In 2007, Americans will commemorate the 400th anniversary of the founding of Jamestown, the first permanent English settlement in the New World. As President Theodore Roosevelt observed at the 1907 commemoration, the founding of Jamestown marks the beginning of the history of the United States of America. Our Nation’s journey of democracy and the principles that have illuminated its path – among them, representative government, free enterprise, individual liberty, constitutionalism and the rule of law, and a spirit of community and national purpose amid cultural, ethnic and religious diversity – trace their beginnings to Jamestown. The 400th anniversary commemoration provides an historic opportunity to reflect on Jamestown’s enduring and still-evolving legacies, and to rekindle the spirit and renew the promise of freedom for a new generation of Americans.

The Jamestown 400th anniversary commemoration will look not only to the past, but to the future. The four centuries since Jamestown’s founding have witnessed the most remarkable advance in human freedom the world has ever seen. Yet, this work is self-evidently unfinished. Today’s generation and those to come must build on this foundation and strive to make the promise of freedom – the birthright of every human being – real for all Americans and all peoples around the world.

Formation of the Federal Commission

The Jamestown 400th Commemoration Commission (“Federal Commission”) was created by Congress (Public Law 106-565) to work with the Commonwealth of Virginia’s Jamestown 2007 Steering Committee (“State Steering Committee”) in planning and executing an anniversary commemoration of national and international scope. Its statutory purposes include:

- Ensuring a suitable national observance of the Jamestown 2007 anniversary;
- Facilitating international involvement in the anniversary observances;
- Assisting in ensuring that anniversary observances are inclusive and appropriately recognize the experiences of all people present in 17th century Jamestown;
- Assisting in developing anniversary programs and activities and in ensuring an excellent visitor experience at Jamestown;
- Assisting in the development of heritage tourism and economic benefits resulting from the commemoration; and
- Supporting and facilitating marketing initiatives, such as issuance of commemorative coins and stamps, that raise awareness of Jamestown and the commemoration.

The Federal Commission’s chairman and fifteen members were appointed by the U.S. Secretary of the Interior in spring 2003, and the Commission first met in June 2003. Bylaws were adopted in December 2003, and officers were elected in March 2004.

During its organizational phase, the Federal Commission received extensive administrative support from the National Park Service (“NPS”) of the U.S. Department of the Interior. Federal funds to
support the Commission’s work were appropriated for the 2002, 2003 and 2004 fiscal years, and additional funding requests are pending. Funds appropriated in FY 2002 and FY 2003 have been administered through cooperative agreements between NPS and APVA Preservation Virginia and the Jamestown-Yorktown Foundation of the Commonwealth of Virginia (the Jamestown 2007 office), respectively, for the Commission’s benefit. In April 2004, FY 2004 funds were paid directly to the Federal Commission. The Commission expects to occupy office space in Williamsburg, VA, leased from the Colonial Williamsburg Foundation, Inc., beginning in summer 2004.

**Federal-State Collaboration**

The imperative of close collaboration and complementary planning by the State Steering Committee and the Federal Commission, and their respective staffs, is apparent to members of the Federal Commission. Commemoration planning activities have been ongoing for more than six years under the auspices of the State Steering Committee; the Commonwealth of Virginia has made a significant financial commitment to the effort; and a wide-ranging and exciting set of programs and events is being planned for 2006-2007. Some members of the Federal Commission have been involved in those planning efforts, and representatives of the Virginia congressional delegation and the National Park Service serve on the State Steering Committee. Appreciating the distinctive role and value of a federal commission, members of the State Steering Committee were instrumental in initiating the congressional legislation that resulted in formation of the Federal Commission. That legislation explicitly envisions a collaborative relationship, and members of the state and federal planning panels regularly express their commitment to a mutually supportive effort modeled on the successful federal-state cooperation that occurred when the 350th anniversary was commemorated in 1957.

The imperative of federal-state collaboration is not limited to commemorative programs and events. Both the United States Government and the Commonwealth of Virginia, assisted through generous private gifts, are committing substantial resources to the development of state-of-the-art facilities at Historic Jamestowne (operated by the NPS and APVA Preservation Virginia) and Jamestown Settlement (operated by the Jamestown-Yorktown Foundation) that will be open in time the 2007 commemoration. These are highly complementary attractions. Close cooperation between the private, state and federal entities that operate these facilities -- and other Historic Triangle attractions -- is essential for a successful commemoration and for the full realization of the long-term potential of these nationally and internationally prominent sites.

