

II. MANAGEMENT FRAMEWORK

A. MANAGEMENT PHILOSOPHY

MISSION STATEMENT

The functional mission statement of the Newark Earthworks State Memorial, based on the Ohio Historical Society's functional mission statement for its site system, supports the values and vision of the Society in the following ways:

- The Newark Earthworks State Memorial is a public facility that preserves remnants of the largest system of prehistoric geometric earthworks in the world. It also preserves cultural resources related to the subsequent history of the site as well as natural resources.
- The Newark Earthworks is of national significance and international recognition. The site has spiritual significance to many Native Americans. The site consists of two major remnants of the earthworks—the Great Circle Earthworks and the Octagon Earthworks, and the much smaller remnant known as the Wright Earthworks – all of which are managed as one unit.
- The Newark Earthworks State Memorial provides a venue for the educational efforts of the Society that will encourage our customers to connect with the past and will foster public knowledge of the site and Ohio's heritage.
- The Newark Earthworks State Memorial responds to the needs of the public and provides an opportunity to learn more about the broad range of Society programs and resources.
- The Newark Earthworks State Memorial is operated in ways that foster the authenticity of our message and excellence in our customer service.
- The Newark Earthworks State Memorial is managed to engage, involve, and partner with the community and stakeholders such as Native Americans, archaeologists and educators in all aspects of the operation of the site.

VISION

The Ohio Historical Society will work to develop programs, facilities, and access at the Newark Earthworks State Memorial that are commensurate with the site's significance, the needs of the public, and the availability of public and private funding. This includes staffing to provide educational and interpretive programming for a wide range of audiences, to properly preserve and maintain the resources, to increase our knowledge of the site and its users, and to increase the public's awareness of and access to the site. We will work to ensure that a first class visitor center is available, including exhibits, educational and meeting spaces, and other accommodations. The grounds will be developed to include picnic areas, trails, observation points, and quiet, secluded areas. Programming will include educational, cultural, and scientific events and will include multiple perspectives, including those of Native Americans. These facilities will also be made available to the public for appropriate recreational, spiritual, religious and other community events. To achieve this the Society will develop partnerships and respond to the needs of the diverse communities served by the site. These efforts will be guided by the goals and principles established in this plan.

GOALS

As part of the planning process to complete this plan, the following goals were established. These goals will fundamentally influence planning strategies at the site. To facilitate achieving these goals, the Ohio Historical Society (OHS) will work to build partnerships in Newark, Heath, Licking County and elsewhere with organizations and individuals interested in the Newark Earthworks.

PRESERVATION – OHS will maintain the earthworks as we understand they appeared to the Hopewell builders/users, balancing the need for public access with the need to preserve the earthworks and other cultural and natural resources. OHS will also work to ensure that other significant remnants are preserved.

ACCESS – OHS will employ a wide range of methods and technologies to make the Newark Earthworks more accessible to the public and make it more important to the various communities that the site serves. OHS will work with the Moundbuilders Country Club to increase access to the Octagon Earthworks. OHS realizes that making public access to the Octagon equal to that of the Great Circle and Wright Earthworks would require the eventual relocation of Mound Builders Country Club from the Octagon Earthworks site.

EDUCATION – OHS will inform the public about the Newark Earthworks as a site of national significance and international recognition and the accomplishments of the Hopewell culture that conceived, built, and used this major earthwork complex. OHS will also communicate the importance of preserving the earthworks and related features and will work to foster respect for the builders of the earthworks, for the Native American cultures that preceded and followed them to the present time, and for the spiritual nature of the site for many Native Americans.

RESEARCH – OHS will undertake and foster research at the Newark Earthworks in order to discover and disseminate knowledge about the cultures that have lived in this location, especially and particularly the Hopewell culture that built and lived among the monumental earthworks. Their use of the site, however, is part of a continuum that extends from the Paleoindian pioneers of the Ice Age to today's society.

