

The London Bombings:
The Political, Social and Economic Impacts
Lessons Learned
The Global Trend of Terrorism

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The London terrorist bombings, that occurred on July 7, 2005, have altered the perspective on terrorism. This terrorist attack caused direct and indirect impacts on the social, economic, and political structures of the UK and other states. This attack has many different implications for organizations dealing with security, intelligence, and businesses. This event can encourage these organizations to learn lessons and investigate the global trend of terrorism.

The terrorist attack on July 7, 2005 aimed to directly disrupt London's transit system and indirectly disrupt England's stability. "Three tube trains and a double-decker bus" were the soft targets that the four suicide bombers choose to target (Hussein, Zahid). This atrocity caused "the four men to blow themselves up and killed fifty-two other people" (Hussein, Zahid). A soft target is one that is "easily vulnerable to terrorists with low-tech weapons and are easy to attack because people constantly enter and leave them without any sort of screening process, allowing a terrorist effortless access. This is the attractiveness that "public transit relies on ease, open access, and a reasonable price" (Pickel). This attractiveness is not only to terrorists but also to the public. When a terrorist attack has taken place on a transit system it paralyzes a city, hurts it economically, and it discourages tourism (Pickel).

The London attack has been linked to the British Al-Qaeda leader Haroon Rashid Aswat. Aswat is believed to have entered Britain the night before the attacks to help coordinate the finishing plans for the bombing. He visited the towns of all four and through mobile phone records it can be proven that he spoke to the suicide team hours before the attack. (Hussein, Zahid). Drawing the link between the London attacks and Al-Qaeda does not end there.

A videotaped message aired four weeks after the July 7th bombings by the operational commander of Al-Qaeda, Ayman al-Zawahiri. His message gave reasoning for the attack on London and directly blamed Prime Minister Tony Blair. al-Zawahiri stated, “Blair has brought to you destruction in Central London, and will bring you more of that, God willing (Booth, Jenny). He also warned Blair by saying, “If you go with the same policy of aggressions against Muslims, you will see, with God’s will what will make you forget the horrible things in Vietnam and Afghanistan” (Booth, Jenny). This tape suggests that the main motivation for the London bombings have to do with Tony Blair’s standpoint on Iraq. “The Government had been trying to deny any link between Iraq and terrorists bombings in London. Yet the message from...al-Zawahiri was clearly trying to emphasis the opposite” (Evans, Michael). This evidence illustrates the direct link between Al-Qaeda and the London attacks.

The goals of terrorists or specifically to Al-Qaeda are hard to simply describe since there are several explanations needed to best understand the objectives. Snow, author of Cases in International Relations, investigates the different types of objectives and classifies them as strategic, tactical and political. “The strategic goal of Al- Qaeda is the removal of Americans from the Arabian Peninsula” (Snow, 281). This strategic goal is both long term and political. “The purpose, in the case of tactical objectives, is to demonstrate continuing viability and potency, to remind the target of their presence and menace, and to erode resistance to their strategic goals (Snow, 281). Snow discusses the political objectives that the terrorists have are ones that their target population opposes. An example of where “terrorists goals are stated in terms of changing policies such as Palestinian statehood, the right to repatriation within Israel, or laws such as releasing

classes of detained people” (Snow, 281). Utilizing the model of political objectives, the terrorist attack to “convince the target population that acceding to the terrorist demands is preferable to the continuing anxiety and fear of future terrorism” (Snow, 281-2). These objectives clarify the terrorists’ reasoning for such attacks on certain populations. Now that an understanding of the objectives of Al-Qaeda has been achieved, the political implications of the London bombings can be examined.

Since the July 7th bombings London has been quickly adjusting to enhance their ability to protect their citizens against future terrorists attacks. As soon as July 20th, the Home Secretary, Charles Clark, announced several augmentations to their pre-existing anti-terror measures. The basis for these augmentations is to broaden the ability of the government to protect against individuals who pursue terrorists’ activities before directly attacking.

