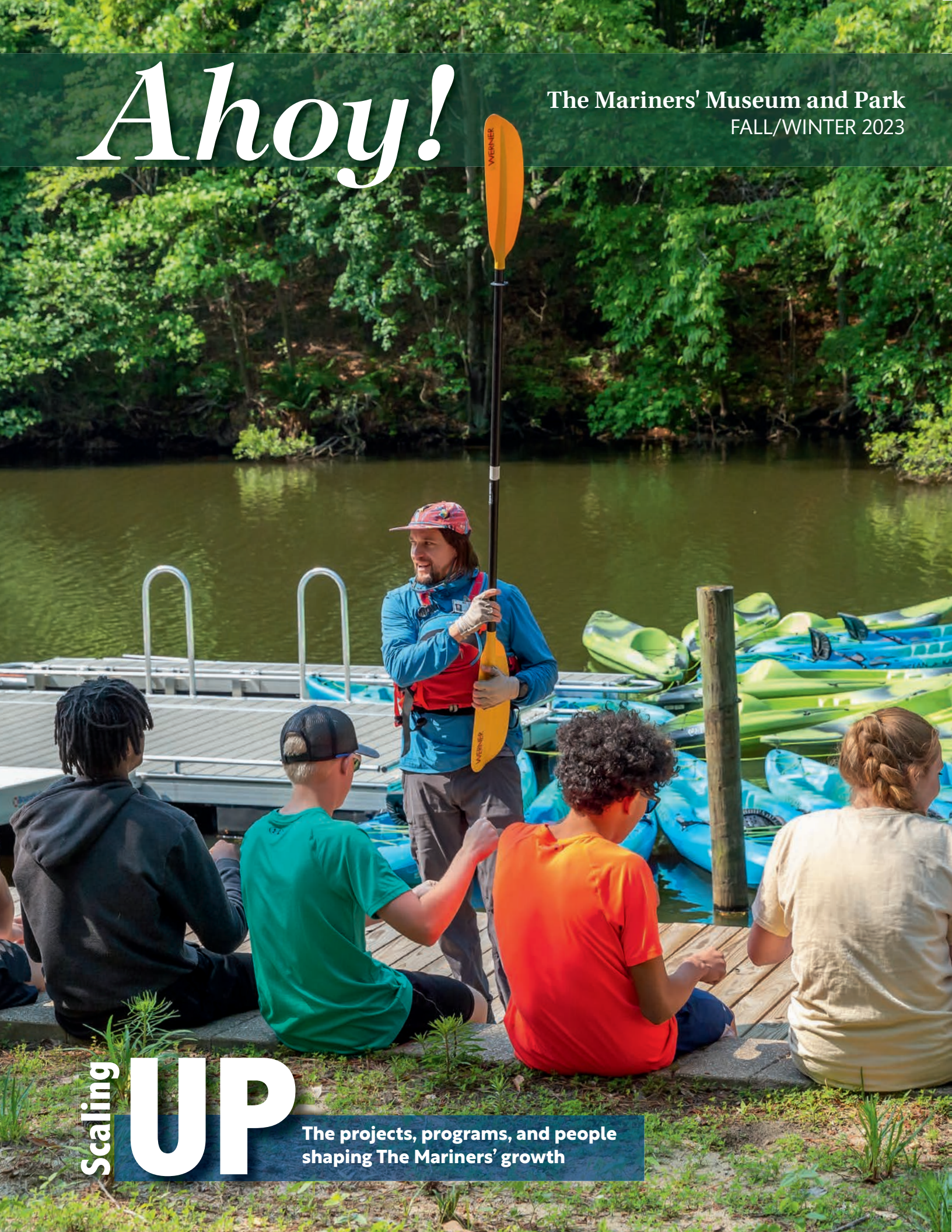


Ahoy!

The Mariners' Museum and Park
FALL/WINTER 2023



Scaling

UP

The projects, programs, and people
shaping The Mariners' growth

Message from the President

Dear Mariners' Family,

Over the last seven years, The Mariners' Museum and Park has evolved through two distinct stages in its life cycle and is well into its third. The first stage — about three to four years long — was a turnaround. We have shared these exciting turnaround results many times before:



- We grew our endowment from \$0 to \$16M, with pledges and future commitments taking it to \$20M (and we're still growing the endowment).
- We reduced the debt load by 44 percent in the last five years.
- We have been recognized as one of the Top Workplaces in Hampton Roads for four consecutive years.
- We established the first comprehensive Conservation Department in Mariners' history and a singularly-focused Education Department serving the school-aged child.
- We worked through our deferred maintenance backlog, placing ourselves in a preventive maintenance posture.
- And much more...

The work of the turnaround continued into the second distinct stage of our life cycle (about two years long): navigating the pandemic. We can be proud of our record in that stage, as well:

- We kept our entire team together and kept everyone paid.
- We established an in-house Multimedia Production team to create video content that we push out to the world.
- We established the first comprehensive Park Department in Mariners' history to properly resource the stewardship of our lake, forest, and wildlife and our outdoor engagement with our community.

