

# Volunteer Handbook

Castillo de San Marcos & Fort Matanzas National Monuments

Updated September 2024

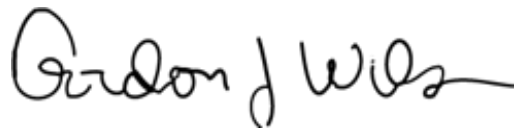


## Welcome!

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 420+ 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!

A handwritten signature in black ink that reads "Gordie Wilson". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.

Gordie Wilson  
Park Superintendent

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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:

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*“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.”*

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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 420 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.

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

## 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 and expanded the rooms into the courtyard, lasted from 1738 to 1756.
- Built out of coquina, a porous limestone comprised of 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)
  - Must be allowed to dry out before building with it
  - 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 1996, 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, 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

- The Castillo 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
- Renamed Fort Marion by the U.S. Army in 1825
- Used to house Native American prisoners of war
  - ~200 Seminoles, including Osceola, in 1837
  - 74 warriors from Plains tribes (Cheyenne, Kiowa, Comanche, Arapaho, Caddo), 1875-1878
  - ~500 Apache in 1886
- Decommissioned in 1900 but still maintained by the War Department.
- Transferred to NPS in 1933.
- Name restored to Castillo de San Marcos in 1942.
- 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 and gundeck used for marching and drilling



## Quick Facts: Fort Matanzas

- Construction began in the fall of 1740, a few months after the end of Oglethorpe's siege. 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 at a time, rotating from St. Augustine
- Built to prevent enemies from blockading the Matanzas Inlet or using it to sneak up on St. Augustine via the "back door."
- 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 built 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 near Cape Canaveral by a tropical storm.
  - 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 ~250 of them to death
  - 'Matanzas' is Spanish for massacres, slaughters, killings, etc.





# The Volunteer-In-Parks 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 (VIP) 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.

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**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,
  2. **Or** allows paid employees to accomplish work that would not otherwise get done during a particular fiscal year because of funding or personnel limitations,
  3. **And** does not result in the displacement of any paid employees.
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## Commitment

At the Castillo and Fort Matanzas, we depend upon VIPs for many aspects of our operations. There is no minimum required weekly or monthly commitment of volunteer hours, but VIPs must contribute at least 40 within the fiscal year (Oct 1—Sept 30) to earn an invitation to the annual awards event.

Once you have determined what your volunteer duties will be, as outlined in your Service Description, you will work with the VIP Coordinator and/or your supervisor to determine a schedule that works best for you *and* the park. Scheduling is critical for safety reasons and for providing consistent, high-quality programming for our visitors.

Examples of common schedules include, but are not limited to:

- Friday afternoons in the Fort Matanzas visitor center.
- Sundays from 10-4 at the Castillo for historic weapons demonstrations.
- Thursdays from 10:30-2:30 as a deckhand on the Fort Matanzas ferry boat.
- Every other Monday from 10-1 at the Castillo courtyard station.
- Once a month cannon firing demonstrations at Fort Matanzas.
- Beach clean-ups every year on Earth Day.

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

1. Commit to working on a regular schedule. Knowing we can count on you enables us to plan consistent programs.
  2. Let us know as soon as possible, for whatever reason, if you will not be able to come to work.
  3. Communicate with us by updating addresses and phone numbers whenever necessary.
  4. Record your hours worked each time you come to work, or do assigned projects, so that we can accurately report volunteer hours park-wide and recognize your efforts for annual awards.
  5. Attend trainings and workshops when available.
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## 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 18<sup>th</sup> or 19<sup>th</sup> 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, assisting Junior Rangers, helping with safety, etc. The following two positions also fall under the Visitor Services umbrella.
- **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.
- **Gatekeeper:** 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!
- **Interpretive Assistant:** Help hand out boarding passes outside the Matanzas VC, deliver safety messages to visitors, board the ferry passengers, answer questions, and chat with visitors between tours about our history!
- **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.**” 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 VIPs who give of their valuable time.

VIPs have the right to . . .	VIPs have the responsibility to . . .
Be treated as a co-worker, not just free help, and receive the same fair personnel practices as paid staff.	Work as a team with paid staff.
Suitable assignments with consideration for personal preferences, life experience, work history, and education.	Be reliable in fulfilling assignments and knowing their limits.
Proper orientation, training, and a variety of assignments	Do a quality, professional job.
Continuing education on the job as follow-up to initial training, information on new developments, and training to prepare for increasing levels of responsibility and challenges.	Acknowledge, learn, and participate in training sessions and meetings.
A safe workplace: an orderly, designated place conducive to work and worthy of the job to be done.	Work safely, smartly, and respect others' work environments.
Know as much about the organization as possible, it's policies, people, and programs.	Read this handbook completely and other documents pertaining to one's position.
Sound guidance and direction by someone who is experienced, well-informed, patient, and thoughtful, and will make the time to provide guidance.	Seek and accept the guidance and support needed to complete assignments.
Be heard, to have a part in planning, to feel free to make suggestions, and to have respect shown for honest opinions.	Give constructive feedback that will improve effectiveness.
Recognition in the form of awards, through day-to-day expressions of appreciation, and regular, clear feedback on the quality and effectiveness of their work.	Accurately record hours spent volunteering and inform supervisors of special accomplishments.

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

## Orientation & Training

Orientation and Training will depend on several things: what type of “job” you’re doing, what your schedule is, and whether you’re volunteering at Castillo or Fort Matanzas. However, regardless of duties, as a new VIP, you will:

1. Read through this handbook in its entirety.
2. Complete all necessary paperwork (see pg. 16 for details)
3. Meet your supervisor and any front-line staff with whom you may work frequently.
4. Receive an orientation to park Service Values and Operational Leadership principles & expectations.
5. Receive an orientation to the important-to-know locations at your work site (e.g. restrooms, first aid, etc.)
6. Receive an orientation to all of the site’s basic front-line operations.
7. Receive an orientation to the specific duties for which you have signed up, including safety protocols and Job Hazard Analyses (JHAs).
8. Set up a schedule that works best for you and the park.

