

National Park Service
U.S. Department of the Interior



Castillo de San Marcos and Fort Matanzas National Monuments
St. Augustine, Florida

A Handbook for VIPS

Volunteers-In-Parks Program





Welcome!



The resources that your National Park Service (NPS) is entrusted with caring for have inspired visitors since long before our agency was established in 1916. We boast Yellowstone, the world's first National Park. The Castillo is the oldest masonry fort in the Continental United States. All of the more than 390 NPS sites have some type of special quality and national significance that brought them into the National Park System. These special qualities do something else; they bring us dedicated volunteers who donate their most precious commodity; their time.



Our volunteers greet visitors, present programs, support our ferry operations, fire historic weapons, staff information desks, work in a variety of maintenance activities and perform other duties that extend our capacity to fulfill the NPS mission. You help us meet our stewardship responsibilities and accomplish things that would be otherwise unattainable.



Thank you for volunteering!



Superintendent



Contents

This handbook is designed to provide an overview of the Volunteer-in-Parks program at Castillo de San Marcos and Fort Matanzas National Monuments.

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Introduction

The National Park Service

On August 25, 1916, President Woodrow Wilson signed the act creating the National Park Service, a new federal bureau in the Department of the Interior responsible for the 35 national parks and monuments then managed by the department and those yet to be established. This “Organic Act” states that

“the Service thus established shall promote and regulate the use of the Federal areas known as national parks, monuments, and reservations. . . by such means and measures as conform to the fundamental purpose of the said parks, monuments and reservations, which purpose is to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

The National Park Service still strives to meet those original goals, while filling many other roles as well: guardian of our diverse cultural and recreational resources; environmental advocate; world leader in the parks and preservation community; and pioneer in the drive to protect America’s open space.

The National Park System of the United States comprises over 388 areas covering more than 83 million acres in 49 states, the District of Columbia, American Samoa, Guam, Puerto Rico, Saipan, and the Virgin Islands. These areas are of such national significance as to justify special recognition and protection in accordance with various acts of Congress.

By the Act of March 1, 1872, Congress established Yellowstone National Park in the Territories of Montana and Wyoming “as a public park or pleasuring-ground for the benefit and enjoyment of the people” and placed it “under exclusive control of the Secretary of the Interior.” The founding of Yellowstone National Park began a worldwide national park movement. Today more than 100 nations contain some 1,200 national parks or equivalent preserves.

In the years following the establishment of Yellowstone, the United States authorized additional national parks and monuments, most of them carved from the federal lands of the West. These, also, were administered by the Department of the Interior, while other monuments and natural and historical areas were administered as separate units by the War Department and the Forest Service of the Department of Agriculture. No single agency provided unified management of the varied federal parklands (until the creation of the NPS in 1916).

An Executive Order in 1933 transferred 56 national monuments and military sites from the Forest Service and War Department to the National Park Service. This action was a major step in the development of today’s truly national system of parks – a system that includes areas of historical as well as scenic and scientific importance.

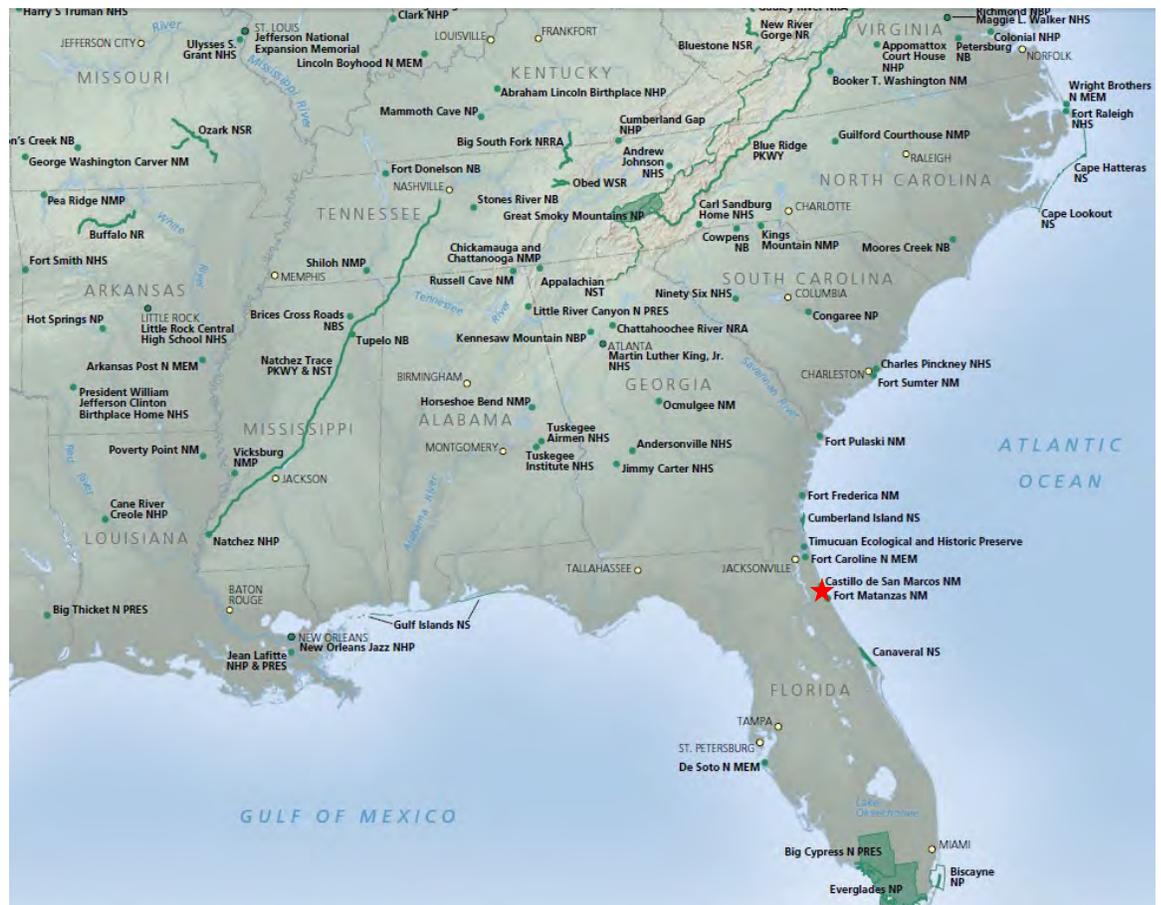
Congress declared in the General Authorities Act of 1970 “that the National Park System, which began with the establishment of Yellowstone National Park in 1872, has since grown to include superlative natural, historic, and recreation areas in every

region...and that it is the purpose of this Act to include all such areas in the System....”

Additions to the National Park System are now generally made through acts of Congress, and national parks can be created only through such acts. But the President has authority, under the Antiquities Act of 1906, to proclaim national monuments on lands already

under federal jurisdiction. The Secretary of the Interior is usually asked by Congress for recommendations on proposed additions to the System. The Secretary is counseled by the National Park System Advisory Board, composed of private citizens, which advises on possible additions to the System and policies for its management.

