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Immigration Issues: Perceptions of Golf Course Superintendents

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Preface

Thomas Maloney is a Senior Extension Associate and Nelson Bills is a Professor in the Department of Applied Economics and Management at Cornell University.

The authors would like to acknowledge Carrie Riordan, GCSAA Director of Information and Public Policy for her suggestions on the survey instrument. Special thanks are extended to the participating golf course superintendents who were willing to complete the survey and provide their perspectives on immigration reform as it relates to their profession.

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Abstract

Between the fall of 2007 and the spring of 2008, 71 golf course superintendents responded to a survey related to their immigrant employees and immigration policy issues. The objective was to determine golf course superintendents' concerns and perspectives regarding labor availability, immigration policy and the immigrant workforce. The survey was completed by golf course superintendents who manage businesses that currently employ Hispanic workers. This was done intentionally to identify concerns and attitudes of supervisors who already rely on Hispanic workers.

The survey provides a preliminary indication that golf course superintendents who currently employ Hispanic workers tend to have a high percentage of Hispanic workers on their staff. On average, survey participants reported that 72% of their workforce at the peak of the season was Hispanic. More than 50% of those surveyed indicated that at least 80% of their workforce, at the peak of the season, was comprised of Hispanic immigrants.

Issues relating to immigrant workers and immigration policy are important to the golf course superintendents surveyed. Nearly 75% are concerned, quite concerned or very concerned about accessing adequate labor supplies over the next three years. More than 80% are concerned, quite concerned or very concerned about immigration issues as they relate to the golf course management profession. Survey participants also reported on the perceived importance of specific immigration, reform options. Rated most important was comprehensive immigration reform followed by achieving legal status or citizenship for immigrant workers and an increase in the number of H-2B visas allowed.

The H-2B program offers a source of authorized, seasonal immigrant workers but only 13% of those surveyed had H-2B workers. Others expressed an interest in the program. Golf course superintendents acknowledged the importance of the H-2B program and commented on several needed improvements. They wanted to see the program streamlined, made easier to use and made less expensive. They also wanted to see an increase in the annual cap on the number of H-2B workers allowed into the program.

In response to an open ended question, golf course superintendents offered their opinions regarding a solution to immigration issues facing their profession. Most of the superintendents surveyed want to have government programs in place that will allow them to hire legally authorized immigrant workers.

Introduction

According to federal statistics, 11,870 golf courses and country clubs reported one or more employees in 2006 (U.S. Census Bureau, 2008). This industry generated a payroll of \$7.8 billion (U.S. Census Bureau, 2008). The census definition of golf courses and country clubs includes 1) establishments primarily engaged in operating golf courses (except miniature) and 2) establishments primarily engaged in operating golf courses along with dining facilities and other recreational facilities that are known as country clubs. The top 10 golfing states (California, New York, Ohio, Florida, Michigan, Texas, Pennsylvania, Illinois, North Carolina, and Wisconsin), measured in terms of golf course/country club numbers, account for about half of all golf business establishments in the country (U.S. Census Bureau, 2008).

However, when looking at employment, the focal point of this study, aggregate federal data have two limitations. First, due to the seasonal nature of the industry, the size of the work force is understated because federal statistics report employee numbers during the week of March 12 each year and not during the peak of the season. A second concern relates to the types of golf course positions included in the census data. While the survey discussed in this report focuses only on golf course maintenance employees, the Census Bureau data on golf courses include additional workers in the golf facility including the pro shop, restaurant, etc.

With these limitations in mind, the Census Bureau reports just over 309,000 employees for the U.S. in 2006. The aggregate federal data demonstrate a slow but steady upturn in employment in this industry over the past decade, with employment numbers increasing by more than 39,000 or 14% over the 1998-2006 span. During that same time frame, the number of Hispanic workers hired into golf course maintenance positions is thought to have increased dramatically. Golf course superintendents across the United States have increasingly relied on Hispanic workers to staff golf course maintenance positions and increasingly report that local workers often are not interested in golf course maintenance work or do not have a strong work ethic. Anecdotal reports from golf course superintendents indicate that Hispanic workers make important contributions. They are willing to work long hours, are very respectful, usually come from backgrounds in agriculture or horticulture and possess a very strong work ethic.

In recent years as the debate over immigration reform in the U.S. has escalated, the presence of Hispanic workers, especially those who may not be legally authorized to work in the U.S., has come under scrutiny by elected officials, the public and the media. This study is an initial attempt to gather information on the role of Hispanic immigrants in golf course maintenance positions and superintendents' attitudes regarding labor supply and immigration issues. To date, very little information has been collected regarding the impact that immigration issues, especially those relating to Hispanic workers, have on the golf course superintendent's profession.

Survey Objectives

The survey has three overall objectives. The first is to determine how concerned survey participants are regarding labor availability in the next 3 years. The second objective is to ascertain the importance survey participants place on immigration reform and their views regarding the development of future immigration policies. The third objective is to help identify what golf course superintendents perceive as their educational needs relating to immigration issues.

Methodology

The individuals who completed the survey were attendees at seminars presented by the lead author entitled “Managing the Hispanic Workforce”. Two groups of individuals agreed to complete the survey form (see Appendix IV). The first group was 23 individuals who attended a conference in Stone Mountain Georgia in October, 2007. The second group of survey participants were 48 individuals who attended a seminar at the Golf Industry Show in Orlando, Florida in February, 2008. To avoid double counting, participants were asked to designate only one individual from each golf course to fill out the survey.

