



Horn Creek Conference Grounds

*6758 County Road 130
Westcliffe, CO 81252*

Full-Time Employee Manual

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INTRODUCTION

Welcome to Horn Creek! We are delighted that you have accepted a position on our team. This manual will help you understand our organization in a well thought-through manner. However, at any time that you have a question or concern about a point in this manual, please do not hesitate to contact the Human Resources Department. We will be happy to help you understand the policies as they relate to you and your family at Horn Creek.

Sincerely,

The Executive Director

These rules and policies set a standard of behavior required of all employees. These guidelines have been established to ensure courteous and efficient service to all guests as well as safe and congenial working conditions for all employees.

You are responsible for reading through this manual and making sure you understand its contents. If any policy or statement is unclear now, or if at sometime in the future you are uncertain whether specific activities may violate a rule or policy, it is your responsibility to ask your Manager or the Executive Director for clarification. Engaging in any practices that violate the policies, rules or guidelines of this manual may result in disciplinary action up to and including immediate termination.

The information in this manual is published as a guideline only and should not be interpreted to establish any express or implied contractual rights in any term, condition or aspect of the employment relationship, or in any way to contradict the terms and conditions set forth in the employment application. Horn Creek Conference Grounds regards the employment relationship as mutual, one that can be severed at any time by either party without notice and without cause. Employees of Horn Creek Conference Grounds are expected to abide by the rules and policies set forth in this manual, but doing so does not in any way guarantee continued employment at Horn Creek Conference Grounds.

The Horn Creek policy manual is not intended to address every circumstance of inappropriate behavior. Generally speaking, Scripture gives us the guidance that is the highest standard possible, which we are all called to grow into, through the sanctification of the Holy Spirit. Romans 13 addresses this issue rather completely. It is commended to each employee's reading. Theoretically, as believers, we are called to "be in subjection to the governing authorities", for "rulers are not a cause of fear for good behavior". At Horn Creek, we expect that employees will obey the federal, state, local and employee rules that govern us. Employees who engage in illegal and/or disobedient behavior in respect to any governing authority having appropriate jurisdiction, will be subject to disciplinary action up to and including termination without warning at the discretion of the Executive Director.

Horn Creek Conference Grounds will amend, supplement, or rescind any provisions in this manual as it deems appropriate.

GENERAL PHILOSOPHY

Horn Creek Conference Grounds is a nonprofit religious organization founded on Christian principles as outlined in our "Statement of Faith and Principles That Guide Our Work" and dedicated to the preservation of the family and the spiritual growth of our campers. It is of utmost importance for the proper functioning of Horn Creek Conference Grounds that our employees be committed to these principles. It is expected therefore that you be a professing Christian and that you perform your work with individual loyalty as measured by the highest standards of the Christian faith.

Horn Creek Conference Grounds views its employees as ministers of the Gospel. All of us, no matter what our job description, must be a responsible member of the body of Christ and minister to each other and to those with whom we come in contact where appropriate and when appropriate.

MISSION, VISION AND VALUES

Employees are highly encouraged to understand and live by our mission, vision and values. Being able to articulate the vision and values to anyone who might ask is advantageous.

Mission: *(Horn Creek Conference Grounds is...)*

A ministry setting in the Rocky Mountains providing Christ-centered hope and renewal to families and the Christian Community.

Vision: Cultivating generations committed to Christ.

Values: *(We value...)* *(the BIGGIES)*

Biblical Spirituality:

We have faith in Christ and the sufficiency of His Word in all we are and do.

Impact:

We impact people with a relevant and personal Christ-centered focus through teaching, fellowship and recreation.

Glory:

We endeavor to bring Glory to God in all that we say and do.

Guests:

We commit to make the guests' stay memorable, comfortable and affordable while being sensitive to their needs.

Integrity:

We will maintain a positive name with those whom we associate.

Employees (Staff):

We shall be an equitable employer committed to a workplace that supports the hiring and retention of those called to service at Horn Creek Conference Grounds by providing opportunities for spiritual and professional growth.

Stewardship:

We will care for the resources that God has entrusted to us in a way that honors Him.

STATEMENT OF FAITH AND PRINCIPLES THAT GUIDE OUR WORK

- We believe in the verbal and complete inspiration by God of the original writings of the Old and New Testament Scriptures, the only infallible rule of faith and practice.
- We believe in one God, eternally existing in three persons – Father, Son, and Holy Spirit.
- We believe that Jesus Christ was begotten by the Holy Spirit, born of the Virgin Mary, and is the true God and true man.
- We believe that the Holy Spirit is God at work in the world to execute all divine activity and especially to reveal Jesus Christ and to glorify Him.
- We believe that man was created in the image of God and is loved by Him, but through sinful inheritance and choice is alienated and separated from God and under His righteous judgment.
- We believe that the Lord Jesus Christ died for our sins according to the Scriptures as a substitution and complete sacrifice, and that all who repent and believe in Him are justified wholly apart from human merit and works on the grounds of His shed blood and resurrection.
- We believe in the resurrection of the crucified body of our Lord, in His ascension into heaven, and in His present life there for us as High Priest and Advocate.
- We believe in the second visible and personal coming of our Lord and Savior Jesus Christ
- We believe in the bodily resurrection of the just and the unjust, the eternal blessedness of the saved, and the everlasting separation from God of the unsaved.
- We believe that all who receive the Lord Jesus Christ by faith are born of the Holy Spirit and thereby become children of God and members of the body of Christ, the one true church.
- We believe the church is commissioned to evangelize the world by proclaiming Jesus Christ as Lord and by living as His servants among men.

Church and Worship Services

In order to ensure the spiritual growth of its employees so they can minister to its guests, Horn Creek Conference Grounds expects all employees to be active participants in the Christian Church of their choosing. This expectation can change slightly from season to season. Horn Creek Conference Grounds is committed to setting a reasonable and fair Sunday morning schedule for its employees in order to allow employees opportunity to attend a worship service.

STATEMENT OF COMPELLING INTERESTS

The principles that are encompassed by the “Statement of Faith and Principles That Guide Our Work” lie at the core of what Horn Creek Conference Grounds is about, form its ministry, and provide guidance for those who would be associated with Horn Creek Conference Grounds. These compelling interests are central to the mission of Horn Creek Conference Grounds. They relate to and maintain the moral integrity of the ministry. Horn Creek Conference Grounds directs all of its activities and programs, the emphasis of its ministry, its hiring practices, and develops its goals around those principles. It measures its success and evaluates its effectiveness by the degree to which its activities achieve and further those principles.

Horn Creek Conference Grounds believes it has a compelling interest in maintaining the religious and moral integrity of its ministry through its insistence that all employees maintain lives that are congruent with and complementary to the principles announced in the “Statement of Faith and Principles That Guide Our Work.”

It is the goal of Horn Creek Conference Grounds to achieve coherence and unity within the ministry, to assure that the work of the ministry is conducted in a manner worthy of Horn Creek Conference Grounds’ calling, to maintain fidelity to the announced purposes of the organization, even as described in its articles of incorporation; to advance these compelling interests of the organization, and to foster a loving, supportive and redemptive work environment within the ministry.

Horn Creek Conference Grounds evaluates all prospective employees according to these principles and requires that they enthusiastically embrace the “Statement of Faith and Principles That Guide Our Work” both in and out of the workplace.

Management Open Door Policy

Horn Creek Conference Grounds employees are expected to use the grievance process outlined in Section 10 in this manual to resolve a problem. However, if the problem or complaint is of a personal nature, or a very delicate matter, employees are encouraged to meet with the Executive Director to discuss the matter. Horn Creek Conference Grounds management is here to help in any way possible.

EMPLOYMENT EXPECTATIONS

As a Horn Creek Conference Grounds employee, you are expected to have a basic knowledge of the organization, its purposes and its policies.

As a Horn Creek Conference Grounds employee, you are expected to attend staff meetings.

As a Horn Creek Conference Grounds employee, you are expected to be an active participant in the Christian Church (that is in agreement with our "Statement of Faith and Principles That Guide Our Work") of your choosing.

As a Horn Creek Conference Grounds employee, you are a representative of a Christian ministry in both your work life and your private life. You are expected to be sensitive to how others see you biblically, spiritually and ethically. We encourage all employees to live a life that sets an example of his/her relationship with God and his/her shared belief in the "Statement of Faith and Principles That Guide Our Work."

As a Horn Creek Conference Grounds employee, you are expected to perform your work with the highest degree of professionalism while maintaining an attitude conducive to good relationships among guests, co-workers and Managers. You are expected to promptly follow through on all work assignments. You are expected to accept reasonable direction and/or criticism.

If a problem arises during your work experience, you are to address it with your Manager or the Executive Director respectively. If an acceptable resolution is not achieved within that structure, a Grievance Policy Process and procedure policy is in place. Refer to Section 10 in this manual for details.

EMPLOYMENT AT WILL

Your employment at Horn Creek Conference Grounds is based on the mutual consent of you and Horn Creek Conference Grounds. You may voluntarily leave employment or may be terminated at will with or without cause or advance notice at any time. No employee may make an agreement with another Horn Creek Conference Grounds employee to the contrary. Thus, no employee may make any oral or written employment contracts.

EQUAL OPPORTUNITY EMPLOYER

It is our policy as an employer to achieve equal employment opportunity in all human resource actions and procedures including but not limited to recruitment, hiring, training, transfers, promotions, compensation, benefits and all other terms and conditions of employment. Each employee hired and promoted shall be selected solely on the basis of qualifications deemed essential to job performance. This is done without regard to race, color, sex, age, handicap, national origin, ancestry, marital status or physical condition.

Our equal opportunity policy is at all times subject to the Christian principles and purposes upon which the ministry was founded. It is of the utmost importance for the proper functioning of Horn Creek Conference Grounds that its employees be professing Christians committed to the principles listed in the "Statement of Faith And Principles That Guide Our Work. "

PERSONNEL RECORDS

New Employee Requirements

In the first 10 days of employment, employee agrees to show proof of a current physical examination. Employee agrees to get fingerprints taken at the Custer County Sheriff's office within 5 days of employment. These expenses are covered by the employee. Employee will also provide Horn Creek with all other required paperwork for personnel file. Failure to provide this paperwork by 30 days will result in the loss of paid work days until all paperwork is provided.