We are now about one year into one of the most exciting and challenging stages we have faced: growth. "Scaling Up" is about a lot of things. In this issue, you will read that we have "scaled up" our team from a headcount floating in the mid-90s through the two stages I described above, to 114 at the time we go to print. We are growing our team to build our capacity for stewardship of our Museum Collection and "Living Collection" in the Park and for engagement with more members of the local, national, and global communities we serve.

Finally, we are growing our team to better position ourselves to continuously adapt and meet the ever-changing environment we operate in. This last point is particularly important. We remind ourselves regularly of our Founder's — Archer Huntington's — charge to us in the early days of The Mariners' Museum and Park: "If the Mariners' Museum has no new line of work, and no new museum principles to prove, then it is a waste of time and energy." Huntington was speaking to relevance. As the owner of Newport News Shipbuilding during the post World War I era and the Great Depression, he experienced the need to continuously reposition the Shipyard to meet the ever-changing environment it operated in. Our own recent experience through the pandemic showed us that we can accomplish anything — meet any need in our community — with our team's robust talent. I hope that growing talent leaps off the pages for you as you enjoy this "Scaling Up" issue of *Ahoy!*



Howard H. Hoege III
President and CEO

The Mariners' Museum and Park

Howard H. Hoege III
President and CEO

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On the Cover:
Mariners' Lake Program Manager Kelly Garner teaches eighth-grade students from Hampton Roads Academy about kayaking, buoyancy, and identifying macroinvertebrates and tree species in our Park's outdoor classrooms.

PHOTO: AMANDA SHIELDS

Meet a Mariner

GERRY HANLEY

It seems Gerry Hanley was tailor-made for his role at The Mariners' Museum. A retired U.S. Navy nuclear submarine officer, naval architecture master's degree holder, and long-time manager and architect for Exxon's international tanker fleet, Gerry is an integral member of The Mariners' Conservation team. For over 20 years, he has diligently worked on many conservation projects at The Mariners', but most importantly, he has been a key contributor to the *Monitor* project since 2004.

Though he was already familiar with the Museum from spending numerous weekends here while stationed at Norfolk Naval Base, it was after retiring and moving to Hampton Roads that he became involved as a volunteer. From the early days of sifting through materials in *Monitor*'s turret tank to now playing a major role in *Monitor*'s documentation and research, he has been here through it all.

His naval architecture background positions him perfectly to gather the archaeological data discovered by conservators, compare the physical objects in the lab to *Monitor*'s original blueprints, and piece together the larger story of *Monitor*'s construction and deviances from the original plans. Twice a week, he works diligently in the conservation office on this research, which will be infinitely useful in the development of 3D models, future conservation plans for *Monitor*'s components, and programming centered around *Monitor*'s story.

Along with his robust volunteer work, he is also a member of The Bronze Door Society and its Steering Council, of which he previously served as chair. He is a fierce advocate for the Museum's only member-managed affinity group and believes in the Society's mission to conserve and care for the Museum's Collections. The Society is in a better place now than ever before, Gerry explains, because of its hyperfocus on education, engagement, and conservation in recent years. The group's contributions continue to increase annually, and Members are committed to strategically investing in growing the Conservation Department's capacity.



Gerry stands in front of *Monitor*'s turret replica, representing what the turret looked like when Hanley first started working on the project, covered in marine growth and concretion.

Through his diverse involvement, he has uniquely seen the evolution of the conservation program from its infancy to its now world-renowned reputation. In his view, "The team's efforts are putting the Museum on the map as more than just a local institution. With the laboratory facilities, particularly with the Wet Lab, I don't think there's anything comparable...and that bodes well for our future."

Thank you, Gerry, for dedicating thousands of hours of work and expertise to conservation, the *Monitor* project, The Bronze Door Society, and the overall progress of The Mariners' Museum and Park.

Olivia Harding
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Gerry and Archaeological Conservator Laurie King view pillow block components with oil reservoirs from *Monitor*'s engine in the Batten Conservation Complex Wet Lab.



EMPLOYEES

114

12

**began their
time here as a
*volunteer or intern***



11 out of 12 employees who were previously volunteers or interns standing in front of the Museum's entrance.



Active Volunteers

176

Volunteer Jim Hooker and
Information Specialist
Rachel Conley look
through the Museum's
Chris-Craft archives.



33

Organizations
we've shared our expertise with
since 2021, including:

Hampton University
Johns Hopkins University
Maryland Archaeological
Conservation Lab
Telleman Textiel
Restauratie, Netherlands
Swiss National Museum
The Metropolitan Museum of Art –
Conservation and Science Laboratory
Arizona State Museum

18 Conferences
we've participated in
since 2021, including:

- The annual Virginia Association of Museums conference
- The Council of American Maritime Museums annual conference
- Globoat Project of the International Congress of Maritime Museums, in Bristol, England
- 10th Interim Meeting of the ICOM-CC Metals Working Group, Helsinki, Finland
- International Congress of Maritime Museums annual conference in Halifax, Nova Scotia
- American Alliance for Museums annual conference, in Denver, Colorado



Mariners' Team Spotlight

How Professional Growth is Magnifying The Mariners' Impact

Since the Museum reopened in 2021 following the pandemic, our entire Mariners' team has taken on numerous expansive projects that have helped strengthen our connection with the local community and beyond. In the last year alone, our team has tackled projects including: Mariners' Lake reopening, redesigning multiple gallery spaces, Bronze Door conservation treatment, and increasing accessibility of records and catalogs in both Mariners' Library and Archives. None of these projects would have been possible without the hard work of hundreds of Museum volunteers, interns, and staff members. This Museum team has grown significantly both in number and professionally, and each and every person deserves recognition.