The first action is to generate a global database “of hate preachers accused of fomenting or promoting terrorism so they can be more easily kept out of Britain or deported” (Naughton, Philippe). Clark described the specific intolerable behaviors to include those who spoke intolerance, or ran websites or wrote articles that promoted extremism (Naughton, Philippe). The database would be used to screen individuals that want to enter England, but first would have to have their case reviewed by ministers with the possibility of exclusion from the country (Naughton, Philippe). According to Clark, “this database will be more indicative rather than exhaustive” (Naughton, Philippe). This database will help the UK better manage the people that come in and out of the country to best determine if they could later cause a threat to the population.

Even before the July 7th attacks there was anti-terror legislation in the works that included new criminal offenses. After the attack, Clark made them more of priority to move them through Parliament quickly upon their return in October, and believes they could be quickly passed. (Naughton, Philippe). The three new criminal offenses will be “acts preparatory to terrorism, indirect incitement to terrorism-which will cover those who glorify and condone terrorist acts, and giving and receiving terrorist training” (Naughton, Philippe). These new offenses with the database will give the government a tougher stance on fighting terrorism domestically. Clark’s perseverance of this goal is best understood with this quote, “There is unity of purpose. The Government wants to work with other parties to make sure we have the most effective anti-terrorism legislation on our statute book” (Naughton, Philippe).

Several of the political impacts have easy connections to the social impacts that legislation might have on the people affected by it. With the ability of the database and the new offenses to easily deport “hate preachers” to their home country human rights issues have surfaced. Many of these countries “have deplorable records on human rights” (McGrory, Daniel). This leads to questions of the humane thing to do with these militants. Lord Falconer, the Lord Chancellor, stated, “All law operates on the basis that if the facts change then the law changes, and the law is going to change. We have got to get the right balance and ultimately where the balance lies is a matter for the Parliament” (Ford, Richard). The balance that he is discussing is the ability of the judges to give equal respect to national security and the individual’s rights (Ford, Richard).

The British Government has begun to work on arrangements with several of these countries with bad records of human rights issues to agree not to torture individuals being

deported. These countries include Jordan, Algeria, Yemen, Syria as well as a few more (McGrory, Daniel). Amnesty International has criticized this by stating, “These assurances rely on the good faith of states that are known to torture their subjects, a practice which few states admit to. How does Charles Clark propose to monitor whether these promises are being honored?” (McGrory, Daniel). These brings an interesting question about the political impact of new legislation to best combat terrorism while still being concerned for the terrorists’ human rights while they are in fact endangering the lives of their population.

The major leaders of many countries have determined that one the most relevant way to combat terrorism domestically is to adapt the structure of the way governmental agencies work with the police. The new agencies need to have the ability to focus exclusively on terrorism and not have other groups work on similar things. Previously, “Britain did not have one domestic service. It had two—the Special Branch and the MI5. MI5 was generally charged with gathering intelligence on security threats while Special Branch focused on gathering evidence needed to prosecute offenders” (Sieff, Martin). The Special Branch will be replaced with the “Counter Terrorism Command that would focus on fighting terrorism” (Sieff, Martin). This new restructuring plan will delegate “two police departments will be charged with protecting buildings from terrorist attack and protecting people regarded as high-risk potential victims assassination attacks” (Sieff, Martin). MI5’s “expanded Anti-Terrorism Branch may well take on much of the trappings, lethal, fast reaction capabilities” (Sieff, Martin). These changes will allow the collaboration of the anti-terrorism units of the government and the police to work together to create synergy.

The economic impact was not even close to the devastation of the 9/11 attacks. There are several reasons for this mostly because of lessons learned from the 9/11 attacks. The foremost explanation is that the London attacks didn't destroy financial infrastructure (Reilly, David). Due to the 9/11 attacks "regulators and financial firms have also set up a number of mechanisms to handle market disruptions. (Reilly, David). The immediate impact on the English economy brought little disruption. On July 7, trading on both the London Stock Exchange and the London Financial Futures and Options Exchange had no interference by the attack (Reilly, David). For British's financial system to assess the disruption, calls were made within the central banks, finance ministries and leading financial institutions. Precautionary assessment was also done in the United States. The British's Treasury officials communicated with the Fed and Securities and Exchange Commission. Quickly it was determined that the world economy felt no immediate impact of the attack. The Financial Services Sector Coordinating Council, a private-sector group set up after the Sept. 11, 2001 terrorist attacks to examine possible threats to the United States financial infrastructure" (Reilly, David).

