

3.3.9 Wireless Internet

Wireless Internet can be accessed in guest rooms, the lobby and lower conference room meeting areas. Extreme care will need to be taken when using the Internet to communicate between Barbados and Canada. The RBPF do have the capability to monitor Internet transmissions.

Recommendation

- Wireless Internet protocols will need to be developed prior to deployment to Barbados.

3.3.10 Laptop Computer Security

The security of laptop computers is a major consideration. Laptops should contain passwords and these should be changed prior to deploying to Barbados. All non-relevant information should be removed from personal laptop computers in the event that they are stolen. Legal team members should not exchange passwords. Multiple access to the same computer and multiple users logging on to the same computer is not conducive to maintaining effective computer security.

There is a significant amount of laptop computer activity in the public areas of the hotel. The transmission of sensitive information via the Internet should be kept to a minimum and encrypted, if possible. The compromise of computer traffic over the hotel's wireless Internet would not be difficult to achieve, given the existing capability and technology of the RBPF. Laptop computers should be fitted with internal tracking devices and have the capability of being secured in the hotel room.

The importance of laptop security cannot be overstated. The removal of the hard drive when not in use could also be a consideration.

Recommendations

- Laptop computer security protocols should be developed and enforced;
- Consider the use of tracking software on all laptop computers taken to Barbados;
- Strict guidelines as to what will be transmitted from Barbados via the Internet should be developed prior to deployment;
- Legal team laptops should have multiple firewall and encryption programs installed prior to deployment.

3.3.11 Personal Duress Alarms

The legal team could carry personal duress alarms, which would alarm on the security team leader's pager.

Recommendation

- Issue personal duress buttons to all legal team members.

3.3.12 Security Awareness

The most effective tool to reduce security and liability exposure is a viable security awareness program.

The associated costs of a well-managed security awareness program are minimal when compared to the potential for loss of life, physical injury, kidnapping and destruction or compromise of assets.

Recommendation

- Develop and deliver a security awareness program to the legal team, with information applicable to Barbados and identified threats prior to deployment.

3.3.13 Medical Emergencies

The legal team's security will be the first responders to the scene should an accident, incident or injury occurs. Depending on the emergency, it may be necessary to evacuate to a local hospital. There are two major hospitals in relatively close proximity to the Hilton Barbados, with the largest being the Queen Elizabeth Hospital. (436-6450).

Recommendations

- Selected security team members will have advanced first aid training, including CPR
- Calls for emergency medical assistance must be directed to Barbados EMS

3.3.14 Legal Team Evacuation

In the event of an evacuation where the fire alarm has been activated, the legal team will be required to evacuate the hotel via the stairwells and exit the building. Once outside, they will be directed to their respective muster areas. The hotel fire alarm is a two-stage system, which permits zoned or controlled evacuation. When the alarm is activated, electric or magnetic locked doors unlock and remain insecure until reset.

During the evacuation, access to the legal team's rooms will be possible through all entrance doors and open fire exit dump doors around the hotel. As a result, legal team members will be required to evacuate with their documentation and laptop computers. The security team will be unable to provide security or monitor rooms in an emergency. In the event that a false alarm is initiated, the legal team's rooms, laptops and documentation will be extremely vulnerable to penetration and theft by hostile agents.

Recommendations

- Ensure that all documentation can be removed immediately in the event of an evacuation - real or otherwise;
- Assign specific roles to legal team members for an evacuation and exercise the plan.

3.3.15 Safe Room

In the event of a serious security incident, the legal team will be evacuated to a safe location. The open configuration of the hotel limits the accessibility to a safe area, if the legal team have left their rooms. Discussions with the hotel's General Manager will be required to determine appropriate and available areas. The Canadian High Commission is also an option, although it is a fifteen-minute drive from the Hilton Barbados.

Recommendation

- Find a suitable location to be used in the event of an evacuation or security event.

3.3.16 Use of Firearms

It is against Barbados law for civilians to carry a firearm. Only specialized police forces, military or authorized private security companies are permitted access, by law, to firearms.

Barbados is rife with illegal firearms, used primarily by drug dealers and local gangs. The ability of unarmed security to protect the legal team in the event of an assault involving weapons will be limited and ensuring their safety will be difficult.