As of September 2023, there are 176 volunteers and interns actively devoting time to The Mariners' Museum and Park. Alongside these Museum volunteers and interns, 36 outside volunteer groups visit at least once per year to assist with projects primarily focused on Mariners' Park. Volunteers and interns have already logged over 13,000 hours with us in 2023, and these numbers will only increase as the year closes.

This year has also seen our Mariners' team reach a whopping 114 employees — the largest Museum team in years! Of these 114 team members, 12 began their time at The Mariners' as volunteers or interns. These team members found permanent places within departments across the Museum and Park as recently as this summer, but one member of our Archives Department began as a volunteer back in 2005 before quickly being asked to stay on board.

The post-pandemic growth of our Mariners' team can also be seen in the caliber of professional skills that each team member possesses. In May, our entire Museum team received the opportunity to become CPR certified, and the course was so popular that additional time slots had to be added in June to meet demand! This truly highlights our team's commitment to service.

Outside of the Museum, members of six departments have presented at conferences representing various fields, sharing with and gaining valuable knowledge from international maritime, museum, and educational communities. These conferences range from locations right here in Virginia, up to Nova Scotia in Canada, to across the Atlantic in the United Kingdom and Finland. What a perfect way to connect with the world's waters and one another!

Continuing in this theme, members of our Archives, Conservation, Curatorial, and Education teams have used knowledge gained from projects or research to share expertise outside the Museum. What's more, over 10 percent of Mariners' staff serves on boards, chairs a committee, or belongs to a professional association. From publishing and peer reviewing articles to offering assistance to other institutions and organizations, our team is committing to meaningful work day in and day out.

As we draw closer to the centennial of the founding of The Mariners' Museum and Park in 2030, the Museum's continued success is a testament to the individual efforts and collective teamwork of the entire Mariners' team. Bringing each artifact, gallery, school program, group experience, Museum event, and Park program to life requires the effort of every single volunteer, intern, and team member. While we work to advance The Mariners' mission every day, our team will continue to grow — in every sense of the word.

Tanti Brownley
Philanthropy Assistant
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Connecting **With the Collection**

A small snapshot of the Museum's Collection, which contains millions of items, most of which are in storage and inaccessible to the public.

Growing Access and Engagement Through Accessible Storage

Over the past several years, our Mariners' team has experienced some incredibly powerful moments:

- A World War II veteran telling the story of his crossing to Europe on SS *Strathnaver* in front of the model of that very ship.
- The patriarch of a large Jewish family telling the *Exodus 1947* story to his family gathered around the bell of the ship in Collections storage.
- The granddaughter of a woodcarver who traveled from across the country to rediscover her grandfather's two magnificent seahorse carvings just inside our historic Bronze Doors.

Each of these moments — and scores more like them — depended on our ability to connect a member of the communities that we serve with an item from our Collection. At that moment, our guests used *our* Collection to tell *their* stories. The poignancy of those moments is impossible to overstate.

We have a challenge, though, and it is the same challenge faced by many major collecting institutions: approximately 97 percent of our Collection is in storage, inaccessible to our guests. Thinking with a traditional museum mindset, we might say that the key to getting more of the Collection “out” of storage and accessible to our guests is doing more exhibits.

The problem with that solution is that we simply cannot do exhibits fast enough to create meaningful access. The calculations are now very familiar to our team:

Let's pretend that The Mariners' Museum does NOT own its estimated 2,000,000 archival pieces, more than 900,000 photographs, or approximately 1,300 maritime paintings. Let's now say that we will make our remaining 32,000 3D objects more accessible by opening THREE new exhibits per year with 100 objects in each exhibit (we have never done one that large, but let's pretend that we will begin doing three). It will take us over a century to get just our 32,000 3D objects into an exhibit! Additionally, when 300 objects come “out” each year, 300 will have to go back into storage, not to be seen for another hundred years.

Believing in the promise of increased public access to our Collections and knowing the limitations of traditional museum approaches to providing that access has inspired our vision for who we will be when we celebrate our centennial in 2030 (and beyond). The term that summarizes our vision is “accessible storage.”

Simply put, we have stewardship responsibilities to our Collection that include keeping the art, artifacts, and archival material in the proper preventive conservation conditions: the right balance of temperature, humidity, light, physical security, etc., that ensures their long-term stability and preservation. At the same time, we have service and engagement responsibilities to the members of our local, national, and global communities captured by the stories above. We aspire to be the best in the world at achieving the proper trade-off between our stewardship and engagement responsibilities, and we believe the most promising path to achieving that trade-off is through accessible storage.

