Association (AMA) adopted a resolution criticizing PCRM’s stance on animal research. According to the resolution, the AMA registered strong objections against PCRM for “implying that physicians who support the use of animals in medical research are irresponsible for misrepresenting the critical role that animals play in research and teaching and for obscuring the overwhelming support for such that exists among practicing physicians in the United States.” However, in 2006 the AMA rescinded the resolution after PCRM scaled back its rhetoric. In 2007, the AMA again considered a resolution to strongly renounce PCRM for its positions that denounce animal research and express concern that PCRM’s ongoing activities impede humane and responsible animal use. The AMA ultimately reaffirmed its support for animal research in lieu of that resolution.

PCRM advocates against what they portray as “unethical human research practices” and vigorously promotes alternatives to animal use in laboratories and education. PCRM argues that they support scientific and medical advancement through the promotion of non-animal techniques, including methods such as human cell-based technologies, mathematical modeling, computer simulation, and human-based epidemiological and clinical research. PCRM campaigns against animal research and for changes in practices and policies at interdisciplinary professional conferences, legislative meetings, in scientific and general publications, and through the media. PCRM has been instrumental in eliminating animal use at medical schools and trauma laboratories in North America and abroad.

Based in Washington, DC, PCRM historically did little lobbying on Capitol Hill to influence national policy, preferring to advance its agenda through the media. However, in 2009, PCRM hired a US Congressman’s wife as its Director of Public Relations. PCRM’s interest in lobbying was also signaled by the establishment of the PCRM Legislative Fund in December 2009. This 501(c)(4) PCRM affiliate group is intended to “shape important policy reforms” and be a “voice for change” on Capitol Hill as well as state legislatures. Since its founding, the group has held several Hill briefings and has begun to develop grassroots action capability. Its legislative objectives include passage of the Great Ape Protection and Cost Savings Act, a federal bill that would end virtually all research involving chimpanzees and the Battlefield Excellence through Superior Training (BEST) Practices Act, which would end the use of animals in military trauma training. PCRM also works to change federal policies and practices, including for drug development and regulation. In November 2007, PCRM filed a mandatory alternatives petition with the Food and Drug Administration to force companies to use alternatives to animal testing when available.

As part of its efforts to promote non-animal research, PCRM administers the Council on Humane Giving’s “Humane Charity Seal of Approval,” which is awarded to health charities that support only non-animal research and programs. The other member organizations of this council are: People for the Ethical Treatment of Animals, American Anti-Vivisection Society, National Anti-Vivisection Society, New England Anti-Vivisection Society and the Medical Research Modernization Committee (which is currently not active).

Financial: Total net assets of \$6 million as of 7/31/2010; revenue of \$8.8 million and expenses of \$8.4 million. Please note that this information reflects only PCRM itself. Other affiliated groups include: the PCRM Foundation, the Legislative Fund mentioned above, The Cancer Project and the Washington Center for Clinical Research, all separate corporate entities. **Main Website:** www.pcrm.org

Key Player

Neal Barnard, MD



Neal Barnard, MD, a psychiatrist, is founder and president of PCRM. He was raised in North Dakota in a family that included two doctors and four cattle ranchers. Barnard has written many nutrition books that counsel against the consumption of meat, dairy and other animal products. Currently, he is appearing in a PBS TV series devoted to the reversing diabetes. His views about the invalidity of animal research, as outlined in a controversial article he wrote in 1997 for *Scientific American*, are rarely expressed now. *Scientific American*: http://www.the-scientist.com/yr1997/mar/durso_p1_970331.html **Photo:** <http://www.ivu.org/people/writers/barnard.html>

Elizabeth Kucinich

Elizabeth Kucinich is PCRM director of government affairs. Kucinich is a vegan, peace, health, and animal advocate. Previously she served as an advisor to the president of the United Nations General Assembly. Currently she is married to Rep. Dennis Kucinich (D-OH), a former Presidential candidate.

PRIMATE FREEDOM PROJECT (PFP)

PFP is a non-profit grassroots animal rights organization based in Georgia. Its sole purpose, as the name implies, is to end the use of non-human primates (NHPs) in research. PFP gathers information about specific research studies using NHPs and disseminates that information to their supporters with the goal of having them intervene with the studies. They have been very adept at using state open records requests and FOIA to gather their information. Their webpage lists known primate research facilities and the names and other information about specific research scientists who use NHPs in their studies. The PFP website also lists individual NHPs by research facility identification numbers.

Financial: Minimal net assets (under \$30,000) as of 2005, the last year a Form 990 seems to have been filed with IRS. **Website:** www.primateliberty.com (no activity since 10/2010)

REVOLUTIONARY CELLS - ANIMAL LIBERATION BRIGADE

Revolutionary Cells (also called only Animal Liberation Brigade) is a violent animal rights terrorist movement. They claimed responsibility for two 2003 pipe-bombings in California; the first at Chiron, an Emeryville-based biotechnology firm, and next at Shaklee Corp., a nutrition and cosmetics company in Pleasanton. In a series of anonymous emails, Revolutionary Cells said that the two companies were targeted for alleged ties to HLS, a contract research organization that conducted drug and chemical tests on animals. Fortunately, no one was injured in these blasts. Revolutionary Cells did not surface again until 2007, when they started to report actions to the North American Animal Liberation Press Office (NAA-PLO). Three incidents either failed or were hoaxes including: placing an explosive device under a UCLA researcher's car (6/24/07), sending letter bomb/packages to two Johns Hopkins researchers selected at random (12/29/08), and mailing letter bombs to two California National Primate Research Center employees (1/09). More recently, the vehicle of an UCLA researcher was set on fire and destroyed, Revolutionary Cells claimed responsibility (3/08/09). Luckily no one was injured.

The North American Animal Liberation Press Office website states: "The revolutionary cells exists as a front group for militants across the liberatory movement spectrum. They are anarchists, communists, anti-racists, animal liberationists, earth liberationists, luddites, feminists, queer liberationists, and many more things across various other fronts. . . an animal liberationist shooting a vivisector dead on his doorstep."



Per the NAALPO and *Bite Back* Magazine websites, Revolutionary Cells guidelines are:

1. To take strategic direct action (be it non-violent or not) against the oppressive institutions that permeate the world.
2. Make every effort to minimize non-target casualties, be they human or non-human.
3. Respect a diversity of tactics, whether they be non-violent or not.
4. Any underground activist fighting for the liberation of the human, earth or animal nations may consider themselves a Revolutionary Cells volunteer."

Key Player

Daniel Andreas San Diego

Daniel Andreas San Diego, is a suspected domestic terrorist thought to be connected with the 2003 pipe-bombings claimed by Revolutionary Cells in California. He is currently on the FBI's Top 10 Most Wanted Terrorist list and has been profiled six times on the America's Most Wanted television program. He has been a fugitive from justice since 2003 and a \$250,000 reward has been offered for information leading to his arrest.

STUDENT ORGANIZATION FOR ANIMAL RIGHTS (SOAR)

SOAR was founded in 1999 as a student organization at the University of Minnesota. Another SOAR chapter has more recently been active at the University of Utah. Its goal is to end all forms of animal exploitation and abuse, in which animal research is included. SOAR has worked with PETA, SAEN, AFMA and IDA on projects of common interest. Like most current-day student groups of all kinds, SOAR communicates with supporters via Facebook and Twitter. There is scant current information available about SOAR on the Internet as of 2011.

STOP ANIMAL EXPLOITATION NOW! (SAEN)

SAEN was founded in 1996 and currently uses the tag line, "exposing the truth to wipe out animal experimentation." Its primary activities include publishing sensationalized reports about research institutions and projects based upon information obtained under the Freedom of Information Act (FOIA), similar state statutes, and online "research" sources such as USDA inspection reports and annual reports. Examples of recent SAEN reports are "Lethal Laboratories: Animal Welfare Act Violations Which Killed Animals in Laboratories During 2010" and "Unrelieved Pain in Laboratory Experimentation on Animals; The 20 Worst Facilities in the U.S." SAEN calls itself a research "watchdog" group in press releases about individual research institutions and calls local press conferences to attempt to get media attention. University research labs in Michigan, California, Florida, Washington, Texas, Wisconsin, Georgia, Pennsylvania, Oregon and North Carolina have been targeted in this manner. SAEN has also filed a number of formal complaints with the USDA and NIH about university research labs including UCLA, Johns Hopkins, Stanford, MIT, Harvard, Yale and many others. In 2002, Michael Podell, PhD, and his family were targeted by animal activists as a result of SAEN accusations. Dr. Podell ultimately gave up his NIH grant, quit his research position at Ohio State University and moved away to end the harassment. Based in Ohio, SAEN



is essentially a three-person operation (Budkie, his wife and his daughter, who recently entered college); however, many other animal rights organizations make use of the reports and information generated by SAEN. **Financial:** Total assets of \$70,000; 2009 revenue was \$87,000 and expenses, \$79,000. **Website:** www.all-creatures.org/saen/about.html

Key Player

Michael Budkie

Michael Budkie, formerly a laboratory animal technician, is the president and founder of SAEN. He frequently stages media conferences to release the information obtained through Freedom of Information Act requests, but rarely attracts much attention. Also he speaks at virtually all major animal rights meetings and conferences.