Only those superintendents who currently hire Hispanic workers were asked to participate. There are two reasons why this approach was taken. First, there is increasing anecdotal evidence that immigration issues are being widely discussed by golf course superintendents but there is little substantive information regarding the impact that Hispanic workers have on the industry. Second, superintendents who currently hire Hispanic workers have unique insights into the contributions the workers make to the industry, the immigration concerns the workers face and the impact of immigration policy has on the availability of legal immigrant workers. This report attempts to describe these insights in detail.

Survey Results

Part I: Characteristics of Survey Participants

This section highlights characteristics of the 71 golf course management employers who answered the survey and currently employ Hispanic workers. Even though all survey participants are classified as golf course superintendents, the duties they perform fall under three job titles; director of golf, golf course superintendent and assistant golf course superintendent. For ease of reporting, the generic term “golf course superintendent” will be used in this publication to refer to all survey respondents. It is important to note, however, that directors of golf are generally in charge of the entire golf facility including the pro shop and club house operations. They may or may not directly supervise the golf course maintenance staff.

One participant characteristic not captured in the discussion that follows is the geographic location of the participants. The states represented by survey participants are summarized in Appendix I. It is important to note that 23 or nearly one third of the survey participants were from the State of Georgia. Each of them attended a Hispanic workforce seminar at their annual meeting in their home state. One’s state of residence helps illustrate that the survey sample is not representative of the U.S. or any sub-national segment of the golf/country club industry. Rather, the survey participants, through their participation in an educational seminar, afforded an opportunity to gather some insight into immigrant labor issues at low cost while setting the stage for a wider inquiry at a later date.

The following graphics describe the employment characteristics of the golf course superintendents surveyed.