Personnel Records

Horn Creek Conference Grounds requires that you provide certain personal information for your personnel files. You are responsible for keeping information current by promptly notifying the Human Resources Department of any changes (i.e., marital status, telephone number, number of dependents, etc.)

There are two files maintained by the HR Department for each employee as mandated by the State of Colorado. All personnel files are considered property of Horn Creek Conference Grounds. The "closed" private file is for HR and Executive Director level viewing only. The "open" personnel file is for employee, Manager and Director viewing. This file will include employee application, references and evaluations. All other information will be maintained in the "closed" file. You may schedule an appointment with the Human Resources Department if you wish to view your "open" personnel file. Viewing will be in the presence of someone from the Human Resources Department.

Note: Employees will receive a copy of ALL evaluations and disciplinary notations.

Employee Health Records and Background Checks and Child Sexual Abuse Video

Because of its involvement with youth and youth camps, government regulations require Horn Creek Conference Grounds to have on file for each of its employees a physical examination record, a medical history record, a background check, a fingerprint record and watch the Child Sexual Abuse video.

Requests for Employment or Personal Information and References

All outside requests for information about past or current employees must be directed to the Human Resources Department. It is imperative to strictly adhere to this procedure as violations could be legally harmful to Horn Creek Conference Grounds as well as to the employee. Requests for salary information concerning current or past employees will be granted only with the written consent of the employee.

PAYROLL

Pay and Benefit Increases

Because Horn Creek Conference Grounds is a nonprofit organization primarily dependent upon fees from campers for its income, our cash flow and budgetary constraints are given serious consideration in determining increases. Pay and benefit increases are at the discretion of the Board of Directors.

Performance Evaluation

Upon successful completion of your orientation period (90 or 180 days) the Executive Director and your Manager will evaluate your performance and provide feedback.

Following that assessment you will receive a formal written performance evaluation from your Manager within 30 days of your service anniversary date (the date you started work) each year. This written evaluation will provide the basis for a discussion between you and Horn Creek Conference Grounds in terms of accomplishments, career and personal goals, and the attainment of goals established at the prior review.

Timekeeping

Full-time employees are paid a monthly salary and must keep a monthly time sheet. All full-time employees are responsible for keeping track of their workdays (in ½ day increments) and must have his/her manager sign the time sheet before submitting it for payment.

The time sheet must have work days totaled (in ½ day increments) and turned in to the office by 9:00 AM on the designated date posted each month (typically four business days before the end of the month). The time sheet must have ½ day increments worked for each day and/or ½ day increments taken as paid time off for each day.

The ever-changing demands of camp work require Horn Creek to be creative with its limited workforce. Therefore, “flex” time is a procedure that has been developed to assist salaried employees in meeting the demands of the “camp schedule” while endeavoring to keep the work week as close to 5 days and 40-45 hours a week as possible. Employees should work closely with their manager to get “additional hours/days” scheduled for camp activities as needed and then exchange them for “flex time off” as accrued. Flex time can be taken before or after necessary camp scheduling as approved by the employee’s manager.

Part-time employees are paid an hourly salary and must keep a monthly time sheet. The time sheet must be signed by the Manager and turned in with the hours totaled to the office by 9:00 AM on the designated date posted each month (typically four business days before the end of the month).

Payday

You will be paid by 3:00 PM on the last business day of every month for the current month’s work. Paychecks will be put in an envelope in your mailbox at the office. It is the responsibility of each employee to maintain confidentiality with his/her salary.

Payroll Deductions

Deductions are taken from your gross pay for money owed by you for federal and state income tax and Social Security tax (FICA). It is your responsibility to complete tax information (W-4 Form) in compliance with current tax laws. To change your status or number of deductions, contact the Human Resources Department. Some employees may have additional obligations under a State Income Tax Lien, Federal Income Tax Lien, and/or Garnishment of Wages.

Payroll Advances

Horn Creek Conference Grounds may advance or loan money to employees. In the event you must borrow against your paycheck, please submit your request to the Accountant. Payroll advances are at the sole discretion of the Executive Director and/or the Accountant.

Expense Reimbursement

You must have authorization from the Accountant prior to incurring any expense on behalf of Horn Creek Conference Grounds. To be reimbursed for all authorized expenses, you must submit receipts.

Tips

Tips are distributed to all full-time employees equally and are distributed to part-time employees based on the percentage they worked towards a full-time employee's monthly hours. If a time sheet is turned in after the designated due date, the employee will be paid for the hours worked but will forfeit any tips earned for that month. Tips are only paid for the time turned in for the period the tips were collected, i.e. if a part-time employee carries over hours worked in March to be paid in April, they will only be paid April tips based on the amount of hours worked in April and not including March hours. If a part-time employee has questions regarding tips, they are to address their questions with the Accountant.

All employees are required to turn in tip money left by the guests. Employees are not allowed to accept personal tip money. Horn Creek recognizes that non-monetary "special gifts" will be given by guests to employees on occasion. If there are any "special giving" situations between a guest and an employee, please discuss this with the Executive Director for approval before receiving a special gift. Examples: Providing the employee's education, taking an employee (and family) on a vacation, giving an automobile to an employee, etc. When in doubt, please ask the Executive Director for approval.

Employees are allowed to raise "personal support" in addition to their Horn Creek salary. This support is subject to special taxation for the recipient and may be subject to limitations. However, soliciting this support from Horn Creek guests is prohibited.

EMPLOYMENT CATEGORIES

In order to determine eligibility for various benefits, Horn Creek Conference Grounds has established the following employment categories:

Full-time Employee

An employee who works at least forty hours per week on a salaried basis is considered a full-time employee. Most Horn Creek Conference Grounds' benefits listed in this manual are for full-time employees unless otherwise specified.

Pro-rated Full-time Employee

This category is reserved for employees who will usually work less than full-time but perform duties that fall under the general guidelines of an "exempt" worker according to the Fair Labor Standards Act definition.

An employee in this category is expected to work an average of at least 20 hours per week throughout the course of any given month. These employees will receive salary and benefits, commensurate with the proportion of an average 40 hour week, which they work in any given month. Since these employees would be working less than full-time, the benefits package would be structured to enable employee contribution, if necessary. Values of housing and utilities will be made by the Executive Director. Horn Creek reserves the right to grandfather employees into this category as it sees fit.

Part-time Employee

An employee who works less than forty hours per week and is paid hourly is considered a part-time employee. Part-time employees are not eligible for most Horn Creek Conference Grounds' benefits listed in this manual except as granted on occasion or to the extent required by provision of state and federal laws.

Seasonal and Temporary Employees

Seasonal and temporary employees are classified as hires specifically working for less than a 90-day period (Seasonal) or for more than a 90-day period (Temporary). Horn Creek Conference Grounds hires seasonal and temporary employees to facilitate the completion of specific tasks and/or projects. The job assignment, work schedule and duration of the position will be determined on an individual basis. Seasonal and temporary employees are not eligible for most Horn Creek Conference Grounds' benefits listed in this manual except as granted on occasion or to the extent required by provision of state and federal laws.

Employee in Orientation

Each employee initially hired by Horn Creek Conference Grounds will be classified as an employee in orientation for at least 90 days for general staff and at least 180 days for administrative staff. This is a trial period in which you can decide whether or not Horn Creek Conference Grounds fits your needs and Horn Creek Conference Grounds can decide whether or not you fit its needs.

Internal Promotions and Transfers

Horn Creek Conference Grounds will promote from within whenever possible and will allow employees to transfer to other positions which best utilize the employee's skills and abilities. The Executive Director will oversee promotions and transfers.

In order to be eligible for an internal promotion or transfer you must:

- Have completed a minimum of one year of continuous service at Horn Creek Conference Grounds.
- Have not received a written warning within 90 days prior to applying.
- Not be on probation or suspension.
- Submit in writing to the Executive Director your desire to be promoted or transferred.

An early internal promotion or transfer may be made at the sole discretion of the Executive Director. All changes in employment categories are at the sole discretion of the Executive Director.

EMPLOYMENT CLASSIFICATIONS

All employees will be hired within one of seven classifications (General Staff, Skill 1, Skill 2, Skill 3, Manager, Director, or Executive Director). The employee classification will determine initial base salary or initial hourly wage. A promotion constitutes a classification change, and will result in a salary base increase or an hourly wage increase. An employee can also transfer their position on staff but not promote to a higher classification. In this case, the employee's base salary or hourly wage will stay the same. Horn Creek Conference Grounds has established the following employment classifications:

Classification	Education	Experience	Specialized Training	Certification	Operational Responsibility	Supervisory Responsibility	Financial Oversight
Intern	One Year out of HS	None	None	None	None	None	None
General Staff	High School	None	None	None	None	None	None
Skill 1	High School	1-3 years in work area	None	None	Very limited scope	May oversee a few people in task	None
Skill 2	Bachelors Desired (when appropriate)	3-5 years in work area	Desired	Desired	Limited scope	May oversee a few people in task	Recommends Purchases
Skill 3	Bachelors Required (when appropriate)	5+ years in work area	Yes- specific to work area	Yes- specific to work area	Expansive scope	May oversee a few people in task	Purchases, May have line budget
Manager	Bachelors Required	5+ years in work area	Required	Where applicable	Expansive scope	Schedules, Oversees, Manages	Limited spending scope
Director	Bachelors	5+ years in work area	Required	Where applicable	Expansive scope	Contracts, Hiring/Firing	Budget Authority
Executive Director	Masters	5+ years in work area	Required	Where applicable	Expansive scope	Directs Managers/Directors	Ultimate Budget Authority

Note: Promotions will be decided by Manager with Executive Director Approval.

BENEFITS

Overall Benefits Structure

Horn Creek offers an array of benefits to its full-time employees. Some primary benefits include medical coverage, provisions for vision, dental, prescription (through the Health Reimbursement Arrangement), retirement 401(k) plan, life insurance, and educational assistance, through a system called a "cafeteria plan". Following the initial sign-up period for these benefits, the employee will be allowed to make changes to their cafeteria plan as specified by the Human Resources Department. Annually, Horn Creek will conduct an "open enrollment" (usually in February), at which time the cafeteria plan may change. Employees will be asked to make their commitments for the upcoming year at that time. Other benefits (outside the cafeteria plan) include employee purchase discounts, guest discounts, camp discounts, meals and housing.