Our team has already created a “shell” space within our core galleries to begin testing accessible storage solutions to see if our vision is viable. We will use segments of four other existing galleries to further test the introduction of accessible storage solutions. Over the next few years, Museum guests will see more and more of our Collection emerge from traditional “behind-the-scenes” storage into these public “accessible storage” zones. We look forward to your feedback to help us perfect that access in a way that you find valuable!

Howard H. Hoega III
President and CEO
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Top: Collections Intern Jamie Eagle pulls out a rack of oil paintings in storage.

Bottom: A child holds a pair of utility oyster tongs from the Museum's Collection during an event celebrating Black History Month.

Rediscovering *Princess Carolina*

Preventive Conservation as a Catalyst for Reengaging with an Archaeological Collection

In May 2017, The Mariners' Museum and Park established its first comprehensive Conservation Department to address both its immediate and long-term Collection care needs. The goal: to ensure sustained access to the Collection, and through it, the stories of people and their connection to the water. The challenge: with an 87-year-old institution that holds tens of thousands to millions of objects, where do you start? A critical place to begin was with Collection items that were stored/displayed outside and/or required large-scale rehousing to increase their physical stability. This included objects such as the Nishimura-style Japanese midget submarine, Anchor Collection, cannon and large artillery, artifacts and statuary in the Park, and the Lions Bridge lions. This also included *Princess Carolina*, the oldest surviving North American European-built merchant ship.

With an understanding of which objects to prioritize, the team needed to develop a plan for facilitating *preventive conservation* — processes that “aim to reduce damage and deterioration to collections by improving their environment.”¹ Due to the scale and complexity of these objects, advancing their overall preventive conservation care would require time as well as support from multiple Museum departments, institutional leadership, internal and external partners, and individual donors. This was a daunting task; however, as conservation work progressed, so did reengagement with the objects' stories. To conserve the Collection items, conservators had to understand how they were made and used and how they deteriorated over time; they had to learn their stories. Consequently, as the team discussed the conservation tasks at hand, they could share not only what they were doing, but also the significance of the objects they were working on. This was key to getting buy-in for the project and for growing support over time.

In 2018, as part of the rehousing initiative, the Conservation team began to address the preventive conservation needs of archaeological materials from *Princess Carolina*. The primary focus was on nearly 400 timbers from the vessel which had been housed at the Museum in non-climate-controlled storage for over 33 years. To understand the artifacts' condition, conservators first had to learn their history.

Princess Carolina was a South Carolina-owned transatlantic trading vessel built in 1717. In 1729, *Princess Carolina* was damaged in a storm, resulting in its use as fill material for land expansion in lower Manhattan, New York in the mid-18th century. Archaeologists discovered the nearly complete ship under 175 Water Street in 1982. It was partially excavated with support from site developer Howard Ronson. Recovered



Senior Objects Conservator Erik Farrell and Senior Conservator Elsa Sangouard assess *Princess Carolina* timbers during the timbers' rehousing.

materials included the ship's timber bow along with 14,000 artifacts found within the hull that told the story not only of a port city, but also of early colonial trade: incredibly unique! Following excavation, all artifacts were sent to Groton, Massachusetts for initial conservation treatment while a permanent home was identified. In 1985, the *Princess Carolina* Collection was donated to The Mariners' Museum for use in a proposed gallery expansion with conservation efforts continuing for an additional three years. However, exhibition of the reconstructed bow and associated materials never came to fruition, and like archaeological collections at many institutions, the assemblage disappeared into storage.

Now armed with the knowledge of *Princess Carolina*'s story, conservators carried out a detailed condition assessment of the ship's timbers to understand their current stability. As work commenced, interest in the “Ronson Timbers” (which they were widely referred to at the time) grew across the institution as the Museum team started learning the story of the merchant ship, its artifacts, and why they were so significant. This renewed awareness set the stage for a five-year rehousing initiative, led to scientific research on sulfur's effect on formerly waterlogged wood (a worldwide challenge), and revealed the incredible variety of objects within the Fill Collection.



Above: The Conservation team transfers the first set of timbers out of the original storage location en route to being frozen for pest mitigation.

Below: Rendering of *Princess Carolina's* hull.
The Mariners' Museum and Park. 1988.0059.000002

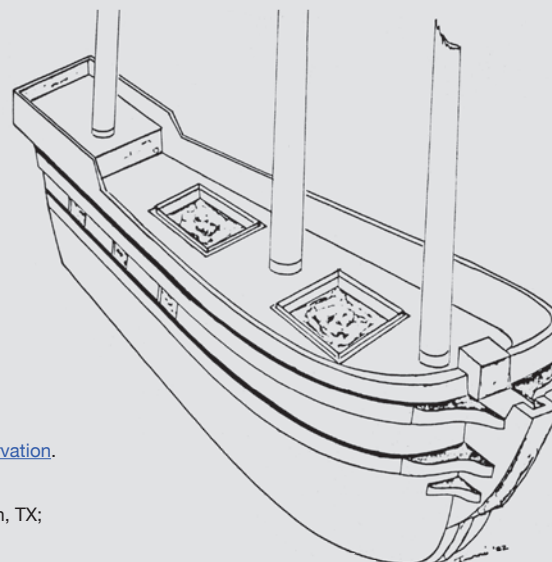
Between May and August 2023, through generous financial support from The Bronze Door Society and additional donors, the Conservation team (assisted by two summer interns) and multiple Museum departments completed rehousing *Princess Carolina's* timbers, which ranged in size from several inches to more than 13 feet. The task required lifting and rigging equipment, a large mobile freezer, a triage-like artifact documentation and cleaning area, and reorganization of space within the Museum to properly house the objects. Today, with the *Princess Carolina* Collection now fully accessible, work is underway to finish the timbers' conservation and expand our knowledge of the 14,000 fill artifacts so that their stories can be shared with current and future generations. Much more to come, so stay tuned!