Figure 1 - Title of survey participants



Figure 2 - Golf course type

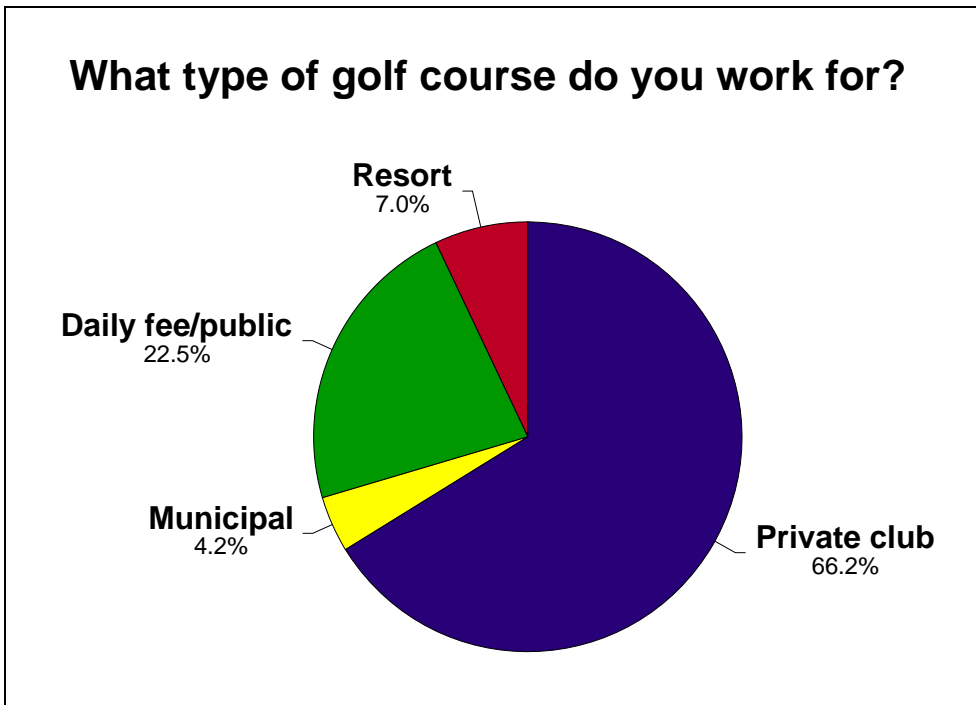


Figure 3 - Size of workforce

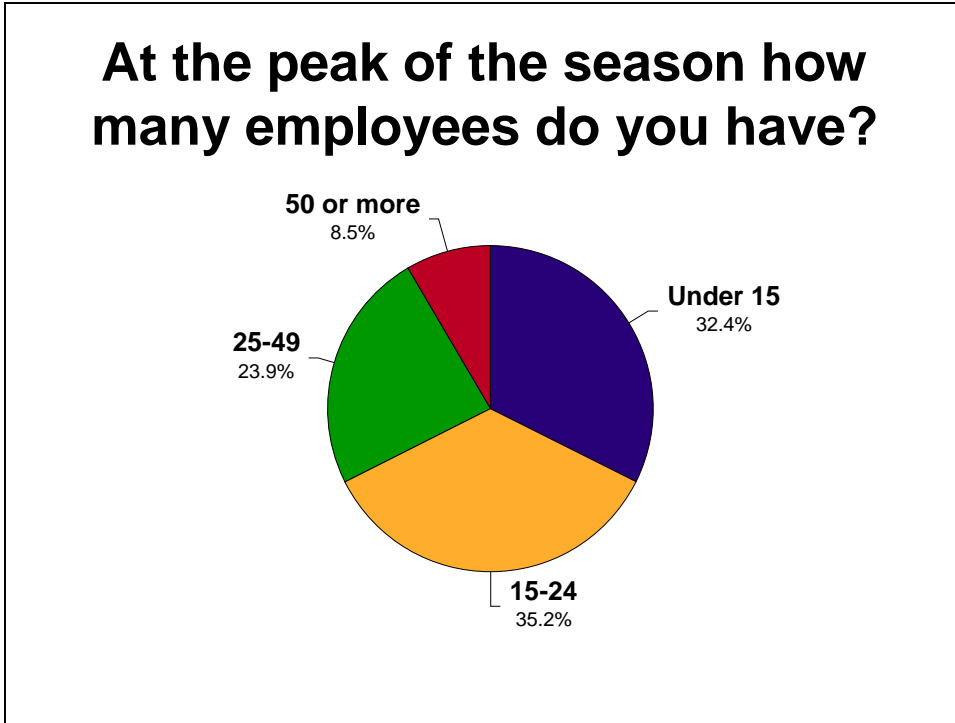
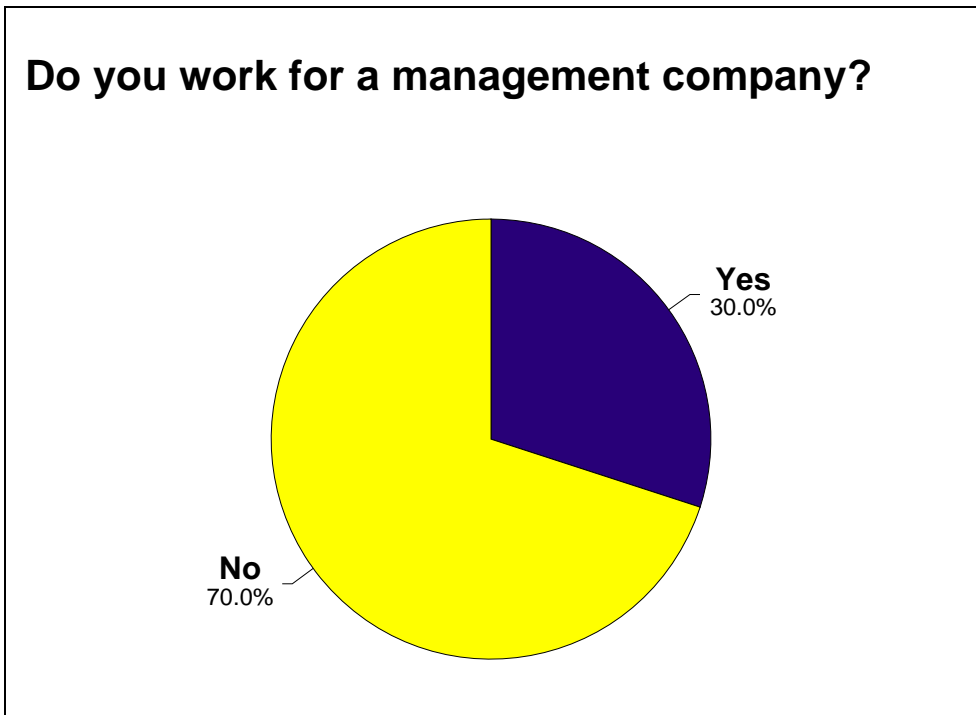


Figure 4 - Survey participants employed by a management company



Part II: Hispanic Workforce and Immigration Issues

This section focuses on important issues related to Hispanic immigrants working on golf courses in the United States. Table 1 illustrates the large percentage of Hispanic immigrants working on the golf courses managed by survey participants. The remaining figures relate to labor availability, immigration reform, the H-2B program and deportation.

Table 1 - Percent of workers that are Hispanic

Item	Quartiles based on % Hispanic peak workforce				
	First	Second	Third	Fourth	Total
Av. # Workers	16	19	31	25	23
Av. # Hispanic Workers	6	13	25	23	16
% Hispanic	35.9	65.3	80.0	90.9	71.6