Recommendation

- Legal team conduct examinations for discovery in Canada, where they can be afforded a superior level of protection from identified threats and vulnerabilities that currently exist in Barbados.

3.3.17 Work Permits

It is expected that the security team, (and possibly the legal team) will require permits to work in Barbados.

Recommendation

- Immediately apply for work permits for both the legal and security teams.

3.3.18 Barbados Related Blog Sites

There are a number of Internet related blog sites that report on political and human-interest stories in Barbados. One of the more well known is the Barbados Free Press, that appears to have well-placed informants in government and a number of its agencies. While a significant amount of information reported via this Internet site cannot be verified, it does appear to focus on factual events that have some substance. The "Barbados Underground," another site, references illegal police activity involving a female who was in arrears with her rent. The house, owned by the Attorney General, was allegedly searched on the issue of a blank search warrant executed by the police. In the course of events, the female was reportedly strip searched and physically abused.

Both sides of the political divide in Barbados accuse each other of providing information to this blog site, which is widely accessed throughout the Caribbean and Barbados. For more information on the Barbados Free Press, please refer to some relevant blog articles in Appendix D.

Recommendation

- The Barbados Free Press blog site should be monitored regularly during the legal action for local issues that could provide information or assist with the gathering of relevant and up-to-date, in-country intelligence.

3.3.19 Media Issues

The profile of the defendants in this legal action will undoubtedly attract media interest and the legal team should plan for this eventuality. A media spokesperson from the legal team should be nominated prior to the start of legal proceedings and a media plan developed to react to and manage local and international media.

Recommendations

- Develop a media plan and assign a media spokesperson.
- The assigned media spokesperson should be trained in media relations prior to deployment.

3.4 Strategic Security Planning

A strategic risk assessment was completed in October, 2007 for the purpose of comprehensive security planning in consideration of the legal team's deployment to Barbados.

A strategic assessment is required to analyze the legal team's exposure to security related incidents and clearly define command and control infrastructure, communications systems, activities and areas of responsibility for the security team if it is faced with a security incident. The security team will need to be briefed and prepared to prevent, respond, manage and quickly recover from any type of security event.

3.4.1 Protection Philosophy

The results of the TRVA make it apparent that the best way to protect the legal team from potential hostile agent activity is to conduct the examination for discovery in Canada where the majority of identified risks and vulnerabilities can be more strictly controlled in a safer environment.

If potential hostile agents gain access to the legal team, there will be little time for responding security or local law enforcement to deal with the threat. It will be the responsibility of the security team to ensure that the threat can be delayed until the legal team can be evacuated or responding law enforcement agencies arrive. At this time, it is not known if the legal team can fully rely on local law enforcement agencies.

The application of the traditional approach to security by considering the concentric rings of security defences is equally applicable in this scenario as it would be in any traditional security application. This concept of defence in depth requires cooperation between the legal team and the security team and, under usual circumstances, responding law enforcement and other emergency agencies. As previously stated, this cannot be guaranteed in Barbados.

3.4.2 Security Planning

It is believed that the RBPF may not be in a position to maintain an adequate level of security for the legal team. In the absence of their support, it could be left to the security team to prevent, detect and respond to adverse events including, but not limited to, unlawful acts, threats and/or apparent threats against the legal team. Given the profile and positions within the government held by the defendants, it is prudent to consider that support from the local police force or government agencies may be slower, cosmetic in appearance only or simply non-existent. Fluid security situations cannot be dealt with by adopting an ad-hoc attitude. If a member of the legal team is threatened, kidnapped or assaulted without the presence of a trained security team, and in the absence of a reliable police support, the impact would be significant to both the legal team and the overall legal process.

The RBPF responsibilities are clear. They should (when requested) respond to security related incidents that occur within their jurisdiction. It is the opinion of the consultant that the Barbados

police have minimal experience and training in managing close protection needs. Any elevated hostile agent scenarios will need to be addressed directly by a trained security team. For an effective security program to succeed, the responsibility for developing and administering a preventive security plan should be delegated to the legal team's security team leader. The team leader is responsible for all the security elements of the protection program and serves as the legal team's security advisor. Additionally, he will be responsible for determining the appropriate placement of all security manpower resources.