STOP HUNTINGDON ANIMAL CRUELTY (SHAC)

The wrath of SHAC was expressed in violent attacks on both sides of the Atlantic and provides a textbook case on the devastating impact that a small group of radical activists can have. From driving down the price of British-based Huntingdon Life Science stock from a high of £3 to 1 pence and forcing it to the brink of receivership, SHAC used every conceivable tactic in its crusade to destroy this contract testing company. Its signature tactic is “tertiary targeting” – the targeting of bankers, auditors, stock brokers, investors, suppliers, customers, contractors and anyone else who does business with HLS. In the US, it formed strategic partnerships with the New Jersey Animal Rights Alliance (NJARA) and the Animal Defense League (ADL). Its website provided a reference guide entitled “Top 20 Terror Tactics” and also listed “Top Targets.” Additionally, SHAC instructed supporters on how to encrypt emails and computer files to protect identities as well as offered legal resources for activists. In 2004, seven members of SHAC were arrested and six of them were brought to trial in 2006 and convicted of various charges, including Conspiracy to Violate the Animal Enterprise Protection Act; Conspiracy to Commit Interstate Stalking; Interstate Stalking of Specific Victims; Conspiracy to Use a Telecommunications Device to Abuse, Threaten and Harass Persons. Most served significant sentences in federal prison. The last to be released is Kevin Kjonaas, who is currently the only member still behind bars. SHAC has practically disappeared from the US, although a handful of small groups, such as WAR (Win Animal Rights) and Smash HLS in Florida, remain to demonstrate against HLS and its customers. The SHAC USA website has been removed from the Internet, a successor site promised last year did not surface. Extremists outside the US maintain an online presence in the name of SHAC and encourage actions against HLS and its business partners. **Financial:** No information available. **Website:** www.shac.net

Key Players

Kevin Kjonaas

Kevin Kjonaas, also known as Kevin Jonas, was the national director of SHAC USA and often served as its spokesperson. He has organized for the ADL and acted as a spokesperson for the ALF. Kjonaas rose to prominence in the movement as the director of the SOAR at the University of Minnesota during a period when university laboratories were the primary target of student activist protests and vandalism. Kjonaas is an outspoken advocate of direct action and has been quoted as saying, “Sometimes breaking the law, and sometimes pushing the boundaries of what’s told to us is ... what is right and wrong, doesn’t matter. And it comes down to questioning what is effective and what is not effective.” In the fall of 2006, Kjonaas was sentenced to 72 months in federal prison.

Pamelyn Ferdin



See Animal Defense League, page 63

Josh Harper

Josh Harper was a national organizer and spokesperson for SHAC in the United States. He is a former crew member for Sea Shepherd Conservation and produced the “Breaking Free” videos advancing the ARM philosophy. Harper has served a number of jail sentences for various convictions; assault on a police officer (1997), firing on a whaling ship (1999) and grand jury contempt (2001). In the fall of 2006, Harper was sentenced to 36 months in jail. Since his release he has continued to speak to animal rights groups about his experiences with SHAC and government repression of activists. **Profile and photo:** http://seattlepi.nwsourc.com/local/27876_harper18.shtml

UTAH ANIMAL RIGHTS COALITION

Inactive since 2006.

WIN ANIMAL RIGHTS (WAR)

Based out of New York City, this grassroots group is similar to SHAC in its mission and tactics. It frequently holds protests and has claimed vandalism at the homes of HLS executives or its customers in the New York City metro area. WAR also has had a campaign targeting the New York Stock Exchange listing of HLS, which ultimately led the Exchange to cancel its plans to list HLS in 2005. According to NAALPO, WAR has supported a variety of projects, including stopping the NJ bear hunt, the SPEAK campaign to stop the building of an animal testing lab at Oxford University in the UK, working toward a Fur Free NYC and aggressive educational outreach.

Key Player

Camille Hankins

Camille Hankins, a former NAALPO Officer, founded WAR in 2004 primarily to campaign against HLS. She speaks at national conferences as a representative of WAR and supports ALF-type action. Commenting to UPI on passage of the Animal Enterprise Terrorism Act in November, 2006, Hankins said, “They could’ve taken a step that will create their worst nightmare. The thing they were afraid of was destruction, damage to labs and vandalism, but this could be the catalyst for a lot of that.” In 1995, while running an animal rescue program in North Carolina, she was convicted of “ill treatment of animals” based on the testimony of a PETA investigator. Hankins claims there was no fine or jail time.

VOICE OF THE VOICELESS (VoV)

Voice of the Voiceless (VoV) is an animal rights website and blog maintained by Peter Young. Its stated purposes are to “report on the Animal Liberation Front (ALF); publish exclusive stories and analysis on the ALF and direct action animal rights movement; [and] bring a better understanding of the motivations



and objectives of the Animal Liberation Front.”

Key Player

Peter Daniel Young

Peter Daniel Young is a convicted felon, sentenced to two years in prison in 2005 for releasing and conspiracy to release thousands of mink from fur farms in three states during 1997. He had spent 7 years as a fugitive. Now out of prison, this veteran activist continues to be an unapologetic supporter of those who cross legal lines to achieve animal liberation. Young is “available for speaking events, bringing with him an arresting story: speaking on the subjects of animal liberation, direct action, first hand experiences inside farms and laboratories, and more insight from nearly 15 years fighting for animal liberation.” He is a frequent college lecturer and has visited grassroots AR groups on both coasts. Typical Young quote: “‘Animal rights extremists’ or ‘freedom fighters’. Call those in this abolitionist struggle what you will. History will absolve us...”

Also see North American Animal Liberation Press Office (NAALPO), page 75.

INDIVIDUAL ACTIVISTS

Gary L. Francione

Gary L. Francione is a professor of law and philosophy at Rutgers University School of Law-Newark. He also is the founder of and principal blogger for the website, [Animal Rights: The Abolitionist Approach](#). The site’s mission is to “provide a clear statement of an approach to animal rights that (1) promotes the abolition of animal exploitation and rejects the regulation of animal exploitation; (2) is based only on animal sentience and no other cognitive characteristic, (3) regards veganism as the moral baseline of the animal rights position; and (4) rejects all violence and promotes activism in the form of creative, non-violent vegan education.” An “abolitionist” such as Francione believes that laws or industry practices requiring “humane” treatment will fail to provide any meaningful overall level of protection. Given this philosophy, Francione has criticized organizations such as PETA and HSUS, calling them the “new welfarists” whose regulatory compromises perpetuate animal “abuse.” In addition, Francione disavows violence as being unproductive and anti-vegan. This often puts him at odds with other total abolitionists who espouse so-called “direct action,” criminal or violent protests to bring about animal liberation.

Francione has taught animal rights and the law for more than 20 years, and claims to be the first academic to teach animal rights theory in an American law school. He and his partner and colleague, Adjunct Professor Anna E. Charlton, started and operated the Rutgers Animal Rights Law Clinic/Center from 1990-2000, making Rutgers the first university in the United States to have animal rights law as part of the regular academic curriculum.

He is the author of numerous books and articles on animal rights theory and animals and the law, including *The Animal Rights Debate: Abolition or Regulation?* (2010) co-authored with Dr. Robert Garner, *Animals as Persons: Essays on the Abolition of Animal Exploitation*, (2008), *Introduction to Animal Rights: Your Child or the Dog?* (2000), *Rain Without Thunder: The Ideology of the Animal Rights Movement* (1996), *Animals, Property, and the Law* (1995), and *Vivisection and Dissection in the Classroom: A Guide to Conscientious Objection* with Anna E. Charlton (1992).

Bryan Pease



Pease began his career in activism as a member of Cornell University's Students for the Ethical Treatment of Animals and continued while a law student at SUNY Buffalo. Since then his rhetoric and stated objectives have toned down considerably. In 2005 Pease opened a solo law practice in San Diego, the location of the Animal Protection and Rescue League, a 501(c)(3) organization he and wife Kath Rogers started around the same time. APRL has successfully campaigned to ban foie gras in San Diego, supported CA Proposition 2 and demonstrated to protect seals which have multiplied in the Children's Pool Beach area of the city. As a panelist at the 2007 Animal Rights Conference he spoke of the value of pursuing animal welfare reforms in order to introduce the public to the vegan lifestyle and animal rights. Prior to beginning his legal career, Pease appeared at protests around the country and was charged with trespassing, commercial burglary, third-degree battery enhanced by violent criminal group activity, criminal mischief, resisting arrest, fleeing arrest, and interfering with the legal taking of wildlife. Once a vocal supporter of the ALF, he denied he was a member of the ALF when he was caught trespassing at night, in camouflage, at a NABR member institution. **Profile:** <http://www.foxnews.com/story/0,2933,47951,00.html>

Michelle Rokke

Rokke is a former undercover operative for PETA. She infiltrated HLS in 1996 by gaining employment and secretly videotaping research procedures. Rokke is a co-founder of SHAC USA and is under court order not to speak about HLS. She worked for the Animal Protection Institute of New Mexico and campaigned to shut down the Coulston Foundation for Primate Research in Alamogordo, NM.

Steven Wise

Wise is an attorney who has published two books on animal rights and law, *Drawing the Line: Science and the Case for Animal Rights*, and *Rattling the Cage: Toward Legal Rights for Animals*. He is a former president of the Animal Legal Defense Fund and founder and president of the Center for the Expansion of Fundamental Rights. Wise is often described by the news media as a Harvard law professor, though he rather lectured there part time. He does teach animal law classes at Vermont Law School and John Marshall Law School. Wise has proposed granting limited rights to honeybees and says he sees no difference "between a chimpanzee and my 4 1/2-year-old son."

Profile: <http://www.washingtonpost.com/ac2/wp-dyn?pagename=article&node=&contentId=A60634-2002Jun4¬Found=true> | **Website:** <http://www.cefr.org/>



Resources

ONLINE TOOLS USED BY EXTREMISTS

Most animal rights organizations provide a variety of online resources to assist activists wishing to participate in programs and campaigns supported by that organization. Depending on the specific strategies and tactics of the organization; these resources may include downloadable flyers and brochures for public outreach, videos or photos of alleged animal abuse, legislative information, how-to-lobby advice and action alerts requesting letters or emails be sent to legislators, media or other targets such as individual researchers or named institutional leaders (often form letters or sample messages are provided along with the online means of sending individual communications directly to intended recipients).

Beyond the common practices described above, some groups provide tutorials and other tools that may give extremists additional ideas. Usually these tools or written materials contain a “disclaimer” that disavows illegal actions and/or violence. One such disclaimer reads: “The author of this guide does not partake in or encourage illegal activities. The author of this guide is not a member of any group considered by the FBI to be a terrorist group. This guide is written and published for informational purposes only.”

Listed below are some of the online tools available to extremists. This listing is meant to inform NABR members about possible risks to which their facility and personnel may be exposed and to help avoid a crisis situation that could result. **Please note:** If you choose to access any of these website documents, it is recommended as always that proper precautions be employed.