Figure 6 - Worker availability and immigration issues

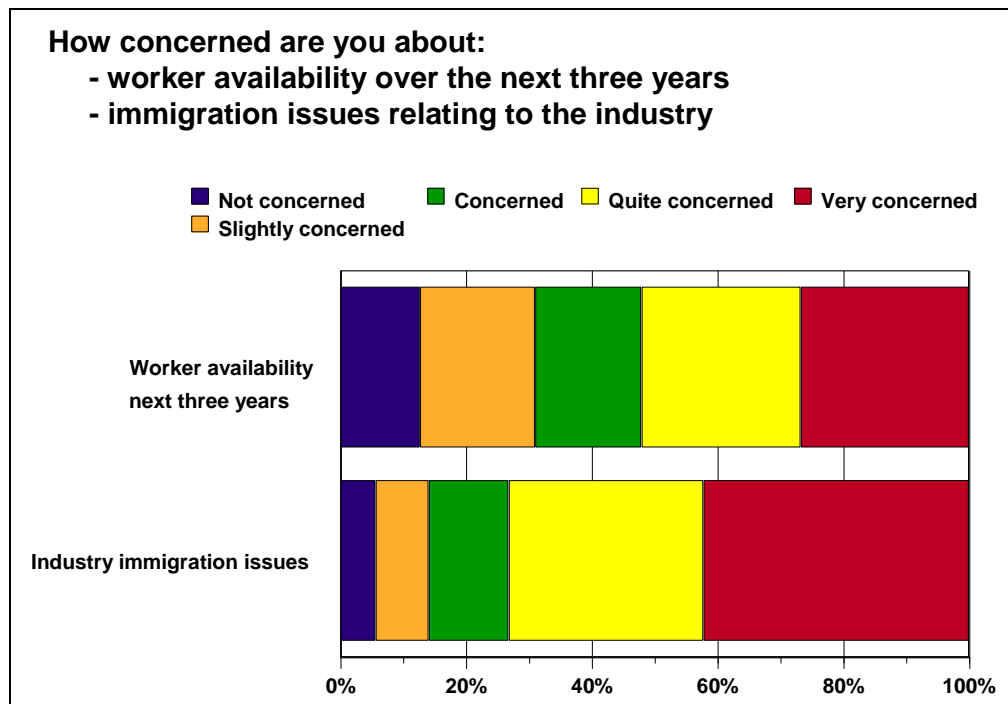


Figure 7 - Superintendents using the H-2B program

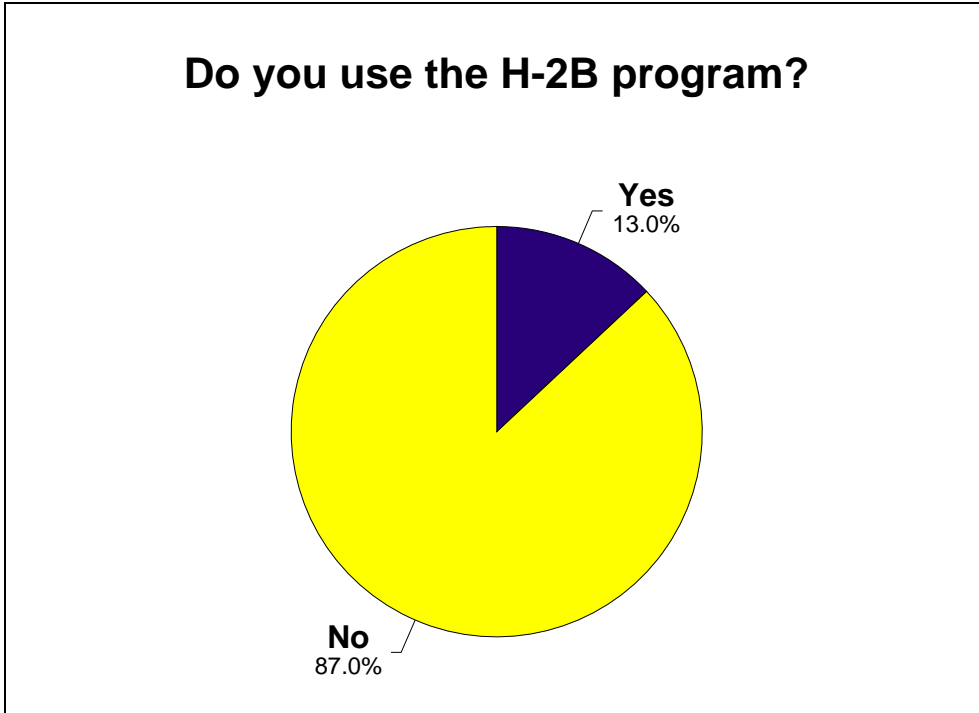


Figure 8 - Golf course workers deported

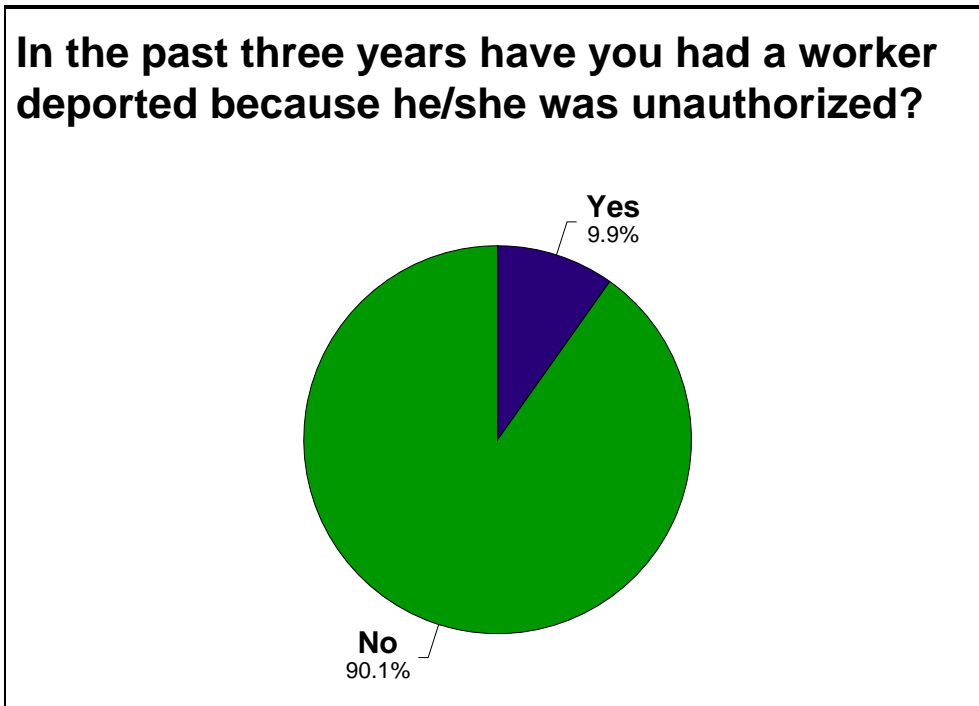
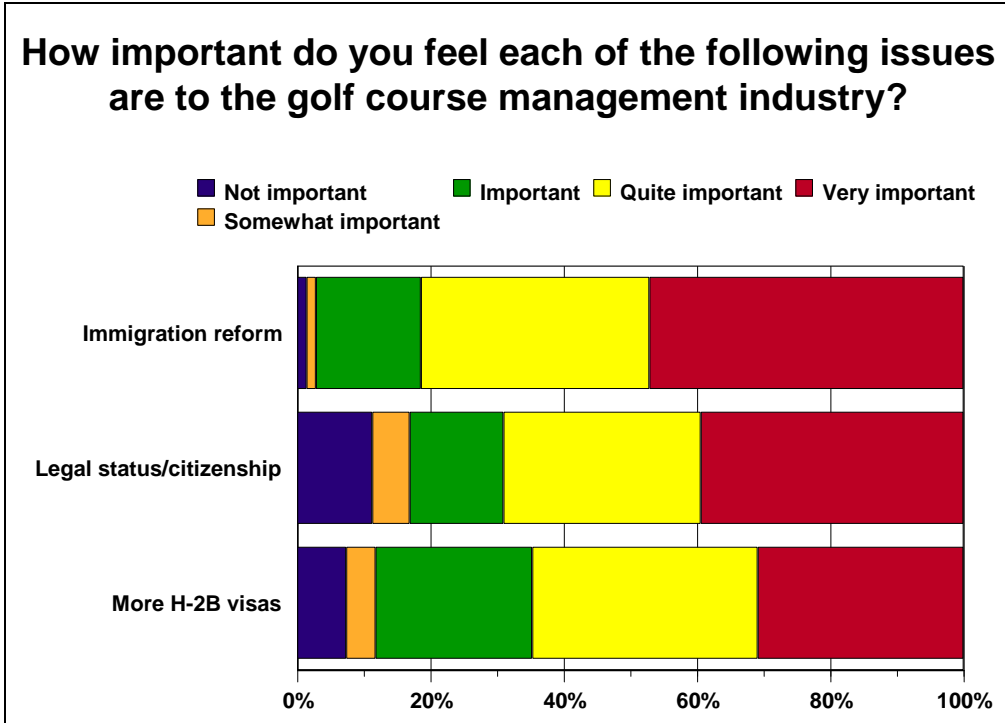