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

There are many ways for you to learn about the parks’ history and operations:

1. Read and carry the CASA/FOMA Pocket Guide, a small booklet containing dates, timelines, park policy, natural resource info, and lots more.
2. Tour the park like a visitor. Read the brochure(s), do the self-guided tour, read the exhibits, watch the videos, etc. It’s a great way to learn *and* to get the visitors’ perspective on the place.
3. Listen to as many different Ranger programs as possible.
4. Shadow Rangers and experienced VIPs in high-traffic areas, such as the Castillo sally port or the Matanzas visitor center.
5. Shadow Rangers and experienced VIPs using an interpretive kit on a subject that interests you.
6. Take advantage of the small libraries we have in the Interpretation offices at Castillo and Matanzas. VIPs may check out books & articles from these libraries.

Training and shadowing are ongoing until you and your supervisor feel that you are ready to put on a uniform and begin helping our visitors. If you have any questions or concerns about training, feel free to chat with your supervisor or the VIP Coordinator.

If you wish to join the Historic Weapons program and participate in cannon and musket firing drills, you will work very closely with one of our Historic Weapons Supervisors. Initial training is on-the-job: shadowing experienced crew members, practicing the cannon & musket drills without firing, and watching the demos. When you have completed at least 6 hours of training for each type of weapon and both you and the Historic Weapons Supervisor(s) feel you are ready, you will be eligible to join the firing demonstrations.



# 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 & 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, 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 Resources:

- **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:** Pants and professional-length shorts and skirts in solid colors complimentary to the khaki uniform shirt. Blue jeans are acceptable as long as they are in good condition (no rips or holes). 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.*

### 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 most of the year)
  - Mid-1700s civilian or militia
  - Revolutionary War British, 1760s-1780s
  - Second Seminole War, 1835-1842
  - Civil War Union Navy
  - 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 campfires.
- 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

### Use professional language and 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.

- Avoid creating groups of staff/VIPs in the Castillo sally port. 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.
- We often set up a table & tent in the Castillo courtyard 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 these tables.*
- Cell phones should be kept in silent mode and out of sight. If you need to handle a call/text/email/etc., please step into the volunteer room or another office area away from the public.

### 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 rare 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!

## Prohibited Volunteer Activities

Volunteers, although not beholden to ethic rules like government employees, are still representatives of the NPS. They are, therefore, specifically prohibited from the following activities while acting in an official capacity providing volunteer service or wearing a volunteer uniform (not including meal breaks out of public view, in some cases):

- Consuming alcoholic beverages, gambling in any form, or sleeping.

- Smoking or carrying cigars, pipes, cigarettes, or E-cigarettes in their mouths or chewing tobacco while in the public view.
- Promoting any private business or religious faith or doctrine
- Engaging in any activity prohibited by law or NPS regulations.
- Soliciting funds and fundraising
- Sleeping while on duty and in public view.”
- 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.
- 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.

## Expectations & Guiding Principles

- 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.
- Bring People on Board: We need you and we value you.

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### Our Service Values

Safety—Preservation—Teamwork—Agility—Professionalism

### Our Service Vision

We use the past to inspire the future!

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## Paperwork & Hours

There are forms that you must complete and sign before you begin volunteering with us. These forms will ensure that we have your contact information, your emergency contacts, and your understanding of the duties you will be performing and the conduct expected 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.
- **Service Description:** The service agreement is not complete without an accurate description of the job the VIP will be performing. There are many service 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.
- **Reference Manual 16E Acknowledgement:** RM-16E is the NPS Anti-Harassment Policy; it is included as Appendix III of this Handbook. The NPS is committed to providing a workplace free of discrimination and harassment, and it is important that VIPs read and understand this document.
- **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!

At the Castillo, there is a schedule calendar in the volunteer room. When you and your supervisor figure out a schedule that works best for you and for the park, you will be added to the schedule calendar. The VIP Coordinator will email out schedules on a weekly basis so that volunteers can stay up to date and make any changes needed to their plans. So that we can accurately record your hours and number of visitor contacts, please be sure to sign in and out on the clipboard in the volunteer room.

At Fort Matanzas, there are calendars for the Visitor Center and Deckhand VIPs, and a sign-in



sheet for other duties. There are individual sheets available to record informal interpretive contacts and formal program numbers.

**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.**

- 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 responsible, they may return to volunteer without parental supervision. Park staff will make the call on a case-by-case basis. **Volunteers under age 13 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, their parent or guardian **must** have a conversation with the VIP Coordinator and Education Coordinator about how volunteering can be 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 Parents/Guardians:** My child and I have read and discussed **all** the above rules, and my child understands what is expected of them 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 Procedures

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.

## Anti-Harassment Policy

The National Park Service (NPS) is committed to providing a workplace free of discrimination and harassment based on race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age, disability, family medical history (including genetic information), status as a parent, marital status, political affiliation, and one that is free from illegal retaliation.

The NPS will not tolerate harassing conduct (of a sexual or non-sexual nature) against another NPS employee, intern, volunteer, contractor or other non-federal employee, or other member of the public. The NPS also will not tolerate reprisal or retaliation if employees report harassment or provide information related to such complaints. For the complete NPS Anti-Harassment Policy, please read Appendix III of this handbook.

## 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. We ask new VIPs to put in at least three days of volunteering to make sure they wish to continue before receiving a parking pass. When you get your parking pass, you will write your vehicle information on and sign a form that states our parking regulations. You will be provided a copy of it for your reference.

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, in January, the parks host a Volunteer Appreciation Event 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 40 hours of volunteer time within the fiscal year (Oct 1—Sept 30).