~From *The National Park Parks: Index 1997-1999*. (Washington, D.C.: U.S. Department of the Interior).



Castillo de San Marcos and Fort Matanzas are located in the Southeast Region of the National Park System. The headquarters for the region is located in Atlanta, Georgia.



Pedro Menéndez de Avilés, founder of St. Augustine

Quick Facts: Castillo de San Marcos

- City of St. Augustine founded Sept. 8, 1565, by Pedro Menéndez de Avilés.
- Nine wooden forts in different locations, including on Anastasia Island, preceded the Castillo, all destroyed by the elements or enemies.
- First phase of construction began Oct. 2, 1672, and was completed in August of 1695. Second phase, which raised the height of the walls by about 10 feet and expanded the rooms into the courtyard, lasted from 1738 to 1756.
- Built out of coquina, a porous limestone comprised of sand and seashells compressed over hundreds of thousands of years.
 - Quarried on Anastasia Island, just south of the lighthouse (St. Augustine Amphitheatre is built in one of the old quarries)
 - Allowed to dry out before being shaped into building blocks
 - Compresses under cannon fire instead of shattering, making it incredibly resilient
- **The moat was intended to be kept dry**
 - Wet moats prevented enemies from climbing over castle walls (which no one would try because we have cannons) and from tunneling under them (which you can't do in Florida anyway with the high water table!)
 - Castillo's moat was used as a corral for livestock during times of siege.
 - Contained water from 1938 to 1995, put there by the NPS. The water caused cracking and caused the foundations to wear.
- Casemates (rooms) inside the fort were used primarily for storage of preserved food, weapons, munitions, gunpowder, ships supplies, etc.
- Siege of 1702
 - Result of Queen Anne's War/War of Spanish Succession
 - English troops led by James Moore attacked from Charles Towne (Charleston, SC).
 - 1500-1600 Spanish soldiers and civilians moved inside the Castillo for 51 days (Nov-Dec)
 - Reinforcements from Cuba arrive on day 48, causing the English to burn their own ships in the harbor, burn down the city, and retreat over land.
 - As a result, the Spanish begin constructing a wall around the entire city
- Siege of 1740
 - Result of the War of Jenkins' Ear
 - British troops led by James Oglethorpe attacked from Fort Frederica, GA
 - By now, St. Augustine is encompassed by a wall, allowing the citizens to remain in their homes
 - Oglethorpe's troops discover that cannonballs affect coquina like "a knife slicing into cheese"
 - Battle of Bloody Mosé
 - + Fort Mosé was the first legally established free black settlement in North America, chartered in 1738, two miles north of Castillo (now a Florida State Park)
 - + The black militia abandoned Mosé and fell back to the city, allowing a British Highland Regiment to take over
 - + On the morning of June 26, Spanish troops attacked the Highland Regiment and retook Mosé. Only 25 British escape while 89 are killed and 28 are made prisoner. The Spanish lose 13 killed and 8 wounded.
 - With the demoralizing defeat at Mosé and the approaching hurricane season, and Spanish supplies sneaking in through the "back door" (Matanzas Inlet), Oglethorpe finally lifts the siege and heads back to GA within the first week of August



A *garita*, or guard tower



- Served under six different flags, but was never captured in battle. All transfers occurred through treaty and negotiation.
 - First Spanish Period: 1565 - 1763
 - British Period: 1763 - 1784
 - Second Spanish Period: 1784 - 1821
 - First U.S. Period: 1821 – 1861 (Florida becomes a state in 1845)
 - Confederate Period: Jan. 1861 - Mar. 1862
 - Second U.S. Period: Mar. 1862 - present
- Decommissioned in 1900 but still maintained by the War Department. Transferred to NPS in 1933.
- Served as a training center for Coast Guard during WWII
 - Four classrooms (officer's school and gunner's school) inside
 - Graduations held in courtyard
 - Parade grounds used for marching and drilling

Ranger Jeffrey Edel portraying a Spanish soldier of the 1740s



Spanish cannon firing atop the Castillo



Great Horned Owl (*Bubo virginianus*), an inhabitant of Fort Matanzas National Monument.

Quick Facts: Fort Matanzas

- Construction began in the fall of 1740, a few months after the end of Oglethorpe's siege was lifted. Finished by the summer of 1742
- Replaced a series of small wooden watchtowers on Anastasia Island that guarded the Matanzas Inlet. Like the wooden forts that preceded the Castillo, these didn't last long.
- Pirate attacks on the wooden watch towers in 1683 and 1686 were an early warning of the need to strengthen the defenses in this area and better protect the southern approach to St. Augustine.
- Usual detail: six to eight enlisted men and one officer, usually a sergeant, stationed at the tower for 30 days
- Built to prevent enemies from blockading the Matanzas Inlet or using it to sneak up on St. Augustine via the "back way"
- Short skirmish in 1741 when the fort was under construction between two Spanish and two British ships. A Spanish ship ran aground and a few men were killed, but the second ship was able to drive off the English and save the construction project.
- English longboats tried to sound the inlet in July of 1742, but the cannons fired a few shots, which were enough to turn the longboats around.
- Staffed by British soldiers during the American Revolution
- Returned to Spain in 1784 through the Second Treaty of Paris, but by early 1800s, the tower was getting into bad repair.
- When Florida became a U.S. territory in 1821, the U.S. Army saw no use for the watchtower and abandoned it, allowing it to fall into ruin
- The first restoration was in 1916, for which just over \$1000 was spent.
- The Public Works Administration (PWA) restored the building in 1938-39 and built the current visitor center building to be a visitor center and park office.
- The NPS has been conducting a ferry service to the tower since the 1970s.
- "Why is the inlet called 'Matanzas'?"
 - In 1563, a group of French Protestants known as Huguenots settled near the mouth of the St. Johns River, in what's now Jacksonville, and build Fort Caroline
 - In 1565, Pedro Menéndez de Avilés was tasked with removing them from Spanish Florida. He founded St. Augustine in the process as a base from which to attack Fort Caroline
 - The French attempted to attack newly-established St. Augustine, but their ships were blown south and wrecked by a hurricane.
 - Menéndez and his soldiers marched to Fort Caroline, killed the remaining soldiers, and put the women and children on ships to the Caribbean.
 - The Spanish encountered the shipwrecked French soldiers at the inlet 15 miles south of St. Augustine and put them to death
 - 'Matanzas' is Spanish for massacres, slaughters, killings, etc.

An interior view of the watchtower's main room.





Volunteer-in-Parks (VIP) Program

To accomplish its important duties of preservation and education, the National Park Service relies on the efforts of many volunteers. The Volunteer-In-Parks Program was authorized by Public Law 91-357 enacted in 1970. The primary purpose of the VIP program is to provide a vehicle through which the National Park Service can accept and utilize voluntary help and services from the public. The major objective of the program is to utilize this voluntary help in such a way that it is mutually beneficial to the National Park Service and the volunteer.