Horn Creek benefit plans will be structured around the size of the employee's family. Eligible family members must be 18 years or younger, and living with the full-time employee.

Cafeteria Plan

Horn Creek employees are provided with a monthly monetary allotment (dependent upon employee family size) which can be directed, at the employee's choice, to one or more of the following benefits: medical coverage (combination of group and/or health reimbursement arrangement), life insurance, retirement, education or taxable salary in lieu of benefits. The value of these benefits may or may not be taxed, in full accordance with which the law allows. An open enrollment form must be completed by each new employee to identify the proportionate amount of money that the employee desires to set aside for one or more of these opportunities. The items included in the cafeteria plan are marked with a (Cafeteria Option) below.

In the case of married employees who are both full time employees, the following modification to the Cafeteria Plan exists: The medical allotment for the couple or family will be issued in accordance with the amount of the plan costs and may be applied to either the Group Medical Plan or the Health Reimbursement Arrangement (HRA). Each employee in this relationship may then identify the Cafeteria Plan allotments to the other benefits, namely, additional health, life insurance, education or the 401(k), an amount that may change annually. The annual open enrollment form may be provided for inspection upon request.

Medical Health Plan (Cafeteria Option)

Horn Creek Conference Grounds offers a group health insurance plan to all full-time employees. If an employee chooses the group health plan that Horn Creek Conference Grounds offers, he/she must complete and submit an enrollment application form to the Human Resources Department seven working days BEFORE the start of coverage. Coverage goes into effect on the first day of each month following approval of coverage (this can be the first day of employment if previous conditions are met). Any pre-existing conditions will be subject to the rules and regulations of the current designated medical provider (typically the first six to eighteen months).

If the employee's enrollment application is not completed and submitted to the Human Resources Department within seven working days AFTER the date employment commences, the insuring company can decline the enrollment application and will not offer coverage until a future date when their open enrollment period is in effect.

Overage dependent children are covered under their parent's insurance as long as they are financially dependent on their parents or have the same legal residence as their parents. They must be an unmarried age 19 through 24 child to qualify. Each family with an overage dependent child must complete an Overage Dependent Enrollment Request Form and substantiating documentation annually. This documentation needs to be a current school class schedule, proof of registration, and proof of tuition payment or residential status.

The employee's medical coverage will not continue for any non-medical unpaid leave of absence (longer than two weeks) unless the full premium is paid by the employee on or before the first of every month of the absence. Exceptions to this policy are at the sole discretion of the Executive Director. The medical coverage will continue for any medical or family unpaid leave of absence up to 12 weeks as required by law. If the employee fails to return to work after the FMLA unpaid leave, he/she will be required to repay Horn Creek Conference Grounds the entire health insurance premium for the period of unpaid leave. The employee must return to work for at least 30 calendar days to be considered to have "returned to work" for the purposes of this provision set by the State of Colorado.

Medical coverage terminates at midnight on the last day of employment or on the day an employee changes to part-time status. Under the federal law known as COBRA, the employee and his/her dependents may be eligible to continue coverage for a period of time at their own expense. Before the employee's last day of employment or status change, he/she can obtain a COBRA application form from the Human Resources Department to initiate continued coverage. According to federal law, Horn Creek Conference Grounds is not responsible for initiating COBRA continued coverage for an employee; it is the employee's responsibility to take measures to initiate COBRA continued coverage.

Health Reimbursement Arrangement (HRA) (Cafeteria Option)

As an alternative to the group health insurance plan, Horn Creek Conference Grounds offers to its full-time employees a health reimbursement arrangement option. The employee must give the Human Resources Department a written notice of intent within seven working days from the date employment commences. If an employee wants to change between the Medical Health Plan and the HRA, they must wait for the "open enrollment" period set by the Medical Health Plan provider. Contact the Human Resources Department for details. Money set aside for the employee's HRA use must be claimed within 30 days of termination or the balance reverts to Horn Creek.

A full-time employee must have health insurance coverage. A full-time employee not covered under the group health insurance plan offered by Horn Creek Conference Grounds or the health reimbursement account offered by Horn Creek Conference Grounds must have on file in the Human Resources Department proof of independent/other health insurance coverage.

Life Insurance (Accidental Death & Dismemberment) (Cafeteria Option)

A group life insurance policy is available to Horn Creek's full-time employees. The employee must complete and submit the life insurance application to the Human Resources Department when they begin work at Horn Creek. Contact the Human Resources Department for details. The premium for this policy, for those employees electing to participate, will be a portion of their cafeteria plan allocation.

Educational Assistance (Cafeteria Option)

In accordance with the "Employer-Provided" Educational Assistance" program, full-time employees may choose to allocate some of their cafeteria plan money toward educational assistance. This tax-free educational assistance includes payments for tuition, fees, and similar expenses, books, supplies, and equipment. For more details on what the government allows, please read IRS Publication 970, page 59. Participants in the educational assistance program must complete the Educational Assistance Form to utilize the funds set aside for this program. Horn Creek endeavors to pay educational organizations directly for qualified expenditures in this area, thus reimbursement to individuals is discouraged. Horn Creek supports courses leading to undergraduate and graduate degrees, as well as certain job-related non-degree courses. Horn Creek educational assistance is not available for courses already completed. Please check with the Human Resources Department for qualified courses and supplies prior to committing to the course. Money set aside for the employee's educational assistance must be directed to an educational institution within 30 days of termination or the balance reverts to Horn Creek.

Retirement 401(k) (Cafeteria Option)

Horn Creek offers a retirement plan 401(k) to its employees. If an employee meets eligibility requirements they may invest in the plan and have those funds matched up to a certain percentage subject to the currently adopted 401(K) plan regulations. At January 1, 2008, eligibility requirements require one year of regular full-time or part-time employment, age 18 or over, and matching funds are set at 6% of gross pay. For specific rules and regulations see the Human Resources Department. Horn Creek's matching funds will come from the employee's cafeteria plan, as those funds are available.

Staff Guest Policy

Entertaining family and friends at Horn Creek can be an exciting time for all. Horn Creek realizes that some employees would like to plan ahead for these visits. The following policy is designed to enable visitation and guest entertainment, while integrating well with our normal flow of business.

Horn Creek employees have 3 options with regard to bringing guests to Horn Creek:

1. Employees may reserve a space for family or friends more than 90 days in advance:
 - a. Fees are **25% off** the going family camper rates.
 - b. Deposits/guarantees are needed to secure the stay in accordance ministry partner policy.

- c. Housing assignments/contracts/prepays/consents are handled through the marketing department.
 - d. Horn Creek will provide meals (served as usual), clean rooms (as we would for our normal guests). [Guests will not be authorized to use the kitchen. Guests will eat with staff, other guests, or alone, as our normal camp conditions might dictate.]
 - e. Recreation is encouraged according to the schedule in effect during that season. Horse rides will be offered at our going camper rates. Bowling and Rockwall will be no charge, if the host staff member is trained and leads the event (off-camper times are encouraged).
 - f. Snack shop items are full price for all guests.
 - g. Gift shop prices are 15% off for family members. No discounts at the Gift shop for non-family guests.
 - h. AV fees would not apply.
2. Employees may reserve a space for family or friends between 2 and 89 days in advance:
- a. Fees are **50% off** the going family camper rates.
 - b. Deposits/guarantees are needed to secure the stay in accordance ministry partner policy.
 - c. Housing assignments/contracts/prepays/consents are handled through the marketing department.
 - d. Horn Creek will provide meals (served as usual), clean rooms (as we would for our normal guests). [Guests will not be authorized to use the kitchen. Guests will eat with staff, other guests, or alone, as our normal camp conditions might dictate.]
 - e. Recreation is encouraged according to the schedule in effect during that season. Horse rides will be offered at our going camper rates. Bowling and Rockwall will be no charge, if the host staff member is trained and leads the event (off-camper times are encouraged).
 - f. Snack shop items are full price for all guests.
 - g. Gift shop prices are 15% off for family members. No discounts at the Gift shop for non-family guests.
 - h. AV fees would not apply.
3. Employee guests may come to Horn Creek the day of their stay and stay on a space available basis (Commitment for availability will be made at the office after 9:00 a.m. that day. Guests would need to finalize their stay prior to 4:30 p.m. on that day. Room availability time will be confirmed upon finalization.)
- a. Campers (or Staff) would **not be charged** for the overnight stay.
 - b. No deposits/guarantees are taken.
 - c. Housing assignments/consents will be handled during check-in on the first day of stay.
 - d. Horn Creek will provide meals (served as usual) at a suggested donation of \$2/breakfast, \$3/lunch, \$5/dinner (1/2 price for children – ages 4-11, and infants free.) [Guests will not be authorized to use the kitchen. Guests will eat with staff, other guests, or alone, as our normal camp conditions might dictate.]
 - e. Host staff would be responsible to see that the rooms are cleaned and stocked for the next group, as confirmed by the camp manager.
 - f. Recreation is encouraged according to the schedule in effect during that season. Horse rides will be offered at our going camper rates. Bowling and Rockwall will be no charge, if the host staff member is trained and leads the event (off-camper times are encouraged).
 - g. Snack shop items are full price for all guests.
 - h. Gift shop prices are 15% off for family members. No discounts at the Gift shop for non-family guests.
 - i. AV fees would not apply.
 - j. Duration of stay is subject to day to day availability.

Horn Creek desires to honor its employees who are getting married at Horn Creek:

- 1) Horn Creek will provide the facility, hors d'oeuvres and punch for the reception (not the cake) at no charge for all guests.
- 2) Horn Creek will work with the employee to identify a location on camp for the wedding service at no charge.
- 3) Horn Creek would allow its non-mission essential workers to attend the service.
- 4) The employee will be responsible to reserve and pay for wedding guest meals (above and beyond the reception) according to our normal guest policy.

Employee Purchases

All employees are eligible for a discount on gift shop and snack shop purchases with the exception of drug, sale, candy, and consignment items. Employees may charge purchases and pay for them at the end of the current month. The gift shop/snack shop discount is a benefit offered only to Horn Creek Conference Grounds employees and to the employee's spouse and children. Should this privilege be abused, Horn Creek Conference Grounds will payroll deduct the amount(s) owed and revoke the charge privilege.