### Castillo de San Marcos & Fort Matanzas Volunteer Awards

- 100 accumulative hours – CASA/FOMA license plate
- 200 accumulative hours – NPS volunteer belt buckle
- 400 accumulative hours – VIP logo travel mug
- 800 accumulative hours – NPS wristwatch
- 1000 accumulative hours – Framed print of Castillo or Fort Matanzas artwork with personalized sketch
- 1000 accumulative hours – khaki uniform shirt with embroidered name & hours. VIP will receive a new shirt every year after passing the 1000-hour milestone.
- 10 years of service – 10-year pin and backpack with NPS logo
- Volunteer Annual Pass – awarded for every 250 hours of service. Cannot be awarded more than once in a year.
- Rookie of the Year Award – New VIP with the most hours in the FY. One each is awarded for CASA and FOMA.
- Site Supervisor’s Award – A VIP who the site supervisor feels has gone above and beyond the call of duty and made a significant impact on the park during the FY. One each is awarded for CASA and FOMA.
- Superintendent’s Award – A youth (under 18) VIP who has made a significant impact on the park during the FY. One is awarded for the park as a whole.
- Agility Award – For constant adaptability, knowledge of multiple park operations, and willingness to help wherever needed. One is awarded for the park as a whole. May or may not be awarded every year.
- Professionalism Award – For exceptional levels of customer service and professional attitude towards visitors and colleagues alike. One is awarded for the park as a whole. May or may not be awarded every year.
- Teamwork Award – For dedication not only to the park but to one’s fellow volunteers. Selected by the volunteers. One each is awarded for CASA and FOMA. May or may not be awarded every year.

The parks also host an annual potluck picnic at Fort Matanzas in July as a more laid-back way for us to show our appreciation for the VIPs and to have a chance to just hang out and socialize. To receive an invitation, you must put in volunteer hours sometime between the January event and the end of June.



# Safety & 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 & 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.

For a list of common on-the-job hazards and how to avoid them, please see Appendix IV of this handbook. Job Hazard Analyses (JHAs) are also available in the Ranger offices.

**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 may not be paying attention to safety concerns.

## Safety & 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 fired. **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 – All employees and VIPs participating in all historic weapons demonstrations are required to wear long-sleeved outer garments of all-natural fiber. 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.

## 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.**

- **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.
- When you are not sure if the sound you just heard was thunder, call over the radio for confirmation. If no one confirms hearing thunder, continue to listen; the rest of the staff will now be alerted to listen as well.
- Barricades will be used to block the stairs to the gundeck and the ravelin as well. Barricades may be stored in the maintenance room or behind the portcullis.
- We must wait at least 30 minutes after the last sound of thunder before reopening the gundeck and ravelin. Fee Booth rangers will keep track of timing.

At Fort Matanzas, the protocols for lightning are a little 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

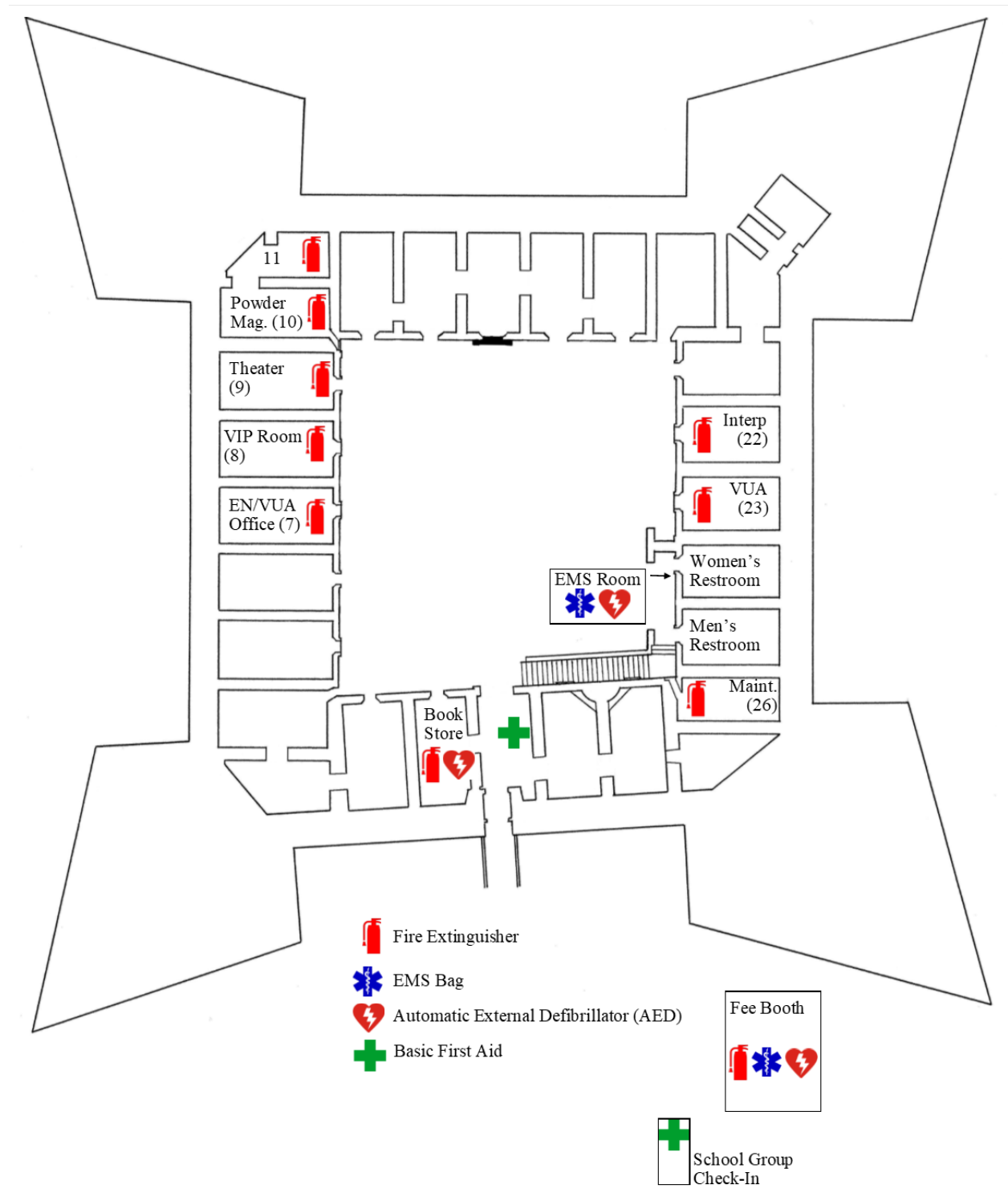
Occasionally, summer storm cells produce rotation that can turn into a funnel cloud. If such a formation is spotted, or if radio calls come in from the local police department or NOAA that a funnel has been seen in the area, all visitors at the Castillo will be cleared off the gundeck and ushered into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

## Lost Children

If you encounter a child who has been separated from their adult(s), 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.