Volunteers are accepted from the public without regard to race, creed, religion, age, sex, sexual orientation, national origin, or disability. Under the VIP legislation, volunteers may be recruited without regard to Office of Personnel Management regulations and are provided coverage for tort liability and work-injury compensation. Volunteers are selected to participate in the program because they can fill an identified need. They are usually individuals or members of groups with specific skills and/or interests who will perform a specific

function or type of work.

Volunteering is an American tradition that over the years has made an immeasurable contribution to communities, organizations and individuals throughout the country. A recent poll found that over one-third of the American public has been or is now a volunteer. Over half of those presently involved in volunteer work are also employed in full or part-time jobs. Today's volunteers are active, dynamic, creative individuals of all ages who possess the skills, desire, patience and time to accomplish a wide variety of tasks.

Our volunteers are, without a doubt, Very Important People! Each year more than 120,000 volunteers donate over 4,000,000 hours of service in the U.S. national parks. Our volunteers come from every state and nearly every country in the world to help preserve and protect America's cultural and natural heritage for the enjoyment of this and future generations. Young and old alike give of their time and expertise to assist our paid staff in achieving our national mission.

Volunteers can be utilized in any and all parts of the park management system. All levels and types of skills can be utilized and almost any type of work can be performed as long as it is work that:

1. Would not otherwise get done during a particular fiscal year because of funding or personnel limitations.

Or

2. Allows paid employees to accomplish work that would not otherwise get done during a particular fiscal year because of funding or personnel limitations.

And

3. Does not result in the displacement of any paid employees.



Commitment

Castillo de San Marcos

At the Castillo, living history VIPs are depended upon for the weekend historic weapons demonstrations. It is very rare for us to be able to put on a cannon firing with staff members alone. The visitors also love to see folks in living history uniforms every day of the week.

Visitor services VIPs are helpful every day of the week. Having VIPs perform tasks such as ticket check, roving the gundeck, doing safety for historic weapons firings, and even giving talks frees up the Rangers to complete other projects. The Sally Port Attendants staff the desk in the entrance to the fort and treat it like a visitor center, handing out brochures and Junior Ranger books, answering questions, giving directions, etc. Please work with the VIP Coordinator to figure out a schedule that works best for you and the park.

Note: Historic weapons VIPs must participate in four cannon and/or musket shots per year to keep their certification current.

Fort Matanzas

At Fort Matanzas, the visitor center operations depend heavily on VIP participation. A carefully organized schedule is maintained for VIPs so that the staff can plan their day around the vacancies. Many VIPs maintain a regular schedule—e.g. every Friday afternoon—for their visitor center duties. Deckhanding operations on the ferry boat are much the same.

Once a month (usually on the first Saturday), cannon firing demonstrations are presented to the public. Historic weapons VIPs are needed to safely fire the cannons. You may contact the park to find out the dates for demonstrations and to sign up to participate.

Simple ways to help Castillo and Fort Matanzas have a consistent high-quality volunteer program:

- Commit to working on a regular schedule. Knowing we can count on you enables us to plan consistent programs for our visitors.
- Let us know as soon as possible, for whatever reason, if you will not be able to come to work.
- Communicate with us by updating addresses and phone numbers whenever necessary.
- Record your hours worked each time you come to work or do research or other projects for us so that we can accurately report volunteer hours park-wide and recognize your efforts for annual awards.
- Attend trainings and workshops when available.



Volunteer Opportunities

Park volunteers participate in virtually every aspect of the operations of Castillo de San Marcos and Fort Matanzas National Monuments. Below are some

positions commonly filled by volunteers. This list is not meant to limit the possibilities for VIP opportunities, but rather to offer a general overview.

- **Living History and Historic Weapons Interpreters:** These are our most visible volunteers. They dress in 18th or 19th century period clothing and put on our cannon and musket firing demonstrations. Not comfortable with the weapons? No problem! You can still dress out and demonstrate a craft or general life in a Spanish garrison town, patrol the grounds, and have hundreds of pictures taken.
- **Visitor Services:** Also known as “khakis”, these VIPs help the Castillo park staff with the day-to-day tasks of keeping the park running: answering questions, stocking brochures, giving directions, helping with safety, etc. They make the rangers’ jobs a little easier!
- **Sally Port Attendant:** The Sally Port (SP) serves as the Castillo’s “visitor center.” While visitors will briefly deal with a Ranger when they purchase tickets, the SP attendant is the first person with whom they will have the chance to truly interact. Having a VIP here enable the staff to work on projects and talk with visitors all around the fort.
- **Ticket Check:** The Fee Booth often needs help checking to ensure everyone entering the fort has purchased a ticket. This position involves a lot of friendly meet & greet with the public!
- **Resource Management:** Fort Matanzas National Monument includes 300 acres of barrier island ecosystem that needs attention such as trash cleanup and invasive plant removal.
- **Visitor Center Attendant:** Fort Matanzas has a small visitor center/bookstore that is generally staffed by a VIP. Operate a cash register, play a movie for visitors, hand out brochures and ferry passes, and direct folks to the beach!
- **Gatekeeper:** Help alleviate crowding in the visitor center and keep us on schedule during busy days by handing out boarding passes outside the VC, delivering safety messages to visitors, and boarding the ferry passengers.
- **Deckhand:** The ferry service at Fort Matanzas depends on deckhands to safely operate the boat. Per US Coast Guard regulations, all boat crew members must be enrolled in a random drug testing program.

The Volunteers in the Parks Act of 1969 states that the Secretary of the Interior “shall not permit the use of volunteers in hazardous duty or law enforcement work or in policymaking processes. . . *Provided*, That the services of individuals whom the Secretary determines are skilled in performing hazardous activities may be accepted.” 16 USC 18g.



Volunteer Bill of Rights

At Castillo de San Marcos and Fort Matanzas National Monuments, volunteers can expect to be treated as valuable, useful members of the team.

To help accomplish great things, all staff members agree to the following beliefs about the Volunteer-In-Parks program and the volunteers who give of their time.

VIPs have:

- The right to be treated as a co-worker, not just free help.
- The right to suitable assignments with consideration for personal preferences, temperament, life experience, education and work history.
- The right to know as much about the organization as possible: its policies, people, and programs.
- The right to proper job training.
- The right to continuing education on the job as follow-up to initial training, information on new developments, and training to prepare for greater responsibility.
- The right to sound guidance and direction by someone who is experienced, well-informed, patient and thoughtful, and who has the time to invest in giving guidance.
- The right to a place to work: an orderly, designated place, conducive to work and worthy of the job to be done.
- The right to a variety of assignments, and increasing levels of responsibility and challenge.
- The right to be heard, to have a part in planning, to feel free to make suggestions, and to have respect shown for opinions.
- The right to recognition in the form of day-to-day expressions of appreciation, by being treated as a bonafide co-worker, and awards.

Volunteers may also avail themselves of training courses offered at Castillo and Fort Matanzas such as Cannon School, Musket School, First Aid, CPR & AED, and interpretive courses online through the Epley Institute. Talk to your volunteer coordinator or the Chief of Interpretation about registering for the Epley courses. Law Enforcement may be contacted about dates for the next First Aid, CPR & AED classes.