Figure 9 - Importance of immigration issues



Immigration Policy Solutions

Survey participants were asked the following question regarding how to solve current immigration problems. **In your position as a golf course superintendent, what, in your opinion, would be the best solution to immigration issues facing the golf course management industry?** A detailed list of responses can be found in Appendix II. Out of the 71 survey participants, 61 or 86% provided a written response to this question, and the proposed solutions varied. Implicit in the participant responses was the recognition that recruiting legally authorized Hispanic workers is often a challenge. Superintendents are very aware of the immigration debate in the United States and generally feel that access to an authorized workforce is of paramount concern to their profession.

The responses, while varied, revealed several important themes. The most frequent set of responses (12) related to the perceived need for a process that would allow immigrants to achieve legal status to work in the U.S. but would not necessarily include citizenship. The second most frequent set of responses (10) encouraged the continuation and improvement of the H-2B program. Examples of suggested improvements included making the program easier to use and they especially wanted to see an increase in the number of H-2B workers allowed in the country annually.

A third set of responses (9) related to the desire to have practical guest worker program that allows an authorized gateway for immigrants who want to work in the U.S on a seasonal basis. It is important to note that the H-2B program is in fact an established

seasonal guest worker program already available to golf course superintendents. The suggestion of a more generic guest worker program, therefore, may imply a desire for a different or more streamlined program than the current H-2B program.

A fourth theme was immigration enforcement. Eight respondents made comments referring to enforcement either at the border or in the workplace. For example, one respondent called for “harsher penalties for employing illegals”. Another said “no free rides” and a third said “enforce the laws already on the books”.

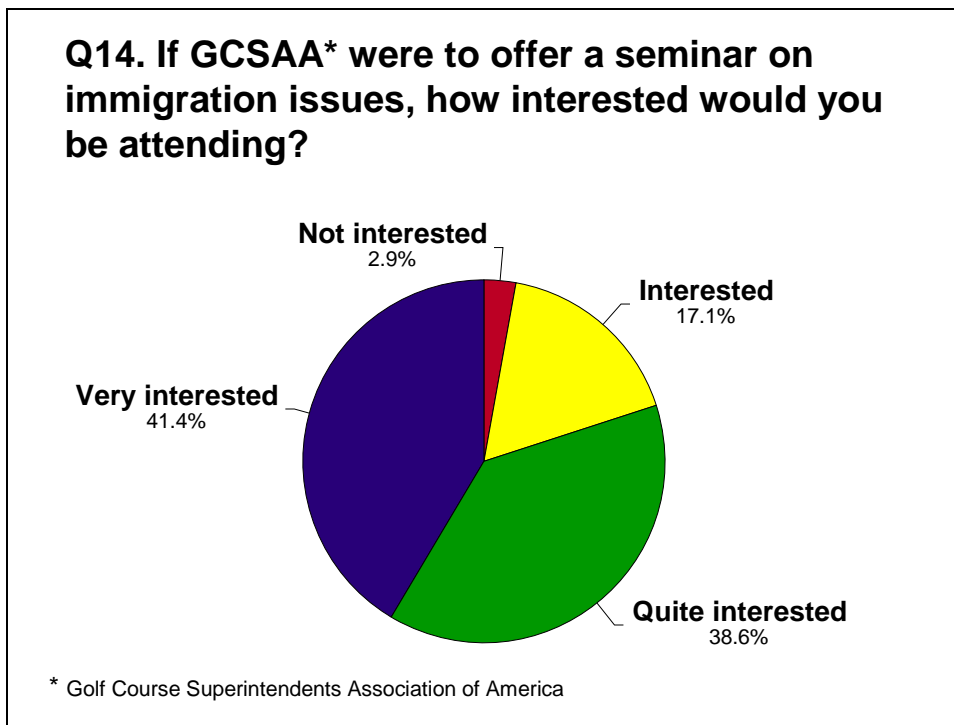
A few respondents mentioned the issue of citizenship for unauthorized workers but not all were in agreement. Some wanted to see amnesty or similar opportunities for workers to become citizens, while others were strongly opposed to providing an easy path to citizenship for unauthorized workers.