## Fire Extinguishers & Medical Gear at Castillo

Fire extinguishers are positioned in many locations throughout the fort. 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 workplace and the location of fire extinguishers and other important tools.



## **Fire Extinguishers & Medical Gear at Matanzas**

- Fire extinguishers are located on both ferry boats, on the Visitor Center dock, in the enlisted quarters at the fort, in the Visitor Center, and upstairs by the washer/dryer.
- AEDs are located on both ferry boats and in the Visitor Center.
- EMS bags are located on both ferry boats and at the base of the office stairs.
- A First Aid Kit is located in the Visitor Center.

## **Law Enforcement Vehicles**

- Each LE vehicle is equipped with an EMS bag, AED, and fire extinguisher.

## **Headquarters**

- The HQ mail room is equipped with an AED and a First Aid Kit.
- A fire extinguisher is located next to the front door.

## **COVID-19**

The National Park Service is a public-facing organization, and the majority of staff and Volunteer-In-Parks (VIP) positions at Castillo de San Marcos and Fort Matanzas National Monuments (CASA/FOMA) involve a high number of interactions with visitors. As such, in a world where the novel coronavirus (COVID-19) is a continuing public health concern, there are inherent risks associated with working or volunteering at CASA/FOMA. Those risks will be mitigated through appropriate social distancing techniques, use of personal protective equipment (PPE), modification of staff and VIP duties, and strict scheduling policies.

The CASA/FOMA team takes the health and safety of its staff members and VIPs very seriously. Before deciding to volunteer at either site, please think seriously about your individual situation and whether or not you identify as high-risk, then complete the Return To Service Agreement. For more information, visit [www.cdc.gov/coronavirus](http://www.cdc.gov/coronavirus).

Cloth face coverings are required inside all federal buildings at all times (including the CASA offices and the FOMA visitor center). All face coverings worn by park employees and volunteers must meet the following standards:

- Solid color (no patterns, designs, or text)
- Attach with loops or ties behind the ears or behind the head
- “Gaiter” style face coverings (often used for sun protection, such as while fishing or boating) are not approved for DOI or NPS use.

If you have questions or concerns about how the park is mitigating risk from the COVID-19 pandemic, please speak with your supervisor or members of the park Management team.

## Medical Issues & 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 at the drinking fountain & bottle filler by the Ladies' Room, at the filtered spigot 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, at the drinking fountain & bottle filler at the restroom building, and 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 heat exhaustion may lead to heat stroke.

## 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.
- **Loss of consciousness is an automatic 911 call.** It doesn't matter how long the person was unconscious or if they say they're fine. Contact the Fee Booth for a 911 call.
- 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
  - 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 (if the tones are turned on, there will be a “beep beep,” after which you can talk), 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.
- 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 spending 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.)



# Appendix I: Glossary of Terms

Like all organizations, Castillo de San Marcos and Fort Matanzas have a jargon that is not always easily understood. Whenever dealing with the public, try to minimize jargon. However, for your own use (and entertainment) the following glossary contains the definitions to a few potentially mysterious terms that are used at the forts.

## 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 known as Headquarters. Sometimes used to refer to the employees who work in the administration building.

## 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 Park Store at Castillo and Matanzas. Eastern partners with over 170 federal, state, and local sites nationwide.

## F

- **FOMA:** The “alpha code” for Fort Matanzas.
- **Furlough:** Lay-off period for some employees. Basically, mandatory unpaid vacation. Also, what happens to “non-essential” personnel during a government shutdown.

## I

- **Interpretation:** The act of educating the public about the site by helping them make an emotional or intellectual connection to the resource. The division of the staff in the park who engage in interpretation. Often abbreviated to “Interp”. See Appendix II.

## J

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

## L

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

## M

- Maintenance: The most important division in the park. They do everything from major stonemasonry work to cleaning the restrooms. The parks would fall apart without them!

## 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 room at Castillo. This is where your sign-in sheet is.

## 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.
- Seasonal: A ranger whose employment is only for the “season,” usually the summer.
- 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 Rangers who work in the Fee Booth.

## Appendix II: Informal Interpretation

### What is Interpretation?

- It's kind of hard to define!
- When most people think of interpreters, they think of someone who translates a foreign language.
  - Our job is actually not that different!
  - We are interpreting the foreign language of *history* or *nature* into terms that the visitors can understand.
- Interpretation is also helping the visitor find an emotional or intellectual connection to the resource.
- “Through interpretation, understanding; through understanding, appreciation; through appreciation, protection.” – Freeman Tilden
  - The NPS mission is to preserve our sites 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.” (Organic Act)
  - If the visitors appreciate and *care about* our parks, they will help us with this mission!

### Types of Interpretation

- Formal
  - Planned, announced programs/tours/lectures/etc.
  - Gives the interpreter the opportunity to have a cohesive theme and flow.
  - But not everyone wants to sit through a formal presentation.
- Informal
  - Spontaneous, growing naturally from conversations with visitors
  - Gives the interpreter the chance to make a much more personal connection.
  - Informal Interp. accounts for the vast majority of our visitor contacts!
  - While visitors may remember an excellent formal presentation, it's far more likely that a one-on-one conversation will make a deeper personal impact.