3.4.3 Security Planning Criteria

- Unimpeded access to legal team as they relate to personal security;
- Legal team security concerns and issues are dealt with immediately;
- The legal team exhibit clear support of the security protection program and subsequent security plan;
- Sufficient security resources to accomplish mission;
- Exclusive ownership of the legal team security program and plan;
- Access to trained security specialists in the event of elevated risk against the legal team;
- The legal team will fully comply with security directions;
- The security team will at all times act within the current laws of Barbados.

3.4.4 Security Team

If the legal team is to be effectively protected and secured, a trained security team is required.

Recommendation

- Consider retaining the services of a trained security team to assist in the protection of the legal team 24/7. This would enable a viable response to security related incidents.

3.4.5 Local Security Companies

The capabilities of local security companies were reviewed to establish whether, as an additional option, they could be retained to provide security for the legal team. The following companies have the ability to provide armed security:

- Battalion Security
- Group 4 Securitas
- Amalgamated Security Services
- Guardsman

Most of the companies reviewed were either owned or managed by ex RBPF or BDF personnel. The security and firearms training received by their officers is considered basic and none of the companies had personnel trained in the use of firearms in a close protection environment.

As the level of training, comparatively speaking, is poor, local security personnel could not be relied upon for effective response and could present potential danger to the legal team in the event of an incident. All security companies are licensed through the Attorney General's Office in consultation with the RBPF. In consideration of these connections, utilizing local security resources is not recommended.

Recommendation

- It is unadvisable to retain the services of a Barbados security company or team.

3.4.6 Local Security Consultant

Consideration could be given to retaining the services of a senior ex-officer in the BDF to act as a consultant prior to and during the legal team's deployment. The RCMP liaison officer suggested that a Barbadian ex-military officer could be located, interviewed initially in Barbados and, if deemed suitable and acceptable, brought to Canada for additional interviews and a polygraph test. If acceptable, he could be retained as an internal consultant for the duration of the discovery process. Should this option be considered, it is essential that comprehensive background checks be completed to determine the individual's motivation and loyalties prior to retaining his services. This option is not without dangers.

Recommendation

- Retain the services of a well respected, ex BDF senior officer to assist with in-country issues and act as liaison between the security team and government agencies, as required.

3.5 Legal Team Options

With a future election pending, any or all of the defendants could find themselves out of power. If the present government falls, as expected, that would render the defendants without the power to influence the system or legal process. The Barbados media coverage of the pending lawsuit has been mixed, with the majority of interest relegated to blog site comments.

The legal team could consider approaching some of the senior defendants with an offer to settle. If rejected, the media could be informed that the lawsuit is proceeding, detailing charges, which could register a considerable impact on the defendants in the run-up to elections. Many Barbadians believe that senior members of the government have been taking kickbacks, largely due to a lack of transparency in the Barbados government for officials to declare their personal assets. Government officials and elected representatives are not prevented by law from having personal business interests.

Option 1 - If the lawsuit proceeds, the legal team could inform DFAIT of its intentions to travel to Barbados to conduct examinations for discovery. DFAIT would inform the Canadian High Commission in Barbados, who would be asked to discuss the matter with the Prime Minister of Barbados. This action may assist in ensuring the security of the legal team while in country, primarily because the Canadian Government has informed the Barbados government at the highest level, requesting the assistance of the Barbados government in ensuring the safety and security of the Canadian legal team.

Option 2 – It is the consultant's opinion, given current circumstances, that the Canadian legal team will incur significant risk traveling to Barbados to conduct examinations for discovery. At present, the legal team is unlikely to garner the cooperation and support of the Barbados government or police force. Threats to the legal team have already been explicitly expressed and documented; inferring that the legal team's travel to Barbados could bring them serious ramifications. The absence of government/police support, combined with an atmosphere of intimidation and fear, would make it difficult, if not impossible, for the legal team to conduct their examinations for discovery effectively. It is the consultant's opinion that the examinations for discovery should be heard in a Canadian court to enable the legal team to work in a safe and secure environment, without fear of being intimidated, assaulted, kidnapped or murdered.