Perhaps the best way to summarize respondents’ feelings regarding an immigration solution is to say that they recognize the problems created by the presence of unauthorized workers and favor options for an immigration status that allows legal employment in the U.S. This does not necessarily mean provisions for an immediate path to citizenship. Rather, several superintendents expressed a desire to help their workers engage in a process that would allow them to work in the U.S. legally, either with a temporary work visa or an eventual path to citizenship.

Part III: Educational Needs

Survey participants were asked two questions about their educational needs. First, they were asked if they would be interested in attending a seminar on immigration. They expressed a generally strong interest in attending a seminar among survey participants. The second question was the following open ended question: “**What topics do you feel would be most important to address in an immigration seminar?**” The responses to both questions are summarized here.

Figure 9 - Interest in attending immigration seminar



What survey participants would like to learn in a seminar

Out of 71 survey participants 56 or 78% answered this question. A compilation of all the answers to this question can be found in Appendix III. While there were a wide range of answers several main themes emerged.

The H-2B program - As reported above, 13% of the participants were using the H-2B program at the time of the survey. This relatively low percentage is not surprising since there is a national limit on annual H-2B program entrants and some employers see the programs as expensive and cumbersome. However, some who were not using the program expressed an interest in the program and had a variety of comments. Some respondents want to see the program streamlined and made more efficient. They want to learn how to manage the program and minimize the paperwork. There appears to be

strong recognition among survey participants that the H-2B program may be the best avenue available under current law for hiring authorized workers. Some superintendents not already using the H-2B program wanted to know more about requirements for participation.

How to employ authorized immigrant workers - The second most important issue that golf course superintendents said they wanted to learn more about was the process of hiring legally authorized workers. This includes visa options currently available as well as future immigration reform options that would allow immigrants to become legally authorized to work in the U.S. Some respondents mentioned a path to citizenship and others mentioned various ways for immigrant workers to apply for and receive a work visa.

Legal issues - Some survey participants indicated that they wanted to learn more about legal issues related to employing immigrant workers. These included liability for employers and legal rights for both employers and employees.

Current immigration regulations and legislation - Survey participants said they wanted to know what immigration and labor laws currently applied to them and how to comply with current regulations.

Immigration reform- Respondents indicated that they wanted to learn more about the prospects for immigration legislation in the months ahead. They wanted to know what the likely immigration policy options are going forward and what the implications of those policies are for their industry and their own golf course staff.

Other issues - Several participants wanted to be able to communicate with their employers regarding immigration issues and staffing the golf course in the future. Other concerns included immigration enforcement and potential penalties for employers as well as employees.

Survey Implications and Discussion

In 2006, the PEW Hispanic Center reported that there were 6 million unauthorized immigrants working in the United States in 2005. Further, the report indicated that 25% of the workers in the grounds maintenance occupation were unauthorized. This is the sector that includes golf course workers. Considering these estimates it stands to reason that the golf course superintendents surveyed are concerned about the legal status of workers who apply for golf course positions and the potential risks related to hiring unauthorized workers. These concerns are strongly reflected in the survey responses. One notable example is that 10% of those surveyed said that they had a worker deported because he/she was unauthorized.

Perhaps one of the most striking survey results was the percent of Hispanic workers employed on the survey respondents' golf courses. One criteria of the survey was that each participant employs at least one Hispanic worker. On average, survey participants reported that 72% of their workforce at the peak of the season were Hispanic. Only 25% of the survey respondents reported that less than half of their workforce was Hispanic, suggesting that superintendents who hire Hispanic workers tend to hire mostly Hispanic workers.

The most common sentiment expressed by survey participants regarding immigration was the desire to hire immigrants who are legally authorized to work in the U.S. Likewise, participants indicated that immigration policy solutions should include ways for immigrants to become authorized to work in the U.S. before they arrive in the country. By their answers, it is clear that respondents recognize that many prospective employees in the immigrant labor pool are not legally authorized to work in the United States. They understand the regulatory implications and in a broad sense prefer options that provide them access to immigrant workers who are authorized to work and live in the U.S.

Figure 6 illustrates survey respondents' concerns regarding worker availability and immigration issues. More than 60% said they were concerned, quite concerned or very concerned about worker availability over the next three years. Concern expressed over immigration issues was even greater.

Figure 9 illustrates the survey respondents' strong concern regarding immigration reform. Almost all respondents said that a national comprehensive reform was either important, quite important or very important. Also in Figure 9 respondents place a high level of importance on providing undocumented workers a path to legal status or citizenship.

A commonly referenced topic emerging from the survey was the H-2B program, which allows service workers into the U.S. on a temporary, seasonal basis. Of the 71 golf course superintendents surveyed only 13% said that they were currently using the H-2B program. Others expressed interest in learning more about the program, recognizing that H-2B is currently one of the most effective ways to hire legally authorized immigrant workers on a seasonal basis. While survey participants generally consider the H-2B program to be valuable, they also acknowledge its limitations. First, the administration

and bureaucratic process for H-2B is considered an important program limitation. Superintendents would prefer a program more streamlined and easy to use. Second, there are limits on how many new H-2B workers can enter the country annually. For 2008 the number of new workers is capped at 66,000, so low that not all superintendents and other eligible employers who want H-2B workers at the present time can hire them. This greatly limits the opportunity to hire legally authorized Hispanic immigrants. Concern over the H-2B cap is evident from Figure 9. More than 80% of the survey respondents indicated that increasing the number of H-2B workers was either, important, quite important or very important.

