The Zanesville Museum of Art (ZMA) invites proposals from qualified firms interested in providing a **Location Strategy and Scenario Analysis** also called the Study.

**Contact**
Zanesville Museum of Art  
Attn.: Laine Snyder, Executive Director *(She/her/hers)*  
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Laine@zanesvilleart.org *(Preferred method of communication)*

**Issue Date**
Monday, October 27, 2021

**Response Deadline**
Wednesday, December 13, 2021

**Submittal Instructions**
Please submit 1 complete proposal digitally via email to:  
Laine@zanesvilleart.org  
Laine Snyder, Executive Director *(She/her/hers)*  
Subject line: Firm Name: Location Strategy and Scenario Analysis

**RFP Process Timeline**
Proposed RFP selection, launch, and report timeline:

- **RFP issued**
  October 27, 2021
- **RFP response deadline**
  **December 13, 2021**
- Submission selection meeting
  February 2022
- Selection notice emailed to all firms
  February 2022
- *Presentation by two finalists*
  March 2022
- Board / Firm launch meeting
  July 2022
- Final reports and recommendations
  April 2023 *(Tentative)*

*Two firms will be selected to interview and deliver a 30–45-minute presentation (on Zoom or at the Zanesville Museum of Art) to the eight-member Investigatory Committee (INV Committee) at a day and time to be determined. The INV Committee is currently made up of six members of the ZMA Board Executive Committee, one additional ZMA Life Board Member, and the museum’s Executive Director.*
RFP Submittal Requirements and Guidelines

The Location Strategy and Scenario Analysis Proposal should contain the following information:

1. Cover letter explaining the firm’s understanding of the project
2. Firm profile, including:
   a. The firm’s name, address, and the telephone number and email for the primary point of contact
   b. Project principal’s name, title, contact information, resume and relevant qualifications for the leading proposed project
   c. A brief history of the firm, the number of years the firm has been in business, and the services routinely provided
   d. Size of the firm and the number of staff members
   e. A statement regarding the firm’s philosophy relevant to the work proposed
   f. A statement of the firm’s experience relevant to the proposed project
3. One example of a completed Location Strategy or similar project from the last five years in the arts and cultural sector that addressed how the firm:
   a. Conducted, evaluated, and analyzed a community needs assessment
   b. Evaluated and prioritized the museum or cultural facility’s needs and translated those into a design strategy
   c. Addressed how design strategies reflect current and future building needs
   d. Assessed different sites and provided a scenario analysis
4. Three professional project references including full contact information.
5. Scope of Services including all services that will be required for a successful project. Please include a:
   a. Detailed project timeline including a schedule estimating delivery dates of each project phase
   b. Outline of community engagement strategy
   c. Fee proposal including:
      i. Itemization for each phase and for all primary tasks proposed
      ii. Reimbursable expenses

RFP Evaluation Criteria

The most important criteria used to evaluate the RFP proposals will include:

1. The firm’s qualifications as they relate to this project
2. The firm’s and the principal’s experience on similar projects
3. The firm’s demonstrated ability to maintain project budgets and timelines
4. The proposal and firm deemed most advantageous to the ZMA
## Purpose of the RFP

Over the next five years, the Zanesville Museum of Art is poised to grow, increasing visibility, visitor ship, event programming, staff, and its collection while positioning itself as a nationally recognized regional museum specializing in American art pottery. To support and drive the ZMA’s evolution, the Zanesville Museum of Art Board formed an ad hoc Investigatory Committee in July 2021 to discuss remodeling the museum’s 30,000 square foot facility or relocating the institution altogether.

To assist the ZMA Board to make informed decisions regarding the museum’s strategic evolution, the museum requests a Location Strategy and Scenario Analysis.

The ZMA is unable to fully leverage its suburban location to foster human interaction and inspire memorable experiences. The aging facility lacks flexible interior and exterior public spaces that would accommodate gatherings of 120 people or more. It lacks amenities like a café and modern retail space, a family learning center, or an outdoor green space. And the ZMA lacks a clearly defined layout, gallery spaces fit for purpose, adequate office space, and restrooms.