### Opportunities for Informal Interp.

- Kits @ CASA
  - Soldier's pack
  - Shot box
  - Spice kit
  - Seminole, Plains, & Apache incarcerations (3 kits)
  - Textiles
  - Leather craft
  - Medical
- Stations @ CASA
  - Room 5 (supply room)
  - British Room
  - Spanish Guard Room
  - Field cannon w/tools
- Kits @ FOMA
  - Soldier's pack
  - Shot box
  - Right Whales, Least Terns, Anoles, and other animals
  - Live Oaks
  - Navigation
- Stations @ FOMA
  - The dock, with view of the fort

- Encampment
- Nature Trail
- Beach
- Not to mention things that VIPs might bring with them! E.g., muskets & gunsmithing tools, photographs, the soldier's uniform, etc.
- If you ever want to get out one of these kits and sit with it, all you have to do is ask! Most of them have outlines with them to help you get a feel for the information, and we are always happy to teach you about them.
- Also, feel free to put together your own kit! If you have any questions on what is appropriate or where to find materials, please feel free to ask.

#### Techniques for Interpretation (from VIP Linda Chandler)

- Questioning (as long as it is not a guessing game like, "How far do you think a musket could shoot?")
  - What is the difference between these two trees, these two muskets, etc.?
  - Why might the Spanish have put their livestock into the moat during the siege?
  - Feel free to give clues as needed.
  - Make them think!
- Comparison/Analogy/Simile
  - Coquina is like a petrified beach.
  - The salt marsh is like a sponge.
  - Going to Matanzas for a month might be like going to summer camp.
  - A cannon ball striking the fort was like sticking a knife into soft cheese.
  - Compare the unfamiliar thing to a familiar one.
- Imagination
  - *Imagine* what it might have been like to be a soldier at Matanzas for 30 days. (Continue with questioning: what would you have eaten? What might you do in your free time?)
  - *Imagine* what it might have been like to be the people who took refuge in the fort during the 1702 Siege. (You could continue with a Vivid Description: the smell of cooking fires, the crying of babies, children running around, the blast of cannon.)
  - Paint a picture with your words to help the visitors imagine they are really there!
- Sensory Exploration
  - Look at this flint/musket ball. Do you want to hold it?
  - Smell the smoke. Wood smoke would have been a constant in the 18<sup>th</sup> century.
  - Feel these two leaves. What's similar? What's different?
  - "Check your Earthmail" – What do you smell, taste, hear, see, feel? The people who lived/worked here would have sensed almost the same things.
- Pointing Out
  - A cannon could shoot as far as the lighthouse (CASA), or as far as the houses on the other side of the bridge (FOMA).
  - Oglethorpe placed his troops *over there* on Anastasia Island and there where Vilano Beach is now.
  - Do you see this flint? When I pull the trigger, it snaps forwards, striking the steel, and making a spark.
  - Pointing something out, having a visual aid, is far more effective than just talking about something. Show, don't tell!
- Photos and Drawings
  - A drawing of the Castillo before the remodeling, showing buildings in the courtyard.
  - A drawing showing the changes in the Matanzas Inlet.
  - A photo of the Plains Indians in uniform drilling in the courtyard.

- A picture is worth a thousand words!
- Props
  - Any artifact or biofact that the visitors can interact with.
  - This is where all those kits and stations come in handy!
  - People love to see STUFF. It really brings the subject to life.

#### Statistics on Interpretation

- Every year, the park submits a Service-wide Interpretive Report.
  - This report helps hold us accountable for what we do, and also enables us to brag about the amazing things we do.
  - We also are supposed to report on number of visitor center contacts and number of informal interpretive contacts.
- Informal Interpretive contacts
  - The sign-in sheet where you record your VIP hours has a column labeled “Inf.” This is where you can record your number of informal interpretive contacts.
  - We have clickers that you may borrow for the day if you wish to keep track more easily.
  - This will help us report better data, and hopefully help *you* see how your valuable time is being spent.
- What **IS** an informal interpretive contact?
  - “Where’s the bathroom?” “Under the stairs.” – NO
  - “Was there water in the moat?” “Nope, the Spanish kept it dry.” – NO
  - “Was there water in the moat?” “Nope, the Spanish kept it dry, because. . . (continue with in-depth explanation of the purpose of a dry moat, with some opportunities for the visitor to really *get it* and have that ‘lightbulb moment’ . . .)” – YES!
  - It’s more than just answering the question. It’s answering the question in such a way that the visitor walks away with not only the *knowledge* they were looking for, but also a deeper *understanding* of the park and an appreciation for it.

# Appendix III: Director's Order #16E – Anti-Harassment Policy

This Director's Order (Order), together with Reference Manual 16E (RM-16E), supersedes and replaces the October 12, 2017, edition and any other previously issued guidance on this topic.

## Contents:

1. Background and Purpose
2. Authorities
3. Policy
4. Roles and Responsibilities
5. Maintaining Confidentiality
6. Additional Resources Available to Employees
7. Records Management
8. Related Guidance Documents

### 1. Background and Purpose

The National Park Service (NPS) is committed to providing a work environment free from (1) discrimination and harassment based on race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age, disability, family medical history (including genetic information), status as a parent, marital status, political affiliation; and (2) illegal retaliation. The NPS will not tolerate offensive sexual or non-sexual harassing behavior against any NPS employee, intern, volunteer, contractor or other nonfederal employee, visitor, or other member of the public. The NPS also will not tolerate adverse treatment of employees because they report harassment or provide information related to such complaints.

The purpose of this Order is to ensure that the NPS takes immediate and appropriate corrective action, including appropriate disciplinary action, to eliminate harassing conduct regardless of whether the conduct rises to the level of a violation of law. Therefore, the goal of this Order is to address harassing conduct at the earliest possible stage, before it becomes "severe or pervasive," that is harassment within the meaning of anti-discrimination law.

This Order updates and amends the NPS's anti-harassment policy on providing a work environment free from harassment by (1) defining unacceptable conduct that violates this policy; (2) outlining the rights and responsibilities of employees, supervisors, and managers; and (3) establishing reporting procedures and accountability measures. These procedures ensure that appropriate officials are notified of, and have the opportunity to promptly correct, harassing conduct that is, or has the potential to become, so severe or pervasive as to constitute a legal claim of harassment.

### 2. Authorities

#### 2.1 Authority for this Director's Order

Authority to issue this Director's Order is contained in the National Park Service Organic Act (54 USC 100101 et seq.) and other laws, and the delegations of authority contained in Part 245 of the Department of the Interior Manual.