Horn Creek Conference Grounds Sponsored Camp Discount

Immediate family members (spouse and children) of full-time employees may attend any Horn Creek Conference Grounds sponsored camp for free. Registration should be through the normal registration process.

Staff Horseback Riding Policy

Staff may ride on any ride as long as there are extra horses already saddled from another ride and they are not filling spots that could be used by Horn Creek guests. In order to make this most effective, staff may show up 15 minutes prior to a scheduled ride in order to see if there is space available. If not, then staff may wait until there is an opening. If staff would like to have a guaranteed spot for a ride, they must pay for the ride but will receive their 30% staff discount at the Rec Center and sign up at that time.

Staff is not allowed to ride horses on their own or at their free will and pleasure. The only exception to this rule is if a staff member owns their own horse that is boarded on Horn Creek property. (See staff horse boarding contract for more details.) They still must clear it with the Head Wrangler prior to riding.

Horseback rides for staff guests are regular price. Staffs' extended families may receive their regular 15% discount. The day before the scheduled ride, staff guests or families may go to the Rec Center and sign up for a scheduled ride. Horn Creek guests have priority in the sign up process. Please give them the first opportunity to sign up for rides.

Pony rides are available for anyone under the age of 8 at any time the pony is saddled for guests and is free of charge (freewill donation accepted).

Any special requests not mentioned in this policy must be directed to the Head Wrangler for consideration. In every case, the final decision is up to the Head Wrangler and the Executive Director.

Meals

Horn Creek Conference Grounds offers its employees complimentary meals whenever meals are scheduled. Please note:

- If you are not working at a kitchen for a given meal, kindly stay out of the kitchen to avoid traffic congestion. Be seated at a designated staff table and stay seated. If you run out of crackers, butter, sugar, etc., ask your server for assistance.
- Children 14 years of age or younger **are not permitted in the kitchen at any time due to insurance and government regulations.**

- Children 14 years of age or younger must be actively supervised by a parent or parent-designated adult.
- At the conclusion of a meal, completely clean your table and table area to facilitate the serving staff in preparing for the next meal.

Some of the specifics associated with the plan are as follows:

- Employees should remain informed about the specific dining hall where they are welcome. Employees should respect those assignments.
- Employees should inform the head cook at their assigned kitchen about absences or guests more than 24 hours in advance. This helps our preparedness and economic stewardship.
- Inform the head cook of any food allergies or conditions that may assist in providing an appropriate food selection for you and your family.
- To go meals are available. Please communicate with the head cook about the best time frame to get the meal and go. Please be respectful of the fact that getting a hot meal out quickly to our guests is of paramount importance.
- To go meals are best accommodated on a meal to meal basis. Meals are intended to be the meal that has been prepared for the guests. Employees are NOT encouraged to “look around” for the meals that they desire.
- Leftovers and food that is about to go spoiled may be liquidated at the direction of the head cook at each camp as they feel is in the best prudent stewardship of Horn Creek. Some institutions utterly destroy leftovers and spoilage to minimize pilferage. As long as we are reasonable in this process, disposal using these means is suitable for now. The Executive Director reserves the right to change this policy during any suspected abuse.
- Employees are NOT encouraged to take bulk items from the kitchens. Employees removing food items from the kitchen should be taking only what is to be eaten by their family during that meal. Please refrain from taking more than can be eaten in one sitting. (Example: a pound of lunchmeat, a loaf of bread, a gallon of milk, a dozen eggs, or an apple pie are inappropriate amounts for a family of 2.) The best method for taking to go meals is to either create a plate full for each person, or to bring some plastic storage containers for the amount of each dish that your family will need.
 - Head Cooks have permission to make exceptions to this guideline. For instance, if a staff person needs to take larger quantities of food in order to feed his/her family during an extended period of time, the Head Cook can make arrangements to distribute this food at one time. Advanced notice is recommended and all food distributed must be taken with the intention of immediate consumption.
- Horn Creek reserves the right NOT to serve meals from time to time, when there are no guests in the camp. Employees may need to purchase their own food during these times.
- Horn Creek may, during extended closures, leave food available in a camp refrigerator. When this availability occurs, employees will receive further instructions.
- Employees unable to function within the aforementioned guidelines should consider enrolling in the meal allowance plan.

Please be respectful of this policy; our serving staff will greatly benefit from everyone’s participation in the dining and kitchen policies.

Meal Allowance

All full-time employees are eligible to apply for the meal allowance in replacement of the regular dining hall meal plan for their family members. If approved by the Executive Director the full-time staff member will not receive a meal allowance, but each of his/her family members will be eligible to receive a monthly stipend based on the current meal plan budget. A full-time employee may request the meal allowance for themselves if they have a Medical condition that restricts them from eating Horn Creek food. Immediate family members (including spouses and children ages 12-18) will receive the “adult” meal allowance, children (4-11) will receive ½ the adult allowance, and young children (0-3) will not receive a monthly allowance. Family members must be immediate family members living in the full-time employee’s home.

Staff members who receive the meal allowance and then eat at Horn Creek will have \$2.00/meal ages 12-18 and \$1.00/meal ages 4-11 for each of their family members deducted from the monthly meal allowance. It is your responsibility to accurately track when you and/or your family have eaten on camp and then report the numbers of meals in writing to the Accountant on the same day timesheets are due.

Housing Benefit

Horn Creek Conference Grounds provides housing for all full-time employees. Those full-time employees living in multiple staff housing have local telephone service provided by Horn Creek Conference Grounds. Those full time employees living alone or with family members must pay for local telephone service. Horn Creek Conference Grounds pays for water, electricity, firewood and gas for all staff housing. Please refer to the "Homes/Housekeeping" heading under the General Policies Section (Section 12) in this manual for additional responsibilities and expectations regarding housing.

Horn Creek Conference Grounds insurance does not cover personal possessions and it is recommended that employees obtain renter's insurance.

Horn Creek Conference Grounds reserves the right to inspect employee housing at anytime.

Housing Allowance

Skill 3, Manager and Director level employees are eligible to apply for the off-site housing allowance. If approved by the Executive Director, an employee is eligible to receive an additional 35% of their base salary as a housing allowance in lieu of the housing benefit described above. The off-site housing allowance will be distributed to the employee monthly on the same day as payroll. The allowance can be used for rental, lease and mortgage arrangements as well as payment for utilities. This housing allowance income may be taxed in accordance with the regulations of the Internal Revenue Service.

In the case of married employees who are both full time employees, if the constraints of the previous paragraph are satisfied, the 35% would be calculated on the sum of both employees' salaries.

TIME AWAY FROM WORK

Definition of a Leave of Absence

Circumstances may require that the employee request a leave of absence. A leave of absence is designed to accommodate employees in a time of personal stress, to fulfill military duties, maternity consideration, medical needs, or family needs. A maternity leave of absence is available on a paid basis, while all other leaves of absence are available on an unpaid basis. An employee ordinarily must provide a 30-day advance notice when the leave is foreseeable.

Insurance coverage is available to employees during the leave of absence time. It is the responsibility of the employee to make arrangements with the Human Resources Department to continue coverage and submit premium payments if your absence is non-medical and longer than two weeks. The use of leave will not result in the loss of any employment benefit that accrued prior to the start of the employee's leave. However, an employee will not be eligible to be paid for observed holidays nor will they continue to accrue vacation, sick/well or personal days while on a leave of absence.

In most cases, employees will be restored to their original positions upon returning from leave; however, there may be circumstances that would necessitate placing a returning employee in a different but equivalent position with equivalent pay, benefits and other employment terms.

There are five instances that can cancel the leave of absence and terminate employment: 1) the individual is placed on permanent disability; 2) the individual moves out of state; 3) the individual informs Horn Creek Conference Grounds that he/she does not intend to return for work; 4) the individual takes another job; 5) the individual fails to return to work on the return date.

Personal Leave of Absence

Full-time employees are eligible for a personal leave of absence after having been employed for at least one consecutive year. A personal leave of absence normally lasts no longer than 30 consecutive days and is not intended for casual time off or for seeking other employment. Requests must be submitted in writing and must be approved by the Executive Director. Accrued sick/well, personal and vacation time must be exhausted prior to the beginning of approved personal leave. Sick/well, personal and vacation time cannot be used to lengthen the duration of a 30 day personal leave.

Military Leave of Absence

Full-time employees are eligible for a military service leave of absence to fulfill their military duties. The Executive Director will approve a military leave of absence upon receipt of the employee's military orders. The leave will last the duration that is required by law to fulfill the tour of duty. A voluntary extension beyond this period will automatically cancel the leave of absence and will thereby be taken as a resignation from employment at Horn Creek Conference Grounds. An employee has the option to use accrued vacation time to fulfill part or all of his/her military obligations.

Maternity Leave of Absence

Full-time employees are eligible for 30-days paid maternity leave of absence. All full-time employee benefits remain in full force and effect during this time. An employee would be expected to take this leave in conjunction with normally recorded weekly days off. Thus, a period of six weeks can be anticipated for this leave and is to be taken consecutively. Extended time away from work could be achieved through the use of vacation days, sick/well days or personal days.

Family Medical Leave of Absence

Employees are eligible for family leave if they have completed 12 months of at least 24 hours/week of employment prior to the leave. Family leave will be granted to an employee to care for the employee's child

after birth or placement for adoption or foster care; to care for the employee's spouse, child, or parent (not parent-in-law) who has a serious health condition; or for a serious health condition that makes the employee unable to perform his/her job. The employee may be required to provide medical certification to support a request for family leave because of a serious health condition and may require a second or third opinion and a fitness-for-duty report to return for work. Accrued sick/well leave and vacation time must be exhausted prior to the beginning of family leave in accordance with the State of Colorado. (See "Your Rights Under the Family and Medical Leave Act").

Note: As stated in Benefits, Section 06, in this manual, the employee's medical coverage will not continue for any non-medical unpaid leave of absence (longer than two weeks) unless the whole premium is paid by the employee on or before the first of every month of the absence. The medical coverage will continue for any medical or family unpaid, job-protected leave of absence up to 12 weeks as required by law. If the employee fails to return to work after the FMLA unpaid leave, he/she will be required to repay Horn Creek Conference Grounds the entire health insurance premium for the period of unpaid leave. The employee must return to work for at least 30 calendar days to be considered to have "returned to work" for the purposes of this provision according to the State of Colorado.

