Agency Strategic Plan

Jamestown 2007

Agency Mission, Vision, and Values

Mission Statement:

Jamestown 2007 mission is to plan and produce events to commemorate the 400th anniversary of the founding of Jamestown, the first permanent English settlement in the Americas.

Agency Vision:

Jamestown 2007 will produce commemoration events in a way that highlights the legacies of Jamestown, reflects the diversity of the cultures that came together in the first permanent English settlement, includes the planning and mission of key partners and stakeholders, and achieves the goals set forth by the Virginia legislature: to increase tourism, improve economic development opportunities and improve educational awareness of the significance of Jamestown.

Agency Executive Progress Report

Current Service Performance

Jamestown 2007 is a sub-agency of the Jamestown-Yorktown Foundation (JYF) created in 1997 to plan and implement commemorative events marking the 400th anniversary of the founding of Jamestown, the first permanent English settlement in the Americas. From 1997 through 2004, the agency focused on developing the structure of the commemoration including recruiting volunteer board and committee leadership, conceptualizing the signature events, creating strategies to achieve the goals of the commemoration, forging partnerships with appropriate public and private organizations, seeking corporate sponsorships and building a staffing plan. By the beginning of 2005 a new phase of the commemoration work began with the movement from planning to implementation. Prosody Creative Services was retained through Jamestown 2007's private affiliate to produce the Godspeed Promotional Sail, the Yorktown 225th Anniversary, the National Teach-In and Anniversary Weekend. Other partnerships and consultants have been or are being selected to perform key roles in implementing the other signature events.

Productivity

Jamestown 2007 has a staff of 11 (one position unfilled) and is recruiting for four additional positions in response to an increasing workload as the commemoration nears. This staffing level in significantly under the agency's projected level for the commemoration. Two major Founding Colony Sponsors (Norfolk Southern Corporation and Colonial Williamsburg Foundation) have been recruited and each will invest $3 million in the commemoration. Talks are active with additional corporations. Forty-seven (47) state and national businesses, educational organizations, professional associations, and public agencies have been recruited as partners for the commemoration. One hundred eighteen (118) communities have been approved as official Jamestown 2007 Communities.

Major Initiatives and Related Progress

The signature events being implemented include, the Godspeed Promotional Sail, the Yorktown 225th Anniversary, the National Teach-In, the England Event, the African-American Event, Anniversary Weekend, Smithsonian/National Capital Events, the American Indian Event, and the Democracy Forum. The JYF special exhibition, "The World of 1607", will feature artifacts from all over the world during the commemorative period, is also being funded.

Jamestown 2007, through its private arm, Jamestown 2007, Inc., has signed a second phase contract with Prosody Creative Services to produce four of the major signature events. Another agreement has begun with Velocity, a national sponsorship sales organization, to serve as sales agent for the commemoration. By Fall 2005, a national public relations/marketing firm will be contracted. Additionally, monthly meetings are held with Virginia Tourism Corporation staff to coordinate promotional efforts.

Virginia Ranking and Trends

Not applicable

Customer Trends and Coverage

Over 90% of the Virginia population is included in the 2007 Community Partner Program. The Godspeed Promotional Sail will occur in six metropolitan area ports on the East Coast of the United States with a combined population of more than 40 million. One purpose of this endeavor is to spur tourism to Virginia during 2007, thereby increasing customer base. The England Event and Democracy Forum are designed to generate international attention to the commemoration.

Future Direction, Expectations, and Priorities

The next 26 months will be an intense period of production and marketing of commemorative events and recruiting additional sponsorships. Particular concentration areas will be activating the partner organizations and fulfilling sponsorship requirements.

Impediments

The major threat to the success of the commemoration is the challenges of sponsor recruitment.

Agency Background Information

Statutory Authority

In 1996, the General Assembly amended §23-292 of the Code of Virginia, to establish the Jamestown-Yorktown Foundation as the Commonwealth's authorized agency to "to perform the following actions directly related to the planning, coordination and implementation of the celebration of the 400th anniversary of the founding of Jamestown in 1607:

1. Solicit and accept donations of materials and services to defray expenses;
2. Retain all non-general funds including interfund transfers heretofore transferred to central agencies for expense reimbursement and identified savings;
3. Procure any goods and services with minimum requirements associated with the maximum delegated authority available to any state agency or institution in the executive branch;
4. Consider all position levels, which may fluctuate depending upon workload and funding availability, for reference only;
5. Receive assistance and advice from state agencies and institutions without charge; and
6. Contact international, national, interstate, regional, and other state and local elected and appointed officials."