Section 4 CONCLUSION

The audit was undertaken to review existing security measures in Barbados, to assess any identified vulnerabilities and make recommendations regarding the safety and security of the legal team by taking practical, cost-effective steps to mitigate any potential security exposures. Overall, a number of vulnerabilities and exposures were discovered, which cannot be openly realized at this time

This TRVA was conducted covertly, limiting access to sources. The credibility of some of those interviewed could be verified, rendering their interpretation of the existing security environment as relatively accurate, while others opinions may be speculation and cannot be assured.

Several common threads of information were shared by all those interviewed:

- Nepotism is rife in government;
- Corruption is suspected throughout all levels of government;
- If you ignore a problem long enough, it will go away;
- Barbados is a reasonably safe place to live;
- Barbados is a transit route for drugs through the Caribbean and there are a myriad of drug gangs located throughout the island;
- Firearms are in abundance and freely available to individuals who are looking for them.

Barbados is politically ruled by a democratically elected government. These elected individuals maintain power over a significant number of security related agencies and it would appear to be commonly believed/perceived that these positions of power are sometimes abused and that those in charge can literally get away with anything. Some of these individuals are defendants in this lawsuit and others are on the periphery of the decision making process. Although a democratic country, there are local concerns of corruption throughout all levels of government, not just in Barbados, but also throughout the Caribbean.

Most individuals interviewed remain sceptical about the outcome of a lawsuit directed against individuals currently sitting in government and other well-respected business entities. Some revealed that it would be surprising if those charged even bothered to attend discovery proceedings. Apparently, there is no law in Barbados to force defendants to appear for examination for discovery. The involvement of the Canadian government may provide some traction here. Some expressed concern that some of the more high-profile defendants may resort to using unspecified and illegal methods to derail the legal process. With the present criminal activity in Barbados, it would be conceivable to believe that hostile agents could be paid, intimidated or coerced to threaten, intimidate or assault members of the legal team while in Barbados.

A prudent approach in pursuing this action is required to minimize risks and vulnerabilities to the legal team. A trained security team presence is essential if the examination for discovery takes place in Barbados. Addressing the critical and essential recommendations within this report could significantly reduce the level of risk to the legal team. The Canadian government must send a clear, unambiguous message respecting the importance of the legal team's safety and security to allow them to pursue international legal protocols.

A comprehensive identification and appraisal of key security factors, including all possible security and safety exposures to the legal team that could conceivably have an adverse impact on their ability to conduct activities in Barbados has been made.

It is important that the legal team recognize the importance of instituting proactive security measures, to ensure they are prepared for any eventuality. Failure to recognize the potential dangers, or adopting a "deny and repress" syndrome (believing nothing will happen), could significantly increase the possibility of security related incidents. Reactive measures are usually too little, too late.

According to sources, a work visa would be required for GRI personnel to conduct security related work in Barbados. Under the circumstances, it may be difficult for GRI to obtain this necessary documentation and could possibly still face problems entering the country, even if it was in place. Other options could include GRI staff entering Barbados as accredited members of the legal team or as visitors on vacation, with the intention of performing their security functions covertly.

Should media interest in the lawsuit be raised deliberately just prior to the elections, the impact could be significant to the re-election of sitting members of government. Some sources interviewed believe that even if those in question are not re-elected, their prosecution may still be difficult, as there is an active "old boys network" in the Caribbean, whereby newly elected officials endeavour to protect their predecessors. The timing of this examination for discovery will be crucial to its successful outcome.

There are reports of unwritten agreements between the two main political parties in Barbados to protect each other in the event of domestic or international legal actions. What has happened in Barbados with regard to this lawsuit is mirrored right across the Caribbean. It has been extremely difficult for plaintiffs to get legal satisfaction or judgements against governments or businesses within the Caribbean region. This has been well documented over the years and particularly in the lawsuit regarding Mr. Nitin Amersey, a Canadian citizen who bought and sold Barbados cotton. Business disputes occurred between Mr. Amersey and the Barbados government initiating international arbitration. Although he obtained a court order in Barbados to recover his assets, members of the BDF seized his assets. An out-of-court settlement was eventually reached, but not before two members of the RBPF were dispatched to Montreal, (without the knowledge of the Montreal Police), with no other motive than to intimidate Mr. Amersey.