Activists Use Directories

A variety of directories of facilities, researchers and businesses related to animal research (especially to nonhuman primates) are online as of July 2011. Some of the information reflected in these directories is out-dated (for example, primatelabs.com does not appear to have been updated since its creation in 2009) and may be inaccurate in other ways; however, the information remains on the Internet.

Flashpoint Directory I: Animal Research Labs is a 2008 list created by Voice of the Voiceless, also available at Negotiation is Over (NIO) and elsewhere.

HSUS Interactive State Map of Biomedical Research Facilities is also a link provided at NIO website.

State-by-State Vivisectors is a Stop Animal Exploitation Now! (SAEN) directory, also available from NIO.

US Government Facilities that do research on animals is a list compiled by SAEN based on information obtained under FOIA and/or available online to the public.

US Government Department of Defense Facilities is a list compiled by SAEN based on information obtained under FOIA and/or available online to the public.

PrimateLabs Drop-Down Search Tool is 2009 listing of primate research facilities and researchers by state and facility available at primatelabs.com.

State-by-State Lab Animal Breeders is a No Compromise.org directory.

Flashpoint Directory II: Lab Animal Suppliers is a 2008 list created by Voice for the Voiceless, also available at NIO and NAALPO.

Activists’ “Research” Methods

These documents contain step-by-step directions for obtaining information concerning animal research targets:



SAEN Resources and Links for “How to Obtain Information” is a webpage listing both government and other websites where information can be obtained and directions about how to use state and federal Freedom of Information Acts (FOIA).

Research Tools for Radicals is a document available at NIO and elsewhere.

Activist “How-to” Guides for Direct Action

The ALF Primer III is available at the NAALPO website. Another version of **The ALF Primer** can be found at animalliberationfront.com.

A **Guide to Direct Action** appears on the NIO website.

Another **Guide to Direct Action and Activist Security** (longer version) is available at the NAALPO website.

Hacker Training at hackthissite.org is cross posted at NIO.

Hacker Training at HackBloc.org is cross posted at NIO.

Fk With Vivisectors From Home** is a NIO document summarized on page 67.

Targeting Companies Animal Rights Style is a NIO blog entry of 5/29/10 previously posted on Do or Die!

The Black Bloc & Tactics contains information compiled for World Bank/International Monetary Fund protests in 2001, links to which are provided at NIO website and elsewhere on Internet.

Activists Are Concerned About Security

Activists think “they are watched, bugged and monitored more frequently than we care to know about.” Also they are concerned that new “anti-terrorism” laws have expanded the FBI and RCMP/CSIS ability to watch and “infiltrate organizations, and harass and arrest individuals.”

As described at a centralized website to which most “animal liberation” groups are linked, activists are encouraged to maintain **Security Culture**. Security information covers **Personal Safety, Building/Structural Security, Law Enforcement Agency Investigations, Surveillance & Counter-surveillance, Informants and Infiltrators, Police Undercover Operations, Police Raids** and **Safe Research and Investigations**.

An **index to the centralized security culture information is accessible online**. The introduction gives a rationale for the website’s existence in one form or another since 1999.

Activists Use Legal Advice

Legal Guide for Activists is an Animal Legal Defense Fund (ALDF) document covering basic legal principles about defamation, protests, civil disobedience, trespass, disturbing the peace, etc. Also it includes a section discussing Animal Enterprise Terrorism Act (AETA).

If An Agent Knocks: Federal Investigators & Your Rights is Center for Constitutional Rights document posted at NIO and elsewhere.

Note that the “**Guide to Direct Action**” document described above also contains information about avoiding capture, arrest, law enforcement and legal rights.



Resources

Examples of Electronic Harassment

“HOW TO ANNOY RESEARCHERS WITHOUT LEAVING HOME”

(as originally posted at AnimalLiberationFront.com)

A listing of “Activist Tips – Annoyance” appeared on the AnimalLiberationFront.com website in the recent past, although the information has since been removed. Essentially the same information was cross-posted at [Negotiation Is Over](#) on April 11, 2010 by “Anonymous” and remains available online. The advice contained in the list offers insight into extremist thinking and tactics. To assist research institutions in preparing for possible “annoyances” of this type, excerpts from that posting follow.

Objectives and suggested targets are discussed in the introduction saying in part --

“Since most of us don’t want to get involved in potentially incriminating activities, the following mini-guide will teach you – if you think you still haven’t paid your share of activism - how to screw a researcher’s life without ever having to leave the comfort of your home. You will learn how to disturb them; render their mailbox and email useless; possibly freeze their web accounts; and cease their blog’s income if applicable -- all done anonymously. In one attack type, within a short period of time you will be able to automate the process against a number of targets, and sit back to watch as their business crumbles due to communication failure.

Note that any of the attacks could be applied to both individuals and organizations. Try to avoid insignificant targets . . . head for top ones (a head of some lab or university department) . . . Interested? Good. Read on.”

Maintaining anonymity is addressed --

“First of all, realize that you need a series of trusted proxies to perform all activities. I use and recommend Tor <https://www.torProject.org> . But for a quick albeit less secure alternative, you can use web-based proxies:

Https (encrypted) proxies:

<https://www.proxyweb.net> & <https://www.bypassfiltering.com> (good privacy policy)

<https://ctunnel.com> & <https://youtubeproxy.org> (no or bad privacy policy)

<https://tor-proxy.net> (you can access the Tor network from here without installing anything)



Http (unencrypted) proxies:

<http://anonymouse.org/anonwww.html>

http://www.guardster.com/subscription/proxy_free.php (good privacy policy)

Chaining https & http proxies (for example by connecting to proxyweb first, then to anonymouse through it) is also a good tactic to ensure that your ISP can't monitor your activities and that the remote server will not see the proxy you're directly using, but it might sometimes break java applications.

If you decide to use Tor, make sure to use an encrypted proxy before connecting to the final destination site since Tor's "exit node" can read your traffic and would also have their IPs exposed. We don't want to cause problems to Tor volunteers nor have them cause us problems. Professional proxy sites, on the other hand, are probably accustomed to abuse complaints anyway and usually earn compensation through ads or premium accounts. Combining both worlds, therefore, is a perfect solution for both etiquette and safety.

Know that there's always a chance, though a slim one, that a vulnerability in encryption or timing attacks might put you in danger. Blocking your browser from saving history and cache; blocking your browser from connecting directly to the internet when using Tor (through a firewall); permanently erasing java and cookie remains with CCleaner or similar free programs; and having other people using the same IP or utilizing a wireless network (which you can claim got hacked by a neighbor or someone in a parked car outside) can help in these very unlikely cases.

Now without further ado, here are the methods.

1. Prank calls on home; office; and cell phone

You already know how annoying telemarketing calls can be, the ones preventing you from enjoying your food or watching a good movie without somebody ringing. Now imagine a whole lot of that, with a creative unpleasant message to hear every time. Top (or shall we say bottom?) doctors probably need to frequently answer numbers they don't know. A couple of weeks with their phones constantly ringing and them complaining to their friends and colleagues (yes, they'll help us a lot by spreading the word) will definitely make their career less popular, and create incentives for alternative research means.

Here are some sites which offer free calls from your browser plus extras. If you need to use a fake email for registration, you can use 10minuteMail.com or sign up for a fastMail account dedicated to junk. I didn't try them all.

phoneMyPhone.com & wheresmycellphone.com (just rings the given number, no message could be delivered. Especially nice after midnight) www.phonetrick.com , www.getmooh.com , www.prankdialer.com, www.prankdial.com & www.monkeydoo.com/onlineflash_thering2.php (choose/type a message and a computer delivers it by phone. Phonetrick lets you pick the # to appear on caller ID)

monkeydoo.com/eviloperator.php (you supply two numbers; have them call each other; and it records the phone call for you. This way you can offend two vivisectors with one click). Jajah.com could be used almost in the same way although it's not even a prank site, you want to put one of the targets' # as yours.

Here's also a list of UNTESTED free-calls-from-browser sites recommended by several tech blogs. You can



probably find more: voipbuster, ooVoo, iCall, Click2Voice, dukaDial, FreeRinger, Evaphone, PokeTalk, Flaphone & jaxtr.

Now if you don't want to be using your own voice to deliver the thank-you note, use computer generated words. Here are some Text-to-speech sites: <http://say.expressivo.com>,

<http://vozme.com>

<http://www.cepstral.com>

<http://www.ivona.com>

If you're a programmer, you might be able to develop a script or macro which dials a set of numbers using several sites automatically, and leave it on autopilot for a few days. I didn't include the free Short Message Service sites as they're not as annoying as calls. If auto-sent in bulk, however, they will make it difficult for the victim to find their real SMS, which brings us to the next section...

2. Automated spamming for cell phone, home phone, mailbox, and email

Tired of prank calls? Want something which goes on by itself without you having to run it every time? Here's a recipe: Google the words "subscribe to OR now", "newsletter", "fill the form", or "sign up". Now put our dear lab or doctor's phone #, home/work address, and email in every single brochure; offer; trial; sample request; and in short SPAM SOURCE you find.

There are several automated-form-filler add-ons for Firefox like FireForm which makes it easy to fill blanks such as "Name", "Address", etc without having to manually type or paste every time you fill one. In a couple of hours, our humanity-saving hero would be subscribed to tens of services ranging from gun catalogs to lingerie discounts, constantly bombarding his mail, email, and calling his home and cell phone. Good luck contacting everyone of them and asking them to stop, before they sell his information to even more companies. Hint: Keep the subscriptions' direct URLs so you could easily share them with friends or fill them out for the next target later without having to search for them again, or simply subscribe to several targets from the first time (FireForm add-on, for instance, allows for multiple profiles).

If the target is significant, consider syncing efforts with a comrade you trust. Two or three people focusing on one person or lab should have a devastating effect. Other than subscribing to PETA newsletter and a couple of gay-site updates, consider posting his email on some popular forums so spam bots would find it as a bonus. Have those Nigerian scammers do something useful for a change. You could also do the same for a dummy email account you set up to get an idea about how much spam the target would be receiving and pat yourself on the back as it piles to 200+ daily messages.

If you can't find his phone # or address through Google, try Zabasearch, Pipl, 123people, or Yoname. Essential stalker toolkit. An encrypted and privacy-conscience search engine is <https://ssl.scroogle.org>, which displays results from google.