This authority expires July 1, 2008.

Customer Base:

Customer Description	Served	Potential
The national and international observers and celebrants of the 400th Anniversary Commemoration of the first permanent English settlement at Jamestown.	2,000,000	40,000,000

Anticipated Changes In Agency Customer Base:

The period to provide products and services to the commemorative customer base will pass as of December 31, 2007 with the final report of activity due by June 20, 2008.

Agency Partners:

Jamestown 2007, Inc.

Jamestown 2007, Inc., is a non-profit organization created to assist with the attraction and investment of private funding to support 2007 events and programming. Officers of the corporation include: President- Thomas K. Norment, Jr.; Vice President and Secretary- Colin G. Campbell; Treasurer- Stuart W. Connock; and Frank Atkinson.

Agency Strategic Plan

Jamestown 2007

Agency Products and Services:

Current Products and Services

The agency's products are the signature events, community programs, and special activities and programs commemorating the 400th anniversary of the first permanent English settlement at Jamestown.

Factors Impacting Agency Products and Services

The level of funding will dictate the number and scope of the programs and signature events.

Anticipated Changes in Agency Products and Services

At the conclusion of the commemorative period, the mission of the agency will have been successfully completed, and, the statutory authority of the agency will expire.

Agency Financial Resources Summary:

Jamestown 2007 funding sources are general funds (4%) and non-general funds (96%) for operating needs. Public and private donations and grants provide the resources neccesary to plan and implement the commemorative signature events.

Jamestown 2007 receives funding from the Virgnia 400th Anniversary Fund (V400) a special non-reverting fund. Each fiscal year, the Department of Motor Vehicles transfers up to $4,000,000 from a one-dollar annual registration fee on pickup or panel trucks and motor vehicles.

	Fiscal Year 2007		Fiscal Year 2008	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	$241,460	$6,280,565	$241,460	$6,280,565
Changes To Base	$5,998,980	$46,676	$1,902,076	$46,676
AGENCY TOTAL	**$6,240,440**	**$6,327,241**	**$2,143,536**	**$6,327,241**

Agency Human Resources Summary:

Human Resources Overview

As of July 1, 2005, the Jamestown 2007 Office has an authorized maximum equivalency level (MEL) of 27 to specifically support activities associated with the 2007 commemoration. The positions directly contribute to commemorative attraction management. All 27 positions have a limited duration status with the majority terminating by the end of fiscal year 2008.

The temporary Jamestown 2007 administrative office is located in the City of Williamsburg, Virginia. The work performed by the staff is national in scope and heavily involves the development of partnerships, special events and programs throughout the country to honor the 2007 commemoration.

The Jamestown 2007 Office collaborates directly with the JYF on several aspects of commemoration planning. Administrative support (e.g., human resources, financial) for the Jamestown 2007 Office is provided by JYF. Numerous local events and programs planned by Jamestown 2007 staff will be coordinated with and held at JYF museums.

Full-Time Equivalent (FTE) Position Summary

Effective Date: 7/1/2005

Total Authorized Position level 27

Vacant Positions 17

- Non-Classified (Filled)..... 0
- Full-Time Classified (Filled) 10
- Part-Time Classified (Filled) 0
- Faculty (Filled) 0

Wage 0

Contract Employees 0

Total Human Resource Level **10**

Factors Impacting Human Resources

Recruitment and retention of a highly competent workforce leading and during 2007: Recruitment and retention of key positions to assure continued momentum through 2007 will be very challenging since all positions end by June 2008. Development and implementation of incentives for retention through the end of the commemoration will be of a top priority to human resources.

Anticipated Changes in Human Resources

A number of human resources issues are anticipated near the end of the commemorative period . These issues include providing career support for positions ending, maintaining staff morale, re-training, severance packages, reorganizations and employee assistance.