The Investigatory Committee seeks actionable information and recommendations from a consulting firm that considers whether the museum should remodel and expand its current facility and better utilize its five-acre green space, relocate the ZMA from its current residential location to downtown Zanesville near Interstate 70, or remodel its current facility and build or repurpose a site downtown for a museum annex. The Investigatory Committee envisions a three-phase Location Strategy and Scenario Analysis.

**Phase I** Seek stakeholder input and identify what the ZMA community needs and wants from the museum

**Phase II** Translate those key desirables into institutional goals and design solutions, and

**Phase III** Integrate those design solutions into a comparative analysis of three location scenarios:
1. Remodel and expand our current facility
2. Relocate the ZMA
3. Remodel our current facility and build a downtown annex
Mission

The Zanesville Museum of Art ignites human imagination and understanding through the visual arts by utilizing our collections, facilities, exhibitions, and public programs to enhance the cultural life of our community and preserve its unique cultural heritage.

Vision

Empowering our community through the visual arts

The History of the Zanesville Museum of Art

In 1933, the Zanesville industrialists and philanthropists Mr. Edward M. Ayers and Mrs. Klara K. Ayers envisioned a cultural institution in Zanesville, Ohio and commissioned “A Cultural Survey of Zanesville Ohio with Recommendations for a Civic Art Centre”. The city, located 55 miles due east of the state’s capital, Columbus, Ohio, was a prosperous manufacturing center at the beginning of the 20th century. With a population of 23,500 people, abundant natural resources including clay and silica deposits (mined by the Ayers Mineral Company), and rivers and railways to transport goods, Zanesville was the industrial center for art, utilitarian, and industrial pottery production by the 1920s. Large, notable manufacturers included the S.A. Weller Pottery Company, the J. B. Owens Pottery Company, Roseville Pottery Company, the American Encaustic Tiling Company, and the Mosaic Tile Company. The cultural survey recognized the pottery industry’s impact on the community, the wealth the industry generated, and the artists of stature the manufacturer’s attracted to Zanesville. Capitalizing on these findings, in 1934, an architectural Master Plan positioned a cultural arts center just north of Zanesville across the Licking River in McIntire Park. Although never realized, the plan included a visual and performing art facility, a large green space and recreation area with a sculpture garden, walking paths, and an outdoor performance area.

The Zanesville Museum of Art (ZMA) was officially established two years later in 1936 as the Zanesville Art Institute (ZAI) by Mr. and Mrs. Edward Ayers who donated art, a Renaissance Revival residence adapted for purpose, and an endowment. The Institute, located north of downtown Zanesville on Maple and Adair Avenues, offered the public free admission, art classes, performance spaces, and exhibitions. The Ayers’ collection of regional glass and ceramics and their collection of American and European paintings, sculpture, and works on paper, including works Peter Paul Rubens, Hiram Powers, David Teniers (The Younger), Paulus Moreelse, and Thomas Gainsborough were featured in an imported English 17th-century panel room. Over the next 40 years, the Institute was the cornerstone of the cultural community and welcomed as many as 22,000 visitors annually. The ZAI grew despite the city’s
post-industrial decline after World War II when most ceramic manufacturers closed.

In 1974, the ZAI launched its first fundraising campaign raising $300,000 to relocate. One year later, the ZAI sold the Maple and Adair Avenue facility, and purchased and repurposed a spacious suburban residence situated on five acres of land at 620 Military Road. The new facility was located two miles north of the Maple and Adair Avenues and opened in 1977 as the Zanesville Art Center (ZAC).

Six years later in November 1983, the Art Center launched its second fundraising campaign and raised $350,000 to expand ZAC. Construction began in 1984, and the Art Center reopened to the public in July 1985 with a new 7,000 square foot south wing addition that provided additional space for programs, exhibitions, and storage. ZAC continued to provide free admission, art classes, and permanent exhibitions to the public, but it was the north Zanesville community who frequented ZAC events and programs and supported the cultural institution.