3. Temporarily shutting an account

Go to mail2web.com (or his webmail/social service/blog/webmaster) and try to log onto his account a dozen times or so. Some systems would detect a hacking attempt and shut the account for a few hours, displaying a message that you can't log on anymore for X amount of time. Continuously doing this (for



example every 12 hours) will prevent him from accessing that account. Note that this isn't popular as it once used to be. If you try it with gmail for example, instead of freezing the account, it will ask for a captcha [a challenge-response test used to ensure that the response is generated by a person]. When implemented, can be extremely annoying though.

4. Shutting down his Google AdSense account (free program that empowers online publishers to earn revenue by displaying relevant ads on a wide variety of online content):

Although this scenario is unlikely for a prominent scientist, it is definitely effective against pro-animal abuse websites: If the blog has AdSense, clicking on the ads continuously (the number of required clicks is a secret kept by Google, naturally, but perhaps around 50-100 times or so) will shut down the account for suspected fraud. To see if it worked, revisit the page a couple of days later and see whether the AdSense ads are still there. The owner would most probably also lose all already earned money in his account.

If you think this short guide can be of use to any of your friends, you can email it anonymously using two or more services to ensure delivery. Examples include:

<http://anonymouse.org/anonemail.htm> (not encrypted but did work when tested)

<https://www.novo-ordo.com/mmif.php> (remailer)

<https://www.nospm.org> (no privacy policy found, use caution. Better yet, use proxy)

Also ideal for anonymous thank-you notes for researchers.

If your friend has PGP:

www.websecuremail.com & www.hanewin.net/encrypt/PGcrypt.htm encrypt PGP online (warning: No https. So at least one encrypted proxy is a must)

Other potentially useful email services:

<https://www.stealthmessage.com> & <https://www.hushmail.com> (Requires registration)

<https://lockbin.com> (your friend must know an agreed-upon password beforehand)

Also spreading the guide among activists, for instance by putting it on your site with "A crazy guy just sent me this. This is sooo wrong" note is highly recommended. Most supporters are activist-wannabees and providing them with the tools to do so without risk could lead to tremendous effects: One dedicated person working on a weekend could virtually ruin all communication means (phone, mail, & email) of several prominent vivisectionists and/or labs. Also posting the guide on your site is the only way to make me know you liked it (if you did, that is), as you can't reply back directly. Yeah I know, sorry.

Thanks for reading. And good luck on whatever you're doing.



Resources

ANIMAL RIGHTS TACTICS: INFILTRATION OF ANIMAL FACILITIES

Infiltration is a calculated and carefully orchestrated approach to carrying out the AR agenda. The potential impact of an AR activist's employment at a research facility under false pretenses can be significant and costly. Infiltration of a laboratory in Silver Spring, Maryland, by PETA cofounder Alex Pacheco in 1981 began one of the earliest AR campaigns in the United States. The 13-year saga of the Silver Spring monkeys had extensive repercussions, including:

- the first state conviction of a researcher for animal cruelty (although the conviction was later reversed, the researcher continued to be unjustly vilified in the media);
- abandonment of productive animal research by the laboratory;
- major additional animal research regulations under the 1985 Amendments to the Animal Welfare Act (highly publicized stolen videos from another facility also contributed significantly to this result);
- numerous AR lawsuits at state and federal levels seeking custody of the animals with three unsuccessful appeals to the US Supreme Court, one trying to block the necessary euthanasia of several animals; and
- the launching of PETA as a global presence, able to raise tens of millions of dollars annually for the purpose of abolishing essential animal research.

Based on its initial success, PETA has repeatedly used its own plants or disgruntled former employees and "whistle-blowers" to infiltrate research facilities, document and report perceived animal abuse, misconstrue research images, and fuel protests against specific projects and institutions. In its 2007 annual report, PETA claimed to be engaged in 75 active "undercover investigations," most involving non-research-related targets such as circuses, meat processors/producers, etc. PETA imitators have also adopted this tactic with infiltrations in Oregon, Nebraska, and elsewhere. One organization (SHAC) began with infiltrations of Huntingdon Life Sciences, a contract research company, on both sides of the Atlantic. See listing of major infiltrations below.

In efforts to advance their legislative agenda, AR activists have successfully infiltrated both commercial and academic research facilities. In 2008, the Humane Society of the United States (HSUS) employed an "investigator" to go undercover at a California meat processing plant; the operative's unauthorized video prompted the largest meat recall in American history, eight Congressional hearings, the shutdown of the plant, and new state and federal laws. HSUS's most recent infiltrator spent 9 months at a primate research facility in pursuit of information that was then used to support the introduction of the Great Ape Protection Act, which, if passed, would end all but observational research studies of chimpanzees.

The demonstrated value of infiltration for achieving AR goals ensures that it will continue to be a high-priority strategy for AR groups. To that end, PETA provides a step-by-step guide for obtaining employment at an animal research facility as part of its online Action Center Guide to Becoming an Activist.



Major Infiltrations by Year

Year	Research Institution Targeted	AR Organization (operative) Responsible
1981	Institute for Behavioral Research Silver Spring, MD	PETA (Alex Pacheco)
1988	Biosearch Philadelphia, PA	PETA (Unnamed female)
1989	Louisiana State University (Brain injury studies) New Orleans, LA	PCRM (internal "whistleblower")
1990	Carolina Biological Burlington, NC	PETA (Two unknown)
1992	Wright State University Dayton, OH	PETA (Unknown)
1996	Boys Town National Research Center Omaha, NE	PETA (Matt Rossell)
1996-7	Huntingdon Life Sciences Princeton, NJ	PETA (Michelle Rokke)
1998	Oregon National Primate Research Beaverton, OR	ALDF (Matt Rossell, formerly PETA)
2003	Sinclair Research Center Columbia, MO	PETA (unnamed)
2002-3	University of North Carolina Chapel Hill, NC	PETA (unnamed)
2003	University of North Carolina Chapel Hill, NC	PETA (unnamed)
2004-5	Covance Vienna, VA	PETA (unnamed)
2007	Oregon Regional Primate Research Beaverton, OR	PETA (unnamed)
2009	University of Utah Salt Lake City, UT	PETA (unnamed)
2010	New Iberia Primate Research Center New Iberia, LA	HSUS (unnamed)
2010	Professional Laboratory and Research Ser- vices, Inc. (PLRS) Corapeake, NC	PETA (unnamed)



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SAMPLE CONFIDENTIALITY AGREEMENT

(Name of Institution) has, and will develop further, confidential, proprietary information and trade secrets relating to their clinical, research and educational missions. These trade secrets and confidential and proprietary information include but are not limited to, information concerning patients, research studies and subjects, animal care and use, faculty, staff, and students, planning, financial and donor information, prices, pricing methods, costs, procedures or processes for the (Name of Institution)'s business, fixtures, research and development methods, projects, data, goals or activities, business strategies, research techniques, the identities or addresses of the (Name of Institution)'s employees or their functions, confidential reports prepared for the (Name of Institution) by business consultants, or any other information concerning the (Name of Institution) or its business that is not readily and easily available to the public or to those in the (Name of Institution)'s business (any and all of which shall be referred to in this Agreement as "Information"). In the course of my employment with the (Name of Institution), I may have access to such Information, and I understand and acknowledge the importance of protecting the confidentiality of such Information.

In consideration of my employment, by signing this Agreement, I understand and agree to the following:

1. I may use Information disclosed to me solely in the course of my employment with (Name of Institution). I may not use Information for any other purpose.
2. During and after my employment, I will hold all Information in the strictest confidence and will not disclose any Information or any portion of the Information to any other firm, entity, institution, or person, except that I may disclose the Information on a confidential basis to other employees and agents of the (Name of Institution) on a "need to know" basis in the course of my employment with (Name of Institution). I understand and agree that my obligation to keep Information confidential forbids me to disclose Information even to family members or friends, and even when identifying details are not revealed.
3. I understand and agree that all property of and data and records with respect to (Name of Institution) and its affiliates coming into my possession or kept by me in connection with my employment with [Name of Institution], including without limitation, correspondence, management studies, research records, notebooks, blueprints, computer programs, software and documentation, bulletins, reports, patient lists, student and employment data, costs, purchasing and marketing information, are the exclusive property of (Name of Institution). I agree to return to (Name of Institution) all such property and all copies of such data and records upon termination of employment or as otherwise directed by (Name of Institution).
4. I understand that the Information is of a private, internal, or confidential nature and constitutes a valuable, special and unique asset of (Name of Institution) and its affiliates.
5. I understand a material breach of this Agreement will cause irreparable damage to (Name of Institution) and its affiliates, and that such damage will be difficult to quantify and for which money damages alone will not be adequate. Accordingly, I agree that (Name of Institution), in addition to any other legal rights or remedies available to (Name of Institution) on account of a breach or threatened breach of this Agreement, shall have the right to obtain an injunction against me enjoining any such breach without the need for posting a bond, and I waive the defense in any equitable proceeding that there is an adequate remedy at law for such breach.
6. I will not access any Information that is not necessary for me to perform my job.
7. I will not discuss Information in areas where others who do not have a need to know such Information may overhear the conversation (e.g. hallways, elevators, cafeterias, shuttle buses, public transportation, restaurants, and social events).
8. I will not access any Information for other persons or employees who do not have the right to access the Information themselves.
9. I will not disclose my or any other (Name of Institution)'s employee's computer password(s) to anyone, nor will I use another person's password(s) instead of my own for any reason unless authorized by my supervisor or unless required by the (Name of Institution) Information Systems Department for maintenance reasons. I will inform my supervisor immediately if I know or have reason to believe some-



one without proper authority knows or is using my password(s).

10. I will not:

- a. make any personal or unauthorized inquiries* into any **(Name of Institution)** computer or system;
- b. make any personal or unauthorized transmissions* of any Information;
- c. modify any Information without authority to do so;
- d. purge any Information without authority to do so.

* Unauthorized inquiries or transmissions include, but are not limited to, reviewing, removing, printing, and/or transferring Information from any **(Name of Institution)** computer or paper filing systems to unauthorized locations, e.g. home computer, personal laptop, USB drives, CD/DVD, or other portable media.