Agency Information Technology Summary:

Current State / Issues

Jamestown 2007's network is part of JYF (see Agency 425). Off-the-shelf software, Office 2000, is the primary software application used by the agency.

Factor Impacting Information Technology

The VITA transition is the primary factor that might impact IT needs for the agency. Special events may require unique data or telecommunication needs due to press or dignitary attendance.

Anticipated Changes / Desired State

There are no major IT changes anticipated. Agency will be dissolved after FY2008.

Agency Information Technology Investments:

	Cost-Fiscal Year 2007		Cost-Fiscal Year 2008	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Major IT Projects	$0	$0	$0	$0
Non-Major IT Projects	$0	$0	$0	$0
Major IT Procurements	$0	$0	$0	$0
Non-Major IT Procurements	$0	$0	$0	$0
Totals	**$0**	**$0**	**$0**	**$0**

Agency Goals

Goal #1:

Promote an increase in tourism to Virginia communities.

Goal Summary and Alignment:

The commemorative events will attract tourists to Virginia who will rent hotel rooms and shop in Virgina.

Statewide Goals Supported by Goal #1

- Be a national leader in the preservation and enhancement of our economy.
- Be recognized as the best-managed state in the nation.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Goal #2:

Stimulate economic development opportunities for participating Virginia 2007 communities.

Goal Summary and Alignment:

The Virginia 2007 Community Program and commemorative events throughout the Commonwealth will create opportunity for multiple communities to benefit from the 2007 commemoration activities.

Statewide Goals Supported by Goal #2

- Be a national leader in the preservation and enhancement of our economy.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Goal #3:

Produce programs and events that educate Americans and others of the significance of the Jamestown legacies.

Goal Summary and Alignment:

Educational programming is a central element of planned commemorative event.

Statewide Goals Supported by Goal #3

- Protect, conserve and wisely develop our natural, historical and cultural resources.

Service Area Plan

Jamestown 2007

Commemorative Attraction Management (50202)

Service Area Background Information

Service Area Description

To provide the organizational resources and effectiveness necessary to plan, coordinate and execute the signature events of the 400th anniversary of the first permanent English settlement at Jamestown.

Service Area Alignment to Mission

There is a one-to-one relationship to the agency and its mission.

Service Area Statutory Authority

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This authority expires July 1, 2008.

Service Area Customer Base

Customer(s)	Served	Potential
The national and international observers and celebrants of the 400th anniversary commemoration of the first permanent English settlement at Jamestown.	2,000,000	40,000,000

Service Area Products and Services

- The signature events of the 400th anniversary of the first permanent English settlement at Jamestown.

Service Area Human Resources Summary

Service Area Human Resources Overview

Service Area Plan

Jamestown 2007

Commemorative Attraction Management (50202)

Service Area Full-Time Equivalent (FTE) Position Summary

Effective Date: 7/1/2005

Total Authorized Position level 27

Vacant Positions 17

Non-Classified (Filled).....

Full-Time Classified (Filled) 10

Part-Time Classified (Filled) .....

Faculty (Filled) .....

Wage .....

Contract Employees .....

Total Human Resource Level .....

Factors Impacting Service Area Human Resources

Anticipated Changes in Service Area Human Resources

Service Area Financial Summary

Jamestown 2007 funding sources are general funds (4%) and non-general funds (96%) for operating needs. The agency receives funding from the Virginia 400th Anniversary Fund (V400) a special non-reverting fund.

In each fiscal year, Jamestown 2007 may receive up to $4,000,000 of V400 funds from the Department of Motor Vehicles from a one-dollar annual registration fee on pickup or panel trucks and motor vehicles.

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Service Area Objectives, Measures, and Strategies

Objective 50202.01

Produce six major events and 10 cultural/educational initiatives (including the JYF World of 1607 special exhibit) that will attract national attention to the Jamestown Commemoration between May 2006 and September 2007.

To execute signature events of the 400th anniversary commemoration.

This Objective Supports the Following Agency Goals:

- Promote an increase in tourism to Virginia communities.
- Produce programs and events that educate Americans and others of the significance of the Jamestown legacies.