The above information suggests that terrorism does not have an effect on the economy. This is not the case. Although the impact is not necessarily seen in the short-term, the economy is affected by it in the long term. The Israel Interdisciplinary Center in Herzliya has been studying the effects of terrorist attacks on the economy. This center has determined that although one single event such as the London bombings cannot be used to gauge economic impact, there is enough data to draw some conclusions. One study in Israel showed a 30 percent drop in stock prices since September 2000 (Walters, Patrick).

Terrorism as a global trend is having an impact on the economy. “From an economic point of view, terrorism works. For a relatively small investment terrorists obtain a large economic impact” (Walters, Patrick). Gradually the global economy is being hurt by the constant threat of terrorism and the attacks.

The social impact may not be directly linked to the terrorist attacks like the economic and political impacts. The social impacts more lead in the direction of the implications on the British Muslim community. This community is not fully integrated into British society. One prime example is in the segregation of many Muslims students in their own schooling system with differing curriculum. Politicians would like to see this change and have the schools become part of the state sector. Some of these independent Muslim schools are not teaching British laws, culture, and customs, which politicians would like to see change in order to ensure that that the teachings remain moderate or to the likings of the British Politicians. (“Britain: Abode of Islam;). The politicians hope that their perspective of moderate will help to discourage extreme teachings with in the schools as well as in the mosques.

A national council of imams and mosques is being set up in Britain to avoid the mosques being used as tools to teach extreme Muslim thinking and have isolated Muslim British youths connect with British society. Lord Ahmed proposed this idea saying that, “as British Muslims we need to be prepared to modernize the way we operate, encouraging integration and helping our children to feel proud to be British” (Travis, Alan). Clark supported this by declaring 5 million pounds would be available to help finance the endeavor for the next 18 months.

Many British Muslims do not agree with the current foreign policy that stands. John Denham, the Labor chairman of the Commons home affairs select committee, made it clear that it was necessary to gain the consent of the Muslim community to best fight terrorism domestically. Denham also advised that some of Clark's planned anti-terrorism measures could eventually become counterproductive and criticized the measures to ban extremist Islamic groups and the offence of incitement to terrorism (Travis, Alan). Socially Britain is working to integrate Muslims into British society as a way to hopefully prevent extreme teachings and behaviors. The obstacle then becomes ensuring that British Muslims still keep their unique identity.

After any major event it is necessary to look at it and evaluate the possible lessons learned. It is necessary in order to better react in the future and plan for possible future attacks. As previously mentioned Britain restructured their anti-terrorism governmental agency and police to better improve their synergy. Many of these types of changes had been initiated before the July 7th attacks. Just like the U.S. after the 9/11 attacks they restructured and spent

almost \$350 million in additional spending went to MI5 and MI6, the London Metropolitan Police special-operations units SOu and SOi3, which focus on terrorism, and the eavesdroppers at the Government Communications Headquarters. By 2004, almost 40 percent of British signals intelligence resources were directed toward counterterrorism (Vest, Jason).

Before the July 7th the Joint Terrorism Analysis Center declared that although terrorist attack was not impossible, one was not going to happen in the near future. So

according to Vest the question then becomes, “Why the blind spots? In part it was because reforms still failed to adequately reconcile intelligence assessments and resource decisions” (Vest, Jason). Vest is alluding to the point that even with all the money that is going into combating terrorism it doesn’t matter if the agencies can’t properly work together. As Vest states

But if there’s a lesson for the U.S. counterterrorism community after last month’s U.K. attack, it might be that buffed-up budgets and agency reorganizations don’t amount to much if they still fail to resolve differences over assessments and use of resources before a terrorist attack.