11. I will log off, lock, or restart my computer prior to leaving it unattended.

12. I will inform my manager, supervisor, or other appropriate personnel of any known or suspected unauthorized disclosure or misuse of Information which I observe or of which I become aware.

13. I will protect Information stored on a laptop computer by:

- a. Encrypting all Information stored on the laptop,
- b. Temporarily storing Information (during active use only) on the laptop, and
- c. Maintaining a current backup of all Information stored on the laptop (network, CD, DVD etc).

14. I will store all removable disk media (e.g. CD's, DVD's, PDA's, USB/flash drives, etc) that contain Information in a secure manner (that is, with password protection and/or encryption).

15. I will immediately report to my supervisor if said media or any Information is ever lost or stolen.

16. I will secure (encrypt) all transmissions (email, file transfers, etc) that contain Information in accordance with the Information Security Policy.

17. I understand that public (i.e. non- **(Name of Institution)**) wired and wireless networks should not be considered secure for any reason. Therefore, whenever I am connected to a computer network other than [Name of Institution]'s, I will use the **(Name of Institution)**'s Portal or VPN (Virtual Private Network) software to access the **(Name of Institution)**'s resources remotely. The **(Name of Institution)** provides secure remote email through [insert link].

18. I understand and agree that this Agreement shall be governed by and construed in accordance with the laws of the State of [] and any claim or dispute arising from the terms or performance of this

Agreement will be submitted to the jurisdiction of the state or federal courts of the State of [], and I consent to the exclusive jurisdiction of such Courts.

I understand that any violation of the terms of this agreement may result in disciplinary action up to and including termination of my employment. I further understand that all of my computer activity, including e-mail and Internet use, is subject to auditing or monitoring by the **(Name of Institution)**. I acknowledge that I have read this agreement, understand its terms, and agree to abide by both this agreement and the **(Name of Institution)**'s Information Security Policy and all other policies in effect concerning the security and privacy of Information. I further understand and acknowledge that nothing contained in this agreement creates a contract regarding the term of my employment with the **(Name of Institution)**, express or implied.

Signature of Employee: _____

Date: _____



Resources

SAMPLE EMPLOYMENT SCREENING WAIVER

I hereby affirm that my answers to the foregoing questions are true and correct and I understand that misrepresentation or omission of facts called for in this application or other company records may be cause for immediate dismissal without notice regardless of the time the misrepresentation of fact is discovered

I authorize **(Name of Institution)** to contact any former employers in order for them to provide **(Name of Institution)** facts and information regarding my employment. I hereby release all former employers from any liability of any nature for releasing such information. I also authorize **(Name of Institution)** to contact any other sources it determines necessary to obtain information concerning my character and qualifications and release those providing such information from any liability. I authorize **(Name of Institution)** to conduct or obtain a criminal history background check on me in compliance with existing law.

I understand that due to the nature of **(Name of Institution)**'s business there are circumstances under which I may be requested to submit to the administration of a polygraph test. I understand that if I am requested to take a polygraph test, that I will be requested to do so in compliance with existing law governing the administration of polygraphs.

I understand and agree that if employed, the employment will be "at will" meaning that either I or **(Name of Institution)** may end the employment relationship at any time for any reason or for no reason. I further understand that no representative of **(Name of Institution)** has authority to enter into any agreement with me for employment for any specific period of time or make any agreement with me contrary to the foregoing.

I understand and agree, should I be offered a position, that I will submit to drug screening and medical examination when requested by **(Name of Institution)**. I further understand that pre-employment drug screening may be administered by **(Name of Institution)** as part of the application process prior to an offer of employment being made. I agree to take all steps necessary to take the tests and sign any necessary documentation to release the results to **(Name of Institution)** when requested to do so. Refusal to comply with the request for a test or to release the results to **(Name of Institution)** will result in withdrawal of the offer of employment or discontinuation of consideration for employment, as applicable. Once employed, I agree to continue to be subject to drug screening and job related medical examinations as a condition of employment and will authorize the release of test results to **(Name of Institution)**. Failure to comply with these requirements will result in termination.

DATE: _____ SIGNATURE: _____



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SAMPLE CHECKLIST FOR SCHEDULED ANIMAL RIGHTS EVENTS:

As you may know, World Laboratory Animal Liberation Week (WLALW) is an annual nationwide animal rights event that includes protests, press conferences and community meetings calling for the “liberation” of animals in research laboratories. Animal rights activists engage in a diverse array of both legal (demonstrations, boycotts, letter-writing campaigns, lawsuits) and illegal (break-ins, arson, incendiary devices, poisoning hoaxes, harassment, intimidation, and assault) activities in order to disrupt, destroy and discredit the research community and any entity that does business with biomedical research institutions. As always, security is a necessity for all animal research facilities, and the observance of WLALW is a time to be on elevated alert. Below you will find a few points of advice to remember during this time of heightened awareness:

At your workplace:

- Notify law enforcement officials (both local and federal) immediately if a threat against life or property is made.
- Keep offices and laboratories locked, especially when empty and after hours
- Everyone entering an animal facility must have a picture ID on their person and their personal proximity card to gain entry. **DO NOT LOAN OR BORROW CARDS.**
- Do not let ANYONE into the animal facilities behind you as you enter. (If they do not have their own proxy access, please refer them to the facility supervisor, the Program Director, or the Office of Animal Welfare.)
- Ensure staff is not working alone in sensitive laboratory areas.
- Secure alternate entrances and exits that could be used in the event of demonstrations, protests or property destruction.
- Notify IT staff of the potential for network and website attacks.
- Always backup computer data and store it in a separate and safe place.
- Be aware of those expressing unusual interest in your work.
- If you notice things missing or out of place in your lab or office, report it to the campus police immediately.
- Questions from unidentified persons about the use of animals should be referred to the Program Director or the Office of Animal Welfare.
- Calls received from unidentified or hostile persons (whether at home or at the office) should be immediately reported to your local or campus police.



At your workplace:

- Animal rights activists have been known to send threatening items, such as razor blades, by US postal mail.
- All threatening e-mail messages or US mail correspondence should be collected and turned over to the FBI.
- Signs of a suspicious letter or package include: no return address, excessive postage, lopsided or uneven packaging, strange odor, wrong title with name, excessive tape/string, protruding wires, oily stains, discolorations, or crystallization on wrapper.
- If you receive a suspicious package: (1) Handle with care – do not shake or bump; (2) Isolate and look for indicators; (3) DO NOT OPEN, smell, or taste; and (4) Treat it as suspect – Call 911.
- If parcel is open and/or a threat is identified – evacuate immediately, call 911 and contact local FBI.

Shipping, receiving, and transport of animals:

- Animals being transported through public spaces must be in covered and secured cages.
- When transporting animals, always take the least public route in and out of buildings, and only if you are able to do so in a safe fashion.
- Ensure animal delivery areas are secure and out of public view.

Demonstrations:

- Take off name tags or lab coats with any names when passing by demonstrators.
- Never engage an activist, verbally or physically.
- Confrontations with demonstrators should be avoided at all times by staff members.
- Keep your car 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.
- Do not attempt to converse or argue your side
- Do not get within physical striking distance
- Do not make eye contact

(INSERT LOCAL FBI OFFICE INFORMATION)



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INTERNAL & EXTERNAL CONTACT LISTS:

Internal Contact List

Identifying an organization's key internal stakeholders/audiences is an important and necessary step in developing your crisis management plan. Essentially, the organization must determine which sectors of your institution should be involved in animal research concerns and assess their current awareness of the subject. In general, look at employees in the following sectors and determine their level of contact with animal research, both in the laboratory and in administrative support. This list suggests the scope that should be considered in determining your key internal audiences for both planning and communications purposes:

- Alumni
- Board of Directors
- Human Resources
- Finance and Administration
- Management
- Research and Development
- Communications and Public Information
- Legal Counsel
- Security
- Clerical Support
- Maintenance & Janitorial
- Manufacturing
- Marketing
- Temporary employees (clerical and production)
- Stockholders and Investors



External Contact List

Your institution is part of a larger community. Both before and after a crisis, the support and confidence of your key external stakeholders/audiences should be maintained. On an ongoing basis, these external groups can be cultivated by sharing with them strategically selected information about animal research in general and your institution's work in particular. Some external groups will be drawn into an ARM-inspired crisis because of media coverage or because they receive complaint calls, letters and other contacts from activists. In either case, outside audiences important to your institution should be made aware of the facts regarding the situation/incident and your response to them.

In addition, your institution may benefit from networking with external groups to take advantage of existing information resources, share mutual concerns and take joint action when appropriate. A variety of national and state level organizations may be able to provide:

- Useful information for crisis planning and management purposes,
- Supportive statements about specific types of research and animal research generally,
- Positive assistance and guidance for targeted individuals.

The following is but a partial list of external audiences or organizations with whom your institution can consider communicating. The intention of the list is to stimulate your thinking about which external groups' interest and support should be established and maintained, as well as where you may turn in times of crisis. Organizations with particularly helpful crisis prevention or management resources are shown in boldface.