Recognizing the need for state-federal collaboration, Federal Commission members have become well informed regarding the activities and plans of the State Steering Committee, and have framed this strategic document with an eye toward complementing, reinforcing, and assisting those activities and plans, rather than supplanting or duplicating work already in progress. In consultation with the State Steering Committee and its staff, the Federal Commission has identified areas in which it should assume primary planning responsibility pursuant to its statutory mission.

**Strategic Planning Process**

Commencing with its first meeting on June 12, 2003, the Commission has conducted an intensive year-long series of planning sessions, including five full Federal Commission meetings, dozens of committee meetings, and a joint meeting with the State Steering Committee. Recognizing the relatively short planning window remaining for a commemoration now scarcely 30 months away, Commission members committed themselves to this intensive planning effort with the stated goal of completing a strategic plan and corresponding human resource plan and budget by the end of spring 2004. A consultant experienced in such planning efforts, Horace E. (“Chip”) Mann, was engaged in November 2003 to help guide the planning process.

At its December 2003 meeting, the Commission adopted a concept paper setting forth the primary programs and projects on which members agreed the Commission should focus. This document, entitled “Program Recommendations,” is set forth at Addendum I.
Shortly thereafter, the Chairman (with the Commission’s concurrence) established four standing committees, four project committees, and two project subcommittees corresponding to the projects identified in the “Program Recommendations” document adopted by the Commission. A list of the committees, their co-chairs, and their members is provided at Addendum II.

After receiving guidance from the Planning and Performance Committee regarding the issues to be addressed and the form their reports should take, the committees commenced detailed planning efforts. Their work has resulted in specific recommendations as well as the development of action lists and timelines, which are reflected on the “Planning Outlines” prepared by each committee. These outlines are working documents that will continue to evolve as the planning process goes forward. The most recent iteration of each committee’s planning outline is included in the following addenda:
Project and Program Plans

The Federal Commission’s strategic focus is reflected in the following high-priority projects and programs. A concise summary of the projects and programs, with relevant information on key partnerships and planning resources, is provided below. Additional details may be found in the corresponding planning outlines set forth in the addenda.

A. Securing Jamestown’s Legacies through Education

Led by the Commission’s Education Initiatives Committee, a set of interrelated, mutually reinforcing national education initiatives will be carried out that will heighten awareness and appreciation of the legacies of Jamestown among national and international audiences. The 400th anniversary commemoration will be used as a platform to teach lessons in civics and other disciplines, and to inspire and facilitate new research, serving purposes related to education as well as helping to promote the 2007 commemoration.

The first category of initiatives (“Birthplace USA” Initiative) involves the development and nationwide dissemination of elementary and secondary school curriculum related to Jamestown and its distinctive role in American history and government. The Commission anticipates reaching agreement for a key strategic partnership with the University of Virginia Center for Politics (“CFP”), which will take primary responsibility for development of elementary and secondary civics-related curriculum linking the origins of representative government and other principles at Jamestown with the founding of United States, the experiences of various cultures and groups in gaining full access to American democracy, and the contemporary practice of politics and governance (including practical application learning). CFP will also facilitate the marketing of these educational materials to school teachers nationwide, including development of a web portal through which approved educational resources relevant to Jamestown in multiple disciplines can be accessed. CFP will play a coordinating role and work collaboratively through a Curriculum Advisory Committee with other Jamestown-related organizations providing educational content. CFP will also coordinate with the Jamestown 2007 office in integrating its civics-related curriculum with the curriculum and programming of the National Teach-In, a Jamestown 2007 signature event planned for fall 2006.

The second category of initiatives (Jamestown Scholarship Initiative) involves support and facilitation of scholarly research related to Jamestown, early Virginia and the world of the 17th century. It includes fellowships, scholarships, internships and awards to recognize and encourage pertinent scholarly work, and may also include support of colonial records development. It also includes two outcomes associated with the “Future of Democracy” program: (a) publication of scholarly papers and records of proceedings on the future of democracy; (b) endowed lecture series on democratic institutions and ties to Jamestown).

