

INTEGRATED ILLEGAL GAMING ENFORCEMENT TEAM (IIGET)

Business Case for the formation of

**A PROVINCIAL CASINO
ENFORCEMENT / INTELLIGENCE UNIT**

**Submitted by: S/Sgt Fred Pinnock
NCO i/c IIGET
“E” Division**

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EXECUTIVE SUMMARY

With the arrival and increased popularity of large casinos within British Columbia over the past few years, law enforcement must adapt to the changes created by this business phenomenon. With annual revenues increasing dramatically, this industry has attracted the predicted unsavoury elements. As with other provinces and states which host casinos and racetracks, organized criminal activity is very much part of the fabric at these venues. The increased profile of this criminal activity has attracted considerable media attention of late, causing law enforcement and government to examine what needs to be done to address this trend.

The RCMP Integrated Illegal Gaming Enforcement Team (IIGET) has examined law enforcement approaches to casino and horse racing locations taken by a number of police agencies throughout North America. A number of these agencies have much more experience in the policing of these environments, and it would appear that a variation of the approach taken by the OPP is the most practical solution.

Three resourcing packages have been identified within this document, for the review of the Deputy Criminal Operations Officer (Contract). It is recommended that one of these identified options will be accepted as a model for implementation in the near future, with a view to deployment in 2008.

The attached funding models are based upon current salary levels.

IIGET is currently mandated to investigate illegal gaming activity only. The criminal element operates and moves freely between illegal and legal gaming venues. It is critical that an enforcement / intelligence unit is created in response to criminal activity which occurs in and around legal gaming venues throughout British Columbia. It is recommended that the mandate of IIGET be broadened to include a targeting presence for legal gaming venues as well. IIGET is well positioned to assume responsibility for this initiative upon renewal of the MOU on 08APR01.

1. THE ISSUE.

A significant enforcement gap in our policing operations has been identified, resulting from the absence of an operational targeting / intelligence unit focusing upon legal gaming venues throughout British Columbia.

2. HISTORY OF THIS ISSUE.

Legal gaming venues within British Columbia exist primarily in the form of licenced casinos and horse racing tracks. There is a significant organized crime presence already firmly entrenched within several of these venues. This is manifested in many forms, specifically loansharking, money laundering, counterfeiting, drug trafficking, institutional corruption and frequent acts of violence and intimidation. A major part of the problem lies in the fact that there is little, if any, enforcement effort being initiated by the police at these locations. Police agencies of jurisdiction do respond to calls for service at these locations. These agencies do not, however, operate at resource and training levels which are sufficient to target the criminal element which thrives in these environments.

BC Lottery Corporation operates all legal gaming venues on behalf of the provincial government. There are two main contractors which operate these facilities, *Great Canadian Casinos Ltd* and *Gateway Casinos Ltd*. These companies employ their own on-site security and surveillance departments. The provincial *Gaming Control Act* requires that these casino and racetrack operators report all verifiable or suspected criminal activity to a provincial government enforcement body, Gaming Policy Enforcement Branch (GPEB). GPEB is mandated under a directive from the Solicitor General to act in an enforcement role within casinos and racetracks. There are in excess of twenty GPEB investigators positioned throughout the province. While a few of these investigators will continue to be mandated to look after these legal venues, the majority must respond to other investigative priorities such as the recent lottery retailer scandal. These retired police officers do not possess traditional policing authority. Upon receiving a paper report from a casino employee, the GPEB member reviews the document, disseminates where appropriate, and files it in his office. Typically, when a complaint is received by the police in relation to a serious incident originating in a casino or racetrack, a major crime investigator from the police agency of jurisdiction meets with the GPEB investigator to examine any relevant materials which may be archived in the GPEB office. There is no electronic retention of this information, and no tactical or strategic analysis is conducted due to limited resources. The enforcement resulting from this existing protocol has been quite limited.

The Integrated Illegal Gaming Enforcement Team (IIGET) was officially formed in 2003 to address illegal gaming activity in the province of British Columbia. The RCMP and GPEB are partner agencies within this model. No provision is made within the existing MOU for actual

enforcement or targeting within legal venues, other than the police agencies of jurisdiction responding to calls for service. The current IIGET MOU expires on 08MAR31.

This existing reality does not meet the expectations or the needs of our citizens.

3. DESCRIPTION OF CURRENT POLICING RESPONSE

The experience of other North American jurisdictions is relied upon when concluding that casinos and racetracks attract the criminal element - both organized and otherwise.

There are currently twenty-four licenced casinos (including community gaming centres) and two licenced racetracks throughout the province of British Columbia. While GPEB investigators are mandated to monitor low level criminal activity within these environments, no proactive law enforcement presence exists. The lone exception to this will be Richmond Detachment, which has recently had funding for two positions approved by their municipal government. Two additional positions from within the detachment will be reassigned with a view to the formation of an investigative unit consisting of four police officers. This unit will investigate both illegal gaming activity and criminal activity stemming from legal gaming venues within the City of Richmond. The targeting capability of this unit will be extremely limited, unless it is aligned with a provincial targeting unit as identified within this proposal..

Generally, however, Police agencies of jurisdiction respond to calls for service when they are received. The bulk of the criminal activity occurring in casinos and racetracks goes unreported, simply due to the nature of these activities. As a result of this, current statistical analyses are unreliable. The police of jurisdiction are made aware of activities such as kidnapping, extortion, counterfeiting and various forms of violent crime when a complaint is received. Anecdotal accounts from Administrative Crown Counsel(s) in the Vancouver and Fraser Regions identify an increase in robberies as a result of casino patrons being followed home from these venues. There is currently no police targeting presence focused upon these venues within British Columbia. The absence of a proactive enforcement / intelligence unit to be responsible for this category of criminal activity throughout the province represents a disturbing gap in our delivery of police services.