National Professional Associations:

- **National Association for Biomedical Research (NABR)** – www.nabr.org
- **Foundation for Biomedical Research (FBR)** – www.fbresearch.org
- American Association for the Advancement of Science (AAAS) – www.aaas.org
 - AAAS Board Statement Deploing Intimidation of Scientists Who Use Animal in Their Research http://www.aaas.org/news/releases/2007/1129board_anires.shtml
- American Association for Laboratory Animal Science (AALAS) – www.aalas.org
- American Association of Anatomists – www.anatomy.org
- American College of Laboratory Animal Medicine (ACLAM) – www.aclam.org
- American Council on Education – www.acenet.edu
- American Heart Association – www.americanheart.org
- American Physiological Society (APS) – www.the-aps.org
- American Physiological Association – www.apa.org
- American Physiological Society – www.physiologicalscience.org
- American Society for Microbiology – www.asm.org



- American Society for Pharmacology & Experimental Therapeutics – www.aspet.org
- American Society of Laboratory Animal Practitioners (ASLAP) – www.aslap.org
- American Veterinary Medical Association (AVMA) – www.avma.org
- Americans for Medical Progress (AMP) – www.amprogress.org
- Applied Research Ethics National Association (ARENA) – www.primr.org/arena.html
- Assessment and Accreditation of Laboratory Animal Care International (AAALAC) – www.aaalac.org
- Association for Research in Vision & Ophthalmology (ARVO) – www.arvo.org
- Association of Academic Health Centers – www.ahcnet.org
- Association of American Medical Colleges (AAMC) – www.aamc.org
- Association of American Veterinary Medical Colleges (AAVMC) – www.aavmc.org
- Association for Public and Land-grant Universities (APLU) – www.aplu.org
 - Formerly National Association of State Universities and Land Grant Colleges (NASULGC)
- Biotechnology Industry Association (BIO) – www.bio.org
- Christopher Reeve Paralysis Foundation – www.crpff.org
- Cosmetic, Toiletry and Fragrance Association (CTFA) – www.ctfa.org
- Council on Government Relations (COGR) – www.cogr.edu
- (The) Endocrine Society – www.endo-society.org
- Federation of American Societies for Experimental Biology (FASEB) – www.faseb.org
 - FASEB Web Site and Resources for dealing with Animal Rights Extremism www.animalrightsex-tremism.org
- Institute of Laboratory Animal Resources (ILAR) – <http://dels.nas.edu/ilar/>
- Paralyzed Veterans of America – www.pva.org
- Pharmaceutical Research & Manufacturers of America (PhRMA) – www.phrma.org
- Society for Neuroscience (SfN) – www.sfn.org
 - SfN Animals in Research Web Page Including Best Practices for Protecting Researchers and Research http://www.sfn.org/index.aspx?pagename=gpa_AnimalsinResearch
- Society of Toxicology – www.toxicology.org

TIP: Look to voluntary health associations at the federal, state, and local level (particularly those that focus on diseases about which your organization has active research).



State Biomedical Research Associations:

- States United for Biomedical Research – www.statesforbiomed.org
- Alabama Association for Biomedical Research
- California Biomedical Research Association (CBRA) – www.ca-biomed.org
- Connecticut United for Research Excellence, Inc. (CURE) – www.curennet.org
- Massachusetts Society for Medical Research (MSMR) – www.msmr.org
- Michigan Society for Medical Research (MISMR) – www.mismr.org
- Mid-Continent Association for Agriculture, Biomedical Research and Education (MAABRE) – www.maabre.org
- New Jersey Association for Biomedical Research (NJABR) – www.njabr.org
- North Carolina Association for Biomedical Research (NCABR) – www.ncabr.org
- Northwest Association for Biomedical Research (NWABR) – www.nwabr.org
- Ohio Scientific Education & Research Association (OSERA) – www.osera.org
- Pennsylvania Society for Biomedical Research (PSBR) – www.psbr.org
- Southwest Association for Education in Biomedical Research (SWAEBR) – www.swaebr.org
- Texas Society for Biomedical Research (TSBR) – www.tsbr.org
- Wisconsin Association for Biomedical Research and Education (WABRE) – www.wabre.org

Federal Government Agencies

Your designated institutional official (IO), Animal Care and Use Committee (IACUC) and attending veterinarian will be aware of any legal obligations to notify federal granting agencies or inspection authorities about crisis situations, as well as whom, how and when to officially contact any federal agencies.

For an overview of the existing system of legal protection for research animals and copies of applicable laws, regulations and guidelines, go to www.nabranimallaw.org

- National Institutes of Health – www.nih.gov
 - The NIH Office of Extramural Research Web Site, Animals in Research, and the Protection of Researchers <http://grants.nih.gov/grants/policy/air/researchers>

Congressional Representatives

- NABR's "Contacting Congress" section on the website lists all members of Congress – <http://www.capwiz.com/nabr>
- U.S. House of Representatives – www.house.gov
- U.S. Senate – www.senate.gov



State Government Representatives

- NABR's "State Legislation" section on the website lists all state legislatures – www.nabr.org

Other Contacts

- Local civic leaders
- Media (including weekly and daily newspapers published in your area; radio and TV producers; editors and programming directors) – NABR's "Contacting Congress" webpage has a media section that lists relevant information – www.capwiz.com/nabr
- Consumers of company products
- Area corporations and universities that are also involved in animal research



Resources

FBR FAQs:



-

Frequently Asked Questions:

1) Why must we use animals for medical research?

Animal research is the foundation for virtually every medical breakthrough over the past century. From antibiotics to blood transfusions, from dialysis to organ transplantation, from vaccinations to chemotherapy, bypass surgery and joint replacement, practically every present-day protocol for the prevention, treatment, cure and control of disease, pain and suffering is based on knowledge attained through research with laboratory animals. Animals are used as research models only when necessary. Scientists are constantly trying to reduce the amount of animals used, refine their techniques so fewer animals are needed and replace certain animal tests with alternatives, when possible.

2) What types of animals are used in research?

Approximately 95% of all lab animals are rodents - bred specifically for research. Rodents are the animal model of choice for researchers because their physiology and genetic make-up closely resemble that of humans. For instance, the mouse genome contains essentially the same complement of genes found in the human genome, so studying how the genes work in mice is an effective way of discovering the role of a gene in human health and disease. Scientists are also able to breed mice with genetic alterations that mimic human diseases. This has revolutionized medical research and opened many doors to finding new cures for disease. To some extent, research on dogs, cats, and non-human primates is necessary to study certain diseases. Yet these



animals account for less than .05% of the total number of lab animals used in research. Several additional species are proving to be increasingly important animal models, including zebrafish, *C. Elegans* (worms) and fruitflies.

3) Aren't the animals in laboratories suffering and in pain?

The use of animals in research and testing is strictly controlled, particularly regarding potential pain. Federal laws, the Animal Welfare Act and the Public Health Service Act, regulate the alleviation and elimination of pain, as well as such aspects of animal care as caging, feeding, exercise of dogs and the psychological well-being of primates. Further, each institution must establish an animal care and use committee that includes an outside member of the public as well as a veterinarian. This committee oversees, inspects and monitors every potential experiment to help ensure optimal animal care. The scientific community advocates the highest quality of animal care and treatment for two key reasons. First, the use of animals in research is a privilege, and those animals that are helping us unlock the mysteries of disease deserve our respect and the best possible care. Second, a well-treated animal will provide more reliable scientific results, which is the goal of all researchers.

4) Is animal research regulated in any way?

Yes. All animal research is subject to strict federal regulations. The United States Department of Agriculture (USDA) has set forth federal regulations governing the care and use of animals in biomedical research that are considered more extensive than those covering human research subjects. The Animal Welfare Act sets these high standards of care for research animals.

5) Can we replace animal research with alternatives methods?

To date, there is no comprehensive substitute for animal models in research. Certainly, computer models and cell cultures, as well as other adjunct research methods, are excellent avenues for



reducing the number of animals used. But the pathway to fully duplicating a whole, living system does not yet exist. Therefore, it is still necessary to conduct humane and responsible animal research in order for the research community to uncover, find and develop new cures for diseases. Over the past ten years, the Interagency Coordinating Committee on the Validation of Alternative Methods (ICCVAM) has evaluated more than 185 non-animal methodologies and has approved several research alternatives, particularly in the realm of toxicity testing. When additional non-animal alternatives are developed, science will naturally reduce the need and use of animal models. This progression will only happen when viable alternatives exist and are scientifically verified. It is exciting to dream of the day when no animal research is needed and no human lives are ended by disease. Until that day comes, we need to continue using the method that works.

6) What are the recent achievements of animal research?

Most recently, scientists discovered spinal cord regeneration techniques because of rodent models. That may mean that some day in the foreseeable future, people will be able to get out of their wheelchairs. Non-human primates played key roles in the development of the hepatitis B vaccine and rabbits were an important model in the development of the Human Papillomavirus (HPV) vaccine. People with Parkinson's disease are benefiting from deep brain stimulation that was perfected on monkeys. Ferrets have been crucial in the development of the bird flu vaccine. Everyday, scientists are using animal research to find cures for the diseases affecting people and animals.



Resources

Talking Points about Animal Research:

When responding to inquiries regarding the research at your institution, you may want to include a “Fact Sheet” on the research being conducted at your institution. In addition to giving out copies of the Foundation for Biomedical Research’s (FBR’s) Proud Achievements and Fact vs. Myth brochures that are available online, you may also want to include your own specific Fact Sheet. Here are some points that could be modified and included:

General/Human Health

- Animal research is the foundation for virtually every medical breakthrough over the past century. Every day, dedicated scientists are using animal models to find cures for the diseases and conditions that affect people and animals.
- From antibiotics to blood transfusions, from dialysis to organ transplantation, from vaccinations to chemotherapy, from bypass surgery and joint replacement, practically every present-day practice for the prevention, treatment, cure, and control of disease, pain, and suffering is based on knowledge attained through research that utilized laboratory animals. Animal research is saving both human and animal lives every day.
- Approximately 95% of all lab animals are rodents - bred specifically for research. Rodents are the animal model of choice for researchers because their physiology closely resembles that of humans and their genetic make-up is well defined. Rodents are the animal model of choice for modern medical researchers because they have a naturally short life span – two to three years – that allows scientists to observe in “fast forward” what happens during the progress or pathogenesis of a disease. Advances in genetic engineering have enabled scientists to develop excellent rodent models for research. The availability of “transgenic mice” (which have added genes) and “knock-out mice” (which have disabled genes) has revolutionized our understanding of cancer, Parkinson’s disease, cystic fibrosis, heart disease, memory loss, muscular dystrophy and spinal cord injuries, to name a few. The so-called “nude mouse” – lacking a functioning immune system – has become an incredibly important model for understanding cancer suppression.
- The mouse genome contains essentially the same complement of genes found in the human genome, so studying how the genes work in mice is an effective way of discovering the role of a gene in human health and disease.
- Non-human primates, dogs and cats together, account for less than one-half of one percent of the animals involved in research. The balance includes rabbits, guinea pigs, woodchucks, pigs, sheep, armadillos, leeches, zebra fish, squid, horseshoe crabs, sea snails, and fruit flies.
- Thanks to animal research, many diseases that once killed millions of people every year are either preventable, treatable or have been eradicated altogether. Immunizations against polio, diphtheria, mumps, rubella, hepatitis and the flu have saved countless lives, and the survival rates from many other major diseases are at an all time high thanks to the discovery of powerful new drugs, the design of sophisticated medical devices, and the development of new surgical procedures.