This Director's Order is intended only to improve the internal management of the NPS, and is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or equity by a party against the United States, its departments, agencies, instrumentalities or entities, its officers or employees, or any other person.

#### 2.2 Authorities Pertaining to Civil Rights

##### U.S. Code

1. 42 USC 2000e through 2000e-17 (title VII of the Civil Rights Act of 1964)
2. 29 USC 633a and 791(f)
3. 5 USC 2302(b)(10) and 7501 through 7543

Executive Order 11478, as amended

Title 29 of the Code of Federal Regulations, section 1604.11 and part 1614

## 2.3 Authorities Pertaining to Discipline and Adverse Actions

Part 370 of the Department of the Interior Manual, chapter 752 (370 DM 752)

## 2.4 Related References

Department of the Interior Policies

1. Secretary of the Interior's Harassment Policy Statement, issued April 12, 2017
2. Personnel Bulletin No: 18-01 (Prevention and Elimination of Harassing Conduct)

## 3. Policy

### 3.1 Prohibited Harassing Conduct

The conduct prohibited by this Order includes, but is broader than, the legal definitions of harassment and sexual harassment. Harassing conduct prohibited by this Order is defined as unwelcome conduct, verbal or physical, including intimidation, ridicule, insult, comments, or physical conduct, that is based on an individual's protected status or protected activities, when:

- a) the behavior can reasonably be considered to adversely affect the work environment; or
- b) an employment decision affecting the employee is based upon the employee's acceptance or rejection of such conduct.

Protected status is defined as an individual's race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age, disability, family medical history (including genetic information), status as a parent, marital status, or political affiliation. (See section 3.2, Prohibited Retaliation, for the definition of protected activities).

Although not every instance of inappropriate behavior may meet the legal definition of harassment, such behavior undermines morale and the NPS mission. Accordingly, the misconduct prohibited by this Order is broader than the definition of illegal harassment under title VII of the Civil Rights Act to ensure appropriate officials are notified of, and can promptly correct, harassing conduct. Harassment becomes illegal when enduring the offensive conduct becomes a condition of continued employment or the conduct is sufficiently severe or pervasive as to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. All harassing conduct, as defined above, is a violation of this Order.

Employees are subject to disciplinary action, up to and including removal, for engaging in harassing conduct while in the workplace or in any work-related situation, including while on official travel. Off-duty misconduct may subject the employee to potential discipline if the misconduct is likely to have an adverse effect on the NPS (for example, harassing a co-worker, visitor, contractor, or volunteer during off-duty hours). Harassing conduct can occur in person, through phone calls or in writing, or through the use of social media, or other forms of technology.

### 3.2 Prohibited Retaliation

It is a violation of this Order to retaliate against employees who engage in protected activity under this policy. Protected activity includes reporting harassing conduct, discrimination, or retaliation; filing a claim of harassment; providing evidence in any investigation; or intervening to protect others who may have suffered harassing conduct, discrimination, or retaliation. A manager may not fire, demote, harass, or otherwise take any personnel action against an individual for reporting an allegation of misconduct under this Order.

It is important that supervisors and managers protect employees who report alleged misconduct, and do not take any retaliatory personnel action against these individuals in order to deter reporting harassing conduct or filing a complaint. A supervisor or manager found to have engaged in retaliation is subject to disciplinary action.

The following examples are a non-exhaustive list of actions that would be prohibited retaliation if they were taken because of or were motivated by an employee's protected activity: transferring the complainant or witness against his or her will, ignoring or not communicating with the complainant or witness, engaging in verbal or physical abuse, or non-selection for an employment opportunity.



Engaging in protected activity under this Order does not shield an employee from all personnel actions. Supervisors and managers can take personnel actions, including discipline and removal, if they are motivated by non-retaliatory and non-discriminatory reasons that would otherwise result in such consequences (for example, transferring an employee for legitimate business reasons or closely monitoring the performance of an employee on a Performance Improvement Plan).

### 3.3 Employee Reporting Expectations

The NPS cannot correct harassing conduct if a supervisor, manager, or other NPS official is not aware of it. Any employee who has been subjected to harassing conduct is encouraged to inform the person(s) responsible for the conduct that it is unwelcome and offensive, and request that it cease. If the conduct continues, is severe, or if the employee is uncomfortable addressing the responsible person(s) about the conduct, the employee is encouraged to report the matter to:

- a) the supervisor of the employee engaging in the misconduct;
- b) another supervisor or other management official;
- c) an employee relations specialist; or
- d) the Department of the Interior (DOI) Office of the Inspector General.

Employees who know of or witness possible harassing conduct directed at others are expected to report the matter to any of the officials or offices listed above.

Reports made pursuant to this Order do not replace, substitute, or otherwise satisfy the separate obligations of an Equal Employment Opportunity (EEO) complaint, negotiated or administrative grievance, or other complaint process. Unlike this Order, other complaint procedures typically provide for remedial relief to the victims. See RM-16E for more information about how an employee may pursue rights under one of these separate processes, in addition to reporting the misconduct following the requirements of this Order.

### 3.4 Management Duty to Act

Supervisors and managers who observe or are informed of allegations of harassing conduct must follow the procedures in RM-16E to:

- a) report the conduct or allegations to the appropriate officials, even if the employee raising the allegation requests confidentiality (see section 5, Maintaining Confidentiality);
- b) ensure that a prompt, objective, and thorough investigation is conducted; and
- c) take steps to ensure the harassing conduct is appropriately addressed to deter further misconduct, including taking appropriate disciplinary action.

The fact that a potential victim of harassing conduct will or has filed an EEO complaint or grievance alleging harassment does not relieve a manager of his or her duty to act as required by this Order. Therefore, it is possible that multiple inquiries into a given complaint will proceed in parallel.

Appropriate corrective action, disciplinary or otherwise, up to and including removal, will be taken against any supervisor or other management official who fails to perform her or his obligations as set forth in this Order and RM-16E, including any failure to report known violations of this policy.