This type of lesson proves that money is not the only thing necessary to properly combat terrorism. Anti-Terrorist units need to use available intelligence more effectively to investigate and manage possible terrorist threats. Britain has attempted to take these measures with the previously stated database and new criminal offenses. The question then arises how to deal with the new type of terrorists groups that are emerging.

Due to the precautionary measures that countries are taking to properly fight terrorism, terrorists groups have to strategize to survive in the new global climate. Al-Qaeda is evolving and to survive it is not necessary for it be a hierarchically managed organization that plans and carries out terrorist missions. Al- Qaeda has begun to use available communications creating a “virtual network or leaderless resistance model and has dispersed itself into a series of smaller, loosely affiliated terrorists organization” (Snow, 288). This model proves that terrorist groups are not the same they were in this

near past. Terrorism as a global trend is advancing to overcome countries' attempts to combat terrorism.

The London bombings is not the most recent occurrence of a terrorist attack. On October 1, 2005 in Bali, Indonesia, suicide bombers attacked three crowded restaurants. This event caused at least 26 people to die and wounding 122. This is not the first attack in Bali. In 2002 a popular nightclub was bombed, which killed 2002. In 2003 the Australian Embassy was bombed killing 10 people. (Bali, Again). "The fact that Indonesia is the world's largest Muslim democracy and practices a moderate form of Islam has put the resort island on the front line of the war on terror" (Bali, Again). Egypt also has experienced many terrorist attacks. On July 23rd four car bombs exploded killing about 30 and wounding 110 people. In April, Cairo was bombed but luckily only killed 3 people and wounding several others. Last October 34 people were killed by car and truck bombings. Most of these attacks occur in the Egyptian Red Sea resort area (Johnston, Chris). As earlier described terrorist target populations that did not follow their beliefs. "Al-Qaeda's goal is to turn parts or all of the mostly democratic countries in the region into a unified sultanate that adheres to the Wahhabi form of Islam in Saudi Arabia" (Bali, Again). Many countries experience terrorist attacks. The 9/11 and the July 7th bombings were heavily covered by the American media, which makes them appear to be the most deadly attacks, but this is not true.

Terrorism causes political, social, and economic impacts on the society that is affected as well as worldwide. These impacts cause changes in the political structure by creating new legislation and restructuring of intelligence agencies. The new legislation often causes social implications to evolve that may concern human rights issues. The

economic impacts can best be noticed in the long-term since short-term strategies have been designed to assist possible immediate impacts. Terrorism is evolving to defeat countries' anti-terrorism policies by becoming more mobile and utilizing new forms of communication. Lessons must be learned in order to begin to conquer the global trend of terrorism.

Part 2

As the chief executive of a major textile company that manufactures protective gear for first responders, our business is to research and develop clothing to protect people. One of the main concerns that I must assess is to make certain that our profits continuously grow throughout the existence of our company. In the recent past, CEO's only had to focus on the researching, developing, marketing, and selling of our products, but the business climate is changing. As a growing amount of risky situations are arising, it has become pertinent to evaluate risk. Some examples of these events include natural catastrophes, terrorist attacks, supplier issues, or lawsuits. All these events must be assessed to better guarantee that we remain a reputable, competitive corporation capable of protecting first responders.

Risk management is not something new, but recently has become more important. The perspective of it has evolved and we believe that we are at the cutting edge of assessing and controlling risk. We view risk management as more of an investment compared to a cost (Orr, Robert). Our company quickly began to understand that "risk management is about gaining strategic edge, rather than as a protection tool" (Tieman, Ross). Risk management is more than just being prepared, but is a way to identify the

risk, work strategically, then control the risk. This has become a paradigm shift to the approach that businesses strategize. To best do this we thought it was necessary to add to management and create a team that would focus on this critical innovative aspect of business.