Note: If an employee has not been employed at Horn Creek Conference Grounds for at least 12 months (at least 24 hours/week for the previous 52 weeks) employment, a written request can be made to the Executive Director for special unpaid leave consideration.

Your Rights Under The Family Medical Leave Act

FMLA requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to eligible employees for certain family and medical reasons. Employees are eligible if they have worked for a covered employer for at least one year, (24+ hours per week) over the previous 12 months and if there are at least 50 employees (full-time and part-time) within 75 miles.

Reasons for Taking Leave -

Unpaid leave must be granted for any of the following reasons:

- To care for the employee's child after birth or placement for adoption, foster care for children under age 18, or adoption of a child age 18 or older if the child is incapable of self care because of physical or mental disability.
- To care for the employee's spouse, son or daughter, or parent (not parent in-law) who has a serious health condition
- For a serious health condition that makes the employee unable to perform his/her job.

A serious health condition is defined as an illness, injury, impairment, or physical or mental condition that involves inpatient care in a hospital, hospice, or residential medical care facility.

In the state of Colorado, all paid leave must be exhausted before commencement of FMLA unpaid leave.

Advance Notice and Medical Certification -

The employee may be required to provide advance leave notice and medical certification. Taking of leave may be denied if these requirements are not met:

- The employee must provide 30 days' advance notice when the leave is foreseeable. If the leave is not foreseeable, the employee must contact the Human Resources Department within 2 business day or as reasonable.
- An employer may require medical certification to support a request for leave because of serious health condition and may require second or third opinions (at the employer's expense) and a fitness-for-duty report to return to work. These requests may be denied if certification is not presented.

Job Benefits and Protection -

- For the duration of FMLA leave, the employer must maintain the employee's health coverage under any group health plan.

- Upon return from FMLA, most employees must be restored to their original or equivalent positions with equivalent pay, benefits and other employment terms.
- The use of FMLA leave cannot result in the loss of any employment benefit that accrues prior to the start of an employee's leave.

FMLA does not affect any federal or state law prohibiting discrimination or supersede any state or local law or collective bargaining agreement that provides greater family or medical leave rights. For additional information contact the nearest office of the Wage and Hour Division listed in most telephone directories under U.S. Government, Department of Labor.

Medical Leave of Absence for Occupational Disabilities (Injury at Work/Worker's Compensation)

Horn Creek Conference Grounds carries worker's compensation insurance for employees injured on the job or who suffer job-related illnesses. Any injury, no matter how minor, must be reported immediately to the Executive Director, to the Horn Creek Conference Grounds EMT for medical consideration and to the Human Resources Department for worker's compensation claim consideration. Generally, worker's compensation will pay for any medical treatment required and will also pay a portion of lost wages.

A leave of absence shall be granted upon the notification from a physician to any full-time or part-time employee who sustains a work-related disability. The leave of absence will be granted for the duration of the disability as determined by the physician. Before returning for work, an employee must submit a physician's verification stating his/her ability to return to work, the date that he/she is able to return to work and any required restrictions or rehabilitation processes deemed necessary.

Funeral Leave

Horn Creek Conference Grounds recognizes that the circumstances surrounding the death of an immediate family member are very difficult. In order to accommodate employees during a period of bereavement paid time off will be granted to attend to family matters. Employees must contact the Executive Director as soon as they are aware of the need for funeral leave. In the event of a death in the immediate family, funeral leave will be granted for up to a maximum of five working days. "Immediate family" is considered to be legal spouse, child, mother, father, brother, sister, mother-in-law or father-in-law. In the event of a death in the employee's extended family, a maximum of two working days will be granted to attend the funeral. If more than the allotted number of days is required, a personal leave of absence for additional unpaid time may be requested subject to the approval of the Executive Director. An employee may also use any available vacation, sick/well or personal days. Should death occur in the immediate family during vacation the vacation time can be canceled and superseded by funeral leave. Contact the Executive Director to make this request.

Employees who are other than full-time may request up to five days off without pay for funeral leave.

Court Subpoena

If a full-time employee is subpoenaed to appear in court out of civic responsibility (such as being an eyewitness), time off will normally be granted at the regular rate of pay. An employee excused from court with at least ½ day left in the scheduled workday is expected to report to work. If an employee is subpoenaed to appear in court for personal business, an employee may use available vacation time, available sick/well days or take time without pay.

Jury Duty

Serving on a jury is a civic duty all of us should observe. Any full-time employee called for jury duty will be paid the regular daily rate of pay for each full workday missed. The Human Resources Department should verify that jury duty time and pay are correctly noted and that the compensation received from the court (except for mileage reimbursement) is reported to the payroll officiator (copy of check) to offset the salary paid by Horn Creek Conference Grounds. An employee excused from court with at least ½ day left in the

scheduled workday is expected to report to work, An employee must notify his/her Manager immediately when summoned to jury duty.

Voting Time Off

Horn Creek Conference Grounds encourages all employees to exercise their voting privileges in local, state and national elections. Employees wishing to vote are encouraged to exercise this privilege outside regular working hours.

Sick/Well Days

Full-time employees are eligible to receive sick/well day pay when absent due to illness or injury, caring for an ill immediate family member (spouse and/or children), medical or dental appointments, or for general well day leave. If an employee is sick he/she must notify his/her manager at or before the start of the workday. Failure to call and/or report to work may result in disciplinary action.

For every full month of full-time employment, ½ day will be accrued, up to a maximum of six days per calendar year. A sick/well day may be used in units not less than ½ day at any one time. 18 unused sick/well days may be accrued and carried over from one year to the next. During any unpaid leave of absence, sick/well time will not continue to accrue. No employee will be paid for unused sick/well leave at separation of employment.

For the protection of the guests and other employees, Horn Creek Conference Grounds reserves the right to send an ill employee home from work. In such cases, a sick day will be used to account for the time lost.

In the event of an illness or injury covered by worker's compensation, the sick/well leave policy will not apply but will defer to state statutes.

In cases in which an employee is sick or ill as a result of self-inflicted injury, illegal substance or alcohol abuse, or illness or injury incurred while in the act of committing a felony, the Horn Creek Conference Grounds policy on sick/well days and pay will not be in force.

When circumstances are approved by Horn Creek management, the employee may request to transfer ½ to 2 days of sick/well to another employee who has a medically related need.

Personal Days

Full-time employees are eligible to accrue two personal days per calendar year. The rate of accrual is ½ day per quarter (3 months) of employment and will be distributed to employees on April 1, July 1, October 1 and January 1 for the previous quarter. Up to 2 unused personal days can carry over into the next year. During any unpaid leave of absence, personal time will not continue to accrue. No employee will be paid for unused personal leave at separation of employment.

Personal days may be used to accomplish personal business that cannot be accomplished during time other than your normal working hours.

Vacation

Full-time employees are eligible for paid vacation. Vacation will start accruing after the first full month of employment. For the first five years of continuous employment, vacation will accrue at the rate of one day per month for a maximum of 12 days per calendar year. After an employee's fifth year of continuous employment, vacation will accrue at the rate of 1 ½ days per month for a total of 18 days for each calendar year. An employee eligible for three weeks vacation may take only two weeks at one time unless written approval from the Executive Director is obtained. 24 unused vacation days may be carried over into the next calendar year. During any unpaid leave of absence, vacation time will not continue to accrue. Employees will be paid for unused vacation leave at the separation of employment.

Every effort will be made to grant vacation at the time requested. Because of the nature of our work at Horn Creek, there will be times during which vacation will not be granted. Vacations cannot interfere with camp operation and therefore must be approved by the employee's manager. If any conflicts arise in requests for vacation time, preference will be given to the employee with seniority.

Advance vacation pay (for vacation time in excess of your vacation accrual balance) will not be given without written authorization from the Executive Director. Any amount of advance vacation pay not yet earned at the time of termination of employment will be deducted from an employee's final paycheck. Generally, the limit to approved advance vacation pay will be no more than three days or 24 hours.

Horn Creek reserves the right to close for a period of time throughout the year and require the full-time employees to utilize sick/well, vacation and personal time off. Those employees who have no time available will be subject to leave without pay during these times. Horn Creek will give advance notice to employees when this occurs. Usually, Horn Creek is closed during the Easter and Christmas holiday.

Paid Holidays

Full-time employees who are not on a leave of absence during one of the three paid holidays are eligible for holiday pay. Easter, Thanksgiving and Christmas are recognized by Horn Creek Conference Grounds as paid holidays. An employee will be given two days for each of these holidays.

Employees working the holiday camps may use those holiday days to extend another vacation or holiday time. Paid holidays are not transferable into the next calendar year.

SAFETY AND WELL BEING

Safety

The safety of all employees is a high priority at Horn Creek Conference Grounds. While the Horn Creek Conference Grounds management shares the responsibility for your safety, each employee is responsible for performing work in the safest manner possible and for reporting any unsafe conditions to his/her Manager immediately upon discovery.

Injury at Work/Worker's Compensation

Horn Creek Conference Grounds carries worker's compensation insurance for employees who are injured on the job or for employees who suffer job-related illnesses. Any injury, no matter how minor, must be reported immediately to the Executive Director, to the Horn Creek Conference Grounds EMT for medical consideration and to the Human Resources Department for worker's compensation claim consideration. Generally, worker's compensation will pay for any medical treatment required and will also pay a portion of lost wages. Refer to section 07 in this manual for further information regarding this matter.

Safety Rules When Operating Machinery and Equipment

Employees who have been properly trained and who have obtained permission from Horn Creek Conference Grounds management may use powered machinery and equipment. Employees using powered machinery or equipment must follow all safety rules associated with that machinery or equipment. Employees must be 21 years of age to drive any Horn Creek vehicles (excluding golf carts) on or off the property.

Guest Safety and Health

The safety and health of our guests is paramount in importance. In an emergency immediately notify the Horn Creek Conference Grounds EMT and the Executive Director.

Personal Property

Horn Creek Conference Grounds is not responsible for loss of or damage to your personal property whether due to fire, natural disaster, guest negligence or for any other reason.

Company Property

Employees are responsible for the safekeeping and regular maintenance of Horn Creek Conference Grounds property. This includes tools, vehicles, supplies, equipment, keys, materials, and other items. Employees are responsible for using these materials so that waste, carelessness and misuse do not occur. Please return tools and equipment to their proper place upon completion of a task. An employee may not use or keep company property in his/her home for personal use unless given permission to do so by management.