### 3.5 Distinction from EEO and Other Remedial Procedures

This Order and its reporting procedures are distinct from the EEO process, which focuses on making employees whole after they have experienced discrimination (including harassment) by issuing remedial relief, such as compensatory damages. The policy in this Order does not replace an employee's EEO or other rights. Corrective action taken under this Order does not provide the remedies available in the EEO process, administrative or negotiated grievance procedures, or any other processes. Reporting allegations of misconduct under this Order does not satisfy the requirements for filing an EEO complaint, administrative or negotiated grievance, or other procedure, nor does it delay the time limits for initiating those procedures. See RM-16E for more information on remedial processes and Director's Order #16C: National Park Service Discrimination Complaint Process.

## 4. Roles and Responsibilities

### 4.1 Associate Director, Workforce and Inclusion

The Associate Director, Workforce and Inclusion will:

- a) serve as the Service-wide anti-harassment point of contact;
- b) establish and carry out the policies, procedures, and standards necessary to implement this Order;
- c) issue, review, and revise, as appropriate, RM-16E, which will provide comprehensive procedures for the implementation of this Order;
- d) coordinate the review and approval of RM-16E, and any other implementation procedures for this Order, by the Director of the DOI Office of Human Resources;
- e) provide oversight, technical assistance, and support to NPS staff to ensure compliance with this Order;
- f) ensure the procedures in this Order are properly executed by monitoring inquiries and investigations of reported or otherwise discovered harassing conduct; providing guidance concerning the information to be gathered and methods to be used during inquiries and investigations; and otherwise ensuring that investigations are swift, thorough, impartial, and appropriate to the allegation;
- g) ensure the performance plans of all supervisors and managers include a critical element that would rate their performance on taking appropriate action against employees for misconduct;
- h) develop and issue periodic communications to all NPS employees on this Order and related guidance;
- i) incorporate this Order and related guidance into the training curriculum for NPS supervisors and employees;
- j) maintain a written record of reports and actions taken under this Order and submit those reports to the Director and DOI Chief Human Capital Officer, as requested;
- k) provide the record of actions taken under this Order to any office handling a parallel statutory or grievance claim; and
- l) prepare anti-harassment policy statements for the Director's signature to be disseminated annually to all employees.

### 4.2 Regional, Associate, and Assistant Directors

Regional, associate, and assistant directors will:

- a) ensure that supervisors and managers are rated on the critical element for their performance on taking appropriate action against employee misconduct; and
- b) appoint anti-harassment points of contact (HPOC) at regional offices, Washington Support Office (WASO) directorates, parks, and programs.

### 4.3 Anti-Harassment Points of Contact (HPOCs)

HPOCs are senior officials designated at parks, programs, regional offices, and WASO, as described in RM-16E. All HPOCs will:

- a) monitor progress of complaint reporting, investigation and resolution, and approve corrective actions at various steps in the complaints process; and
- b) assist supervisors and managers in consulting with employee relations specialists and the Office of the Solicitor to evaluate complaints and make determinations about appropriate action.

### 4.4 Human Resources Functions

#### 4.4.1 Regional Chiefs of Employee Relations

Regional chiefs of employee relations will:

- a) receive reports alleging violations of this Order and, as described in RM-16E, make or direct further inquiries into such reports, as appropriate and necessary, in consultation with the Office of the Solicitor;
- b) provide oversight, technical assistance, and supervision to employee relations specialists;
- c) support regional and park staff to ensure compliance with this Order; and

- d) maintain a record of reports made and actions taken pursuant this Order and submit those reports to the Associate Director, Workforce and Inclusion, as requested.

#### 4.4.2 Employee Relations Specialists

Employee relations specialists will:

- a) receive reports alleging violations of this Order and, as described in RM-16E, make or direct further inquiries into such reports, as appropriate and necessary, in consultation with the Office of the Solicitor;
- b) serve as the primary contact and advisor to supervisors and management officials within their servicing organizations;
- c) promptly notify the supervisor or manager of an allegedly harassing employee about the claim of harassment;
- d) conduct investigations where assigned, generally in areas outside their direct servicing organizations, to maintain a level of objectivity and impartiality;
- e) coordinate third-party investigations within their servicing organizations;
- f) prepare draft actions to address harassing conduct, which include proposals and decisions of disciplinary actions, and coordinate all draft actions with the Office of the Solicitor;
- g) report and coordinate actions with higher level employee relations and human resources officials to include, but not limited to, regional, WASO, and DOI;
- h) record and track information about the status of allegations or complaints of harassing conduct in the appropriate tracking system to monitor compliance with this Order, understand trends related to harassing conduct, and support swift resolution of complaints;
- i) maintain separate paper records about allegations of harassing conduct following records management procedures in RM-16E; and
- j) respond to any NPS or DOI data calls for information related to complaints about harassing conduct.

#### 4.5 EEO Counselors

If an EEO counselor has been notified about a claim of harassment through the EEO process, he or she must promptly notify the supervisor or manager of the allegedly harassing employee once the complainant no longer requests anonymity. See also Director's Order #16C.

#### 4.6 Supervisors and Management Officials

Supervisors and management officials must:

- a) make every effort to provide a work environment free of illegal harassment;
- b) ensure their subordinates are aware of and follow this Order and its requirements;
- c) follow any additional NPS or DOI procedures, handbooks, or guidelines related to this Order;
- d) act promptly and effectively to stop harassing conduct of which they are aware, and hold employees who have engaged in harassing conduct accountable;
- e) receive reports alleging violations of this Order and, as described in RM-16E, make or direct further inquiries into such reports and take corrective action, as appropriate and necessary;
- f) notify appropriate officials of reported or observed conduct under this Order and of their efforts to correct the conduct;
- g) evaluate and hold accountable subordinate supervisors and managers for their performance under this Order; and
- h) take steps to protect employees who report misconduct from retaliation.

#### 4.7 All Employees

All employees must:

- a) refrain from engaging in harassing conduct;
- b) participate in periodic training required under this Order; and
- c) cooperate fully in any inquiry or investigation.