B. STRATEGIES FOR MANAGEMENT

In order to fulfil the Society's mission and goals for the site, the following strategies will be part of the ongoing management of the Newark Earthworks:

STEWARDSHIP

As steward of the Newark Earthworks, OHS is charged with preserving, managing, and interpreting the historic earthworks for the benefit of the citizens of the State of Ohio as well as national and international audiences. The Society will strive to meet the highest standards for preservation, access, interpretation and research established for sites of exceptional significance within the resources available. Ideally the entire site, including the Octagon Earthworks, would be accessible to the public on a regular basis and restored to its original appearance. In the past, funds have not been available to achieve this. The Society's strategy will be to first improve the programs and facilities at the Great Circle Earthworks to make them first rate, while developing audiences and generating widespread support for expanding facilities at the Octagon Earthworks.

OHS will develop estimates of costs and earned revenues for operating the entire site as a first class facility and will seek funding to accomplish this as it balances the needs and aspirations for the Newark Earthworks with those of its other sites and programs across the state. It also will determine the cost of restoring and maintaining the Octagon in the event that the Mound Builders Country Club vacates the site.

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MOUND BUILDERS COUNTRY CLUB LEASE

Since 1910, the Octagon Earthworks have been leased to the Mound Builders Country Club (MCC). The Newark Board of Trade entered into this agreement in order to provide the community with a country club as well as to ensure that the earthworks would be preserved and maintained while remaining accessible to the public. Since the transfer of the Octagon Earthworks to OHS in 1934, the Society has continued the practice and has extended the lease several times, in most cases in response to requests from MCC that anticipated major capital investment by them. The lease was last renegotiated in 1997 and is now subject to renewals that extend the lease to April 1, 2078.

OHS is contractually bound by the terms of the existing lease. Although the long-term or future goals of OHS may include the full utilization of the Octagon Earthworks as part of the Newark Earthworks State Memorial, this plan is written recognizing the obligations of the existing lease. OHS will continue to work with MCC in order that the cultural resources are protected and that reasonable public access is provided.

In the future, should MCC seek to replace, extend or modify the current lease agreement, OHS will seek broad public input before making a decision concerning the proposed change.

OHS will develop a contingency plan in the event that the MCC should seek to terminate its lease or be unable to fulfill the terms of the lease prior to April 1, 2078. As part of this plan OHS will:

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- develop an interim management plan that will ensure the continued preservation of the cultural resources
- develop a process to determine the future of the site which involves the Newark community and others interested in the site to assure their needs and desires are taken into consideration

ADVISORY BOARD

An advisory board will be established to increase public understanding and knowledge of and to improve the quality of operations at Newark Earthworks State Memorial. Membership will include individuals who are representative of both the local community and region. Membership also will include individuals who are interested and actively involved in preserving and interpreting aspects of the state's heritage that are preserved and interpreted at the site. The advisory board will consist of members drawn from government, community institutions, business, site volunteers, educational and academic institutions, archaeological organizations, Native American organizations and individuals, and citizens interested in the well-being of the Newark Earthworks State Memorial.

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The responsibilities of the advisory board will be to assist OHS by working to:

- further the mission and vision of the site and the Society, especially its educational and interpretive activities.
- act as a liaison between the site and the local community and other interested individuals and groups.
- increase knowledge of and participation in activities, programs, and projects related to the site for the local community and other interested individuals and groups.
- provide input in the planning for programs, facilities and other development, research, and access at the site.
- conduct and provide volunteer support for site programs, projects, and special events.
- advocate the site's needs to government officials.
- develop and implement a fundraising program.
- implement this plan.