- Physicians, veterinarians, and researchers overwhelmingly agree that animal systems provide invaluable and irreplaceable insights into human systems because there are striking similarities between our physiological and genetic systems.
- For compassionate as well as scientific reasons, researchers are deeply concerned about the condition of the animals they study.
- The essential need for animal research is recognized and supported by medical societies and health agencies around the world including the American Medical Association, the American College of Surgeons, the American College of Anesthesiologists, the Association of American Medical Colleges, the Association of Professors of Medicine, the American Veterinary Medical Association, and the American Association of Pharmaceutical Scientists, to name a few.
- The use of animals in research and testing is strictly controlled, particularly regarding potential pain. Federal laws, the Animal Welfare Act and the Public Health Service Act, regulate the alleviation and elimination of pain, as well as such aspects of animal care as caging, feeding, exercise of dogs and the psychological well-being of primates. Further, each institution must establish an animal care and use committee that includes an outside member of the public as well as a veterinarian. In addition to reviewing and approving the proposed use of animals, this committee is responsible for overseeing the care and use of those animals by inspecting the facilities, monitoring the programs and responding to any concerns raised by that use.
- To date, there is no comprehensive substitute for animal models in research. Certainly, computer models and cell cultures, as well as other adjunct research methods, are routinely used to reduce the number of animals that must be used. Nevertheless, the pathway to fully replacing a whole, living system does not yet exist. Therefore, it is still necessary to conduct humane and responsible animal research in order for the research community to discover and implement new cures for diseases.
- Still, researchers place a high priority on “The Three Rs” – reduction, replacement and refinement. Here in the US, our research communities are committed to supporting techniques that:
 - Reduce the number of both higher and lower species used
 - Refine tests to ensure the most humane conditions possible
 - Replace animals with other models wherever possible

Veterinary/Animal Health

- Animal research for animal health has resulted in many remarkable life-saving and life-extending treatments for cats, dogs, farm animals, wildlife and endangered species.
- Pacemakers, artificial joints, organ transplants, treatment for arthritis, as well as vaccines for diseases such as rabies, distemper, parvo virus, infectious hepatitis, anthrax, tetanus and feline leukemia contribute to longer, happier, and healthier lives for animals.
- New treatments for glaucoma, heart disease, cancer, and hip dysplasia can save, extend or enhance the lives of beloved pets.
- Exciting new reproductive techniques are helping to preserve and protect endangered species.
- Advanced ventricular assist device technology, originally developed to extend the lives of humans awaiting heart transplants, may soon be used by veterinarians to extend the lives of dogs with heart failure.



- Farm and companion animals with reproductive problems benefit from fertility drugs, including HCG (human chorionic gonadotropin), which induces ovulation and improves the conception rate in dogs, horses and cattle.
- Simple dietary modifications extend and improve the lives of hundreds of thousands of house cats with urinary tract diseases.
- An estimated two percent of the American dog population is believed to have canine compulsive disorder. Medication with selective serotonin re-uptake inhibitors is being evaluated for its effectiveness in dogs that exhibit excessive tail-chasing, licking and barking.
- Recent advances in equine neonatal medicine have given foals - one in ten of which is born prematurely - a fighting chance at life.
- Veterinarians prescribe non-steroidal anti-inflammatory drugs to treat canine arthritis, a painful degenerative joint disease that affects one in five adult dogs.
- Thousands of dogs and cats, even those with low body weight, are successfully treated for diabetes with daily injections of insulin products designed especially for animals.
- Advanced dentistry is available to relieve pain and restore function in an estimated 85 percent of dogs and 75 percent of cats with dental problems. New preventive dental therapies reduce the plaque and tartar build up that leads to gum disease and eventually, heart, liver and kidney damage in cats and dogs.
- Animal contact lenses are now available for companion and service animals that have suffered eye injuries. The lenses ease the pain and promote healing of eye wounds – giving aging pets a new lease (or leash!) on life.



Resources

MEDIA RELATIONS GUIDELINES:

When responding to press inquiries regarding research at your institution or a crisis situation never forget **Every Word Counts!**

1. The underlying goal of every interview is to promote public understanding, respect, appreciation and support for the humane and responsible use of animals in medical and scientific research.
2. Avoid giving technical explanations of complex scientific concepts and use the KIS (Keep It Simple!) Principle.
3. Avoid medical and scientific jargon.
4. Take care when discussing diseases and patients:
 - a. "People living with arthritis" is acceptable.
 - b. "Arthritics" is unacceptable.
 - c. "People living with HIV or AIDS" is acceptable,
 - d. "AIDS victims" is not.
 - e. Other examples: "Burn survivors" (not victims),
 - f. "people living with diabetes" (not diabetics)
 - g. And "people living with epilepsy" (not epileptics).
5. Although we defend the use of animals in research, it is important not to sound defensive.
6. The notion that there is an essential need for animal research should be reinforced as often as possible.
7. Biomedical research is not a dirty secret that needs to be kept from the world. Our story must be told with confidence, pride, and dignity. Ours is, by and large, a good news story of medical prog-



ress, lives saved, and hope for the future.

8. Stress the care and comfort of the animals.
9. Always promote the fact that animal health has advanced along with human health through animal research.
10. Do not raise false expectations or hopes to the effect that animal research will not be necessary one day. Though this may well be true, that day is a long way off. If the question must be addressed, say “conceivably,” the day will come.
11. The statement “All medical advances of the last century were achieved with animal research” should be qualified by using the word “virtually.”
12. Under no circumstances should the word torture ever be uttered – even if we are responding to accusations from the radical anti-research element of the animal rights movement. (Animal research is not sadistic.)
13. Do not repeat or use the words “vivisection” or “anti-vivisection.” “Vivisector” is a label that animal activists use to make researchers sound cruel and sinister.
14. When discussing the anti-research forces, refer, when necessary to the “animal rights movement,” but instead of referring to its members as “animal rights activists,” refer to them simply as “animal activists” or “animal extremists.” Animals do not have rights. As the term “animal rights” becomes part of our everyday language, the notion that animals do or should have legal rights will permeate the American mindset.
15. Do not repeat the specific accusations. Stick to the message.
16. Whenever possible, discuss the study of animals as opposed to the use of animals.
17. Although we discuss mice, rats, cats, dogs, pigs, monkeys, and chimpanzees, it is sometimes preferable to use terms like rodents, felines, canines, swine and non human primates, which have a more clinical connotation.
18. Use the phrases “animal research” and “biomedical research involving animals,” Always avoid



using the phrases “research on animals” and “animal experimentation.”

19. Whenever possible, emphasize working with animals over working on animals. Convey the notion that the animals are our partners.
20. When describing researchers and scientists who study animals, don't hesitate to use the possessive “their” as in “researchers take good care of their animals” versus “researchers take good care of the animals.”
21. Avoid the words like experiment, experimenting and experimentation. The anti-research movement prefers these words because they have a sinister connotation.
22. Personalize your experiences as a researcher. Talk about why you do what you do and what you are studying.
23. Bring the conversation back to patients and the people suffering from the diseases you are trying to cure.



SAMPLE MEDIA CONTACT TRACKING SHEET

Date of Request: _____

Time of Request: _____

Name of Journalist:

Name of Media Outlet:

Address:

City: _____ State: _____ Zip: _____

Telephone Number: _____ Fax Number: _____

E-mail address: _____

Request made: _____

Purpose of Story: _____

Deadline: _____

Referred to: _____

Comments: _____

National Association for Biomedical Research 818 Connecticut Avenue, NW Suite 200 Washington, DC
20006 (202) 857-0540 Fax: (202) 659-1902 www.nabr.org



SAMPLE THREAT CONTACT TRACKING SHEET

Chances are that a threatening phone call from an activist will not be directed toward an individual, but rather to the person who answers the telephone first. The most important thing to remember is **CONCENTRATE ON LISTENING.**

Any person receiving a threat should write down what is being said. Be calm. Be courteous. Do not interrupt the caller. Keep talking to the caller as long as possible and record the following:

Date: _____ Time Start: _____ Time End: _____

Caller's Message:

Caller's Profile Information:

Try to form an image of the caller. From listening to the caller, write down what you think the caller looks like, height, weight, age, fat, skinny, old, young, and any other impression you have of the caller.

Sex: M F Age: _____ Height: _____ft. Weight: _____lbs.

Accent / Speech pattern: _____

Emotional State: _____

Background Noise: _____

Other Details: _____

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Resources

Animal Enterprise Terrorism Act (AETA):

- AETA amends the existing Animal Enterprise Protection Act (18 U.S.C. 43) which has been law since 1992. It extends existing protections for animal enterprises to individuals, businesses and agencies, such as farmers, scientists, biomedical and biotechnology industries, research universities, teaching hospitals, financial institutions and others who have associations with an animal enterprise. AETA is in response to escalating incidents of violence and threats against these entities as a way to adversely impact animal enterprises without directly violating the existing statute.
- This bill clarifies that it is a crime to damage or interfere with an “animal enterprise” – which includes but is not limited to research, education and testing institutions.
- The law’s parameters are expanded to include threats, harassment and other illegal activities against individuals connected with “animal enterprises.” (secondary and tertiary targeting)
- It is a crime to affect interstate commerce by intentionally damaging or causing property loss to a person connected with an animal enterprise, or by intentionally placing that person or anyone associated with them in reasonable fear of death or serious bodily injury, through a course of conduct involving threats, vandalism, property damage, criminal trespass, harassment, or intimidation.
- The law increases criminal penalties based on the level of violence or property loss.
- The bill includes penalties based on the amount of economic damage which “does not include any lawful economic disruption (including lawful boycott) that results from lawful public, governmental, or business reaction to the disclosure of information about an animal enterprise.”
- First Amendment activity is expressly excluded from the bill’s coverage. The legislation includes a Rules of Construction section which states, “nothing in this section shall be construed – to prohibit any expressive conduct (including peaceful picketing or other peaceful demonstrations) protected from legal prohibition by the First Amendment to the Constitution; to create new remedies for interference with activities protected by the free speech or free exercises clauses of the First Amendment to the Constitution, regardless of point of view expressed, or to limit any existing legal remedies for such interference.”
- Early versions of the bill provided a wiretapping provision. However, the specific wiretapping provision was deleted from the original draft because wiretapping authority was added to 18 U.S.C. Sec. 43 in the Patriot Act, which was signed into law by the President earlier this year.