IIGET does not currently possess the mandate to target criminal activity within legal gaming venues. It would seem appropriate to broaden the mandate to permit this to happen or, alternatively, to create a casino / racetrack unit to report to NCO i/c IIGET under OIC Major Crime Section (outside of the IIGET structure). As the majority of targets operate freely between legal and illegal gaming environments, it would be unwise to create an artificial firewall between separate units. For optimal effectiveness, constant communication must be fostered under one central command. IIGET with a broadened mandate is the recommended vehicle to ensure that this occurs.

4. PROJECTED OUTCOME IF CURRENT SITUATION CONTINUES

If this enforcement / intelligence gap in legal gaming venues continues to exist, the cycle of organized criminal activity will continue to escalate. A number of human sources and industry insiders have come forward, identifying that institutional corruption has penetrated these environments, and that some security and surveillance employees have been corrupted so as to turn a blind eye at strategic times. Notwithstanding their considerable efforts, it is a certainty that the GPEB presence is not an adequate law enforcement response to these pressures. In the absence of a properly resourced enforcement / intelligence body focusing upon this industry, the criminal element will continue to acquire a stronger foothold, making these environments less safe for law abiding citizens and honest employees. This said, it is intended to have the proposed unit work closely with police agencies of jurisdiction, GPEB, BCLC and security personnel at these locations, to ensure that appropriate communication between departments is maintained.

Media scrutiny of this issue has intensified as of late, focusing upon a recent homicide in Richmond, B.C. It has been widely reported that not one loansharking (*Criminal Interest Rate* - Section 347 C.C.C.) charge has been laid in response to the obvious increase in this criminal activity created specifically by the arrival of casinos in British Columbia. Casino operators, obviously driven by the bottom line, have expressed displeasure with this recent wave of publicity, citing a reduction in Asian customers at the River Rock Casino in Richmond that has resulted from this unfavourable news coverage.

It is reasonable to assume that, upon completion of the RAV Line to Richmond's River Rock Casino Station in 2009, the volume and intensity of criminal activity will escalate dramatically at that location. This anticipated increase has resulted in Translink committing to build a substantial policing facility to house its officers adjacent to the casino. It will be necessary for a portion of that facility to be dedicated to office space for this proposed unit, along with GPEB personnel assigned to this location..

Discussions have been held before the IIGET Consultative Board pertaining to this gap in policing services. There is a consensus that the pressures are almost exclusively based out of the Lower Mainland at this time. Accepting this current perception as accurate, it is recommended that this proposed unit be based completely out of Burnaby, to be housed in the same building where IIGET is currently located. As with the current IIGET office space, workstations for a number of GPEB investigators will also be provided. As with IIGET, this proposed unit will be extremely mobile, and able to deploy anywhere in the province without difficulty. There are numerous casinos and one racetrack outside the Lower Mainland. The possibility exists that a need will be identified for permanent positions in all Districts within British Columbia in future, however, this does not reflect the current reality.

As identified above, OIC Richmond Detachment has succeeded in the formation of a unit mandated to address gaming related pressures within his jurisdiction. It is not realistic, however, to expect this detachment unit to operate at a strategic and tactical level which is necessary to disrupt the organized criminal activity which occurs at River Rock Casino. The unit proposed within this submission will work closely with, and in support of this Richmond Detachment unit.

5. INTEGRATED MODEL - INCORPORATION OF MUNICIPAL COMPONENT

Three major casinos (Edgewater in Vancouver, Queensborough in New Westminster and GCC in Greater Victoria) and one major horse racing facility (Hastings Park in Vancouver) are located in municipal policing jurisdictions. If a targeting / intelligence unit mandated to focus upon legal gaming environments is supported by the Solicitor General, it would seem appropriate to including a municipal component when developing such a unit.

A minimum of two municipal police officers at the constable rank, directly integrated into the fabric of this proposed unit, will be necessary to achieve this. This will ensure that these legal gaming venues referred to above are given the appropriate amount of attention by this proposed unit. A municipal policing presence will also ensure greater effectiveness in accessing a myriad of municipal resources when required.

It is proposed that these two positions be staffed by way of secondments, with the contributing municipalities to be reimbursed by the provincial government..

6. FUNDING OPTIONS TO ADDRESS GAP IN SERVICE DELIVERY

- a) Consult with IIGET Consultative Board to identify funding alternatives.
- b) Approach Police Services Division directly for increased funding.
- c) Through a prior agreement between the provincial government and the municipalities hosting casinos and racetracks throughout the province, a percentage of revenues generated at these legal gaming venues is redistributed back to the municipal governments where these venues are situated. \$65,013,695 was returned to the municipalities from legal gaming revenues in 2005. \$76,112,473 was returned in 2006. If the same 17% increase were to occur in 2007, it is reasonable to expect that over 87 million dollars will be returned next year. These redistributed funds had been intended in part to address increased policing pressures created in municipalities which host casinos and racetracks. Very little of this funding has been utilized for the purpose for which it was intended. The most costly option identified within this business case is 6.5% of the amount projected to be returned to the municipal governments from profits accrued in 2007.
- d) Status Quo - not an option

The most practical option to consider is (c) to request that the provincial government approach the municipalities which receive this funding for a small percentage of the redistributed money to fund the creation of a proactive policing unit to address the organized criminal activity within casinos and racetracks. It is appropriate to communicate with the IIGET Consultative Board and Police Services Division as part of this process. A variety of resourcing models have been examined. As with other proposals which endorse an integrated policing response, this unit must not be staffed exclusively by RCMP personnel. An integrated unit consisting of both municipal and RCMP officers will be the optimal arrangement.