The H-2B program appears to be a double edged sword for golf course superintendents. On one hand it is an effective way to attract a legally authorized immigrant workforce. On the other hand it is considered expensive, cumbersome and limited by the cap in workers allowed into the program. The answers to the open ended questions sometimes made reference to a generic guest worker program or a program that will provide work visas. This suggests that some survey respondents may be looking for an easier more efficient alternative to the H-2B program.

Overwhelmingly, participants in the survey wanted to see changes in immigration policy. When asked how important they feel immigration reform was to the golf course management industry, more than 90% answered that the issue was either important, quite important or very important. More than 75% said that a path to citizenship or legal status was important.

Conclusion

The golf course superintendents surveyed all employ Hispanic workers. This was intentional in order to gather information from those most likely to be directly impacted by future immigration policy discussions. Survey participants recognized the difficulties with unauthorized workers and clearly would like to see legislative solutions to the challenges created by their presence in the labor pool. The challenge ahead for the industry will be to determine how to most effectively influence the political process to achieve immigration reform and to advocate for improvements in the H-2B program.

Suggestions for further study

This survey serves as a preliminary study of the immigration issues facing golf course superintendents who hire Hispanic workers. Based on these findings the authors suggest the following topics for further study.

- A larger study with a representative sample of golf course/country club superintendents would be appropriate to confirm or reject the findings from the 71 golf course superintendents presented here.
- Further study regarding the H-2B program is recommended to determine what percentage of golf course superintendents who hire immigrants are

using the H-2B program and the specific challenges they face and what specific things would they like to see changed.

- A more complete profile of the workforce, in terms of countries of origin, intent to stay in the United States or not, educational background and plans for the future would also be appropriate.

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Appendix 1: Survey Respondents by State

State	Frequency	Percent
Alabama	1	1.3
Arizona	1	1.3
California	5	6.6
Colorado	4	5.3
Florida	5	6.6
Georgia	23	36.8
Illinois	2	2.6
Kansas	1	1.3
Maryland	2	2.6
Michigan	1	1.3
Minnesota	2	2.6
North Carolina	2	2.6
Nebraska	1	1.3
New Jersey	2	2.6
Nevada	1	1.3
New York	3	3.9
Ohio	1	1.3
Pennsylvania	4	5.3
Rhode Island	1	1.3
South Carolina	1	1.3
Tennessee	1	1.3
Texas	4	5.3
Virginia	3	3.9
Total	71	100.0

Appendix II: Immigration Policy Solutions – Individual Responses

In your position as a Golf Course Superintendent, what in your opinion would be the best solution to the immigration issues facing the golf course management industry?	
1	No drastic changes – maintain status quo and slowly address the issue on a national basis
2	Guest worker program
4	Document foreign workers, not citizenship, restrict importation of entire families
5	Allow more immigrants to become citizens or make process easier
6	Increase number of workers available in H-2B and a more cost effective alternative
7	Not sure, illegal immigrants cause problems for our country in many ways, I would make it easier for immigrants to legally enter the country and have a zero tolerance policy for future illegal immigrants
8	Develop a 3-5 year work visa where they can travel home if needed, renewable
9	Illegal immigration must be stopped and I do not support amnesty but legal immigration should be easier, quicker and affordable
10	Harsher penalties for employing illegals
13	Assist to legalize those immigrants who have been in the U.S. for many years
14	Find a way to keep current illegal workers in the U.S. and make them legal (maybe charge for back-taxes) citizenship should not be easy to obtain especially since they have committed crimes
15	Enforce the laws already on the books
16	Assist workers in gaining citizenship
17	Help Hispanics get their Social Security, visas and or green cards and at most citizenship
18	There should be two categories dealing with immigrant workers, seeking to become U.S. citizens (pay a fee, take a year long course and pay a fee to take course, issue a number and ID) and temporary workers (pay a fee, pay a fee to get a number and an ID)
20	A path to legal status for undocumented workers
21	Create an amnesty program where all workers have a time period to register and pay a small application fee then get the workers to pay tax (25% income tax)
23	To get the ones presently here to get legal status
24	Document workers currently in the U.S. Shore up borders to prevent any additional undocumented workers in
25	There would have to be a comprehensive immigration reform
26	No idea
27	Close the borders, create a path for all to become legal, should not grant them amnesty
28	Unsure
29	Early planning for the number of H-2B workers on a year by year basis
30	It shouldn't be so difficult to do it the right and legal way. Something needs to be done to ease the process.
31	Increase pay to the non-Hispanic workforce if we are going to get tougher on the immigration issues to encourage non-Hispanics to work for you
32	Provide an easier way to obtain legal immigrant workers, i.e. less government paperwork and slow visa application process
34	There needs to be any easy way for them to work legally and obtain a drivers license
35	Allowing an extended number of H-2B immigrants to work in the country, extend workers status to more illegal aliens
38	Legal status for present workers, more access to documentation for those looking to work
39	More H-2B workers
40	Public realization that Americans are NOT interested in the unskilled manual labor positions and that H-2B satisfies our labor needs
43	Allow more H-2B workers annually into the U.S. Allow all Mexicans to be legalized citizens in the U.S.
44	Increase the cap on H-2B visa dramatically, exempt returning workers