B. Exploring the Future of Democracy

The Federal Commission will assume lead sponsorship of the “Future of Democracy” conference series. Since America traces its roots to Jamestown, and the advance of democracy in our age traces its roots to America, Jamestown’s 400th anniversary is a fitting occasion to engage scholars and practitioners from across America and around the world in a seminal discussion of the future of democracy and an exploration of the values and conditions that make it possible for men and women of varied nationalities, cultures, religions, backgrounds and ideals to live together in freedom.

An International Forum on the Future of Democracy will be held at Jamestown and Williamsburg, Virginia, in the fall of 2007. Plans calls for past and present American leaders from the public and private sectors to be joined by foreign dignitaries, architects of emerging democracies, scholars, and practitioners in a multi-day explication of the elements necessary for democracy to prosper in America and around the world in the 21st century. The Federal Commission will partner with
Virginia’s Jamestown 2007 Steering Committee, the Colonial Williamsburg Foundation, the College of William and Mary, and other organizations to plan and execute this high-profile Forum.

The International Forum in Jamestown-Williamsburg will be the culmination of a year-long series of conferences held at other Virginia sites addressing particular topics relevant to the future of democracy. These conferences will be hosted by sponsoring organizations other than the Federal Commission, but the Federal Commission will play a coordinating role. Plans for the series currently include opening the series in fall 2006 with an International Youth Summit on Democracy sponsored by the University of Virginia Center for Politics and the Monticello Foundation. Another conference during the year-long series will focus on the Rule of Law, Constitutionalism, and Individual Rights; this conference is being planned by a stellar legal group led by Justice Donald W. Lemons of the Virginia Supreme Court and will be held at the University of Richmond, with a possible parallel site in the United Kingdom. In addition, the Mercatus Center at George Mason University has expressed interest in organizing and hosting a conference on Market Freedom and Democracy as part of the “future of democracy” series. Other conference sponsors and sites may be identified through a forthcoming public solicitation by the Democracy Conference Committee. A Democracy Program Planning Council, consisting of the Commission’s Democracy Conference Committee plus key sponsor/partners, has already convened to begin planning.

The Democracy Conference Committee has received a proposal for consulting services from the firm of Dr. James H. Poisant, an experienced organizer of similar international conferences who previously has advised the State Steering Committee. The Commission is in the process of soliciting a revised proposal from Dr. Poisant for interim planning services related to the conference series, and is also in the process of determining what resources will be supplied by key partners Colonial Williamsburg and the College of William and Mary. A detailed plan and budget will be developed by fall 2004. In the meantime, recruitment of high-profile participants and advisors to the conference series has commenced.

C. Celebrating the Historic and Continuing US–UK Ties

The Federal Commission will play a prominent role in developing, implementing and coordinating commemorative programs and events that highlight the historic and continuing ties between the United States and the United Kingdom. These ties will be highlighted and reinforced through visits to this country by members of the British royal family and British governmental officials as well as other prominent British citizens, and through British-American collaboration on commemorative events on both sides of the Atlantic. This effort is a joint responsibility of the Federal Commission and the State Steering Committee, and to that end a Joint US-UK Planning Committee has been formed and is operational. The Joint Committee will work to enhance the relationship between U.S. commemoration planners and organizations in the U.K. who can provide resources, support and participation related to commemorative activities, including especially (1) the “Future of Democracy” conference series, (2) the Jamestown 2007 signature event planned for the U.K. in late 2006 commemorating the launch of the voyage to Virginia, (3) the America’s Anniversary weekend program in May 2007, and (4) British participation in the Smithsonian’s Folklife Festival 2007. In addition, the Joint Committee is working with the Bush administration, the Warner (Virginia) administration, and appropriate authorities and individuals in the U.K. to establish appropriate government-to-government dialogue, to facilitate formation of an official commemoration planning group in the U.K., and to extend appropriate invitations. An official planning mission to the U.K. by Federal Commission members and other relevant representatives and individuals is envisioned for fall 2004.