In 2000, ZAC launched its third fundraising campaign to expand the Art Center once again. By September 2021, having raised $1,900,000, ZAC ended its $3 million capital campaign and secured a $1,100,00 building loan. ZAC completed construction in 2003 on a more expansive three-story addition to the south wing of the building, adding galleries and extra collection storage space. ZAC’s 30,000 square foot facility stored and exhibited 3,000+ works of arts and offered education programs and special events.

The Great Recession of 2007–2009 strained the institution’s budget and compelled ZAC to reduce expenses and deaccession art. Although these measures stabilized the operating budget, paid off the building loan, and funded the new Ayers Collection Fund, facility maintenance was deferred, and admission fees were introduced. In 2008, the Zanesville Art Center was renamed the Zanesville Museum of Art (ZMA), however, the rebranding effort was never fully completed (wayfinding street signs and the museum’s stone entry gates read Zanesville Art Center) nor was the new name fully embraced. By 2013, the ZMA was still called ZAC by many, attendance dropped to 3,000 annual visitors, education programs and events were further reduced, and the ZMA garnered a reputation as the “country club on the hill.”

Since 2014, the ZMA completed several self-studies and a strategic plan; increased its financial capacity, doubling the annual operating budget and creating a cash reserve; completed necessary, deferred facility maintenance projects; added full- and part-time staff, hiring its first education and marketing team members; launched a series of free and low-cost mission-related adult and children’s programs including workshops, classes, lectures, and special events; and reconnected with the community. The ZMA partnered with the local and regional organizations including Ohio Arts Council, the Ohio Citizens for the Arts, Muskingum County Community Foundation, Muskingum County Library System, Muskingum County History, Big Brothers and Big Sisters, Head Start, Ohio University Zanesville, Zane State
College, The Artist Colony of Zanesville, the Zanesville Arts Project, and the Girl Scouts among other organizations and broadened the institution’s impact among underserved audiences.

On March 14, 2020, the ZMA temporarily closed its facility to the public due to local, state, and federal health and safety guidelines to prevent the spread of the coronavirus (Covid-19). By March 23, 2020, new online programs, events, and exhibitions were launched and all ZMA staff were retained and retrained to complete a site-wide digitization and collection inventory project, creating an online searchable collection database. The health emergency provided an opportunity for the museum to consider its future.

The ZMA is an arts and cultural cornerstone of this region and it’s growing. Annually, the museum welcomes on average 12,000 visitors, curates 6 thought-provoking exhibitions from its permanent collection of 8,000+ works of art, presents 4 temporary traveling exhibitions, and offers 170+ free and low fee public educational programs for learners of all ages. Over the next five years, the ZMA is poised to increase visibility, visitor ship, event programming, staff, and its collection as it positions itself as a nationally recognized regional museum specializing in American art pottery.

To assist the ZMA Board to make informed decisions regarding the museum’s strategic evolution, the ZMA requests a Location Strategy and Scenario Analysis.

The ZMA is unable to fully leverage its suburban location to foster human interaction and inspire memorable experiences. The aging facility lacks flexible interior and exterior public spaces that would accommodate gatherings of 120 people or more. It lacks amenities like a café and modern retail space, a family learning center, or an outdoor green space. And the ZMA lacks a clearly defined layout, gallery spaces fit for purpose, adequate office space, and restrooms. The Investigatory Committee seeks actionable information and recommendations from a consulting firm that will investigate opportunities and consider whether the museum should remodel and expand its current facility and better utilize its five-acre green space, relocate the ZMA from its current residential location to downtown Zanesville near Interstate 70, or remodel its current facility and build or repurpose a site downtown for a museum annex.
Phase I | INFORMATION GATHERING and CONSENSUS BUILDING

In Phase I of the Location Strategy and Scenario Analysis, the ZMA seeks to engage the community to identify their needs and wants for the future Zanesville Museum of Art.