Meet the Staff

Depending on the duties you are performing, any of these staff members may be your

supervisor. Your VIP Position Description will have your supervisor(s)'s name on it.

Administration/Management

- Gordie Wilson, Superintendent
- Tina Spengler, Chief of Administration

Law Enforcement (LE)

- Kim Mayo, Chief Ranger
- Anthony Vela, LE Officer
- Adam Roberts, LE Officer
- Vince Clark, LE Officer

Interpretation

- Steve Roberts, Chief of Interpretation and Historic Weapons Supervisor
- Andrew Rich, Fort Matanzas Site Supervisor (and boat captain)
- Amelia Vela, Education Coordinator
- Chris Leverett, Historic Weapons Supervisor & Program Manager
- Allen Arnold, Historic Weapons Supervisor
- Greg Utech, Historic Weapons Supervisor

Volunteer Coordinator

- Jill Leverett

Boat Captains

- Thomas Birmingham
- Paul Bohnenkamper
- Randy Paul

Resource Management

- Kurt Foote, Natural Resource Management Specialist

Maintenance

- Brian Dietz, Chief of Maintenance
- James Crutchfield, Supervisor of Facility Operations

Note: Your overall supervisor may be different from the person(s) to whom you report for daily operations or assistance. Your position description will outline these differences.



VIP Policies & Procedures

The NPS expects the highest level of professionalism from its staff. Park employees *and* volunteers are representatives of the NPS and the Federal government as a whole, and as such are held to high standards of appearance and behavior.

Uniform Standards and Appearance

Director's Order #7: "VIPs must be readily identifiable as such, in a manner appropriate for their duties. VIP uniform items include the official VIP patch (shoulder or cap), nametag, and the VIP lapel pin. VIPs must not wear any part of the official NPS uniform or be dressed in a manner that attempts to duplicate its appearance."

Visitor Services, Visitor Center, Deckhands, Maintenance, and Natural Resource:

- **Shirt:** Khaki polo or button-down shirt with the official VIP patch located either on the left sleeve or the left side of the shirt front. Volunteer T-shirts are also appropriate for Maintenance or Natural Resource projects.
- **Hat:** Khaki or other light-colored hat with small VIP patch. Recommended but not required.
- **Shoes:** Comfortable walking shoes or boots are suggested. Open-toed shoes, high heels, sandals, and flip-flops are not allowed both for professionalism and for your safety.
- **Pants:** Khaki or brown pants or shorts. Blue jeans are also acceptable as long as they are in good condition (no rips or holes). Please avoid shades of green to avoid the possibility of visitors mistaking you for a park ranger.

Why don't we want visitors mistaking you for a park ranger? **This is for your safety.** The majority of the public has a very positive opinion of the NPS and its employees, but there are folks who have issues with our policies or just the federal government in general. Should visitors become violent while in our park, we do not want them perceiving volunteers as employees. To minimize confusion and to keep yourself safe, do not wear any pieces of the official NPS uniform or anything that looks similar. This includes items from the Arrowhead Store that have the official NPS arrowhead. Items you wear to the parks must have the VIP logo.

Employees and volunteers "are specifically prohibited from the following activities while in uniform or wearing a readily identifiable uniform component:

- Purchasing or consuming alcoholic beverages, whether on or off duty.
- Smoking or carrying cigars, pipes or cigarettes in their mouths or chewing tobacco while in public view.
- Gambling in any form while on or off duty.
- Participating in or attending any demonstration or public event wherein the wearing of the uniform could be construed as agency support for a particular issue, position, or political party.
- Sleeping while on duty and in public view." (Reference Manual #43
- Recommending one business over another. As a Federal agency, we cannot give preferential treatment of one business over another. This may include telling someone "I always eat at..." or even giving out discount cards for a specific restaurant or business. Whether a tour company, a gift shop, another attraction, or a restaurant, we must maintain impartiality.

The daily Interpretive supervisors will be responsible for enforcing these regulations.



Living History and Historic Weapons VIPs

- Period clothing that is accurate to the eras encompassed by the Castillo's history
 - 1740s Spanish (this is what we wear the majority of the year)
 - Mid-1700s civilian or militia (also acceptable most of the year)
 - Revolutionary War British, 1760s-1780s (portrayed three or four times a year)
 - Second Seminole War, 1835-1842 (portrayed once a year)
 - Civil War Union Navy (portrayed once a year, on July 4th)
 - Once a year, the Castillo typically puts on a timeline event, for which outfits from conquistadores to WWII Coast Guard are appropriate. If you have questions about these events and the uniforms you might wear, please talk to a ranger!
- For those VIPs participating in the historic weapons demonstrations, clothing **must be all natural-fiber** (preferably wool, but cotton and linen are also acceptable). Synthetic fibers will melt to your body if caught with sparks from the demonstrations or cooking fires.
- Wristwatches, cell phones, and modern jewelry should not be worn or used while in historic clothing. Wearing modern items erodes the credibility of the interpreters before the visitor even engages them. Exceptions are made for wedding bands and earrings correct to the time period. We do understand that some concessions must be made for glasses. If you absolutely must wear **sunglasses**, please consider investing in a pair that looks period-correct.

Please ask the Interpretive staff about the Uniform Guidelines if you have specific questions about the Spanish uniform and what to wear. Historic Weapons Supervisors will be responsible for sharing and enforcing the uniform standards.

Volunteer Conduct

Be mindful of what you say.

- When within view of the public, keep personal conversations to a minimum. We understand that one of the great benefits of volunteering is meeting other like-minded people and forming friendships, but there are some things that are inappropriate to discuss around the public or other staff members or volunteers. We want everyone to feel welcome at our park. If you're unsure what might be considered "inappropriate," please ask the Site Supervisor or Volunteer Coordinator. The offices are available if you need to have private conversations.

Be available to the public.

- Keep the Castillo sally port area cluster-free. When one person stands in front of the desk with their back turned to the public, chatting with the person sitting behind the desk, it gives the impression that they are unavailable to answer questions. We never want the visitors to feel like they are interrupting us, as we are there *for them*. The same goes for the Fort Matanzas visitor center.
- The table & tent set-up in the Castillo courtyard is intended to give the folks in Living History attire a period-correct place to relax between weapons demonstrations yet still be visible and available to the public. Keep at least one section of rope open so that visitors can approach the table to ask questions, chat, take pictures, etc. Musket cleaning, card games, dice games, etc. are all excellent period-correct ways to pass time and engage the public. *Those not in Living History attire, please limit the time you spend at the table.*



Be courteous.

- No matter how many times we have to ask folks not to do something, it will (hopefully) be the first and only time we say it to each particular visitor. Remember to start with “please” and end with “thank you”. Most people will understand, especially if you take the extra few seconds to explain *why* we ask them, for example, not to sit on the walls.
- On the occasions you deal with belligerent visitors, remain polite and calm, and tell them you would be more than happy to get a Ranger for them. Your safety is most important to us!