D. Ensuring an Inclusive Commemoration

For the quadricentennial commemoration to be a truly inclusive event, the story of Jamestown needs to reflect a palpable geographic and demographic diversity. Offering communities who are part of the Jamestown saga an opportunity to tell their stories in their voices will enrich the commemoration and add immeasurably to its historical record and legacies. The goal is to convey
all relevant history accurately, not to dwell on the mistakes of the past, but to highlight the accomplishments of the past 400 years and call attention to manner in which hardships were overcome and the extent of the progress that has been achieved.

The Federal Commission will give priority to assisting all planning organizations in reaching out to assure that appropriately varied perspectives relevant to Jamestown and its legacies are represented in the programs, events, projects, and interpretive materials and exhibits developed for the commemoration. The Commission’s Outreach Initiatives Committee has been briefed regarding grassroots outreach efforts and solicitation of input to date. Based on that information, the Committee has proposed that two advisory committees – one comprised of Virginia Indians and the other of African Americans -- be created to advise federal and state commemoration planners. These panels will have as their primary goals to identify effective methods for telling their stories and highlighting their legacies, including developing plans for a Virginia-Indian-focused signature event and an African-American-focused signature event, as well as providing input to help ensure that all signature events and commemorative programs are appropriately inclusive in content as well as participation. It is envisioned that the Federal Commission and the State Steering Committee will collaboratively assign appropriate staff resources to serve as liaisons to these advisory bodies and other constituent organizations.

E. Spreading the Word Nationally and Internationally

Led by the Communications Committee, the Federal Commission will focus on the development of proactive national and international media strategies that call attention to commemorative programs, events and the legacies of Jamestown. The Committee will have responsibility for providing media relations and marketing support for the National Educational Initiatives, the “Future of Democracy” conference series, and the other key programs and projects that are being led by the Federal Commission.

The Communications Committee has met twice to review the public relations and marketing efforts of the key state and private partners involved in commemoration planning and programs. As a result of this review, the Committee has recommended formation of a Communications Task Force that includes representatives from Jamestown 2007, the National Park Service, APVA Preservation Virginia, the Virginia Tourism Corporation, the Jamestown-Yorktown Foundation, the Colonial Williamsburg Foundation, the Williamsburg Area Travel and Convention Bureau, and the 2007 Host Committee, among others, plus Federal Commission and State Steering Committee staff. The Communications Task Force will provide the necessary coordination for development of an umbrella plan featuring an effective, interwoven strategy to communicate both the stories and legacies of Jamestown and news about the 400th anniversary commemoration. The plan will address the following elements: Themes, Messages and Branding; Advertising; Marketing; Earned Media; and Website. To this end, an effort is being undertaken to review the major themes of the commemoration (democracy, representative government, free enterprise, individual liberty under rule of law, community of diverse people/one nation, etc.) and how they can effectively be utilized by all the partners. The results of this review will be presented to the partners as a list of thematic suggestions before the end of this summer.

F. Facilitating Federal Cooperation and Support

The Federal Commission, through its Federal Participation Committee, will take the lead in communicating with decision-makers in federal agencies. The goal is to ensure maximum participation in, and optimal support for, the commemoration by the three branches of the United States Government on behalf, to the benefit of all commemoration planning partners.

Specific tasks associated with this role include close coordination with the State Steering Committee (Jamestown 2007 office) and other key partners in identifying appropriate resources, expertise and personnel needed in connection with the commemoration. The range of needs includes infrastructure improvements, logistical support, security, programmatic support, and
diplomatic outreach, among other topics. The Federal Participation Committee has undertaken to inventory these commemoration-related needs and match them with resources known to be available from federal departments and agencies. The Committee also has developed an awareness strategy to communicate commemoration goals and plans to as many components of the federal government as possible through briefings and other methods of communication. The Committee is also focused on identifying and cultivating funding sources, and will assist in facilitating the submission of qualified proposals for federal grants, as well as generating research and support for federal appropriations requested on behalf of 2007 commemoration planners.

A related goal of the Committee is to promoted federal support for the development of the permanent federal and private facilities and programs at Historic Jamestowne as a lasting legacy of the 400th anniversary commemoration, and to assist other federal efforts, such as the issuance of a commemorative coin by the United States Mint, that will inure to the benefit of all of the Jamestown sites and their ongoing education and research programs.