Instructions will be given on the proper care and operation of equipment and tools. Please report faulty equipment and tools to the maintenance manager. If an item breaks or an accident occurs report it to management. Please do not attempt to repair equipment and tools unless properly authorized to do so.

A fine to cover the replacement cost will be imposed on the employee responsible for the loss or destruction of property due to gross negligence, willful misconduct or dishonesty. Upon termination of employment all Horn Creek Conference Grounds issued items must be returned. The former employee will be held responsible for the cost of any items not returned and the cost will be taken out of his/her final paycheck. The employee must make arrangements for the prompt payment of costs which exceed the amount available in his/her final paycheck.

COMMUNICATIONS

Computers and E-mail

Horn Creek Conference Grounds maintains a computer network, internet and e-mail system for the benefit of its business interests. Therefore, exceptional caution and care must be taken in the usage of these systems. Employees who have their own office computer may use the e-mail and internet system for personal use, but only during their personal time. Employees must take great caution in not allowing corrupt information to enter the Horn Creek system.

There is a computer available for all employees and guests in the conference room of the office building. Please limit usage to 15 minutes when others are waiting to use this computer.

Note: 30 days after termination of employment, the employee's e-mail account will be closed.

Personal Mail

For those employees who do not have their own postal mailbox outside, you must obtain a post office box in town or have your mail delivered to Horn Creek Conference Grounds. Each employee will have an assigned mailbox at the office. Employees may purchase postage stamps from the office when available. For large mailings please use the local post office.

Please note: Due to post office regulations, employees using the Horn Creek Conference Grounds general delivery mailing address (6758 CR 130) are not eligible for mail forwarding after leaving Horn Creek Conference Grounds. Former employees are solely responsible for changing addresses with all creditors, magazines, etc. If you furnish a forwarding address, Horn Creek Conference Grounds will forward your mail to you for a one month period following your last day of employment.

Faxes and Copies

Employees are allowed to use the copy machine and the fax machine in the office when not being used for Horn Creek Conference Grounds business. Black and white copies are \$.10 per copy. Color copies are \$.20 per copy. Incoming faxes are set at the following rates: First 5 pages are free; each additional page is \$.10. Outgoing faxes are \$.10 per page.

Personal Telephone Calls

Horn Creek Conference Grounds is aware that its employees work a variety of hours and that emergency calls might be received at any time. While emergency calls should be taken when received, non-emergency calls should be answered and returned during personal time.

Horn Creek Conference Grounds requests that calls on camp telephones be limited to three minutes.

Employees and guests must use a long distance calling card when placing long distance calls on camp or office telephones.

Telephone Etiquette

When answering the telephone at Horn Creek Conference Grounds, remember you are its representative. Be courteous and helpful at all times. Direct the call to the appropriate person or take a detailed message to be given to the appropriate person. Refer all inquiries for new business, including reservation and fee structuring to our Marketing Department. Do not give out any employee's personal information or home telephone number.

The proper introduction is, "CURRENT LOCATION, this is EMPLOYEE NAME."

Example: "Horn Creek Lodge, this is John."

WORK PERFORMANCE AND CONDUCT

Standards of Conduct

The Horn Creek Conference Grounds goal is to achieve coherence and unity within the ministry and to assure that the work of the ministry is conducted in compliance with these principles. To this end, Horn Creek Conference Grounds evaluates each prospective and current employee according to his/her willingness to subscribe, embrace and actively live these principles in his/her day-to-day life both on and off Horn Creek Conference Grounds premises.

The following list is not intended to nor does it address all instances of conduct that are not in compliance with the stated principles or policies of this organization. However, it does provide specific examples of types of conduct that are considered terminable offenses without the benefit of Horn Creek Conference Grounds progressive discipline process. Horn Creek Conference Grounds retains full discretion to determine the acts that warrant termination and to immediately terminate for such acts as:

- Obtaining employment based on false or misleading information.
- Falsifying or destroying information or making material omissions in any documents or records including time sheets, application materials, accident reports, personnel information, etc.
- Destruction of or damage to Horn Creek Conference Grounds property or supplies or to the property of another employee or a guest.
- Theft or inappropriate removal of property that belongs to or is in the possession of Horn Creek Conference Grounds, a fellow employee or a guest. This includes taking Horn Creek Conference Grounds tools and equipment for home use without permission from management. Theft of any kind is punishable by law.
- Possession or use of firearms, weapons or any other hazardous or dangerous devices on Horn Creek Conference Grounds property. While firearms are permitted in an employee's home, they must be kept under lock and key when not in use. No firearms are allowed in areas frequented by guests.
- Unsatisfactory job performance including inappropriate conduct/behavior or insufficient production.
- Fighting or provoking a fight with another employee or guest.
- Insubordination, including refusal to do assigned work or refusal to perform work in the manner described by your supervisor.
- Possessing, using or being under the influence of alcohol or any unlawful drug while on duty or while on Horn Creek Conference Grounds premises.
- Noncompliance or disregard for any established safety rule, violating any Horn Creek Conference Grounds policy or engaging in conduct that creates a safety or health hazard.
- Leaving Horn Creek Conference Grounds premises or one's work area for an extended period of time during work hours without obtaining permission from your supervisor except during an established or approved lunch or break time.
- Horseplay or any other action that endangers others or Horn Creek Conference Grounds property or that disrupts normal workflow.
- Using abusive language or participating in immoral, indecent or undesirable conduct on or off Horn Creek Conference Grounds premises.
- Intimidating, coercive, harassing or threatening conduct, whether verbal, physical or visual, towards any other employee or visitor to Horn Creek Conference Grounds.
- Failure to abide by the set standards for lunch and break periods.
- Concealing or failing to report an error or mistake.
- Making false, vicious or malicious statements concerning any employee, Horn Creek Conference Grounds or its services.
- Carelessness that causes work delays, or damage to or destruction of materials, Horn Creek Conference Grounds property, tools, equipment or the property of other employees or visitors.
- Misuse or unauthorized removal or use of employee lists, business records, contribution records or confidential records of any kind.

- Excessive incoming or outgoing personal calls, or making long-distance calls or other toll calls on any Horn Creek Conference Grounds telephones without permission.
- Performing personal business during working hours and/or on company premises without the knowledge and permission of the Manager.
- Sleeping on the job.
- Failing to report to work without notifying the Manager of your intent to be absent.
- Unauthorized failure to report to work on the first scheduled workday following an approved vacation period or holiday, or immediately following an authorized leave of absence or an extension of leave of absence.
- Excessive tardiness that has become a pattern or is not in compliance with Horn Creek Conference Grounds standards.

Moral Behavior

Due to the Horn Creek Conference Grounds commitment to biblical moral principles, acts of immorality are inconsistent with our foundational principles as well as a breach of the “Statement of Faith and Principles that Guide our Work,” Statement of Compelling Interests, Core Values and Employee Expectations. Consequently, acts of immoral behavior will not be tolerated.

Acts of immoral behavior include but are not limited to sexual promiscuity, adultery, theft, drug or alcohol abuse, lying, child and/or spousal abuse, assault, and battery.

The Disciplinary Process

Should an employee fail to meet the expectations outlined in the Standards of Conduct, perform at an unacceptable level, violate a policy or commit an inappropriate act, he/she may be entered into the progressive disciplinary process which may include:

- Oral Warning, from the employee’s Manager.
- Written Warning, from the employee’s Manager. This will involve receiving specific instructions outlining areas of improvement required and clarification of management’s expectations. An employee may be directed to applicable resources that will assist in successfully resolving concerns and accomplishing those expectations.
- Meeting with the Executive Director.
- Written Probation, which will involve receiving notification of the consequences of failing to correct the identified weaknesses and deficiencies within a reasonable period of time. Such consequences may involve additional disciplinary action up to and including suspension or termination.
- Written Suspension
- Termination of Employment

Although one or more of these steps may be taken in conjunction with a particular employee, the specific circumstances and seriousness of the violation of the Horn Creek Conference Grounds policy will dictate at which level an employee is entered into the progressive disciplinary process. Horn Creek Conference Grounds may also terminate your employment without following any particular series of steps whenever it determines at its own discretion that a violation of policy warrants immediate termination. The State of Colorado allows for “at will” employment, which states an employer, may discharge an employee at its discretion for any reason without the benefit of progressive discipline. Horn Creek Conference Grounds reserves the right in all cases with or without cause to terminate employment without notice and without progressive discipline as it deems appropriate.

The Horn Creek Conference Grounds Board of Directors has developed a grievance policy to guide the process for making a formal complaint. Matters that may be raised through these guidelines include conflicts with co-workers, with Managers, with the Executive Director, personnel decisions affecting the employee and suspected or actual improprieties involving property, guests or other employees. Employees who feel they are the subject of sexual harassment or other inappropriate behavior by Managers, co-

workers or others should use these guidelines to make a complaint. For further details regarding the grievance policy process, refer to the Grievance Policy Process heading in this section of this manual.

Attendance

In connection with an employee's responsibilities to Horn Creek Conference Grounds and to its guests each employee is expected to be at work as scheduled, to arrange his/her personal calendar to accommodate the established hours of work and to give proper notification of absence or tardiness.

An employee who cannot report to work due to illness must contact their Manager at the beginning of the scheduled shift. This procedure must be followed on the first and each subsequent day of an unscheduled absence. The employee must indicate the reason and probable duration of the absence. A physician's verification is requested for a period of illness that lasts beyond five working days.

Rest (Break) Periods

Horn Creek Conference Grounds grants a 15-minute break period within each four-hour shift worked in a day. Break periods cannot be accumulated, nor can they be substituted for a later start time, lengthened lunch break or shortened work day.

Because of our industry, breaks for the field staff may be given in a lengthened break in the afternoon. Please carefully follow the scheduled break period your Manager arranges so proper coverage in your work area is maintained and others are not inconvenienced.

Scheduling

An employee cannot change his/her schedule or trade scheduled time with another employee without permission from his/her Manager.