To conclude, the legal team, undoubtedly, have a considerable number of challenges ahead of them. Dealing with international legal proceedings under difficult and frustrating circumstances will be demanding enough, without having to worry about their personal safety and that of their families in Canada. It is the consultant's recommendation that the legal proceedings be carried out in Canada so that the legal team will be provided with a safe and secure working environment and the legal process can better run its course without interference.

Section 5 – REPORT RECOMMENDATIONS

5.1 Introduction

The TRVA has identified a comprehensive list of recommendations to assist the legal team to identify risk events. Each recommendation that has been identified by the consultant has been assigned a risk level of Critical – Essential – Important. Additionally, the risk profiles have been classified by category and area.

Each recommendation has been assigned a priority level.

- Critical (C): Significant liability or risk exists which should be addressed immediately
- Essential (E): Liability or risk exists which should be addressed as soon as possible
- Important (I): Liability or risk exists which should be addressed in the normal course of events

A summary of recommendations is provided below.

5.2 Recommendations By Category

Overall Summary Recommendations	Low/Medium/High
Critical Recommendations	
Essential Recommendations	16
Important Recommendations	9

5.3 All Report Recommendations

3.2.1 Hilton Barbados Hotel

Recommendations

- The Hilton Barbados would provide an excellent location for the legal team to stay and conduct its examinations for discovery.
- The legal team should be located on a lower floor (ideally the second floor) to permit easy evacuation from the hotel in the event of an incident. Their rooms should be blocked together, running consecutively from room 201 to 204 to facilitate access control by the security team, who would occupy rooms 205-209. A fire escape is located opposite room 201, which would facilitate a quick evacuation if required.
- High season runs from November to the end of April and it is anticipated block-booking rooms at this time may prove difficult.

3.2.2 Inn Chambers

Recommendation

- This building is unsuitable for discovery examinations and is not recommended because of its location and lack of escape routes. Although it is in close proximity to the law courts, the area is extremely busy and many of those individuals attending court proceedings would pass in close proximity to its facade. The daily drive to and from the hotel down small, narrow and congested streets, combined with parking and securing of team vehicles, would be difficult. The building provides two possible exits, both leading onto Lucas Street. Protection of the legal team and the ability to effect a rapid evacuation in the event of an incident may be problematic.

3.2.3 Manor Lodge

Recommendation

- This location is unsuitable for examination for discovery proceedings because of its isolated location, the amount of activity in the complex and the travel distances that would be involved on a daily basis.

3.2.5 Renting of a Local Villa

Recommendation

- The renting of a villa to accommodate the legal and security teams is unadvisable. Securing an isolated location can be problematic. Vulnerabilities increase when extended periods of time must be spent driving in heaving traffic.

3.3.1 Access Control

Recommendation

- Ensure that access to the legal team is controlled 24/7.

3.3.3 Accommodation Security

Recommendations

- Visitors to the legal team floor space should be identified prior to entering the area;
- A PPO is deployed 24/7 to monitor hotel rooms

3.3.3 Driving In Barbados

Recommendation

- The legal team should not rent vehicles and should utilize local taxis. if required to travel outside the hotel.

3.3.5 Communications

Recommendations

- Cell phone protocols should be developed and adhered to prior to leaving Canada.
- Local phones utilizing international and domestic phone chips should be used once deployed in Barbados.

3.3.8 Security of Documentation

Recommendations

- Consider depositing sensitive legal documents at the Canadian High Commission;
- Security will secure all sensitive documentation at the end of each day's proceedings.

3.3.9 Confidential Documentation

Recommendations

- All confidential documentation should be retained, kept secure and carried back to Toronto on completion of the trip
- A decision should be made whether all documents will be returned to Canada on completion of the examination for discovery or will be disposed of in Barbados

3.3.8 Electronic Surveillance and Counter Measures

Recommendations

- An Electronic Technical Surveillance Countermeasures program should be considered.
- An Electronic Technical Surveillance Countermeasures technician should be deployed with the security team.

3.3.9 Wireless Internet

Recommendation

- Wireless Internet protocols will need to be developed prior to deployment to Barbados.