The logical step was to appoint a person exclusively dedicated to this area. So as others companies have done, we named a chief risk officer (CRO). In the beginning the CRO managed “credit risk, market risk, and liquidity risk”, but it has become necessary for him to focus on other aspects such as “reputational, regulatory, and IT/digital risk” (Baxter, Andrew). The CRO is the responsible for appropriately handling any possible incidence in the most logical and rational fashion. There are several ways to do so, such as transferring it, treating it, terminating, or take the risk in the safest possible way (Tieman, Ross). But before any of these possible risks occur, it is best to understand the risks, so that the proper measures can be implemented before such an occurrence. Our first priority was to review the possible risks that our company could come in contact to identify our objectives. Our CFO clearly defined many levels of risk from several angles, which allowed us to arrive at our objectives effortlessly.

As our company makes gear for first responders’ regulations are one essential area that had to be evaluated. As more and more standards and requirements are surfacing, it is necessary that our clothing meets or exceeds all of them so that our name only ends up on the safest and best equipment. Regulations are extremely prevalent in our model of risk management. If one garment failed in the field it could cost us millions of dollars and cause our reputation to deteriorate. So we had strategize to guarantee

something like this never were to happen. Later on I will discuss the standards and how we ensured this would never happen.

Another pertinent hazard directly deals with the careful selection of our suppliers. “A recent study from FM Global, an insurer of commercial and industrial property, found that the risks to the supply chain were of most concern to financial executives in the UK and North America” (Felsted, Andrea). This provides evidence that this is a very real area of concern that needs to be taken seriously so that our suppliers remain loyal. By taking the proper precautions in our selection of suppliers, allows us to have a competitive advantage, which permits us to be in control of our company. The easiest way to manage this threat is to manufacture our own materials, but unfortunately our budget does not allocate for such luxury. This means that our supply chain includes all manufacturing facilities from fiber forming, yarn engineering, fabric construction, cutting, sewing, finishing, and components such as zippers and snaps. Our CRO looked carefully into picking our suppliers by looking at their location, costs, availability of materials, experience, and credit records to ensure that our decisions were not just based on the technologies they offered. These types of risks can be seen as internal, but there are also a number of external risks that also had to be assessed to best guard against possible threats.

Not only is the business climate changing, but also the global climate as a whole. This can be noticed in two different ways, first in a literal way by natural catastrophes and then the prevalent threat of terrorism as can be witnessed in the July 7 bombings here in London. Both of these risks have the advantage of having available insurance coverage if the necessary steps are implemented to prove to an insurance company that a plan is in

place. We made it a priority to ensure that an attack would not affect the structure of our building. Our current location is in the center of London, which means that an attack in London could possibly disturb us. So necessary precautionary measures were taken so that an insurance company would cover us in case of an attack.

After talking to several underwriters we discovered that many of these measures could be taken without undergoing major construction to our building. Most of our employees find it to be a convenience that we have underground parking, but to an underwriter this is a serious risk. So we decided to put surveillance cameras throughout the parking area and at all possible entrances to cars as well as humans. Some of the convenient doorways had to be changed to function exclusively as exits. This type of action is not enough for most underwriters to give extensive coverage.

In order to be properly insured, underwriters want to see more than precautionary actions. They wanted proof that we are “very committed to a sustained risk management program,” so we implemented a detailed contingency plan in case of an attack (Felsted, Andrea). This plan includes our strategy to prevent and cope with an attack. Although we paid heavily to get such preparations in place we discovered that advice from a specialist risk consultant would be deducted from our insurance premium (Felsted, Andrea). This made the extra cost offset the more dramatic cost of dealing with a terrorist attack. There are many different lessons that we have learned from developing a detailed risk management profile that can help other companies willing to take similar steps.

These lessons are about the actual way our business functions and how companies need to view risk management in the global economic platform today. “The concept is not putting barriers in place so you get cheaper insurance premiums. It’s protecting your

people and better business” (Felsted, Andrea). It is not easy to immediately see the benefits, but after the terrorist attack of July 7, we see that are efforts were necessary. One thing that our company did that other companies need to understand is that it is best to spend money on comprehending the threat before purchasing insurance or security measures (Felsted, Andrea). “Risk management is about creating certainty. Without this strategy an organization is going into decision making blind” (Orr, Robert). Fortunately, we are in the type of industry that we have the ability to help citizens in such atrocities as a terrorist attack or a natural disaster by properly equipping the first responders.