Conflict of Interest

It is the policy of Horn Creek Conference Grounds to practice the highest ethical standards of honesty and integrity in its business dealings. Therefore it is imperative that employees refrain from taking part or exerting influence in any transaction or relationship where personal interests may conflict with the best interest of Horn Creek Conference Grounds. Employees are expected to act legally and ethically without any consideration to personal preference or advantage.

Employees are advised of the following standards in order to avoid a conflict of interest with Horn Creek Conference Grounds:

- Do not accept or give gifts or personal favors in connection with the performance of the employee's duties at Horn Creek Conference Grounds.
- Inform your Manager when there is reason to believe a conflict of interest is present or may develop.
- Do not own a financial interest in any business that does or seeks to do business with Horn Creek Conference Grounds unless approved in writing by the Executive Director.
- Do not conduct business on behalf of Horn Creek Conference Grounds with immediate family members or extended family members or with any business organization or enterprise in which the employee or a member of the employee's family has any ownership or profit interest.
- Do not promote any products or services to any guests if there is the possibility of personal gain. Some employee-produced products may be sold in the gift shop, with the expressed written permission of the Rec/Retail Manager.
- "Consulting" with guests must occur on personal time and off of the main camp property.

Horn Creek Conference Grounds expects its full-time employees to consider their positions as their primary employment. Outside activities (Search & Rescue, other community events, outside employment, etc.) must not interfere with the ability to properly perform job duties at Horn Creek Conference Grounds.

Dress Standard

The atmosphere at Horn Creek Conference Grounds is maintained in part by the image its employees present to other employees, guests and vendors. Employees should use good judgment in dress at all times and maintain a neat and clean appearance, dress modestly and moderately conservative. Employees are required to dress in a manner consistent with his/her work responsibility. He/she must dress as perceived to be appropriate in a Christian organization with the Horn Creek Conference Grounds unique ministry objectives. Full-time employees are encouraged to wear his/her Horn Creek Conference Grounds nametag any time guests are in camp. In an effort to provide clarification as to what is modest and moderately conservative, the following guidelines have been provided but are not limited to the following examples:

- No skirts two inches or more above the knee when in a standing position.
- No shirts where your midriff is visible standing OR reaching. All shirts must be able to be tucked in; you must be able to stretch your arms as high up as possible and have your shirt still fall below your belt line. All articles of clothing must move freely across the body when in a standing position, i.e., no tight shirts, shorts or pants.
- Jeans are allowed if they are clean and without holes (with the exception of maintenance projects).
- Shorts are allowed in the summer; they can be no shorter than six inches from the top of the knee and are not to be worn during dinner.
- Clean and neat T-shirts without offensive sayings may be worn but not during dinner.
- Nothing immodest
 - For Example: scoop backs, shoulders uncovered, low necklines, spaghetti straps or shirts that reveal undergarments, slits on a skirt higher than two inches above the knee, spandex (pants, shorts, skirts or tops) or tank tops.
- No earrings for male employees and only small modest earrings for female employees.
- For female employees, small, clear studs are acceptable as nose rings.
- No lip rings, eyebrow rings, tongue rings or any other visible body part that is pierced (the only exceptions are listed above).
- No atypical colored hair, i.e., blue, purple, green, etc.
- When serving in the dining room:
 - No gum or other objects in mouth
 - No open toed sandals
 - For female employees, long hair must be tied back
 - No hats
- No visible body tattoos.
- Men must not have hair longer than shoulder length.
- Male mustaches and beards must be trimmed and neat
- No two-piece bathing suits or one-piece suits that reveal the midriff. No low cut or high thigh cut bathing suits. Note: If an employee is coming or going from the pool, they must "cover up" with shorts and t-shirt.
- If in doubt, please ask someone to help you decide if your attire will be appropriate at Horn Creek.

Horn Creek Conference Grounds reserves the right to determine if an article of clothing or an outfit is inappropriate for the workplace. If it is deemed inappropriate, Horn Creek Conference Grounds reserves the right to send an employee home to change clothes and then report back to work. Horn Creek may require its employees to wear a uniform. Notification will be given well in advance of these occurrences.

Fraternization

Horn Creek Conference Grounds recognizes that romantic relationships may occur between employees. In order to promote its efficient operation as an organization and to avoid misunderstanding, complaints of favoritism, other problems of supervision, security and morale, as well as possible claims of sexual harassment, Horn Creek Conference Grounds requires that all employees maintain relationships that are above reproach, honest, pure, and accountable with other employees. If a relationship does develop, public display of affection is prohibited.

Harassment

Horn Creek Conference Grounds is committed to providing a work environment that is free of discrimination. In keeping with this commitment harassment is strictly prohibited. Harassment is considered an act of misconduct and will subject an individual to disciplinary action. Harassment is defined as unwelcome or unsolicited verbal, physical, visual or sexual conduct that interferes with an employee's job performance or that creates an intimidating, hostile or offensive work environment.

If an employee feels a co-worker, Manager, outside vendor/contractor or guest has harassed, the employee must immediately report the facts of the incident and the names of the individuals involved to his/her Manager. The Manager or the Executive Director will investigate the claim and will take appropriate action.

If the employee desires, and when the harassment cannot be handled in this prescribed course of action, he/she may "grieve" to the designated board member. At the time of the writing of this document, the board member is Andrew Zeller (719) 783-2447.

Policies for Reducing the Risk of Child Sexual Abuse and False Allegations

The two-adult rule is in effect - employees cannot be alone with any child (18 years of age or younger) staff, staff family member or guest.* There is to be no public display of affection playful or otherwise. There is to be no verbal comment of sexual context. Pornographic videos and/or materials are prohibited on Horn Creek Conference Grounds. Exhibitionism, defined as sexual perversion marked by a tendency of indecent exposure, is prohibited. Staff children as well as guest children are not permitted in Horn Creek Conference Grounds' housing unless attended by their parents. Report any questionable behavior to the Executive Director. You will be asked to submit a written statement giving details, date(s) and time(s). The Executive Director will then act accordingly. An employee who feels his/her case has not been addressed properly can submit a claim to the grievance committee. For further details regarding the grievance policy process, refer to the Grievance Policy Process heading in this section of this manual.

*Employees are welcome to baby-sit staff children when arrangements have been made with the parents.

Homes/Housekeeping

Horn Creek Conference Grounds provides housing for all full-time employees and it expects all housing to be treated with respect and care inside and outside. Horn Creek Conference Grounds homes and the areas around them are the responsibility of the occupants. Keep all trash inside until disposed of. Trash left outside attracts bears and other unwanted wildlife. Horn Creek Conference Grounds reserves the right to ensure that homes are kept to standard and reserves the right to inspect housing for any reason at any time.

Horn Creek Conference Grounds requires an employee to fill out a home inspection report before taking residency. A detailed inspection will be conducted with the Human Resources Department. The HR Department will also take a set of digital photos of all rooms and the exterior of each home. This will be kept on file in order to protect Horn Creek Conference Grounds and the employee from misunderstanding at the time of departure. When vacating housing any damages not listed on the initial home inspection report or not previously reported to management will be the employee's financial responsibility and will be deducted from the employee's final paycheck. If damages are greater than the final paycheck, the employee is still responsible to pay back the damages. When vacating the staff house, the housing and carpets must be thoroughly cleaned by the employee before departure. If the necessary cleaning is not done, Horn Creek Conference Grounds will bill the vacating employee for the labor rate of \$25 per hour plus materials and will be deducted from the employee's final paycheck.

No modifications, improvements or alterations may be made to Horn Creek Conference Grounds housing without the consent of the Executive Director.

An employee's personal property is not insured by Horn Creek Conference Grounds and it is recommended that employees obtain renter's insurance to protect against damage and/or loss.

Single employees are allowed in the living quarters of the opposite sex (excluding bedrooms) but must leave by 11:00 P.M. to be considerate of the other residents and to maintain a positive moral image.

Pets

The decision as to whether or not an employee is permitted to have a pet or pets on Horn Creek Conference Grounds property is at the discretion of the Executive Director. Pets are prohibited in multiple staff housing. If an employee living alone or with family is given pet approval it is with the full understanding that the pet or pets must be contained at all times when guests are on Horn Creek Conference Grounds property. On the very rare occasion there are NO guests on campus, a pet may run free if supervised by its owner.

Approved pets may be kept as long as they do not disturb others and as long as they are not destructive to Horn Creek Conference Grounds property or to other employees' property. Any pet that attacks guests, staff, staff pets or livestock may be removed from Horn Creek Conference Grounds without the consent of the owner. Horn Creek Conference Grounds does not permit animal breeding in its housing and strongly suggests spaying or neutering pets as a safeguard to this end.

Any damage to Horn Creek Conference Grounds property inflicted by a pet will be the pet owner's financial responsibility and charged for the labor rate of \$25 per hour plus materials.

Horn Creek Conference Grounds reserves the right to revoke its pet privilege policy on a case-by-case basis.

Liquor and Illegal Drugs

The possession or use of alcohol on Horn Creek Conference Grounds property (including ALL Horn Creek staff housing) is prohibited. Reporting for work or being on Horn Creek Conference Grounds' property under the influence of alcohol is prohibited. If an employee becomes intoxicated and it comes to the attention of Horn Creek Conference Grounds management, disciplinary action will be taken.

Employees are to be reminded of Scripture in regard to their motivations in this area. While this policy extends great freedom to act in a way that seems best to each individual employee, remember that not all will respond favorably to this liberty. 1st Corinthians 8 expresses a great thought about this whole issue. The entire chapter is commended as reading. In particular, verse 9 is helpful to guide our thoughts and behavior in this area: "But take care lest this liberty of yours somehow becomes a stumbling block to the weak." While the consumption of alcohol may be permitted, legally, in certain circumstances, employees are highly encouraged to realize that their personal witness for Christ is continually on display.

Horn Creek reserves the right to revise this policy at any time in order to enhance the witness of Christ.

The possession and/or use of illegal drugs on or off Horn Creek Conference Grounds property is prohibited.

Horn Creek Conference Grounds reserves the right to perform alcohol and/or drug testing at its discretion at any time.

If medication is required by a doctor's prescription an employee should be able to do his normally assigned tasks. If you must take prescription medication and are unable to do your normally assigned work tasks, notify your Manager.

Tobacco Use

All tobacco use including smoking, chewing and/ or dipping is prohibited on Horn Creek Conference Grounds property (including ALL Horn Creek staff housing). * See Last Page of this Section.