3.3.10 Laptop Computer Security

Recommendations

- Laptop computer security protocols should be developed and enforced;
- Consider the use of tracking software on all laptop computers taken to Barbados;
- Strict guidelines as to what will be transmitted from Barbados via the Internet should be developed prior to deployment;
- Legal team laptops should have multiple firewall and encryption programs installed prior to deployment.

3.3.11 Personal Duress Alarms

Recommendation

- Issue personal duress buttons to all legal team members.

3.3.12 Security Awareness

Recommendation

- Develop and deliver to the legal team a security awareness program that identifies threats applicable to Barbados prior to deployment.

3.3.14 Medical Emergencies

Recommendations

- Selected security team members will have advanced first aid training, including CPR.
- Calls for emergency medical assistance must be directed to Barbados EMS.

3.3.14 Legal Team Evacuation

Recommendations

- Ensure that all documentation can be removed immediately in the event of an evacuation.
- Exercise the evacuation plan and define specific roles assigned to legal team members during an evacuation.

3.3.15 Safe Room

Recommendation

- Find a suitable location to be used as a temporary secure area in the event a security incident prompts an evacuation.

3.3.16 Use of Firearms

Recommendation

- Legal team conduct examinations for discovery in Canada where they can be better protected from the majority of identified threats and vulnerabilities that currently exist in Barbados.

3.3.17 Work Permits

Recommendation

- Immediately apply for work permits for both the legal and security teams.

3.3.18 Barbados Related Blog Sites

Recommendation

- The Barbados Free Press blog site should be monitored regularly during the legal action for local issues that could provide information or assist with the gathering of relevant and up-to-date in-country intelligence.

3.3.19 Media Issues

Recommendations

- Develop a media plan and assign a media spokesperson.
- The assigned media spokesperson should be trained on dealing with the media prior to deployment.

3.4.4 Security Team

Recommendation

- Consider retaining the services of a trained security team to assist in the protection of the legal team 24/7. This would enable a viable response to all security incidents.

3.4.5 Local Security Companies

Recommendation

- It is unadvisable to retain the services of a Barbados security company or team.

3.4.6 Local Security Consultant

Recommendation

- Retain the services of a well respected ex BDF senior officer to assist with in-country issues and act as liaison between the security team and government agencies, as required.

5.4 Critical Recommendations

The following is a summary of the critical recommendation actions that should be addressed as a matter of priority.

- 3.2.1 The Hilton Barbados would be an excellent location for the legal team to stay and conduct its examinations for discovery.
- 3.2.2 The Inn Chambers should not be used for discovery examinations
- 3.2.3 The Manor Lodge is totally unsuitable for examination for discovery proceedings
- 3.2.6 The Renting of a local villa is unadvisable
- 3.3.10 Strict guidelines as to what will be transmitted from Barbados via the Internet should be developed prior to deployment
- 3.3.14 Ensure that all documentation can be removed immediately in the event of an evacuation
- 3.3.16 Legal team should conduct examinations for discovery in Canada
- 3.3.17 Immediately apply for work permits for both the legal and security teams.
- 3.4.4 Consider retaining the services of a trained security team

5.5 Essential Recommendations

The level of security required to defend against an increase in the threat level can be accomplished through the application of a medium-level security program. In addition to the critical actions, the following should be undertaken as part of the overall upgrade program:

- 3.2.1 The legal team should be located on a lower floor in the hotel
- 3.3.1 Ensure that access to the legal team is controlled 24/7
- 3.3.2 Visitors to the legal teams floor space should be identified prior to entering the area
- 3.3.3 The legal team should not rent vehicles and should utilized local taxis, if required to travel outside the hotel
- 3.3.6 Security will secure all sensitive documentation at the end of each day's proceedings
- 3.3.7 All confidential documentation should be retained, kept secure and returned to Toronto
- 3.3.8 An Electronic Technical Surveillance Countermeasures program should be considered
- 3.3.8 An Electronic Technical Surveillance Countermeasures technician should be deployed with the security team
- 3.3.10 Legal team laptops should have multiple firewall and encryption programs installed prior to deployment

- 3.3.12 Develop and deliver a legal team security awareness program
- 3.3.13 Selected security team members will have advanced first aid
- 3.3.13 Calls for emergency medical assistance must go directly to Barbados EMS
- 3.3.15 Find a suitable location to be used in the event of an evacuation or security event
- 3.3.19 Develop a media plan and assign a media spokesperson
- 3.3.19 The assigned media spokesperson should be trained in media relations
- 3.4.5 It is inadvisable to retain the services of a Barbados security company or team

5.6 Important Recommendations

The following is a summary of important recommendation actions that should be addressed as a matter of course and time.