18 USC § 43

United States Code Annotated

Title 18. Crimes and Criminal Procedure

Part I. Crimes

Chapter 3. Animals, Birds, Fish, and Plants

§ 43. Force, violence, and threats involving animal enterprises

(a) Offense.--Whoever travels in interstate or foreign commerce, or uses or causes to be used the mail or any facility of interstate or foreign commerce--

- (1) for the purpose of damaging or interfering with the operations of an animal enterprise; and
- (2) in connection with such purpose--

(A) intentionally damages or causes the loss of any real or personal property (including animals or records) used by an animal enterprise, or any real or personal property of a person or entity having a connection to, relationship with, or transactions with an animal enterprise;

(B) intentionally places a person in reasonable fear of the death of, or serious bodily injury to that person, a member of the immediate family (as defined in section 115) of that person, or a spouse or intimate partner of that person by a course of conduct involving threats, acts of vandalism, property damage, criminal trespass, harassment, or intimidation; or

(C) conspires or attempts to do so;

shall be punished as provided for in subsection (b).

(b) Penalties.--The punishment for a violation of section [FN1] (a) or an attempt or conspiracy to violate subsection (a) shall be--

(1) a fine under this title or imprisonment not more than 1 year, or both, if the offense does not instill in another the reasonable fear of serious bodily injury or death and--

(A) the offense results in no economic damage or bodily injury; or

(B) the offense results in economic damage that does not exceed \$10,000;

(2) a fine under this title or imprisonment for not more than 5 years, or both, if no bodily injury occurs and--

(A) the offense results in economic damage exceeding \$10,000 but not exceeding \$100,000;
or



- (B) the offense instills in another the reasonable fear of serious bodily injury or death;
- (3) a fine under this title or imprisonment for not more than 10 years, or both, if--
 - (A) the offense results in economic damage exceeding \$100,000; or
 - (B) the offense results in substantial bodily injury to another individual;
- (4) a fine under this title or imprisonment for not more than 20 years, or both, if--
 - (A) the offense results in serious bodily injury to another individual; or
 - (B) the offense results in economic damage exceeding \$1,000,000; and
- (5) imprisonment for life or for any terms of years, a fine under this title, or both, if the offense results in death of another individual.

(c) Restitution.--An order of restitution under section 3663 or 3663A of this title with respect to a violation of this section may also include restitution--

- (1) for the reasonable cost of repeating any experimentation that was interrupted or invalidated as a result of the offense;
- (2) for the loss of food production or farm income reasonably attributable to the offense; and
- (3) for any other economic damage, including any losses or costs caused by economic disruption, resulting from the offense.

(d) Definitions.--As used in this section--

(1) the term "animal enterprise" means--

- (A) a commercial or academic enterprise that uses or sells animals or animal products for profit, food or fiber production, agriculture, education, research, or testing;
- (B) a zoo, aquarium, animal shelter, pet store, breeder, furrier, circus, or rodeo, or other lawful competitive animal event; or
- (C) any fair or similar event intended to advance agricultural arts and sciences;

(2) the term "course of conduct" means a pattern of conduct composed of 2 or more acts, evidencing a continuity of purpose;

(3) the term "economic damage"--

- (A) means the replacement costs of lost or damaged property or records, the costs of repeating an interrupted or invalidated experiment, the loss of profits, or increased costs, including losses and increased costs resulting from threats, acts or vandalism, property damage, trespass, harassment, or intimidation taken against a person or entity on account of that person's or entity's connection to, relationship with, or transactions with the animal enterprise; but
- (B) does not include any lawful economic disruption (including a lawful boycott) that results from lawful public, governmental, or business reaction to the disclosure of informa



tion about an animal enterprise;

(4) the term “serious bodily injury” means--

(A) injury posing a substantial risk of death;

(B) extreme physical pain;

(C) protracted and obvious disfigurement; or

(D) protracted loss or impairment of the function of a bodily member, organ, or mental faculty; and

(5) the term “substantial bodily injury” means--

(A) deep cuts and serious burns or abrasions;

(B) short-term or nonobvious disfigurement;

(C) fractured or dislocated bones, or torn members of the body;

(D) significant physical pain;

(E) illness;

(F) short-term loss or impairment of the function of a bodily member, organ, or mental faculty; or

(G) any other significant injury to the body.

(e) **Rules of construction.**--Nothing in this section shall be construed--

(1) to prohibit any expressive conduct (including peaceful picketing or other peaceful demonstration) protected from legal prohibition by the First Amendment to the Constitution;

(2) to create new remedies for interference with activities protected by the free speech or free exercise clauses of the First Amendment to the Constitution, regardless of the point of view expressed, or to limit any existing legal remedies for such interference; or

(3) to provide exclusive criminal penalties or civil remedies with respect to the conduct prohibited by this action, or to preempt State or local laws that may provide such penalties or remedies.



Resources

About NABR:

The National Association for Biomedical Research (NABR) provides the unified voice for the scientific community on legislative and regulatory matters affecting laboratory animal research. Founded in 1979, NABR works to safeguard the future of biomedical research on behalf of its more than 300 public and private universities, medical and veterinary schools, teaching hospitals, voluntary health agencies, professional societies, pharmaceutical and biotech industries, and other animal research-related firms that are:

- (1) involved directly in the use of animals in biomedical research and are
- (2) committed to the responsible and humane use of these animals.

NABR is the only national, nonprofit organization dedicated solely to advocating for sound public policy that recognizes the vital role that animals play in biomedical research. Behind every medical discovery lies years, and sometimes lifetimes, spent in pursuit of answers that ultimately save lives. The ability to study whole living organisms is an indispensable element in medical progress, and NABR works to protect the ability of biomedical researchers to use animals in ethical and responsible research that will one day benefit the health of people and animals. NABR's advocacy activities include:

- Representing the views of NABR members on the essential role of animals in research to Congress by encouraging supportive legislation, providing comments on pending proposals, presenting testimony at Congressional hearings, and serving as an information source for Congressional staff and constituents.
- Providing NABR members with information and consultation on state and local issues affecting their institutions, and facilitating dialogue between our members and their congressional delegations on animal research issues.
- Providing a forum for the biomedical community to develop common positions on legislative and regulatory issues, and discuss subjects of common concern.

NABR supports the humane care and treatment of laboratory animals in biomedical research, training, and education, and our members undertake the application of the "Three Rs" in these endeavors:

- That only as many animals as reasonably necessary be utilized (Reduce)
- That any pain or distress animals experience be minimized (Refine)
- That alternatives to the use of live animals be employed or developed wherever feasible (Replace)

NABR recognizes that now, and for the foreseeable future, it is not possible to completely replace the use of animals in biomedical research, and that the study of whole, living organisms is an indispensable element of biomedicine that is beneficial to both veterinary and human health.



Resources

About FBR:

Established in 1981, the Foundation for Biomedical Research (FBR) is the nation's oldest and largest organization dedicated to improving human and animal health by promoting public understanding and support for humane and responsible animal research. FBR's mission is to educate the public about the essential role of humane animal research in the quest for medical advancements, treatments and cures for both humans and animals. Headquartered in Washington, D.C., FBR and its sister organization the National Association for Biomedical Research (NABR) are the authoritative voice for animal research issues.

Its president, Frankie Trull, is also the President of NABR. Dr. Teresa Fossum is the chairman of FBR's board of governors. Dr. Michael E. DeBakey served as FBR's chairman for 25 years until his death. Other governors on FBR's board include 6 Nobel laureates, 13 members of the American Academy of Arts and Sciences, 13 fellows of the National Academy of Sciences, a former Surgeon General and a former Cabinet Secretary.

With its innovative educational campaigns, FBR promotes awareness of how animal research saves both human and animal lives. Most recently, FBR launched a video series called Survivor Tales. Each video focuses on a unique and revolutionary veterinary procedure, illuminating how animal research saves animals.

FBR also acts as the expert resource for the news media and works to bring journalists and scientists together for balanced and responsible coverage of animal research. FBR monitors and analyzes the activities of animal rights activists. Its illegal incidents report is a record of reported criminal activities committed in the name of "animal rights." As a nonprofit, tax-exempt public charity under Section 501(c)(3) of the Internal Revenue Code, FBR receives no government funding and relies exclusively on private contributors to underwrite its programs and services.



Order the NABR Crisis Management Guide

- NABR's Crisis Management Guide is the preeminent publication of its kind, providing Members with the tools needed to prevent, prepare for, and protect your institution from the sometimes violent assaults made by animal activists.
- If you are not a member of NABR, and are interested in our crisis management services, please contact us at (202) 857-0540.
- NABR members can order additional copies of the Guide printed and bound for a nominal printing and handling charge, or download it as a PDF free of charge. To order a printed version of the Guide, please fill in and FAX or email the form below to:

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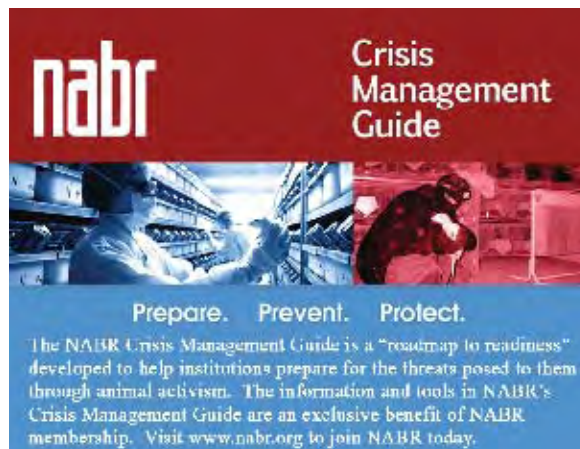
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