Expectations & Guiding Principles for Employees & VIPs

- BE SAFE! Promote and maintain a safe workplace and park for our staff, volunteers, and visitors.
- Show respect for one another and treat our fellow staff members, volunteers, and visitors with dignity.
- Take pride and personal responsibility in our work and work hard to be the best possible representatives of the National Park Service. Serve the public well.
- Ensure a high level of customer service to ensure an excellent visitor experience. Work hard to meet and exceed visitor expectations. Create positive lasting memories.
- Serve as leaders in our daily work – look for solutions to problems, serve our visitors and one another, and work together as a team. Engage in constructive conversation to resolve issues and disagreements. We are a team, and we succeed and fail as a team.
- Be ready, willing, and able to perform our assigned duties by the scheduled start time of the shift. Arrive on-time for scheduled shifts, dressed and ready to work.
- Be professional in the way we dress, act, and perform our work.
- Choose our attitudes – we can decide to be positive or negative. Accept full responsibility for choosing the attitude we each individually have and how it impacts those around us.
- Assume positive intent.
- Be accountable and hold one another accountable.
- Be direct, sensitive, and genuine.
- Communications are a two-way street. Don’t wait for communication to happen TO you, be part of the communications process.
- Try something new. Embrace change as an opportunity. Consistently seek improvement.
- Value People: Seek out the intrinsic value of each colleague. Listen to each other’s voices.
- Embrace Diversity: Engage the unique perspectives and talents of each colleague to our decisions and build a stronger organization.
- See the Overlooked: Encouraging diversity helps us see and value other viewpoints.



Paperwork and Hours

There are three forms that you must complete and sign before you begin volunteering with us. These forms will insure that we have your contact

information, your emergency contacts, and your understand of the duties you will be performing while volunteering at our park.

- **Volunteer Services Agreement (OF 301A).** This is the most important form. You are not considered a volunteer unless you have this form filled out and turned in! Without it, we cannot count your volunteer hours, and you would not be covered under worker's compensation should you be injured while volunteering with us.
- **Position Description.** There are many position descriptions within the park for different types of volunteer jobs. With a staff member, you will discuss what type of VIP you would like to be and then sign the appropriate description.
- **Photo Release Form.** This gives the NPS permission to use your photograph in any of our publications. Also, be aware that you will most likely have your picture taken by visitors, especially if you wear a historic uniform!

Don't forget to sign in when you come to volunteer! There is a sign-in sheet in the Castillo volunteer room. At Fort

Matanzas, there are calendars for the Visitor Center and Deckhand VIPs, and a sign-in sheet for other duties.

The sign-in sheets are generally not monitored by a Ranger and therefore operate on the honor system. Please be accurate when recording your hours.

- Those of you making a long drive to be with us (from Jacksonville, Gainesville, Orlando, etc.) may include your travel time, but do not inflate your hours beyond that.
- You may only claim hours for time spent on activities that *serve the park and serve the public*. If you are claiming hours while on site, you must be in uniform and doing work to benefit the park and the public. If you are claiming hours for work done at home, it must be for projects that the park has specifically asked you to do.
- Participation in living history events taking place off park property and without support/sponsorship from the park does not qualify for NPS volunteer hours.
- Also, for your hours to be recorded, **you must have paperwork on file with the park.** A VIP is defined as "anyone who performs work for the NPS under a current, signed volunteer agreement" (Director's Order #7). If you do not have an agreement signed, you are not covered for work-related injuries and we cannot count your hours.



Youth Volunteers

For many people, volunteering at National Parks is a family affair. We also have some young people who enjoy volunteering with us on their own.

For reasons of safety and professionalism, the park has strict rules for volunteers under the age of 16.

- VIPs under age 16 **must** be accompanied by a parent/guardian on their first day of volunteering at the Castillo . If VIPs act appropriately and can prove themselves to be responsible, they may return to volunteer without parental supervision. Park staff will make the call on a case-by-case basis. **Volunteers under age 12 must be accompanied by a parent/guardian AT ALL TIMES.**
- **At Fort Matanzas, VIPs under age 16 must be accompanied by a parent/guardian AT ALL TIMES.**
- **VIPs under age 18 may not volunteer during school hours.** If the VIP is homeschooled, his/her parent or guardian **must** have a conversation with the VIP Coordinator and Education Coordinator about how volunteering is part of their curriculum.

Code of Conduct for Volunteers under Age 16

- I understand that while I am at the fort, I am expected to perform volunteer duties that are helpful to the visitors and Rangers. I am not there just to “hang out” or socialize.
- I understand that the Rangers' and VIPs' duty is to serve the park and serve the public, not to entertain or constantly supervise me.
- I understand that I am expected to behave professionally. The fort is not a playground, and the volunteer equipment (uniforms, wooden muskets, radios, etc.) are not toys.
- I understand that for my safety, I must remain inside the Castillo, and if I wish to walk the grounds outside, I must be with a Ranger or adult VIP.
- I understand that there are natural hazards associated with volunteering in an outdoor setting (heat, insects, etc.) and that I should be physically capable of dealing with them. I do not have any conditions that would require the Rangers to monitor my health. **NPS employees cannot provide medication of any kind.**
- I understand that if I do not follow these rules, the Rangers may contact my parent(s)/guardian(s), and I may be asked to limit the hours I volunteer per day, not to return without parental supervision, or not to return as a volunteer at all.

For Parent/Guardian: My child and I have read and discussed **all** the above rules, and my child understands what is expected of him/her as a VIP. I understand that the National Park Service is **not** providing a free babysitting service; if a Ranger calls me or my Emergency Contact, someone **will** be able to collect my child.



Grievance Procedure

At Castillo de San Marcos and Fort Matanzas National Monuments, we endeavor to make volunteering a wonderful and rewarding experience.

If circumstances arise that make volunteering at the site less than enjoyable, it is important that you follow the program grievance procedure.

1. Discuss frankly and respectfully any disagreements with another team member. This should always be done away from the visiting public and other team members.
2. If problems persist, inform your supervisor, either in person or in writing, depending on your comfort level. If you are uncomfortable speaking to your supervisor (or if your supervisor is the problem), you are welcome to address their supervisor or the volunteer coordinator instead.
3. Your supervisor, the volunteer coordinator, and/or the appropriate additional staff members will discuss with you how best to address the issue.

Termination of Volunteer Agreement

If, at any point, a volunteer decides to end their involvement as a park volunteer, they should notify the volunteer coordinator who will terminate their volunteer services agreement.

If a volunteer is found incapable of successfully completing their duties or of adhering to the parks' expectations and standards of conduct, this agreement may also be terminated by the volunteer coordinator in consultation with the volunteer's supervisor.

Sexual Harassment Policy

Sexual harassment is defined as verbal comments, gestures, and physical contact of a sexual nature that are deliberate or repeated and unsolicited. Sexual harassment is also defined as unwanted sexual advances and requests for sexual favors.