PARTNERSHIPS

OHS will work to expand and develop new partnerships with other institutions and stakeholders. These associations will allow OHS and its partners to accomplish mutual goals. In addition, OHS will be able to encourage and facilitate better public access to a wider range of resources and programs and wider knowledge and appreciation of the earthworks. OHS will encourage its partners to take the initiative to develop programs such as festivals that celebrate the importance of the earthworks to the community. *For example, the Society will collaborate with partners to plan events in conjunction with the extreme northern moonrise with which the Octagon axis is aligned. These events might include a "Newark Earthworks Day" and/or an academic conference. This alignment occurs every 18.6 years and will next occur in Fall, 2005.* Potential partners include but are not limited to:

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- Archaeological Conservancy
- Archaeological Society of Ohio – Flint Ridge Chapter
- City of Heath
- City of Newark
- Coalition of Indian Agencies in Ohio
- Dawes Arboretum
- Federally recognized Indian tribes with historic association with Ohio
- Friends of the Mounds
- Licking County Archaeological and Landmarks Society
- Licking County
- Licking County Historical Society
- Licking Memorial Hospital
- Licking Park District
- Moundbuilders Country Club
- National Park Service, including Hopewell Culture National Historical Park, its Midwest Regional office, and its Washington office
- Native American Alliance of Ohio
- Native American Indian Center of Central Ohio
- Ohio Archaeological Council
- Ohio Chapter of the American Indian Movement
- Ohio Center for Native American Affairs

- The Works, Ohio Center for History, Art, and Technology

Partnerships for Access

The three sites operated by OHS are only a small part of the original Newark Earthworks and do not include all remnants of the complex. Work to expand access to the site will include efforts to increase awareness of and access to other remnants of the earthwork complex. By increasing awareness of the context of the OHS sites and the extent of the original earthworks, access to the Newark Earthworks, both in a physical and in a conceptual manner, can be increased. Efforts to interpret and develop an appreciation and understanding of the original extent of the Newark Earthworks should start with the remnant portions that are located on other public land.

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Partnerships with public institutions that hold portions of the earthwork complex will be created and maintained. Through these partnerships, OHS will encourage and facilitate better public access to these remnants. OHS will encourage accurate reconstruction of those portions of earthworks currently located on public land. Potential public partners include:

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- City of Heath
 - John C. Geller Park – Portions of parallel walls crossed through the city park located at 480 Cynthia Avenue. These could be studied and restored.
 - Forry Park – a new 200-acre parkland purchased by the city in 2002 preserves a large enclosure and mound possibly associated with the larger earthwork complex
- City of Newark
 - Wells Park – Located on Wells Avenue near the rear of the Great Circle, this small park preserves a remnant of the basin formerly occupied by the large pond associated with the earthwork complex
- Newark Public and Private Schools
 - McGuffy Elementary School - Portions of parallel walls appear to have crossed the property along Ridgelawn Avenue
 - Newark Catholic High School - Portions of parallel walls appear to have crossed the property along Ridgelawn Avenue at the far rear of the property

In addition, OHS will develop partnerships with local governments and the Ohio Department of Transportation to ensure that drivers and other visitors can easily find all parts of the site with appropriate, welcoming directional highway and street signage.

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Partnerships for Preservation

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OHS will work to develop partnerships with private owners of existing remnants of the earthwork complex. Efforts will focus on educating owners about the importance of the remnant portions of the earthworks and various alternatives for ensuring their preservation, especially preservation easements. OHS will also encourage efforts to work with property owners to determine if there are unknown archaeological

resources located on other property as part of the Society’s research efforts (Section III) and coordinate development of interpretive signs and/or programs as part of the Society’s educational efforts (Section IV).