Appendix II: Immigration Policy Solutions - Individual Responses continued

45	Letting more workers in and setting up a plan for legality
46	Turnover rate. I think more people will work for 5-6 years, leave and not come back
47	Allow temporary work visas
48	I would like to see my long term employees, who also contribute to local economy, have an easier time becoming citizens
49	New ID cards liberally given to supply the labor needs but harsh laws for going outside of that new program
50	More H-2Bs for the guys who want them
51	It should be handled at the border or other regulatory committees
52	Shorten the process for immigrants to get temporary work visas
54	If we had a plan to allow us in the industry the ability to help Hispanics become legal
55	Take the measures to insure that all immigrant workers are legally authorized to work in U.S.
56	Visa programs - need more time and emphasis put towards these programs
58	Have national comprehensive immigration reform
59	Making sure they are legal
61	Document who is coming over the border, where they are going, for how long and go back home when allowed time is over, making sure they're legal
62	No free rides
63	Proper work visas
64	Close the borders but allow documented workers to work or come over to work for a limited time
65	ID verification and guest worker program
67	A worker permit to document all illegal residents to allow them to work legally
68	Require Hispanics to enter this country legally like other nationalities
70	Legal citizenship and documentation of immigrant workers but in controlled numbers
71	Path to legal status
72	Use of H-2B visa program/petition for legislation making it easier/cheaper to immigrate into U.S. legally
73	Sponsorship and they pay into the Social Security and flat tax
74	Guest worker program
75	After training employees, having ways to increase accessibility to go about legalizing immigrant workers
76	Easier H-2B program

Appendix III: Educational Needs Regarding Immigration

What topics do you feel would be most important to address in an immigration seminar?	
2	Good workers here to support family, white Americans don't want to work on a golf course
4	Legal objectives for organizations to comply
5	Explain H-2B program, How to get involved in H-2B program, How to deal with illegal immigrants in work place
6	H-2B program
7	Current laws, proposed changes, open discussion
8	Longevity, safety, background, path to citizenship
9	Making legal immigration easier, no amnesty, illegals are sent home, new program should allow for easy, legal return of deported illegals. New program, if properly designed should make programs like H-2B unnecessary, too much bureaucracy
10	Current laws, future legislation, statistical information
11	Jobs to come to, no Americans for these jobs?, Taxation, Proper healthcare (not on my dime)
12	Where they have worked in past, what their goal is in the future, what steps they need to take to become eligible
13	Legal status requirements, assistance to fit in U.S. society
15	How to find out if potential employees are legal
16	Gaining citizenship, learning English, learning Spanish, evaluating IDs
17	Impact on U.S. if all illegal's deported
18	Explanation of IDs, what is a legal ID or I-9 card?
19	Legalities, their culture
20	School programs, education & catering to needs of immigrants in schools dominated by non-immigrants. Language barriers & starting points of the 2 create challenges for the school system that filter through rest of communities
21	Documenting workers that are already here, better monitoring of future incoming workers, develop a specific tax rate for immigrant workers. Maybe use some of that for government run clinics to take pressure off of medical facilities
22	Document employed workers already here, have a seasonal cost to get legal
23	The correct step to get them legal
24	How to assist in documenting current workers, penalty & fines for employing illegals, what documents are required. How to convince boards and management that we are in compliance with the law.
26	How to legalize undocumented workers, programs like H-2B
27	What is currently the status, how do we comply, what are our legal rights as an employer
29	The number of H-2B workers
30	H-2B availability, ways to ease process
31	Checking genuine paperwork, legalizing immigration in work places which do not appeal to American workers, build an understanding of the industries needs
32	How to obtain legal workers easily, how to help a non-legal person get legal
34	Obtaining legal workers, how to help them with legal issues
35	Formulating an online plan to check SS#, worker status, addressing immigration labor options, H-2B, etc
36	Current immigration laws, path for immigrants to become legal/citizen
37	What are all considered legal forms of ID, how workers are able to obtain them
38	Legal topics, ideas and solutions, educating our employers
39	H-2B programs (Mexico, Jamaica, etc.), illegal immigrants
40	Separation of legal/illegal immigration issues, gaining public support for small business H-2B utilization, uniting support in communication to our government representatives, getting long term programs in place

Appendix III: Educational Needs Regarding Immigration continued

43	How to do the legalization process in-house
44	Clarify the process of H-2B, clarify pros and cons of H-2B vs. jumping border, border issues, reform options
45	Teaching English, ease of applying for worker permits, getting club officials the information on how difficult it is to find and retain, workers willing to work for the wages offered in our industry.
46	General issues all together
47	H-2B program, other ways to hire legal immigrants, false documentation
48	How to make it easier for the employees, how it all works
49	Getting current illegal immigrants identified, recognizing the need for the Hispanic workforce and supplying that need. Closing the borders to illegal entry, providing citizenship paths to proven applicants, deporting immigrants that have chronic legal problems
50	How to get legal workers, how to get your employees to/from Mexico legally, alternative H-2B
56	Legal issues, visa programs, communication, training
57	How it affects me and my organization
59	Legal status, paying taxes so our system is not hurt
60	Measures we can take to protect ourselves from illegal workers
62	Affective motivation to become legal, H-2B
63	How to get legal status for potential workers
64	Liability of the course for employing illegal's, H-2B program
65	Legal aspects, lobbying efforts, How to deal w/ penalties, H-2B program
66	Documentation and culture
68	Legal issues
70	Cultural issues/documentation, laws/legal issues, documentation
72	How to obtain H-2B employees. How can we aid people from other countries to legally become citizens or legal workers. What is the liability to an employer of having illegal employees that they thought were legal
74	Legal workers, not road to citizenship
75	The current government regulations and future regulations. How those impact the industry. Ways to retain seasonal employees from year to year