Will Hoffman

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1. "Preventive Conservation." Field Museum. Accessed October 12, 2023.
www.fieldmuseum.org/science/research/area/conserving-collections/preventive-conservation.

Reference:
Riess, Warren C. with Sheli O. Smith. *The Ship that Held Up Wall Street*. College Station, TX: Texas A&M University Press, 2015.



PLAN OF RONSON
SHIP HULL

New Educational Enrichment Programs LINKING MORE STUDENTS TO THE WATER

The 2022-23 school year was a banner year for The Mariners'. As students continued adjusting to the aftermath of the pandemic, the team's priority was to provide meaningful in-person learning experiences that helped foster a sense of belonging following a period where many students felt disconnected.

The best way to experience the Museum and Park is in person, but during the pandemic, the Education team had to switch gears and rely on virtual programming. During the 2021-22 academic school year, as the world slowly transitioned out of the pandemic, only 30 percent of the students we served participated in an in-person Educational Enrichment Program (EEP) at their school or on our campus. In the 2022-23 school year, the team increased that number to 70 percent! From September through June, Museum educators traveled to classrooms across Hampton Roads, and once again, our galleries and outdoor spaces were filled with joy and excitement as kids finally had the chance to go on field trips.

Fall 2023: Launching On-the-Water Programming

When the 2023-24 school year kicked off, The Mariners' officially launched on-the-water programming for students. This school year, every sixth-grade student from Newport News Public Schools will have the opportunity to kayak on Mariners' Lake. This new EEP, called The Mariners' Lake Effect, provides students with an immersive experience that allows them to truly connect with their local watershed. During the program, students split their time between kayaking on the Lake and participating in two on-shore activities. Students enjoy the beauty of Mariners' Park while practicing mindfulness, exploring art in nature, and writing their own nature haiku. They get to know the different critters that call Mariners' Lake home as they identify macroinvertebrates. While on the Lake, they learn the basics of kayaking and discuss how water connects us all and the ways humans impact the water's health.

This program is a significant milestone for The Mariners'. In the past, Mariners' Lake hosted different organizations that ran kayak experiences for students. But this year, for the first time, The Mariners' is coordinating and executing every aspect of this on-the-water EEP. The Mariners' Lake Effect also marks the first time that the execution of an EEP relies on consistent support from multiple departments. Typically, EEPs only require staff from the Education team to run the day-to-day experience. However, due to the complex logistics and expertise needed to bring students out on the Lake, this program requires support from the Education team, the Park team, and Protection Services every time we host a group of students. This past year, The Mariners' prioritized growing the team, and it is because of this growth that initiatives like on-the-water programming for students are possible. Thanks to the team's increased size, specialized skills and experience, and everyone's determination to communicate and work together, The Mariners' is well-equipped to provide this amazing experience to local students.

Over the past three years, The Mariners' saw firsthand the fear and uncertainty that the pandemic brought to the world of education. It has never been more important to help students feel connected and valued, and the team is committed to helping students see themselves as part of our larger community of mariners. Sitting in a kayak, gliding across the water of Mariners' Lake, students experience that connection in a real and meaningful way.

Harriet Smith
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PHOTOS: AMANDA SHIELDS

22,347

STUDENTS SERVED

86%

received a
free program

68%

received free
transportation

91%

number of students
served in and around
Hampton Roads

70%

served through
in-person programming
(on our campus or in
their classroom)

14,714

Peninsula students
Newport News & Hampton

3,913

Southside students
Norfolk, Chesapeake, Suffolk,
Virginia Beach & Portsmouth

1,796

Other VA School Districts
Yorktown, Williamsburg,
Poquoson & more



Eighth-grade students from Hampton Roads Academy learn about buoyancy in our Park's outdoor classrooms.

The Mariners' Lake Effect provides students with an immersive experience that allows them to truly connect with their local watershed.



Growth: Our Trajectory

Comparing 2018 - 2022 educational programs

	2018 - 19	2022 - 23
TOTAL SERVED	13, 463	22, 347
% of students - free program	31%	86%
Virtual	3,303	6,617
In the classroom	5,539	6,787
At the Museum	4,621	8,943
% of students - free transportation*	43%	68%

*This percentage is based on the total number of students who participated in a program at the Museum.



Fuzhou Pole Junk Model *Jin Hi Heng* in its new location — Exploration Gallery.