- 3.3.5 Cell phone protocols should be developed and adhered to prior to leaving Canada
- 3.3.6 Consider depositing sensitive legal documents at the Canadian High Commission
- 3.3.9 Wireless Internet protocols will need to be developed prior to deployment to Barbados
- 3.3.10 Laptop computer security protocols should be developed and enforced
- 3.3.10 Consider the use of tracking software on all laptop computers taken to Barbados
- 3.3.11 Issue personal duress buttons to all legal team members
- 3.3.14 Exercise the evacuation plan and exercise specific roles
- 3.3.18 The Barbados Free Press blog site should be monitored regularly
- 3.4.6 Retain the services of a well respected ex BDF senior officer to assist with in-country issues

APPENDICES

Appendix A – Meetings and Contact Numbers

Meetings

Douglas Holland - Counsellor (Political and Economic Relations and Public Affairs) For
 Barbados and the Eastern Caribbean
 Charlotte Blumenshein - Political and Public Affairs Officer,
 Jeff Johnson – RCMP Liaison Officer
 Donald Dupasquier – RCMP International Training Services
 David R. Thomas – Bayshore Bank & Trust Barbados Corporation

Contact Numbers

Charlotte Blumenshein - (246) 429-3550 - Ext 3206
 Douglas Holland - (246) 429-3550 - Ext 3250
 Jeff Johnson - (876) 511-3460
 Donald Dupasquier - (613) 990-3703
 David R. Thomas - (246) 430-8650 – Ext 635

Appendix B - Security Team Options

As a result of the TRVA there are a number of protective options available for future consideration:

Option One – The legal team deploy to the Barbados to complete their examinations for discovery and rely on the RBPS to provide for their security.

Option Two - The legal team deploy to the Barbados to complete their examinations for discovery with a security advisor to monitor activity and provide security advice.

Option Three - The legal team deploy to the Barbados to complete their examinations for discovery with a limited Canadian based security team.

Option Four - The legal team deploy to the Barbados to complete their examinations for discovery with a full Canadian based security team.

The final cost of the security team program will be dependent on the option the legal team decide.

Appendix C – Security Team Financial Costs

All costs below are based on deployment of security resources for a minimum of 15 business days and a maximum of 25 business days.

Option One – No cost.

Option Two

Security Advisor Costs

Daily Costs \$1,800.00 per day – 15 days - \$27,000.00 - 25 days - \$45,000.00	
Travel days x 2 @ \$1,800.00 per day	\$ 3,600.00
Hotel costs - \$1,200.00 per day x 15 days - \$18,000.00 - 25 days - \$30,000.00	
Food costs - \$250.00 per day x 15 days - \$3,750.00 - 25 days - \$ 6,250.00	
Flight costs - \$2,500.00	

Total Costs – 15 days = \$51,250.00 – 25 days = \$83,750.00

Option Three

Security Advisor Costs

Daily Costs \$1,800.00 per day – 15 days - \$27,000.00 - 25 days - \$45,000.00	
Travel days x 2 @ \$1,800.00 per day	\$ 3,600.00
Hotel costs - \$1,200.00 per day x 15 days - \$18,000.00 - 25 days - \$30,000.00	
Food costs - \$250.00 per day x 15 days - \$3,750.00 - 25 days - \$ 6,250.00	
Flight costs - \$2,500.00	

Total Costs – 15 days = \$51,250.00 – 25 days = \$83,750.00

Team Leader Costs x 1

Daily Costs \$1,600.00 per day – 15 days - \$24,000.00 - 25 days - \$40,000.00	
Travel days x 2 @ \$1,600.00 per day	\$ 3,200.00
Hotel costs - \$1,200.00 per day x 15 days - \$18,000.00 -25 days - \$30,000.00	
Food costs - \$250.00 per day x 15 days - \$3,750.00 - 25 days - \$ 6,250.00	
Flight costs - \$2,500.00	