It is the policy of Castillo de San Marcos and Fort Matanzas National Monuments to adhere to Federal guidelines and Bureau policy relating to sexual harassment. As Federal employees and volunteers, we have a responsibility for

maintaining high standards of conduct in the workplace; *therefore, sexual harassment will not be tolerated or condoned.* Every effort should be made by managers, supervisors, and employees to ensure that all employees and volunteers work in an environment free from sexual harassment.

If you feel you have been sexually harassed, please contact your supervisor or the volunteer coordinator immediately.



Safety Policy and Security

Safety comes first, every job, every time. As a volunteer, part of your training will focus on safety. Review the sections in this handbook on safety and emergency

procedures as well as the map with the locations of fire extinguishers and medical kits. Read up on the proper way to use the parks' two-way radios.

Protecting Yourself and the Visitors

Safety isn't just about calling 911 when an accident occurs. It's about taking care of YOU! If you feel unsure about the safety of any task you have been asked to do, tell your supervisor immediately.

No one is expected to put themselves at risk AT ANY TIME. We don't want

anyone to be hurt, and we don't believe accidents are acceptable.

It is absolutely vital to watch for not only our own safety, but also that of our visitors. While on vacation even the most safety conscious person often leaves their brain at home.

Safety and Emergency Procedures

Historic Weapons Demonstrations

- Safety zones – You will hear the term “water battery” a lot around the Castillo. This is the eastern side of the fort grounds, along the bay where the shot furnace is located. In the 1840s, a *battery* of cannons was installed along the *water* here by the U.S. Army, hence the term “water battery.” This is where two staff members or VIPs will stand during weapons demonstrations taking place on the gun deck to prevent visitors from walking underneath the guns. Although we fire blanks from the cannons and the muskets, there is still the danger of burning paper and hearing damage from the sound wave. When musket and field cannon demonstrations take place on the grounds of the Castillo and Fort Matanzas, staff will hold visitors back at an appropriate distance from the weapons being firing. **No one and nothing is allowed downrange of the weapons.** Occasionally, photographers will want to get a “really cool shot” of the cannon firing *at* their camera. Please explain to them that they would soon have to invest in a new camera. These weapons are **not** toys and they **can** hurt you.
- Hearing protection – All employees and VIPs participating in all historic weapons demonstrations are required to wear hearing protection. Boxes of earplugs are available in the volunteer break room at Castillo or from the weapons supervisor at Fort Matanzas.
- Natural fiber clothing – As stated earlier, all employees and VIPs participating in all historic weapons demonstrations are required to wear all natural fiber clothing. Wool is the best material for these demonstrations, as it is naturally flame retardant. Synthetic fiber clothing will melt when touched with sparks, essentially shrink-wrapping to your skin. Leather welding gauntlets will be worn during cannon firing demonstrations.



Safety and Emergency Procedures, cont.

Lightning

The Castillo is one of the tallest buildings in town, and it is topped with thousands of pounds of metal in the form of cannons. When thunderstorms roll in, **we close the gun deck.**

- Our official policy states that by the time lightning is within 6 miles, the gun deck must be closed and stay closed until half an hour after the last 6-mile strike. To determine this, we use what is referred to as the 30/30 rule. Lightning's distance from you can be determined by counting the seconds between the bolt and the thunder. Five seconds equals about a mile, so 30 seconds equals 6 miles. **Do not wait for the 30-second gap. If you can see the lightning and hear the thunder, clear the gundeck.** When storms start rolling in, someone will go up on the gundeck to keep an eye on things. **EVERYONE has the authority to close the gundeck in case of lightning. This is why it is important for VIPs on the gundeck to carry a radio.** If you hear it (thunder), clear it.
- Barricades located in the maintenance room (under the stairs near the Men's Room) will be used to block the stairs to the gundeck and the ravelin as well.
- We must wait at least 30 minutes after the last hearing of thunder before reopening the gundeck and ravelin.

At Fort Matanzas, the protocols for lightning are different. Storms can come up quickly, and operating the ferry boat or occupying the fort when there is lightning around is dangerous. Staff members monitor the weather radar very closely to determine whether or not it is safe to proceed with the next tour.

- The boat captain has the final say in whether or not the tour will proceed and how long the group will stay on the island. The captain may also ask you not to let visitors up onto the roof of the building, due to the time it takes to get everyone down the ladder.
- If you are in the fort and see lightning/hear thunder, notify a ranger and ask the visitors to head for the boat immediately. There may be a lot of "One more picture!" from the visitors, but you must stress to them that we do not mess around with the weather.
- **The only casualties ever reported at Fort Matanzas were fishermen killed by a lightning strike in 1930.** Visitors usually clear out pretty fast after you tell them that...

Also, use some common sense. If there's a lightning storm nearby while you're doing Living History, you might want to put away your musket.

Tornado

Occasionally, summer storm cells produce rotation that can turn into a funnel cloud. If such a formation is spotted, or if radio calls come in from the local police department or NOAA that a funnel has been seen in the area, all visitors at the Castillo will be cleared off the gundeck and ushered into the rooms in the northeast, southeast, and southwest corners of the fort. If a tornado or water spout is spotted at Matanzas, the fort will be cleared immediately.

Lost Children

If you encounter a child who has been separated from his/her adults, or an adult who is missing a child, contact park staff immediately. One staff member or VIP will remain with the individual in one location while the rest of the staff searches the property. If you are the one radioing the lost individual's information, please be as specific as possible about their clothing and appearance.