Six principles are paramount.

i) As recently articulated by the Commanding Officer, "E" Division, one of the most common mistakes in Major Case Management is to approach large operational policing initiatives with inadequate resources, including admin support.. This will invariably be reflected in the outcome.

ii) An intelligence probe team must form a significant component of such a unit. With the sophistication and complexity of many of the criminal organizations to be targeted, a well supervised and managed intelligence component is mandatory if we are to be effective. This intelligence component must be imbedded within this unit with strong analytical support..

iii) An imbedded Offence Related Property component. Notwithstanding an infusion of new provincial positions expected for IPOC, an effective interdiction of casino / racetrack targets will require an ORP dimension for each file investigated. Rather than plead for resources from IPOC on a file by file basis, permanent, on site ORP resources are crucial to a successful initiative. This ORP component would, in all likelihood, be cost neutral as a result of forfeitures to the provincial government.

iv) One imbedded ITCU position. (See attached Business Case provided by NCO i/c ITCU). The broad range of investigative services offered by ITCU is necessary to properly target the sophisticated criminal element which will be encountered in these environments.

v) Adequate supervisory positions for these high risk duties, within both the enforcement and intelligence components, with proper attention paid to officer safety at all times.

vi) A failure to adhere to direction from the Solicitor General to integrate the delivery of policing services wherever possible is ill-advised. There are no municipal police departments within the province of British Columbia which have units dedicated to legal gaming environments. Given the number of target locations within municipal jurisdictions throughout the province, it is appropriate to incorporate a municipal police component within this model.

The model employed by the Ontario Provincial Police is recognized as the national Best Practice in dealing with both illegal gaming investigations and the policing of legal gaming venues. This model was developed after exhaustive research and analysis of other North American jurisdictions where legal gaming venues have operated for decades, most specifically Las Vegas and Atlantic City.

The OPP has created full detachments within each commercial and charitable casino in Ontario. Racetracks are similarly resourced. Each has an off-site intelligence unit. They also utilize a centralized registration arm, responsible for the background checks and licencing of all industry employees. They research all companies who conduct business with the casinos and racetracks, to minimize the likelihood of organized crime becoming associated. Financial investigations and interviews are conducted in each case. Finally, each municipality which hosts a casino has an outside unit resourced by the police agency of jurisdiction, responsible for patrolling the exterior for a 4-5 block radius. This serves to reduce the incidence of street crimes associated to these

locations, and to provide the message to residents and patrons that they can feel safe. To apply this model to British Columbia makes considerable long term sense, however, this approach would cost between \$20-\$25 million to implement. It is strongly recommended that this model be adopted in the longer term, however, examples of more immediate options are set out below.

These resourcing models are identified as Options A - C, in descending order of cost and scope of service delivery. The applicable spreadsheets are appended to this document.

Option A:

Casino Enforcement Team: Sgt i/c, with a total of 12 RMs (4 Cpls / 7 Csts for the Division (incl 1 ITCU RM). One working level Disclosure Analyst. One Information Analyst.

Casino Intel Probe Team: Sgt i/c, with a total of 12 RMs (4 Cpls / 7 Csts for the Division. (+ 1 CM Analyst).

Horse Racing Team: Cpl i/c with 1 Cst. 1 Cpl for Intel

ORP: Cpl i/c with 2 Csts

Admin NCO (Sgt) and Clerical Support (Four CR 04s)

Total Cost (including Direct, Indirect and one time Start up): \$5,851,352

Option B:

As Above, minus Horse Racing Unit.

Total Cost (including Direct, Indirect and one time Start Up): \$5,371,010

Option C:

Casino Enforcement Team: Sgt i/c with a total of 12 RMs for the Division (incl 1 ITCU RM)

Casino Intel Probe Team: Sgt i/c, with a total of 8 RMs for the Division. (+ 1 CM Analyst)

ORP: Cpl i/c with 1 Cst

Admin NCO (Sgt) and Clerical Support (Three CR 04s)

Total Cost (including Direct, Indirect and one time Start Up): \$4,505,829

7. IMPLEMENTATION FRAMEWORK

- If this Business Case is supported, seek the concurrence of the Director of Police Services Division to address the gap in policing services which clearly exists.
- Discuss the various approaches to resourcing an enforcement / intelligence unit to meet these challenges. Select one of Options A, B or C.
- Confirm that the appropriate unit to oversee such an initiative is IIGET, notwithstanding the fact that the present IIGET MOU makes no provision for this.
- Present the proposal to the IIGET Consultative Board once a corporate position is taken. Seek the endorsement of the Consultative Board. Consider the matter of the present mandate and examine options for broadening same. Consider a name change which more accurately reflects the scope of service delivery.
- Through PSD, notify membership of BCACP of the proposal. Seek BCACP concurrence. A presentation may be necessary at next meeting.
- Communicate with and secure cooperation of key stakeholders (BCLC, GPEB, casino licencees, and relevant Chiefs of Police) Identify concerns and discuss solutions.
- Ensure proper drafting of Sponsoring Agreement and MOU, with assistance from PSD Analysts and Ops Secretariat.
- Have documents reviewed by Legal Services Unit and Civil Litigation Unit.
- Upon ratification, obtain signatures of the Commanding Officer and officials from the Ministry of Public Safety and Solicitor General.
- Confirm fund transfer.
- Secure office space at 4603 Kingsway, Burnaby, B.C., proximate to the existing IIGET office.
- Secure space for a sub office at the planned Translink police facility adjacent to River Rock Casino.
- Confirm with internal and external clients that this unit has been officially created.
- Make announcement division-wide pertaining to the formation of this unit.
- With assistance from Strategic Communications Unit, prepare media release.
- Liaise with Career Development & Resourcing Services to assist with HR considerations.