First responder gear is not like clothing where aesthetic appeal is the main focus, but these garments have to protect against any type of attack whether it is chemical, biological, radiological, nuclear, and explosive (CBRNE). Many other research and development firms have been working pre and post 9/11 to address the issue of creating this type of gear for first responders. The best response has not been from these firms and manufacturers, but instead by organizations to implement standard test methods and minimum requirements that must be meet. This response is overwhelming important to not only the first responders, but also to the manufacturers themselves. “Producing new equipment for the market in the absence of generally-accepted standards is a high-risk venture” (Bement, Arden). This response allows for companies like us that wish to follow these standards to compete in an educated market that is concerned about the standards that these organizations have set.

Currently, several organizations in the United States have been working to come up with a list of equipment standards to establish minimum performance requirements for CRBNE equipment utilized by first responders in acts of terrorism (Strategic Plan for

Developing..). The National Institute of Standards and Technology (NIST), the National Fire Protection Association (NFPA), and the National Institute of Occupational Safety and Health (NIOSH) are collaborating to develop these extensive standards. These organizations are working with the United States Department of Homeland Security (DHS). The NFPA has created five standards “that establish minimum performance requirements for components and ensembles of personal protective equipment for emergency personnel” (“NIST Plays key Role). NIOSH has worked to create “three main categories of respiratory protection equipment” standards. (“NIST Plays key Role). These standards although are in the United States are still valuable to us and the UK will implement similar standards if not higher requirements.

The standards are nicely set out with minimum requirements for such mechanical properties as tensile strength, elongation, tear resistance, abrasion resistance, and most importantly the permeability of specific chemicals through the fabric structure. It would seem easy to just cover them in a plastic coated metal suit, but this is not the best viable option. These type of requirements mean that it is necessary to research new types of fibers that can be utilized.

Many of the fibers that are currently utilized are heavy and cumbersome to the first responders. Another key issue that we hope to overcome is the excessive use of layers. To guarantee that certain chemicals do not permeate through, many companies are choosing to use as many layers as possible with certain components connecting them whether it be zippers, snaps, or simply sewing them together.

Zippers are viewed to be one of the biggest problem areas that contamination can seep. Many of the current options on the market now are mostly simply to add flaps on

the exterior and the interior of the zipper. This does not completely fix the possibility of chemicals permeating inward, so we are working toward creating a zipper that provides more coverage by utilizing different plastics and fibers creating a composite material with more desired properties.

We are working toward developing a material that is lightweight, but still capable of guarding against possible contamination. We have come quite close and are currently testing several feasible options. One thing that we find to be useful is having two layers with a nonwoven material between that absorbs and stops the contamination from saturating through the layer closest to the person. We find all these innovations are necessary to ensure that the first responders are comfortable and mobile, but most importantly safe.

This type of gear is not inexpensive, making it difficult for many first responders to receive such gear that meets the requirements. In the United States, “to receive such DHS grants equipment grants, state and local governments will be required to purchase equipment items that comply with the department’s newly adapted standards” (“NIST Plays key Role). This is something that the UK must also do in order for manufacturing companies to conform to the standards or else governments will not purchase their equipment. This is something that our company does not seem as an ethically duty, but as the proper way to do business and to lessen possible risky situations in the future.

This is a cost that the government needs to share with the researching and developing firms and manufacturers by giving them grants to better facilitate the creation of such gear in a timely manner before another attack happens in London. If this attack were to happen it is best to know that our first responders will have the best equipment

and gear to properly assist whether the attack is biological, chemical, radiological, nuclear, or explosive.

As the CEO of a textile company that has unique technologies in creating materials and garments for first responders, we believe that we have the ability to help contain a terrorist attack. But more importantly we see our business has a way to increase the survival rate of courageous individuals that are willing to put their lives in danger to save people. Several responses have already been made, but hopefully the progress will continue forward as the threat of terrorism becomes more and more prevalent in the world today.

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