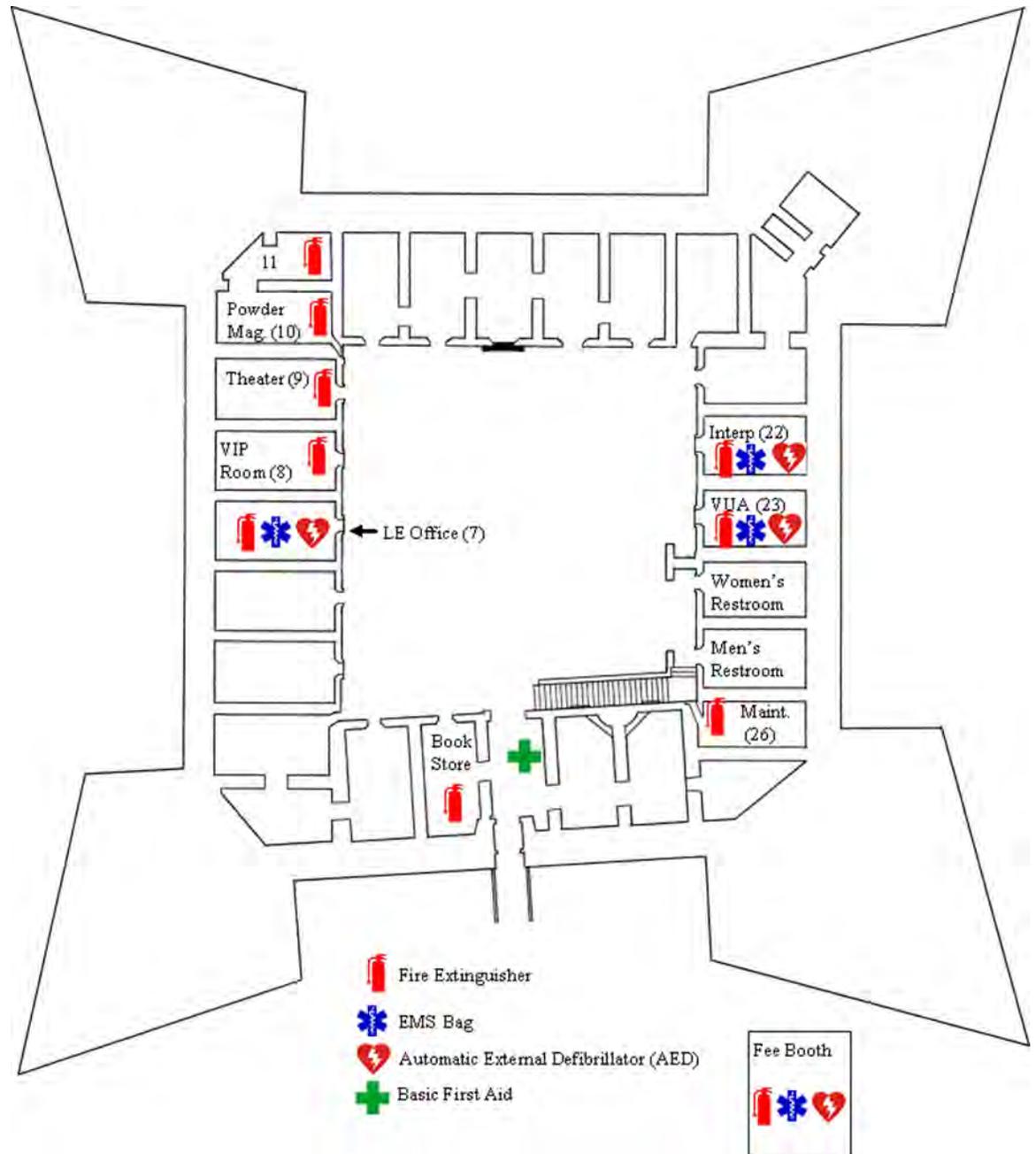


Safety and Emergency Procedures, cont.

Fire

Fire extinguishers are positioned in many locations throughout the parks. Should a fire break out, don't wait until a staff member shows up. If you know how to use a fire extinguisher, use it! Familiarize yourself with the layout of your work place and the location of fire extinguishers and other important tools.

Castillo de San Marcos





Medical Issues and Emergencies

Heat Sickness

This may seem obvious, but it gets *really* hot here in the summer. The temperature, the humidity, and the sunlight reflected in the courtyard of the Castillo and off the decks and the water at both forts combine to create heat indexes as high as 135°. This is especially dangerous for our living history VIPs and for out-of-town visitors who aren't used to our weather.

To prevent heat exhaustion and heat stroke:

- **HYDRATE.** Again, this seems obvious, but many people do not realize how much more water they need to be drinking during the summer months. **Always bring a container for your drink, as we cannot guarantee that we will have cups available.** Even if you're not thirsty, keep hydrating. Water is best, occasionally with the addition of some Gatorade or other exercise drink with salts. This is especially important for living history VIPs. The wool uniforms seem warm, but they can actually help you stay cool. As long as you continue to hydrate, then you will sweat, and when the breeze blows, it will wick the moisture away and cool you off. **If you stop sweating, you are in trouble.**
 - Water is available at the Castillo in three places: the drinking fountain by the Ladies' Room, at the filtered spigots in the Maintenance Room (under the stairs by the Men's Room), and for purchase in the bookstore.
 - Water is available at Matanzas at the kitchen sink in the ranger office or for purchase at the vending machines by the restrooms.
- **Eat.** Do not skip breakfast or lunch. You need the nutrients, especially the salt. Even if you're drinking the amount you should be, the heat will just cause more trouble on an empty stomach.
- **Stay in the shade** as much as you can. After cannon firings, visitors will want to ask lots of questions, but standing up on the gundeck in the sun is dangerous for you and for them. Encourage them to follow you downstairs to the shade. The Castillo's sally port is the best place to stand to get that cooling breeze.
- **Wear sunscreen.** Sunburns exacerbate heat problems. SPF lip balm is also a good idea. Sunscreen is provided for volunteers at both parks.

Heat Exhaustion

- **Symptoms**
 - Nausea
 - Confusion
 - Dizziness or fainting
 - Profuse sweating and pale skin
 - Muscle cramps
 - Dehydration (indicated by dark urine)
- **Treatment**
 - Apply cool towels or ice packs to back of neck and underarms
 - Drink cool (but not ice-cold) non-caffeinated, non-alcoholic beverages
 - Loosen tight clothing
 - Rest in a cool, shady spot
- If treatment does not provide relief within 30 minutes, contact medical personnel, as exhaustion may lead to heat stroke.



Medical Issues and Emergencies, cont.

Heat Stroke

- Symptoms
 - Lack of sweating despite the heat
 - Nausea, vomiting
 - Red, hot, dry skin
 - Dizziness, lightheadedness, fainting, unconsciousness
 - Throbbing headache, muscle weakness or cramps
- Treatment
 - **CALL 911 IMMEDIATELY. Notify park staff so that medical personnel may respond.**
 - Move person to cool, shady area, preferably air conditioned
 - Remove tight or unnecessary clothing
 - Apply ice packs to neck, underarms, groin, and back (these areas have blood vessels close to the skin and thus will help cool the patient faster).

If you observe any heat-related symptoms in yourself, visitors, staff, or other VIPs, contact park staff immediately. Heat cases are very common here during the summer months. Our visitors are on vacation and generally not thinking about medical issues or what they need to do to stay safe.

Medical Emergencies

- VIPs can deal with First Aid issues with the kit in the Castillo sally port desk. It contains Band-Aids, gauze pads, and other basic supplies. We cannot give out any types of medications, including anti-sting ointment, Benadryl, aspirin, or even alcohol wipes. At Matanzas, a basic First Aid kit is available in the visitor center from which the VIP may dispense Band-Aids, etc. For oyster cuts, call a ranger. First Aid kits are also located on the ferry boats and at the fort. Ask a ranger to show you where they are.
- For major medical emergencies, contact park staff so that First Responders or EMTs can attend the patient. Major medical issues include, but are not limited to:
 - Any fall
 - Anything that results in major bleeding
 - Fainting or anything that results in unconsciousness
 - An asthma or panic attack
 - An allergic reaction
 - Heart attack

If You are Injured

If you are injured while volunteering at Castillo or Fort Matanzas, you need to report the accident immediately to your supervisor. If your supervisor is not available, report the accident to any NPS employee. If your injury does not require a visit to a physician you will need to help fill out form CA-1 (Employee/Volunteer

Notice of Injury) with your supervisor as soon as possible. If medical treatment is required, your supervisor will need to fill out form CA-16 (Authorization for Examination and/or Treatment) within 48 hours of the initial treatment. If at all possible the form CA-16 should accompany you to the treatment facility.