8. RECOMMENDATIONS

Option A: \$5,851,352

Most desirable, and most costly. Optimal model if horse racing venues are to be included. Closest to OPP model of any of these proposed approaches.

Option B: \$5,371,010

Appropriate level of policing response, with the exception of addressing horse racing concerns. Adheres to fundamental principles set out within paragraph five.

Option C \$4,505,829 Not Recommended.

Appropriate enforcement response. Weakened resourcing of intelligence unit is problematic, given the rapid growth in this industry and the volume of targets at each venue. Reduced resourcing of ORP unit is also a considerable concern.

Recommendation of Submitting Member:

If horse racing venues are viewed as justifying this level of policing response, select Option "A".

If horse racing venues are not viewed as justifying this level of policing response, select Option "B".

Estimate Cost for Casino/Racetrack Unit of IIGET
For the period from April 1, 2007 to March 31, 2008

	OPTION A	OPTION B	OPTION C
	<u>April 1 to</u> <u>March 31</u>	<u>April 1 to</u> <u>March 31</u>	<u>April 1 to</u> <u>March 31</u>
RM	34	31	26
PS	4	4	3
	38	35	29
Salary - Pay			
- RMs	2,747,988	2,511,911	2,121,602
- PS	175,838	175,838	131,879
Pay Total	2,923,827	2,687,749	2,253,480
Operating			
Other operating (dependant on operational need)	340,000	310,000	260,000
Overtime	748,000	682,000	572,000
O & M Total	1,088,000	992,000	832,000
Capital **	15	14	12
Vehicles			
Vehicles (Grand Am, Chevy Malibu, Buick Allure)	390,000	364,000	312,000
Capital Total	390,000	364,000	312,000
DIRECT COSTS	4,401,827	4,043,749	3,397,480
Indirect Costs			
Members & TCE Pensions	222,672	202,204	168,364
Public Service Pensions	22,033	22,033	16,524
Employers E.I. contributions			
'-- RM	30,571	27,875	23,380
'-- PS	4,677	4,677	3,508
Divisional Administration	561,136	511,636	429,136
Recruit Training	119,029	108,529	91,029
E.R.C./P.C.C.	13,603	12,403	10,403
Block Training	17,004	15,504	13,004
INDIRECT COSTS	990,725	904,860	755,348
DIRECT & INDIRECT COSTS	5,392,552	4,948,610	4,152,829
One time Start Up			
Laptop	102,000	93,000	78,000
Desktop for PS	8,000	8,000	6,000
Lan drop	7,600	7,000	5,800
Telephone	6,800	6,200	5,200
Telephone line	7,600	7,000	5,800
Cell phone	6,800	6,200	5,200
Printer	10,000	8,000	6,000
Workstation (furniture & installation)	190,000	175,000	145,000
Fit up cost for vehicle	120,000	112,000	96,000
ONE TIME START UP COSTS	458,800	422,400	353,000
GRAND TOTAL (Direct, Indirect & One time Start Up)	5,851,352	5,371,010	4,505,829

Integrated Illegal Gaming Enforcement Team
Estimate Cost for Casino/Racetrack Unit of IIGET - Option A
For the period from April 1, 2007 to March 31, 2008