This Objective Has The Following Measure(s):

- **Measure 50202.01.01**
  Commemorative Events

  Measure Type: Outcome **Measure Frequency:** Other

  Measure Baseline: The event schedule and its individual budgets.

  Measure Target: Events occur as scheduled and within budget.

  Measure Source and Calculation:
  Documentation that the six events (The Commemorative Sail, the Yorktown 225th, the National Teach-In, Anniversary Weekend, American Indian Cultural Events, and African-American Cultural Events) and 10 cultural/educational initiatives have occurred.

Objective 50202.01 Has the Following Strategies:

- Coordinate, guide and direct the work of Prosody Creative Services (executive producer), Virginia Indian Advisory Council, African American Advisory Council, and the key partners to ensure appropriate and timely event production.
- Include partner representatives in planning and advisory councils; coordinate with partners for special projects that support events.

Objective 50202.02

Achieve awareness and participation in the commemoration.

Promote and encourage involvment of the 2007 commemoration.

This Objective Supports the Following Agency Goals:

- Produce programs and events that educate Americans and others of the significance of the Jamestown legacies.

This Objective Has The Following Measure(s):

- **Measure 50202.02.00**
  Attendance

  Measure Type: Outcome **Measure Frequency:** Other

  Measure Baseline: 0

  Measure Target: 2 million attendees.

  Measure Source and Calculation:
  Attendance at Jamestown 2007 six signature events of 2 million.

- **Measure 50202.02.02**
  Media Impressions

  Measure Type: Outcome **Measure Frequency:** Other

  Measure Baseline: 0

  Measure Target: 100 million

  Measure Source and Calculation:
  Number of media impressions as measured through clipping service and media monitoring service.

Objective 50202.02 Has the Following Strategies:

- Measure attendance at events through JYF ticketing system, National Park Service attendance estimates.
- Marketing and public relations firm contracted by October 1, 2005.
- Public relations and marketing plan established by January 2006.
- Ensure partner organizations are prepared to count attendance.

Objective 50202.03

Ensure statewide involvement through the Virginia 2007 Community Program.

Seek involvement of Virginia communities through the Virginia 2007 Community Program.

This Objective Supports the Following Agency Goals:

- Stimulate economic development opportunities for participating Virginia 2007 communities.

This Objective Has The Following Measure(s):

- **Measure 50202.03.01**
  Level of community involvement

  Measure Type: Outcome **Measure Frequency:** Other

  Measure Baseline: 0

  Measure Target: 120

  Measure Source and Calculation:
  Number of communities participating in legacy programs.

- **Measure 50202.03.02**
  Regional networks

  Measure Type: Outcome **Measure Frequency:** Other

  Measure Baseline: 0

  Measure Target: 10

  Measure Source and Calculation:
  The number of Virginia regions with networks.

Objective 50202.03 Has the Following Strategies:

- Develop incentives for communities to participate, (e.g. Virginia Map, Godspeed Sail).
- Conduct regional meetings providing information and resources for community collaboration.

Objective 50202.04

Activate statewide and national partnerships to leverage resources, increase marketing and enhance education objectives by establishing website linkages with 75% of partnerships and publication of Jamestown 2007 articles in 50 partner publications.

Promote alliances with state and national partners to leverage resources.

This Objective Supports the Following Agency Goals:

- Stimulate economic development opportunities for participating Virginia 2007 communities.

This Objective Has The Following Measure(s):

- **Measure 50202.04.01**
  Website linkages.

  Measure Type: Outcome **Measure Frequency:** Other

  Measure Baseline: 0

  Measure Target: 75% of partnerships

  Measure Source and Calculation:
  Website linkages established with national and statewide partners.

- **Measure 50202.04.02**
  Jamestown 2007 articles.

  Measure Type: Outcome **Measure Frequency:** Other

  Measure Baseline: 0

  Measure Target: 50

  Measure Source and Calculation:
  Number of Jamestown 2007 articles published in partner publications.

Objective 50202.04 Has the Following Strategies:

- Communicate with all partners to encourage website linkages.
- Develop template articles for publication in partner newsletters.
- Provide seed funding for cultural and education initiatives/projects.

- Provide advisory support to partner organizations.