Expanding the Exploration Story to Include China

Over the past year, The Mariners' team opened the reimagined Exploration Gallery and tested it with both the public and our community of third-grade students. Overall, the gallery experience has been a huge success, with students and teachers alike enjoying interactive games and activities that augment classroom lessons on the five ancient kingdoms of Egypt, Greece, Rome, Mali, and China. However, in the reimagined Exploration Gallery, which focuses on the Mediterranean world and includes a massive map of the Mediterranean and surrounding areas, there was a gaping hole: where is China? For students learning about these ancient civilizations, we knew that finding a way to substantially include China was of the utmost importance.¹

A eureka moment occurred in late winter for the team working on Exploration. The team was preparing to deinstall the exhibit *Seizing the Moment: The Evolution of Action Photography* so that a recently conserved model of a Fuzhou Pole Junk would take its place. In retrospect, it seems obvious that this was the ideal location to provide an in-gallery experience for third graders coming to learn about ancient civilizations; however, it was Museum President Howard H. Hoege III that made this connection, and not anyone from the Education team. The Fuzhou Pole Junk, or *Hua-P'i-Ku*, named *Jin Hi Heng* was to become the centerpiece of this gallery, a fitting place for this nearly 10-foot-long model that was conserved thanks to generous funding from The Bronze Door Society.

Throughout the spring and summer, The Mariners' team renovated this gallery space from top to bottom, including removing the carpet and installing a new epoxy floor. We chose images of 20th-century Fuzhou Pole Junks and Chinese junkmen to supplement the story of Chinese exploration and painted a large map of China on one of the walls — complete with The Great Wall of China. Finally, on September 1, we placed the model in its new home: a massive 14-foot-long case in the center of the gallery. We're beyond excited to welcome this year's community of third-grade students and teachers to experience this gallery space. But they're not the only community we're focused on this time.

Given the success of the first iteration of the reimagined Exploration Gallery, we had a well-founded blueprint for how students would experience this extension of Exploration. This blueprint allowed us to broaden our focus to include secondary communities — community members who would connect with the beauty of the model and its historical and cultural significance. Thus, we identified the following as our secondary audiences: art lovers, history buffs, and the local Chinese and



Collections Management, Conservation, and Exhibit Design teams work together to safely transport the sizable model.

Chinese-American community. We're continuing to research the needs of these audiences that can be met within museums in order to provide an equitable experience that allows all community members to feel connected to our Collection and welcome inside our doors. As we continue building, iterating, and evolving the *Let's Explore: China!* exhibit to meet the needs of our audiences, we invite you to see the space and junk model for yourselves!

Jennifer Hackney
Senior Material Culture Educator
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1. Ries, Eric. *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. New York: Crown Business, 2011. Ries' work identifies strategies for startups to be successful in company launches by building a product for their target audiences. In our Exploration Gallery, we identified the third-grade student and teacher community as our "early adopters" of this gallery experience. By using this model, we were able to take the feedback of our early adopters and answer their call of needing an in-gallery experience for the ancient Chinese civilization to fully address the students' SOL requirements. For more information on how the Museum is using the Lean Startup strategy, see the Fall/Winter 2022 issue of *Ahoy!*; visit MarinersMuseum.org/Ahoy.



BRINGING IT HOME

Cultivating for the Future With The Mariners' New Landscape Team

When visiting The Mariners' Park, you may notice some new faces on the Park team. If those folks are mowing, blowing, or weeding, they're likely members of the Park's brand-new Landscape team! In April, The Mariners' brought landscape design, construction, and maintenance in-house. With our new team in place, we can more effectively align landscaping initiatives with the overall strategy and vision of the Museum and Park and prepare for goals that will shape The Mariners' future.

Growing the Team to Implement the Vision

Since the Landscape team's inception in April, it has already grown to a team of seven. But there is still more growth on the horizon. Our team is actively recruiting additional landscape professionals to expand the department's efforts and impact across the Park.

In the meantime, we're tackling pressing needs that are fundamental to the Park's health. So far, our work has centered on addressing deferred maintenance while sustaining a regular weekly mowing schedule. With the addition of four groundskeepers and two horticulturalists, the Landscape team has been efficiently managing these projects — our groundskeepers are focused on turf maintenance, while our horticulturalists are focused on woody and herbaceous landscape beds.

As we build the foundation to address deferred maintenance and stay on top of recurring tasks, we haven't lost sight of the bigger picture. While managing immediate and ongoing needs is essential, it will also be critical to create a vision for the future of landscapes that guides our work as we prepare for The Mariners' 100th anniversary in 2030. This vision will revolve around elevating existing spaces by renovating plantings, adding amenities, and incorporating more programming. Increasing the Landscape team's capacity ensures we have the resources to accomplish projects that support the vision for Mariners' Park.

Expanding Equipment and Space

With growth, obstacles are bound to arise. A substantial challenge for us has been supplying our growing team with adequate equipment and vehicles. Along with increasing the amount of equipment available, we also needed to overhaul the type of equipment — the Park team is slowly switching from gas to electric equipment to reduce noise and fumes for the community, operator vibration fatigue, and gas usage. With a generous grant from the Annie Belle Reavis Tuccori Foundation, we were not only able to purchase much-needed electric equipment, but the grant also funded an electric golf cart that our two horticulturalists use. The electric equipment and vehicle enabled the team to grow and tackle projects and maintenance tasks that were previously impossible.