			Starting Date	End Date	Position Number	FTE	06/07 Base Salary (incl raise)	Pay Pro-Rated	Service Pay	Service Pay Pro-Rated	Plain Clothes Allowance	Plain Clothes Allowance Pro-Rated	Sr Cst Allowance	Sr Cst Allowance Pro-Rated	06/07 Salary Forecast	Salary Prorated		
			(a)	(b)		(c) = (b-a)/365	(d)	(e) = (d) * (c)	(f)	(g) = (f) * (c)	(h)	(i) = (h) * (c)	(j)	(k) = (j) * (c)	(l) = (l) + (g) + (i) + (k)	(m) = (l) * (c)		
Casino Enforcement Team 14	Sgt	Adm NGO	04/01/2007	12/31/2007		0.75	86,084	64,858	2,152	1,621	2,042	1,538	-	-	90,278	68,018	OK	
	Sgt	Adm NGO	01/01/2008	03/31/2008		0.25	89,097	21,569	2,227	549	2,042	503	-	-	93,366	23,022	OK	
	Sgt		04/01/2007	12/31/2007		0.75	86,084	64,858	2,152	1,621	2,042	1,538	-	-	90,278	68,018	OK	
	Cpl - 1		01/01/2008	03/31/2008		0.25	89,097	21,569	2,227	549	2,042	503	-	-	93,366	23,022	OK	
	Cpl - 1		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,630	OK	
	Cpl - 1		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK	
	Cpl - 2		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,630	OK	
	Cpl - 2		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK	
	Cpl - 3		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,630	OK	
	Cpl - 3		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK	
	Cpl - 4		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,630	OK	
	Cpl - 4		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK	
	Cst - 1		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 1		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
	Cst - 2		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 2		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
	Cst - 3		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 3		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
	Cst - 4		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 4		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
	Cst - 5		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 5		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
	Cst - 6 (Municipal member)		04/01/2007	12/31/2007		0.75	72,124	54,340	-	-	-	-	16,949	12,770	89,073	67,110	OK	
	Cst - 6 (Municipal member)		01/01/2008	03/31/2008		0.25	74,648	18,406	-	-	-	-	17,542	4,325	92,190	22,732	OK	
	Cst - 7 (Municipal member)		04/01/2007	12/31/2007		0.75	72,124	54,340	-	-	-	-	16,949	12,770	89,073	67,110	OK	
	Cst - 7 (Municipal member)		01/01/2008	03/31/2008		0.25	74,648	18,406	-	-	-	-	17,542	4,325	92,190	22,732	OK	
Disclosures Analyst	ADM-05	04/01/2007	12/31/2007		0.75	74,377	56,037	-	-	-	-	-	-	74,377	56,037	OK		
Information Analyst	ADM-05	01/01/2008	03/31/2008		0.25	74,377	18,543	-	-	-	-	-	-	74,377	18,543	OK		
Information Analyst	ADM-05	04/01/2007	12/31/2007		0.75	74,377	56,037	-	-	-	-	-	-	74,377	56,037	OK		
Information Analyst	ADM-05	01/01/2008	03/31/2008		0.25	74,377	18,543	-	-	-	-	-	-	74,377	18,543	OK		
Horse Racing Enforcement 2	Cpl - 1		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,630	OK	
	Cpl - 1		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK	
	Cst - 1		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 1		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
Horse Racing Intelligence 1	Cst - 1		04/01/2007	12/31/2007		0.75	72,124	54,340	721	543	2,042	1,538	-	-	74,887	56,422	OK	
	Cst - 1		01/01/2008	03/31/2008		0.25	74,648	18,406	746	184	2,042	503	-	-	77,436	19,094	OK	
Casino Intelligence Probe Team 13	Sgt		04/01/2007	12/31/2007		0.75	86,084	64,858	2,152	1,621	2,042	1,538	-	-	90,278	68,018	OK	
	Sgt		01/01/2008	03/31/2008		0.25	89,097	21,569	2,227	549	2,042	503	-	-	93,366	23,022	OK	
	Cpl - 1		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,630	OK	
	Cpl - 1		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK	
	Cpl - 2		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,630	OK	
	Cpl - 2		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK	
	Cpl - 3		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,630	OK	
	Cpl - 3		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK	
	Cpl - 4		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,630	OK	
	Cpl - 4		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK	
	Cst - 1		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 1		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
	Cst - 2		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 2		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
	Cst - 3		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 3		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
	Cst - 4		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 4		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
	Cst - 5		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 5		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
	Cst - 6		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 6		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
	Cst - 7		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
	Cst - 7		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
	Intelligence Analyst	ADM-05	04/01/2007	12/31/2007		0.75	74,377	56,037	-	-	-	-	-	-	74,377	56,037	OK	
	Intelligence Analyst	ADM-05	01/01/2008	03/31/2008		0.25	74,377	18,543	-	-	-	-	-	-	74,377	18,543	OK	
	Offense-Related Property (ORP) Team 3	Cpl - POC		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,630	OK
		Cpl - POC		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK
Cst - POC - 1			04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
Cst - POC - 1			01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
Cst - POC - 2			04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK	
Cst - POC - 2			01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK	
Subtotal - RM						34.01	34.01	2,590,273		20,662		98,215		77,839	5,538,104	2,747,988	OK	
Casino Enforcement Team 2	CR04		04/01/2007	06/30/2007		0.22	43,286	9,606							9,606			
	CR04		06/21/2007	03/31/2008		0.78	44,152	34,354							34,35			

Integrated Illegal Gaming Enforcement Team
Estimate Cost for Casino/Racetrack Unit of IIGET - Option B
For the period from April 1, 2007 to March 31, 2008