Total Costs – 15 days = \$48,250.00 – 25 days = \$78,750.00

Personal Protection Officer Costs x 4 Security Operatives

Daily Costs \$1,200.00 per day – 15 days - \$18,000.00 - 25 days - \$30,000.00
 Travel days x 2 @ \$1,200.00 per day x 4 operatives \$ 9,600.00
 Hotel costs - \$1,200.00 per day x 15 days - \$18,000.00 - 25 days - \$30,000.00
 Food costs - \$250.00 per day x 15 days - \$ 3,750.00 - 25 days - \$ 6,250.00
 Flight costs - \$2,500.00

Total Costs – 15 days = \$169,000.00 – 25 days = \$275,000.00

Option Four

Security Advisor Costs

Daily Costs \$1,800.00 per day – 15 days - \$27,000.00 25 days - \$45,000.00
 Travel days x 2 @ \$1,800.00 per day \$ 3,600.00
 Hotel costs - \$1,200.00 per day x 15 days - \$18,000.00 25 days - \$30,000.00
 Food costs - \$250.00 per day x 15 days - \$3,750.00 25 days - \$ 6,250.00
 Flight costs - \$2,500.00

Total Costs – 15 days = \$51,250.00 – 25 days = \$83,750.00

Team Leader Costs

Daily Costs \$1,600.00 per day – 15 days - \$24,000.00 25 days - \$40,000.00
 Travel days x 2 @ \$1,600.00 per day \$ 3,200.00
 Hotel costs - \$1,200.00 per day x 15 days - \$18,000.00 25 days - \$30,000.00
 Food costs - \$250.00 per day x 15 days - \$3,750.00 25 days - \$ 6,250.00
 Flight costs - \$2,500.00

Total Costs – 15 days = \$48,250.00 – 25 days = \$78,750.00

Personal Protection Officer Costs x 8 Security Operatives

Daily Costs \$1,200.00 per day – 15 days - \$18,000.00 25 days - \$30,000.00
 Travel days x 2 @ \$1,200.00 per day x 8 operatives \$19,200.00
 Hotel costs - \$1,200.00 per day x 15 days - \$18,000.00 25 days - \$30,000.00
 Food costs - \$250.00 per day x 15 days - \$3,750.00 25 days - \$6,250.00
 Flight costs - \$2,500.00

Total Costs – 15 days = \$338,000.00 – 25 days = \$550,000.00

Breakdown of Costs

All figures in US \$ - based on a 12 hour day

Position	Option Two	Option Three	Option Four	TSCM Technician
Security Advisor				
15 days	\$27,000.00	\$27,000.00	\$27,000.00	\$
25 days	\$45,000.00	\$45,000.00	\$45,000.00	\$
Team Leader				
15 days	-	\$24,000.00	\$24,000.00	-
25 days	-	\$40,000.00	\$40,000.00	-
Security Team Operative x 4				
15 days	-	\$169,000.00	-	-
25 days	-	\$275,000.00	-	-
Security Team Operative x 8				
15 days	-	-	\$338,000.00	-
25 days	-	-	\$550,000.00	-
Total Manpower Costs 15 days	\$27,000.00	\$220,000.00	\$389,000.00	-
Total Manpower Costs 25 days	\$45,000.00	\$360,000.00	\$635,000.00	-
Travel Costs	\$3,600.00	\$ 11,600.00	\$ 16,400.00	\$?
Hotel Costs				
15 days	\$18,000.00	\$108,000.00	\$144,000.00	\$18,000.00
25 days	\$30,000.00	\$180,000.00	\$240,000.00	\$30,000.00
Flight Costs	\$2,500.00	\$ 15,000.00	\$ 25,000.00	\$ 2,500.00
Food Costs				
15 days	\$3,750.00	\$ 22,500.00	\$ 37,500.00	\$ 3,750.00
25 days	\$6,250.00	\$ 37,500.00	\$ 62,500.00	\$ 6,250.00
Cell Phones	\$100.00 month			
Rental Vehicles	\$250.00 week			
Gas	\$150.00 week			
Duress Buttons	\$100.00 x 5			
Incidentals	\$400.00 week			