Firearms

While firearms are permitted in an employee's home, they must be kept under lock and key when not in use. No firearms are allowed in areas frequented by guests. Firearms may not be discharged on Horn Creek Conference Grounds property unless the Executive Director and the State of Colorado give pre-approval.

Employees' Children and the Work Environment

Horn Creek Conference Grounds strives to be a family environment and therefore will allow parents to bring their children to work under the following conditions:

- Children may be brought to work at the parents' risk.
- Employee's children must at all times be respectful to guests and employees alike.
- Any damage to Horn Creek Conference Grounds property caused by an employee's child(ren) will be repaired at the expense of the employee.
- Horn Creek Conference Grounds reserves the right to revoke this privilege under any circumstance and for any reason the Executive Director deems appropriate.

Problems arise when children are left unsupervised. In an attempt to avoid possible problems and/or misunderstandings the following policy has been developed:

- Horn Creek Conference Grounds buildings' are considered off limits to your child(ren) and any playmates without **active** adult supervision. Thus, an employee's child(ren) and any playmates may play in a game room or nursery if **actively** supervised by an adult.
- An employee's child(ren) and any playmates are not allowed in the kitchens due to state law and insurance issues.
- An employee's child(ren) and any playmates may not play in unoccupied guest rooms or cabins.

Parents may not leave Horn Creek Conference Grounds property without taking their children with them unless previous arrangements for their **active** adult supervision have been made.

Note: Child(ren) are defined as 12 years of age or younger. Exceptions to this age requirement are at the sole discretion of the Executive Director.

Music

Music that is played on Horn Creek Conference Grounds property must be consistent with our conservative Christian values. All music must be played at a reasonable volume, and management reserves the right to change the music and/or adjust the volume. Exceptional care should be taken when guests are on property.

Parties

Horn Creek Conference Grounds, as an organization, does not recognize birthdays, weddings, baby showers, etc., due to the difficulties in fairness. However, employees of Horn Creek Conference Grounds are encouraged to fellowship with one another in these settings while not on company time. These parties may be held in Horn Creek Conference Grounds buildings as long as the activity does not interfere with guests' activities. Simply submit a request to the Executive Director for his consideration and approval at least 24 hours prior to the event.

Camp Vehicles/Traffic Violations

The Executive Director and Support Leader will determine a checkout system for use of all Horn Creek vehicles. This system will be communicated to all Horn Creek employees via a separate memo periodically each year. In order for a camp vehicle to be assigned or permission given to use a camp vehicle, the driver must be at least 21 years old, must be licensed, must be on the Horn Creek Conference Grounds payroll and must have a good driving record.

Cautious driving, slow speed (15MPH), common sense and courtesy will avoid accidents, personal injuries and vehicle damage. If an employee causes an accident while driving a company vehicle, report the accident immediately to the appropriate authorities. Horn Creek Conference Grounds does not assume

liability for any loss or damages sustained, thus, it is the employee's financial responsibility for repairing any damages due to his/her negligence. Not reporting an accident may result in disciplinary action.

Horn Creek Conference Grounds will not take responsibility for a traffic violation issued to an employee who is driving a company vehicle on public thoroughfares.

Conduct on National Forest Land

Employees may be asked to guide groups of guests on hikes on National Forest Land. Guides must at all times be respectful of the land, the guests' abilities, and of other persons using the trails. Littering, shouting, or screaming (unless in trouble) should always be avoided. Guides must stay on established trails and keep close watch on all guests. These rules are important for the employee's and guests' safety and for the image of the camp to the community around us.

Lost and Found

All lost and found items should be taken directly to the lost and found bin at each camp. In no case may an employee take lost and found items for personal use. The Lost and Found Coordinator will periodically designate an employee "free for all" event at which time employees make take possession of unclaimed lost and found items.

The Grievance Policy Process

An employee is to take his/her written complaint to his/her Manager. The Manager will then seek to reply within three working days.

If the employee is not satisfied with the response from his/her Manager, the employee should then submit the written complaint to the Executive Director stating all details and actions taken thus far. The Executive Director will then seek to reply within five working days.

If the employee is not satisfied with the response from the Executive Director the employee should then submit the written complaint to the Grievance Committee Chairman (who is a current member of the Horn Creek Conference Grounds Board of Directors) stating all details and actions taken thus far. The employee must submit the complaint to the Grievance Committee Chairman within five working days of receiving the response from the Executive Director.

The complaint may be sealed and marked confidential but to assure its receipt it must be sent to the Grievance Committee Chairman via the Executive Director. The Grievance Committee Chairman will then seek to answer the grievance as soon as possible, usually within three weeks.

The Grievance Committee ordinarily consists of three members: The Director of Horn Creek Conference Grounds and two members of the Horn Creek Conference Grounds Board of Directors who are appointed by the President of the Board of Directors with the approval of a majority of the board. The president shall designate one of the board members to act as the chairman of the committee. The chairman shall be responsible for all correspondence. The members of this committee shall be appointed upon the passage of these guidelines by the board and shall serve for the calendar year. New members shall be appointed at the last board meeting each year. If the Executive Director of Horn Creek Conference Grounds is the subject of a complaint, the President of the Board shall appoint another board member to serve in the director's place. The Grievance Committee may determine the method by which it will conduct its review of complaints brought to it. The committee may conduct meetings via telephone conference calls if in-person meetings are not convenient. The chairman of the committee shall make a report of any action taken at the Board meeting following the committee's meeting. Copies of all correspondence shall be considered and kept as board correspondence and records.

Employees making complaints are expected to provide all relevant information to the Grievance Committee at the time of making the complaint.

Investigation -

At its discretion, Horn Creek Conference Grounds may modify the timelines or other procedures above to permit closer review or investigation of the matters alleged. All employees including those expressing a complaint are expected to cooperate with any review or investigation conducted by Horn Creek Conference Grounds.

Confidentiality -

Horn Creek Conference Grounds will seek to maintain confidentiality in processing and if necessary investigating any complaint made so far as maintaining confidentiality is not inconsistent with processing or investigating the complaint, eliminating or remedying any misconduct found to have occurred or otherwise resolving the complaint, and/or preventing future misconduct or other circumstances that gave rise to the complaint. Horn Creek Conference Grounds will notify those individuals it determines have a need to know about the complaint or whose involvement is necessary for processing, investigating or otherwise addressing the complaint. Horn Creek Conference Grounds may also notify law enforcement personnel as it determines appropriate in the circumstances.

Remedies -

Horn Creek Conference Grounds may at its discretion transfer, relocate, place on leave of absence, discipline or terminate any employee who is the subject of a complaint made and in the process of review or investigation under these guidelines.

Any employee who fails to cooperate with a review or investigation conducted according to these guidelines or otherwise acts in a manner inconsistent with these guidelines may be immediately terminated or subjected to disciplinary action all at the discretion of Horn Creek Conference Grounds.

A complaint made under these guidelines will not delay the effective date of a disciplinary action or termination decision.

* From Page 29, Tobacco Use, This policy may be addressed on a case-by-case basis. Please speak to the Executive Director if you have any questions or special considerations.

TERMINATION OF EMPLOYMENT

Voluntary Termination

Horn Creek Conference Grounds employees are free to end their employment with Horn Creek Conference Grounds with or without cause or advance notice. Because the resignation or retirement would normally leave open a position, Horn Creek Conference Grounds asks that a letter of resignation be submitted to the Executive Director two weeks before the final day. The letter should include the employee's last day of employment and the reason(s) for leaving. If a written two-week notice is not given, it may be recorded in the employee's personnel file and may result in a "no rehire" status.

Discharge (Involuntary Termination)

Employment at Horn Creek Conference Grounds is by mutual consent of the employee and the employer. Either party may terminate the employment relationship at will without cause. Horn Creek Conference Grounds may elect to use a progressive discipline process when employment issues with an employee arise or it may elect to terminate the employment of the individual. The use of progressive discipline will be decided upon on a case-by-case basis at the discretion of the Horn Creek Conference Grounds management.

Layoff and Recall

A layoff is an elimination of a position due to changes in Horn Creek Conference Grounds activities. When determining which employees will be reinstated after a lay off, the following factors will be considered: job-related ability, performance, conduct, education and training and experience. If all other factors are substantially equal, length of service will become the deciding factor.

Effect of Termination on Employee Benefits

A Horn Creek Conference Grounds employee will receive a final paycheck when the next normal payroll is run. If employment is involuntarily terminated or the employee requests their paycheck early, tips will be forfeited. Horn Creek Conference Grounds will withhold from the final paycheck monies to cover damage or destruction to Horn Creek Conference Grounds property incurred by the employee, or to cover any outstanding gift shop or snack shop bills, or property not turned in prior to or at the time of departure.

Payment for vacation benefits that have been earned but not taken will be included in the final paycheck. Vacation benefits that have been taken but not earned will be deducted from the final paycheck.

All benefits including insurance sponsored by Horn Creek Conference Grounds will terminate as of midnight on the last day of employment. Continuation of group health insurance coverage is offered for a period of time at the former employee's expense under the federal law known as COBRA. COBRA forms are available through the Human Resources Department. Please refer to the "Medical Health Plan" heading in Section 06 in this manual for further details regarding COBRA.

Exit Interview and Inspection

On the last day of employment Horn Creek Conference Grounds offers the departing employee an opportunity to communicate his/her employment experience while at Horn Creek Conference Grounds. If the employee lives in Horn Creek housing, he/she will also go through an exit inspection of the housing with the Human Resources Department. Please refer to the "Homes/Housekeeping" heading in Section 12 for more information.

Horn Creek Conference Grounds
6758 County Road 130
Westcliffe, CO 81252

You will be expected to follow the standards set in this manual. Please sign below if you have read and understand this manual in its entirety.

Any applicant who knowingly or willfully makes a false statement of any material fact or thing in the application and/or manual is guilty of perjury in the second degree as defined in section 18-8-503,C.R.S., and upon conviction thereof shall be punished accordingly.

Employee Name: _____

Employee Signature: _____

Date: _____

If applicable, Employee's Spouse's Name _____

Employee's Spouse's Signature: _____

Date: _____

Please return this signed sheet to the office by hand, mail (Human Resources Department, 6758 County Road 130, Westcliffe, CO 81252) or fax (719-783-2547).