		Starting Date	End Date	Position Number	FTE	06/07 Base Salary (incl raise)	Pay Pro-Rated	Service Pay	Service Pay Pro-Rated	Plain Clothes Allowance	Plain Clothes Allowance Pro-Rated	Sr Cst Allowance	Sr Cst Allowance Pro-Rated	06/07 Salary Forecast	Salary Prorated	
		(a)	(b)		(c) = (b-a)/365	(d)	(e) = (d) * (c)	(f)	(g) = (f) * (c)	(h)	(i) = (h) * (c)	(j)	(k) = (j) * (c)	(l) = (e)+(g)+(i)+(k)	(m) = (l) * (c)	
Casino Enforcement Team 14	Sgt	Adm NCO	04/01/2007	12/31/2007	0.75	86,084	64,858	2,152	1,621	2,042	1,538	-	-	90,278	68,018	OK
	Sgt	Adm NCO	01/01/2008	03/31/2008	0.25	89,097	21,969	2,227	549	2,042	503	-	-	93,366	23,022	OK
	Sgt		04/01/2007	12/31/2007	0.75	86,084	64,858	2,152	1,621	2,042	1,538	-	-	90,278	68,018	OK
	Sgt		01/01/2008	03/31/2008	0.25	89,097	21,969	2,227	549	2,042	503	-	-	93,366	23,022	OK
	Cpl - 1		04/01/2007	12/31/2007	0.75	78,980	59,505	790	595	2,042	1,538	-	-	84,603	61,639	OK
	Cpl - 1		01/01/2008	03/31/2008	0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,661	OK
	Cpl - 2		04/01/2007	12/31/2007	0.75	78,980	59,505	790	595	2,042	1,538	-	-	84,603	61,639	OK
	Cpl - 2		01/01/2008	03/31/2008	0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,661	OK
	Cpl - 3		04/01/2007	12/31/2007	0.75	78,980	59,505	790	595	2,042	1,538	-	-	84,603	61,639	OK
	Cpl - 3		01/01/2008	03/31/2008	0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,661	OK
	Cpl - 4		04/01/2007	12/31/2007	0.75	78,980	59,505	790	595	2,042	1,538	-	-	84,603	61,639	OK
	Cpl - 4		01/01/2008	03/31/2008	0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,661	OK
	Cst - 1		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - 1		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Cst - 2		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - 2		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Cst - 3		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - 3		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Cst - 4		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - 4		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Cst - 5		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - 5		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Cst - 6 (Municipal member)		04/01/2007	12/31/2007	0.75	72,124	54,340	-	-	-	-	16,949	12,770	69,073	67,110	OK
	Cst - 6 (Municipal member)		01/01/2008	03/31/2008	0.25	74,648	18,406	-	-	-	-	17,542	4,325	92,190	22,732	OK
	Cst - 7 (Municipal member)		04/01/2007	12/31/2007	0.75	72,124	54,340	-	-	-	-	16,949	12,770	69,073	67,110	OK
	Cst - 7 (Municipal member)		01/01/2008	03/31/2008	0.25	74,648	18,406	-	-	-	-	17,542	4,325	92,190	22,732	OK
	Disclosure Analyst	ADM-05	04/01/2007	12/31/2007	0.75	74,377	56,037	-	-	-	-	-	-	74,377	56,037	OK
	Information Analyst	ADM-05	04/01/2007	12/31/2007	0.75	74,377	56,037	-	-	-	-	-	-	74,377	56,037	OK
	Information Analyst	ADM-05	01/01/2008	03/31/2008	0.25	74,377	18,543	-	-	-	-	-	-	74,377	18,543	OK
Casino Intelligence Probe Team 13	Sgt		04/01/2007	12/31/2007	0.75	86,084	64,858	2,152	1,621	2,042	1,538	-	-	90,278	68,018	OK
	Sgt		01/01/2008	03/31/2008	0.25	89,097	21,969	2,227	549	2,042	503	-	-	93,366	23,022	OK
	Cpl - 1		04/01/2007	12/31/2007	0.75	78,980	59,505	790	595	2,042	1,538	-	-	84,603	61,639	OK
	Cpl - 1		01/01/2008	03/31/2008	0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,661	OK
	Cpl - 2		04/01/2007	12/31/2007	0.75	78,980	59,505	790	595	2,042	1,538	-	-	84,603	61,639	OK
	Cpl - 2		01/01/2008	03/31/2008	0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,661	OK
	Cpl - 3		04/01/2007	12/31/2007	0.75	78,980	59,505	790	595	2,042	1,538	-	-	84,603	61,639	OK
	Cpl - 3		01/01/2008	03/31/2008	0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,661	OK
	Cpl - 4		04/01/2007	12/31/2007	0.75	78,980	59,505	790	595	2,042	1,538	-	-	84,603	61,639	OK
	Cpl - 4		01/01/2008	03/31/2008	0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,661	OK
	Cst - 1		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - 1		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Cst - 2		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - 2		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Cst - 3		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - 3		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Cst - 4		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - 4		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Cst - 5		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - 5		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Cst - 6		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - 6		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Cst - 7		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - 7		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Intelligence Analyst	ADM-05	04/01/2007	12/31/2007	0.75	74,377	56,037	-	-	-	-	-	-	74,377	56,037	OK
	Intelligence Analyst	ADM-05	01/01/2008	03/31/2008	0.25	74,377	18,543	-	-	-	-	-	-	74,377	18,543	OK
Offence-Related Property (ORP) Team 3	Cpl - POC		04/01/2007	12/31/2007	0.75	78,980	59,505	790	595	2,042	1,538	-	-	84,603	61,639	OK
	Cpl - POC		01/01/2008	03/31/2008	0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,661	OK
	Cst - POC - 1		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - POC - 1		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Cst - POC - 2		04/01/2007	12/31/2007	0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Cst - POC - 2		01/01/2008	03/31/2008	0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
Subtotal - RM					31.01	31.01	2,365,119		16,774		53,000		74,620	5,081,905	2,811,911	OK
Casino Enforcement Team 2	CR04		04/01/2007	06/20/2007	0.22	43,286	9,606								9,606	
	CR04		06/21/2007	03/31/2008	0.78	44,152	34,354								34,354	
	CR04		04/01/2007	06/20/2007	0.22	43,286	9,606								9,606	
	CR04		06/21/2007	03/31/2008	0.78	44,152	34,354								34,354	
Casino Intelligence Probe Team 2	CR04		04/01/2007	06/20/2007	0.22	43,286	9,606								9,606	
	CR04		06/21/2007	03/31/2008	0.78	44,152	34,354								34,354	
	CR04		04/01/2007	06/20/2007	0.22	43,286	9,606								9,606	
	CR04		06/21/2007	03/31/2008	0.78	44,152	34,354								34,354	
Subtotal - PS					4.00	4.00	175,838								175,838	
Totals					35.01	35.01									2,887,749	