Members of the Landscaping team and volunteers help tend various outdoor areas surrounding the Museum.

Space for the team to meet, plan, and store equipment was also in short supply as the department continued adding new team members. To alleviate this need, Crofton Industries generously installed an office trailer for the team immediately adjacent to the existing Park workshop. The trailer includes two closed offices and a center conference space that will allow us to help plan and execute the vision for 2030.

It's exciting to continue the tradition of keeping The Mariners' landscapes healthy and beautiful for current and future generations of Park guests. Thank you for your understanding and helpful feedback as Mariners' Park has undergone this transition. Look out for new landscape projects coming soon!

Dylan Reilly
Landscape Manager
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Government, Corporate,
and Foundation Grants Spur

GROWTH AND INNOVATION

Imagine working as a grant writer. Your organization is quickly expanding, and you are tasked with securing funding for a kayak launch, new outdoor restrooms, a new environmental educator, and an electric vehicle. With various potential funding sources to consider, you ask yourself an essential question: "Which project is best suited for a grant?" If your answer is all of them, you are correct! While these initiatives are indeed grant-worthy, the key to successfully obtaining valuable grants is communicating how those things work together to serve a need and positively impact the community.

In just over nine years, the Mariners' Grants team has grown from one to three members and functions within the broader Advancement team. The team includes the director of strategic partnerships, a grant writer, and a grants administrator. Our mission to foster a high level of social capital, combined with our commitment to the operational tenets of conservation, research, access, and value, has lent to our overall success in securing transformational grants. That internal growth has led to positive gains in our fundraising capacity as well. In 2022, the Grants Division was awarded a total of \$354,574. After expanding our grant writing capacity, the team has raised \$1,039,571 as of October 2023 — nearly tripling last year's grant revenue with one quarter left to close.

While increasing revenue is key to our strategy, it is equally important to highlight the transformational grants that are paving the way for the Museum to continue to expand and substantiate its servant-leadership posture in the world: Chesapeake Gateways, Save America's Treasures, and Bank of America Neighborhood Builders. Grant writers often attest to the excitement accompanying notification of awards of this magnitude. It is doubly so when grants grow the capacity of our team to serve in a deeply meaningful way.



Students from Newport News Public Schools prepare to plant eelgrass in Mariners' Lake. The Mariners' has built on the success of its first NOAA B-WET grant, leading to new funding for environmental education expansion.

Meet the Grant Team



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PHOTOS: AMANDA SHIELDS AND BROCK SWITZER

Grants at-a-Glance

JANUARY | \$15,000

Annie Belle Reavis
Tuccori Foundation

MARCH | \$10,500

Allegra Hampton Roads
Bayport Credit Union

APRIL | \$20,500

A Natural Gas
Bank of America Student
Leaders Internship
Pratt Institute-DPOE-N

MAY | \$53,500

Port of Virginia
Tahoe Maritime Foundation

JUNE | \$76,000

Keep VA Beautiful
Marietta McNeill Morgan &
Samuel Tate Morgan, Jr. Trust
TowneBank
Event Sponsor

AUGUST | \$3,700

York County Arts Commission

SEPTEMBER | \$775,371

Bank of America
Charitable Foundation

**Bank of America
Neighborhood Builders Program**

Canon VA

**National Park Service
Chesapeake Gateways**

**National Park Service
Save America's Treasures**

Newport News Shipbuilding
Event Sponsor

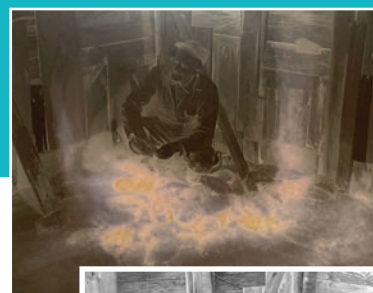
OCTOBER | \$85,000

Newport News Shipbuilding
Virginia Environmental Endowment
Virginia Outdoors Foundation

September was a particularly successful month for fundraising. Here are some of the most notable milestones.

Save America's Treasures

The National Park Service, in partnership with the Institute of Museum and Library Services, awarded the Museum \$392,487 under the Save America's Treasures grant program. Nationally, 58 projects were chosen, spanning 26 states, totaling \$25.7M in awards. This three-year project will focus on digitizing, cataloging, preserving, and increasing overall accessibility of over 30,000 photo negatives — some of which are in an active state of degradation. Funds cover the addition of a digitization specialist, cataloging archivist, photographic intern, conservation supplies, and specialized photographic studio equipment.



Top: One of thousands of photo negatives from our photographic collection.

Bottom: After digitization, a photo negative becomes an interpositive, providing an enriched record of our world's maritime heritage.



The Park team tests the salinity of Mariners' Lake using a hydrometer. New digital water monitoring equipment will help improve the staff's understanding of the Lake's water quality.