Partnerships for Education

OHS will also work to develop and maintain new and expanded partnerships with educational and academic institutions and groups to develop educational activities and programming specific to the needs of the partner institutions and expand opportunities for research. OHS will encourage and cooperate with partners who seek to hold conferences and publish materials about the earthworks and establish centers of study about the earthworks and their builders. Site access and use should be encouraged during winter months with specific programs tailored to take advantage of greater access to the Octagon when the entire site is available. Potential partners include but are not limited to:

- Ohio State University Newark
- Denison University
- Newark City Schools
- Heath City Schools
- Granville Public Schools
- Licking County Schools
- Parochial Schools
- Private Schools
- Licking County Homeschooling Associations

Partnerships for Promotion

OHS will work to better promote existing programs, operations, and activities to make them more accessible to the public. Partnerships with tourism organizations, the media, and local governments will be developed and maintained in order to create better public awareness of the Newark Earthworks. Efforts will be extended beyond the local community to include statewide, national and international audiences, including using television. These partnerships could include but are not limited to:

- Ohio Department of Tourism and Travel
- Ohio Travel Association
- Newark Licking County Chamber of Commerce (Convention and Visitors Bureau)
- Local and Regional Media
- Discovery Channel, Nova, National Geographic, and similar media

C. ACCESS

Access is ability of the public to see and experience the Newark Earthworks. Certainly, the idea of public experience is best served by the first-hand viewing of the earthworks. The best way to appreciate the scale of the earthwork enclosures is to see them and walk through them. To permit this the grounds of Great Circle and the Wright Earthworks are open to the public during daylight hours. The museum at the Great Circle is open during certain hours during certain seasons of the year. Currently, year-round during daylight hours part of Octagon Earthworks is open to the public as well, including an observation platform constructed at the junction of

the circle and octagon earthworks and a perimeter trail. The entire site is open all day on Mondays, November 1-March 31, on Monday mornings throughout the balance of the year, and on days when weather and ground conditions do not allow golfing. Additionally, the entire site is open four (4) afternoons each year. These days are determined by OHS in consultation with MCC. OHS will work to coordinate the determination of these days (including the number) with public input from the advisory board and will include a review and analysis of the success of the access dates during the prior year. In addition, groups can visit the Octagon Earthworks and the Great Circle Museum at other times by making prior arrangements with OHS staff at Newark Earthworks State Memorial. OHS coordinates the site visits and provides staff to lead groups.

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OCTAGON EARTHWORKS ACCESS AGREEMENT

In 1910, Moundbuilders Country Club began to lease the Octagon Earthworks site from the Newark Board of Trade with the stipulation that the site was to be “open to the public at all times”. In 1922, the Mound Builders Country Club entered into a new lease agreement (replacing their 1910 agreement) with the court-appointed trustee of the Octagon Earthworks. The lease provided for “the right of the citizens of Licking County” to visit the grounds and earthworks “subject to reasonable rules as may be agreed upon between the lessor and lessee.” Since accepting ownership of Octagon Earthworks in 1933, OHS has maintained the lease and its provisions, including the requirement for public access. In July 2001, OHS and MCC created an access agreement (Appendix V) that formalized times and conditions for public access. *OHS and MCC agreed to work to expand access with the development of additional safe trails.* This will include evaluating the potential of relocating or redesigning the tenth fairway to increase access to Observatory Mound. Increasing public access will require cooperation with the club to ensure that the existing access agreement is utilized to the fullest extent possible. The Society will review the access agreement with the Country Club, at least annually, to expand access as much as possible including making the entire site accessible more days during the year and in other ways. It will consult with its advisory board while doing this.

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OTHER TYPES OF ACCESS

Public experience will not be limited to first-hand experience. Greater access will be achieved through expanded educational programs, alternative media forms, and new technologies, including an expanded web page on the society’s website

Although the primary purposes of the Newark Earthworks State Memorial are preservation, education, and research, OHS will also work to accommodate other appropriate uses of the site. These would include creating quiet areas where visitors can read, reflect, pray or experience the site in their own ways, accommodating special events both during visiting hours and after hours, and providing picnicking and other passive recreational facilities.

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ACCESS FOR PEOPLE WITH DISABILITIES

OHS will make its facilities and programs accessible to people with disabilities as required by the Americans with Disabilities Act of 1991.