		07/08 Per Capita Rate	07/08 Indirect
Indirect Costs	PS - Pension	12.53%	22,033
	RM - Pension	8.67%	202,204
	PS - EI	2.66%	4,677
	RM - EI	8.99	27,875
	Div Admin	18,500	511,638
	Cost of Recruit Training	3,500	108,529
	ERIC-PCC	400	12,403
	BLOCK TRAINING	500	15,500
Total		904,860	

Integrated Illegal Gaming Enforcement Team
Estimate Cost for Casino/Racetrack Unit of IIGET -Option C
For the period from April 1, 2007 to March 31, 2008

			Starting Date	End Date	Position Number	FTE	06/07 Base Salary (incl raise)	Pay Pro-Rated	Service Pay	Service Pay Pro-Rated	Plain Clothes Allowance	Plain Clothes Allowance Pro-Rated	Sr Cat Allowance	Sr Cat Allowance Pro-Rated	06/07 Salary Forecast	Salary Prorated	
			(a)	(b)		(c) = (b-a)/365	(d)	(e) = (d) * (c)	(f)	(g) = (f) * (c)	(h)	(i) = (h) * (c)	(j)	(k) = (j) * (c)	(l) = (e)+(g)+(i)+(k)	(m) = (l) * (c)	
Casino Enforcement Team 14	Sgt	Adm - NCO	04/01/2007	12/31/2007		0.75	86,084	64,858	2,152	1,621	2,042	1,538	-	-	90,278	68,018	OK
	Sgt	Adm - NCO	01/01/2008	03/31/2008		0.25	89,097	21,909	2,227	549	2,042	503	-	-	93,366	23,022	OK
	Sgt		04/01/2007	12/31/2007		0.75	86,084	64,858	2,152	1,621	2,042	1,538	-	-	90,278	68,018	OK
	Sgt		01/01/2008	03/31/2008		0.25	89,097	21,909	2,227	549	2,042	503	-	-	93,366	23,022	OK
	Cpl - 1		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,639	OK
	Cpl - 1		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK
	Cpl - 2		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,639	OK
	Cpl - 2		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK
	Cpl - 3		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,639	OK
	Cpl - 3		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK
	Cpl - 4		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,639	OK
	Cpl - 4		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK
	Csl - 1		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Csl - 1		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Csl - 2		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Csl - 2		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Csl - 3		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Csl - 3		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Csl - 4		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Csl - 4		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Csl - 5		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Csl - 5		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Csl - 6 (Municipal member)		04/01/2007	12/31/2007		0.75	72,124	54,340	-	-	-	-	16,949	12,770	89,073	67,110	OK
	Csl - 6 (Municipal member)		01/01/2008	03/31/2008		0.25	74,648	18,406	-	-	-	-	17,542	4,325	92,190	22,732	OK
	Csl - 7 (Municipal member)		04/01/2007	12/31/2007		0.75	72,124	54,340	-	-	-	-	16,949	12,770	89,073	67,110	OK
	Csl - 7 (Municipal member)		01/01/2008	03/31/2008		0.25	74,648	18,406	-	-	-	-	17,542	4,325	92,190	22,732	OK
Casino Intelligence Probe Team 9	Disclosure Analyst	ADM-05	04/01/2007	12/31/2007		0.75	74,377	18,543	-	-	-	-	-	-	74,377	18,543	OK
	Information Analyst	ADM-05	04/01/2007	12/31/2007		0.75	74,377	18,543	-	-	-	-	-	-	74,377	18,543	OK
	Information Analyst	ADM-05	01/01/2008	03/31/2008		0.25	74,377	18,543	-	-	-	-	-	-	74,377	18,543	OK
	Sgt		04/01/2007	12/31/2007		0.75	86,084	64,858	2,152	1,621	2,042	1,538	-	-	90,278	68,018	OK
	Sgt		01/01/2008	03/31/2008		0.25	89,097	21,909	2,227	549	2,042	503	-	-	93,366	23,022	OK
	Cpl - 1		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,639	OK
	Cpl - 1		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK
	Cpl - 2		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,639	OK
	Cpl - 2		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK
	Cpl - 3		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,639	OK
Offence-Related Property (ORP) Team	Cpl - 3		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK
	Cpl - 4		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,639	OK
	Cpl - 4		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK
	Csl - 1		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Csl - 1		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Csl - 2		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Csl - 2		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Csl - 3		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
	Csl - 3		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	Intelligence Analyst	ADM-05	04/01/2007	12/31/2007		0.75	74,377	18,543	-	-	-	-	-	-	74,377	18,543	OK
Subtotal - RM	Intelligence Analyst	ADM-05	01/01/2008	03/31/2008		0.25	74,377	18,543	-	-	-	-	-	-	74,377	18,543	OK
	Cpl - POC		04/01/2007	12/31/2007		0.75	78,980	59,505	790	595	2,042	1,538	-	-	81,812	61,639	OK
	Cpl - POC		01/01/2008	03/31/2008		0.25	81,744	20,156	817	202	2,042	503	-	-	84,603	20,861	OK
	Csl - POC - 1		04/01/2007	12/31/2007		0.75	72,124	54,340	361	272	2,042	1,538	2,885	2,174	77,411	58,324	OK
Casino Enforcement Team 2	Csl - POC - 1		01/01/2008	03/31/2008		0.25	74,648	18,406	373	92	2,042	503	2,986	736	80,049	19,738	OK
	CR04		04/01/2007	06/20/2007		0.22	43,286	9,606	-	-	-	-	-	-	43,286	9,606	OK
	CR04		06/21/2007	03/31/2008		0.78	44,152	34,354	-	-	-	-	-	-	44,152	34,354	OK
	CR04		04/01/2007	06/20/2007		0.22	43,286	9,606	-	-	-	-	-	-	43,286	9,606	OK
Casino Intelligence Probe Team 1	CR04		06/21/2007	03/31/2008		0.78	44,152	34,354	-	-	-	-	-	-	44,152	34,354	OK
	CR04		04/01/2007	06/20/2007		0.22	43,286	9,606	-	-	-	-	-	-	43,286	9,606	OK
	CR04		06/21/2007	03/31/2008		0.78	44,152	34,354	-	-	-	-	-	-	44,152	34,354	OK
	CR04		04/01/2007	06/20/2007		0.22	43,286	9,606	-	-	-	-	-	-	43,286	9,606	OK
Subtotal - PS						3.00	3.00	131,879									131,879
Totals						29.01	29.01										2,253,480