Chesapeake Gateways

The National Park Services Chesapeake Gateways Office awarded the Museum \$147,884 through the Chesapeake Gateways grant. Most notably, this was the inaugural year of this grant, and Mariners' was proud to be considered and awarded its full request. Grant funds support our ability to serve students through the addition of a lake coordinator, increase community access to the Lake through additional launch points, and improve the health of Mariners' Lake with the purchase of an automated trash bot and digital water monitoring equipment. There were 22 awards given overall, totaling \$2.3M.

Neighborhood Builders

The Bank of America Charitable Foundation awarded the Museum \$200,000 through the Neighborhood Builders Program. This invitation-only fund supports large-scale transformational grants designed to support cultural institutions that are contributing to vibrant, successful communities. Funds will support adding a lake program coordinator to the team and implementing an environmental kayak program serving all 2,000 sixth-grade students from Newport News Public Schools on Mariners' Lake.



The recently installed kayak launch ensures safety and comfort for young mariners preparing for an adventure on the Lake.



Sail Into the Holidays With the Perfect Gift

What was the last great gift you received? Maybe it was a beautiful basket stuffed with your favorite decadent snacks.

Or tickets to a show you had been longing to see. Or the too-expensive scarf you eyed on a shopping trip that someone went back and got for you. There's a common thread among these examples: The best gifts are deeply personal, curated to your desires, which someone has been thoughtful enough to notice.

That's what makes the gift of a Mariners' Museum Membership so special. This gift demonstrates to your loved ones that you carefully thought about an experience they would cherish. Your gift defies an isolated moment, producing new memories every time the receiver wanders the galleries on a rainy day, learns something significant about their maritime heritage, or attends an event at the Museum that helps them feel more connected to their community. Whether you're giving to a family with young children or someone in their golden years, The Mariners' has plenty of fun opportunities for people of all ages to enjoy throughout the year.

**3 FREE
MONTHS**
with a gift Membership
CODE: HOLIDAY2023



In addition, your gift keeps The Mariners' mission alive, helping to fund initiatives like those you've read about in this issue of *Ahoy!* Membership proceeds have enabled us to purchase equipment to conserve *Princess Carolina* (page 7), renovate the Exploration Gallery to expand educational programs for local students (page 11), and so much more. Membership not only helps sustain the Museum and Park for our current community; it also equips us to plan for the future and establish improvements that will serve the community for years to come.

Now through December 31, 2023, your gift recipient will receive **THREE ADDITIONAL MONTHS** of Membership. Visit MarinersMuseum.org/Membership and use promo code **HOLIDAY2023**, stop by the Museum, or give us a call.

Happy holidays to your family from The Mariners'!

For more information contact:

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(757) 591-7740

Mark your Calendar!

Programs are offered in a variety of formats (in person, livestreaming, virtual), and subject to change. Times listed are Eastern.

NOVEMBER

- Nov 26 **Museum Store Sunday**
9 AM Members enjoy 20% off & guests get 10% off in the Mariners' Shop, in person, or online.
- Nov 26 **Storytime with Santa**
9 AM FREE for Members. Included in \$1 admission.
- Nov 28 **Giving Tuesday**
Support the Noland Trail with a donation of any size!

DECEMBER

- Dec 2 **Storytime with Santa**
9 AM FREE for Members. Included in \$1 admission.
- Dec 8 **USS Monitor Legacy Program**
12 PM USS *Fulton* I & II
Presenter: John V. Quarstein
- Dec 9 **Storytime with Santa**
9 AM FREE for Members. Included in \$1 admission.
- Dec 10 **Friendly Hours**
9 AM Quieter, less crowded Museum experience
- Dec 15 **USS Monitor Legacy Program**
12 PM Failed Monitors
Presenter: John V. Quarstein



Make a child's dream come true!

Donate a toy this holiday season

Now through December 11, 2023, donate to Toys for Tots! Bring the joy of the holidays and send a message of hope to America's less fortunate children. Please bring a new unwrapped toy (newborn - 11 years old) on your next visit to the Museum. Look for the donation box in the Main Lobby.

Visit MarinersMuseum.org for details.

MarinersMuseum.org

Explore new ways to engage with the Museum, in person and virtually. Learn more about the Museum's Collection and how we can help you discover your own maritime connections!

Contact us for more information:

Guest Relations
(757) 596-2222

Membership
(757) 591-7740

Advancement
(757) 591-7705

Education
(757) 591-7745

Volunteer Services
(757) 591-7712

Park
(757) 591-7741

Library
(757) 591-7782

Museum Shop
(757) 591-7792



100 Museum Drive
Newport News, VA 23606

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MUSEUM ADMISSION IS \$1 PER PERSON.



@MarinersMuseum • #iamaMariner

Looking for the perfect gift?

Discover unique maritime treasures in our Museum Shop or order high-quality archival reproductions including paintings, photographs, watercolors, and more.

Members save
20%
Nov. 26 - Dec. 10



shop.MarinersMuseum.org

Get 20% off your archival reproductions or Museum Shop purchases. Visit the Shop in person or online. Use promo code SHOP20 for online purchases. Valid November 26 - December 10, 2023.