Radio Use

We encourage VIPs to carry and use our two-way radios while on duty at the parks, especially on the gundeck of the

Castillo and in the Visitor Center at Matanzas. Here are some tips from Law Enforcement on radio use.

Using the Radio

- Think of what you want to say before saying it over the radio
- Key mic button for 1 second before speaking, speak slowly & clearly by holding the mic approximately 4 inches from your mouth. When you have finished speaking, continue holding the mic button for an additional second.
- Say the name or number/call sign of the person you are calling first, then your own name or number/call sign. (Note: This is how it's done at Castillo. At Matanzas, it's done the other way around. Talk to a ranger if you're confused!)
- Keep it short & simple (description of people to look for, location, etc.)
Avoid pauses, "um," "uh," etc.

Calling Law Enforcement (LE)

- If you need LE, just call "Any LE Ranger" instead of wasting time trying to figure out which ranger is on duty.
- After LE answers your traffic, give them a summary of why you're calling (visitor complaint, dog off leash, medical, etc.)
- If it is a sensitive situation, ask "Are you clear to copy?" and wait for an "Affirmative"

Emergency Traffic or Medicals

- If you have an emergency, simply state "I have emergency traffic." All other radio communications should stop except between the caller and LE or EMS provider
- If you have a medical, state "I have a medical. I need _____ to respond," then give your location and a brief summary of the situation. STAY with the patient until help arrives.
- DO NOT give personal patient information over the radio. Keep it generic (age, gender, issue, etc.)

Parking

Parking is available at Castillo for staff and VIPs in two locations: at the Headquarters building and in the small, triangular lot across the street from the main visitor lot. Talk to a Law Enforcement ranger to get a parking pass, a hang-tag that goes on your rearview mirror, so you don't get a ticket.

If you are parking at Headquarters, please leave the Visitor spots open for folks conducting business in the office. At Matanzas, you may park either in the visitor parking section or along the Authorized Vehicles Only road that leads to the Law Enforcement office.



Appreciation

Once a year, the parks host a Volunteer Appreciation Banquet to show our thanks for all that you do. Awards are given out based on hours and special

accomplishments. To receive an invitation, you must put in at least 16 hours of volunteer time within the fiscal year (Oct 1—Sept 30).

Castillo de San Marcos & Fort Matanzas Volunteer Awards

- **Volunteer License Plate:** 100 hours of service
- **Volunteer Belt Buckle:** 200 hours of service
- **Volunteer Travel Mug:** 400 hours of service
- **Arrowhead Wristwatch:** 700 hours of service
- **Personalized Artwork:** 1000 hours of service
- **Interpretive Service Awards:** Given to volunteers who have made meaningful contributions to the interpretive programming at Castillo and Fort Matanzas during the Fiscal year. Multiple awards may be given out for each park.
- **Rookie of the Year:** New volunteer who logs the most hours in the Fiscal Year. One is awarded for Castillo and one for Fort Matanzas.
- **VIP of the Year:** Non-rookie volunteer who logs the most hours in the Fiscal Year. One is awarded for Castillo and one for Fort Matanzas.
- **Site Supervisor's Award:** Given to a volunteer who the site supervisor feels has gone above and beyond the call of duty and made a significant impact on the park during the Fiscal Year. One is awarded for Castillo and one for Fort Matanzas.
- **Superintendent's Award:** Given to a youth (under 18) volunteer who has made a significant impact on the park during the Fiscal Year.
- **Frank Suddeth Award:** For exceptional dedication of time and personal resources to the Interpretive program of Castillo de San Marcos and Fort Matanzas. Named in memory of a volunteer who embodied these values.
- **Art Heilweil Award:** For providing exceptional levels of customer service over many dedicated years of volunteerism at Castillo de San Marcos. Named in memory of a volunteer who embodied these values.



Glossary of Terms

Like all organizations, Castillo de San Marcos and Fort Matanzas have a jargon that is not always easily understood. When ever dealing with the public, try to minimize jargon. However, for your own use (and entertainment) the following

glossary contains the definitions to a few mysterious terms that are used at the forts. If there is something you think should be added, please let us know for the next edition of the Handbook.

A

Admin: The administration building for Castillo de San Marcos and Fort Matanzas National Monuments. It is located at 1 South Castillo Drive, across the north green from the Castillo. Also know as Headquarters.

B

Black Powder: Also known as gunpowder or powder. The flammable substance used for firing the cannons and muskets.

C

CASA: The “alpha code” for Castillo de San Marcos.

CFR: Code of Federal Regulations. The regulations that govern the uses of the park.

Compendium: Set of rules authorized by the Superintendent governing certain activities at the parks. Copies are available at Headquarters or the Interpretation office.

D

Division Chiefs: The heads of the different divisions in the park. (Maintenance, Law Enforcement, Interpretation, Administration, and Fees).

E

Eastern: Eastern National, the cooperating association that runs the bookstores at Castillo and Matanzas.

F

FOMA: The “alpha code” for Fort Matanzas.

Furlough: Lay-off period for some employees. Basically, mandatory unpaid vacation.

I

Intermittent: A seasonal who is a part-time employee.

Interpretation: The act of educating the public about the site. A division of the staff in the park who engage in education. Often abbreviated to “Interp”.

J

Junior Ranger: A young visitor who completes the parks’ Junior Ranger booklet and earns a badge and/or patch.



Glossary of Terms, cont.

L

LE: Law Enforcement. Also LEO, Law Enforcement Officer.
Lieu Days: Days off for staff.

N

NPS: National Park Service

P

Pathways: Student employment program that may or may not lead to a permanent job with the NPS.

R

Radio: Not walkie-talkie.

Room 8: The volunteer “lounge” at Castillo. This is where your sign-in sheet is. Occasionally known as the Batcave.

S

San Pelayo: One of the ferry boats at Fort Matanzas. Named after the flagship of Pedro Menéndez de Avilés, the founder of St. Augustine.

SCA: Student Conservation Association. Program that places students in temporary (usually summer) conservation-related jobs.

Superintendent: The person in charge of the park.

T

Term: An employee hired for up to four years, however the funding for these jobs is often year-to-year.

Trinité: One of the ferry boats at Fort Matanzas. Named after the flagship of Jean Ribault, the Frenchman who established Fort Caroline.

TRT: Teacher-Ranger-Teacher. A local teacher who works as an NPS ranger during their summer vacation to help improve the parks’ connection to younger visitors.

V

VC: Visitor Center (at Fort Matanzas. Castillo does not have one).

VIP: Volunteer-in-Parks (See Volunteer).

Volunteer: An invaluable part of the team that helps the National Park Service and its partners do more than it could alone (see VIP).

VUA: Visitor Use Assistant. These are the folks who work in the Fee Booth.