		07/08 Per Capita Rate	07/08 Indirect
Indirect Costs			
PS - Pension	12.53%	16,524	
RM - Pension	8.67%	165,364	
PS - EI	2.66%	3,508	
RM - EI		899	23,380
Div Admin	16,500	429,136	
Cost of Recruit Training	3,500	91,029	
ERC/PCC	400	10,403	
BLOCK TRAINING	500	13,004	
Total		755,348	

RM Salary includes a guaranteed 2.5% increase in 2007 and budgeted 3.5% yearly increases in 2008

CM Salary includes a budgeted 2% yearly increases from April 1 2007 to March 31, 2008

PSE salary includes a budgeted 2% yearly increases from April 1, 2007 to March 31, 2008

		07/08
Built-in Raises/ Inflation		
PS/CM Salary	2.0%	
RM Salary	2.5%	
O&M	0.0%	
PS FTE		3.00
RM FTE		26.01
Total		29.01
Budget Cap		
PS Salary	131,879	
RM Salary (net off Municipal Members)	1,941,918	
Pay - Other	179,683	
OT		
TOTAL PAY	2,253,480	
O&M		
Total Pay & O&M	2,253,480	
Capital		
TOTAL DIRECT	2,253,480	
Indirect Costs	755,348	
Total Estimated Costs	3,008,829	
Variance	(3,008,829)	

Estimate Cost for Casino/Racetrack Unit of IIGET
For the period from April 1, 2007 to March 31, 2008

	<u>Option A</u>	<u>Option B</u>	<u>Option C</u>	<u>Assumption</u>
RM	34	31	26	
PS	4	4	3	
	<u>38</u>	<u>35</u>	<u>29</u>	
Salary - Pay				
- RMs	2,747,988	2,511,911	2,121,602	(Annual Pay included 2.5% or budgeted 2% p
- PS	175,838	175,838	131,879	@ top of increment
Pay Total	<u>2,923,827</u>	<u>2,687,749</u>	<u>2,253,480</u>	Top level ranking
Operating				
Other operating (dependant on operational need)	340,000	310,000	260,000	10,000 Per Member
Overtime	748,000	682,000	572,000	22,000 Per Member
O & M Total	<u>1,088,000</u>	<u>992,000</u>	<u>832,000</u>	
Capital **				
Vehicles	15	14	12	
Vehicles (Grand Am, Chevy Malibu, Buick Allure)	390,000	364,000	312,000	26,000 (based on unmarked car)
Capital Total	<u>390,000</u>	<u>364,000</u>	<u>312,000</u>	2 Members = 1 Vehicle Over 20 members then its 3 Members = 1 Vehicle

** Types of Vehicle dependant on operation need

For your information only

Average Van	\$21,500
SUVs	\$34,000
Pickup Trucks	\$28000 - \$35000

DIRECT COSTS

<u>4,401,827</u>	<u>4,043,749</u>	<u>3,397,480</u>
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INDIRECT COSTS

Members & TCE Pensions	222,672	202,204	168,364	8.67%
Public Service Pensions	22,033	22,033	16,524	12.53%
Employers E.I. contributions				
-- RM	30,571	27,875	23,380	927
-- PS	4,677	4,677	3,508	2.70%
Divisional Administration	561,136	511,636	429,136	17,220 Per Member
Recruit Training	119,029	108,529	91,029	3,500 Per Member
E.R.C./P.C.C.	13,603	12,403	10,403	400 Per Member
Block Training	17,004	15,504	13,004	228 Per Member
	<u>990,725</u>	<u>904,860</u>	<u>755,348</u>	

DIRECT & INDIRECT COSTS

<u>5,392,552</u>	<u>4,948,610</u>	<u>4,152,829</u>
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One time Start Up

Laptop	102,000	93,000	78,000	3000 Per Member
Desktop for PS	8,000	8,000	6,000	2000 Per Member
Lan drop	7,600	7,000	5,800	200 Per FTE
Telephone	6,800	6,200	5,200	200 Per Member
Telephone line	7,600	7,000	5,800	200 Per FTE
Cell phone	6,800	6,200	5,200	200 Per Member
Printer	10,000	8,000	6,000	2000 Ratio 1:8
Workstation (furniture & installation)	190,000	175,000	145,000	5000 Per FTE
Fit up cost for vehicle	120,000	112,000	96,000	8000 Per Vehicle

ONE TIME START UP COSTS

<u>458,800</u>	<u>422,400</u>	<u>353,000</u>
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GRAND TOTAL (Direct, Indirect & One time Start Up)

<u>5,851,352</u>	<u>5,371,010</u>	<u>4,505,829</u>
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