All employees are expected to:

- a) understand their rights and responsibilities under this Order; and

- b) report harassing conduct of which they are aware or witness in the work environment.

All employees who are victims of harassing conduct are encouraged to report the harassing conduct.

## 5. Maintaining Confidentiality

Supervisors and managers must take action to investigate all allegations of harassing conduct, even if the employee raising the allegation requests confidentiality. All reports of harassing conduct and related information will be maintained on a confidential basis to the greatest extent possible. The identity of the employee alleging violations of this Order will be kept confidential, except as necessary to conduct an appropriate investigation into the alleged violation, to take appropriate disciplinary or corrective action, to comply with the reporting requirements of this Order, or when otherwise required by law.

Upon completion of the investigation or management review of the allegation, the supervisor or manager must notify the alleged victim of the harassing conduct about the completion of the process to the extent permitted under the Privacy Act. The alleged victim may not be provided the outcome of any disciplinary action against the allegedly harassing employee and may not be provided a copy of the fact-finding report. The supervisor or manager must consult with the servicing employee relations specialist and the Office of the Solicitor about this notification.

## 6. Additional Resources Available to Employees

Employees who have experienced harassing conduct have multiple resources available from which to obtain assistance and advice. Employees may:

- a) consult with or engage in alternative dispute resolution procedures through
  - a. an Ombuds—an independent, impartial, informal, and confidential resource that works independently from management’s chain of command to explore and aid in resolving individual or organizational issues; or
  - b. a CORE PLUS neutral—a qualified, certified person, from within or outside DOI, who delivers conflict management and alternative dispute resolution services.
- b) engage Employee Assistance Program services;
- c) consult with the DOI Office of Law Enforcement and Security’s Victim Assistance Program, if applicable; and
- d) consult with a union representative, if covered by a bargaining unit.

Engaging with these resources does not constitute a report under this Order, as these entities do not have an obligation to inform management of allegations of harassing conduct. Additional information about these resources is available in RM-16E.

## 7. Records Management

All employees with responsibilities outlined in section 4 will follow established records management policies to maintain documentation related to allegations of harassing conduct.

See Director’s Order #11D: Records and Electronic Information Management and the accompanying Records and Electronic Information Management (REIM) Guide.

## 8. Related Guidance Documents

Director’s Order #16B: Diversity in the National Park Service

Director’s Order #16C: National Park Service Discrimination Complaint Process

Director’s Order #16D: Equal Employment Opportunity and Zero Tolerance of Discrimination

-----End of Director’s Order-----

A digital version of this document can be found at [https://www.nps.gov/policy/DOrders/DO\\_16E\\_2018rev.htm](https://www.nps.gov/policy/DOrders/DO_16E_2018rev.htm)  
Reference Manual 16E can be found at [https://www.nps.gov/subjects/policy/upload/RM-16E\\_Signed\\_4-23-2018.pdf](https://www.nps.gov/subjects/policy/upload/RM-16E_Signed_4-23-2018.pdf)  
All NPS Directors Orders and Reference Manuals can be found at [www.nps.gov/applications/npspolicy/DOrders.cfm](http://www.nps.gov/applications/npspolicy/DOrders.cfm)

## Appendix IV: Common Hazards & How to Avoid Them

Sunburn, dehydration, heat exhaustion, heat stroke	Wear a hat at all times when out in direct sunlight. Wear sunscreen at all times. Wear long sleeves. Drink plenty of fluids, preferably water. Stay in the shade as much as possible. Take breaks in the air conditioning when needed. Know the signs of dehydration, heat stroke, and heat exhaustion. Notify a staff member immediately if you experience severe symptoms.
Exposure to low temperatures	Wear appropriate winter clothing when weather is cold. Protect your ears. Stay out of the wind as much as possible. Take frequent heat breaks.
Slipping & falling	Watch your step; the Castillo courtyard pavers are uneven in many places, the stairs are an unusual height, and all stone & wood surfaces are slippery when wet. Matanzas boat decks may be wet & slippery, the stairs at the fort are steep and the floors are uneven. Wear closed-toe shoes at all times. If dressing in living history attire, shoes should have rubber soles; leather soles are prone to slipping.
Back injury	Remember to lift with your legs and not your back. Test the weight of something and if it feels too heavy, stop and get help. Never lift or move a heavy object without assistance.
Scrapes & cuts	Coquina stone is very rough. Avoid leaning against or touching the walls. Use caution doing so when necessary.
Hearing damage	The park has a very active historic weapons program. Cannons are fired at Castillo 5 times a day, 3 days a week; at Matanzas, generally once a month. Muskets are fired on a semi-regular basis. Pay close attention to the scheduled weapons demonstrations. If you are close to the weapons, wear earplugs or cover your ears when instructed to do so.
Lightning	Keep an eye on the weather. See page 21 of this handbook for detailed lightning policies.
Burns, flying ash while using fire pit	Use extreme caution when handling lighters & flammable material and when working around fire. Supervise visitors closely around fire. Use gloves or oven mitts to hand anything that has been over the fire any length of time. Make sure all equipment (tripod, hanging pot, etc.) are properly set up and secure. When dousing fire, pour water slowly. Stand upwind so that ash does not blow in your face; ensure there is no one standing downwind.
Insect & jellyfish stings	Be aware of your surroundings. Report bee or wasp nests to park staff for proper removal. When walking the beach, do not touch washed-up jellyfish; some species can still sting after they are dead.
COVID-19	Stay home if you feel sick. Wash your hands regularly with soap and water for at least 20 seconds. Use alcohol-based hand sanitizer if soap and water are unavailable. Avoid touching your eyes, mouth, nose, or face. Cover your mouth and nose with your elbow when you cough or sneeze. Clean frequently-touched surfaces regularly with a disinfecting household cleaner. Maintain proper social distancing from visitors and other staff members. Wear a cloth face covering indoors and in situations where social distancing is difficult. Avoid creating large groups of people gathered closely together. Adhere to schedules set to minimize the number of staff members working together at one time. See pg. 23 of this handbook for more on COVID-19.