Objectives
- Work collaboratively with the ZMA’s Investigatory Committee
- Identify stakeholders
  - Who should be included in the information gathering and consensus building process, beyond the list outlined in the footnote?
- Compose stakeholder survey questions
  - How do people want to use the ZMA?
  - Does the community prefer the ZMA’s current location? Why? Why not?
  - Would stakeholders prefer a downtown site? Why? Why not?
  - Does the community think the ZMA should have an annex location downtown? Would this annex location house our largest collection of

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*Community is defined by the ZMA INV committee as:

1. **Active ZMA stakeholders**- This group includes but is not limited to: volunteers such as board members, the Beaux Arts Club (an independent affiliate group), and docents; museum members; donors, including art pottery collectors; sponsors; program attendees; organizations such as the Artist Colony of Zanesville (ArtCoz), Zanesville Appalachian Arts Project (ZAAP), Muskingum County Community Foundation (MCCF), Muskingum County Library System (MCLS), Zanesville City Schools (ZCS) and regional school systems, etc.; educators; artists; foundations and granting organizations such as the Taylor-McHenry Memorial Foundation, the J.W. & M.H. Straker Charitable Foundation, and the Cora E. Rogge Memorial Foundation; and city officials and commissioners.

2. **Future ZMA stakeholders**- This group includes new audiences who provide alternative viewpoints and perspectives about the museum’s future.
art pottery? If there is a annex downtown, should the main museum located at 620 Military Road be remodeled and expanded?

- Conduct online and onsite stakeholder interviews that are welcoming and inclusive (dependent on health emergency guidelines)
- Compile and convey interview data, and
- Develop a list of community needs and wants or key desirables

**Deliverables**
Draft an Interview Summary which includes the list of stakeholders surveyed, an analysis of surveyed data, an outline of key findings, and a list of key desirables. This summary will drive goals, design decisions, and location scenarios in subsequent phases.

**Phase II | GOALS and DESIGN SOLUTIONS**
Placemaking is an important consideration for the ZMA’s Investigatory Committee. Defined as the focused analysis, design, and management of a place that fosters human interaction and inspires memorable experiences, placemaking begins with good design decisions. The Committee seeks the key desirables outlined in Phase I to be analyzed and then translated into specific institutional goals and design solutions that foster placemaking.

**Objectives**

- Work collaboratively with the ZMA’s Investigatory Committee to define and prioritize a list of ZMA goals informed by stakeholder interviews and the summary of key desirables. For example:
  - The museum hopes to become a *destination* offering retail, rental, and café spaces. With this goal in mind, what design solutions will help the ZMA achieve this goal?
  - The museum hopes to develop its grounds by creating inspiring community green spaces. With this goal in mind, what design considerations should the institution focus on?
- Based on a set of clearly defined and agreed upon goals, generate a list of activities and design strategies or solutions required to meet current and future needs.
  - What activities will take place in the future museum? What are the most desired spaces? How large or intimate is the space? Are key features required to make the space desirable? Are spaces flexible?
Not all design solutions will be suitable for each of the three location scenarios (remodel, relocate, or remodel and build/repurpose). What design elements would the museum gain or lose in each scenario?

Deliverable
Draft a Design Solution Summary that identifies specific ZMA goals, activities, and design decisions or solutions. This summary will inform location scenarios in Phase III.

Phase III | SITE SCENARIO ANALYSIS
The ZMA Investigatory Committee seeks a Site Scenario Analysis that assesses the advantages and disadvantages of each of the three sites in terms of the key desirables identified in Phase I and the key goals, activities, and design solutions identified in Phase II.

Objective
- Using the findings, recommendations, and solutions from Phase I and Phase II, develop three site scenarios that provide sufficient information to the Investigatory Committee to evaluate each sites' potential and limitations. Which site best meets key stakeholder desirables, museum activities, and goals? Which site is most cost effective? The three scenarios under consideration are:
  1. Remodel and expand the current facility and better utilize its five-acre green space
  2. Relocate the ZMA from its current residential location to downtown Zanesville near Interstate 70, or
  3. Remodel the current facility and create a downtown annex
- Identify the most suitable downtown location for a new facility and an annex
- Investigate the required funding for each site and outline basic occupancy costs for each site
- Share the findings with the ZMA Board and outline next steps

Deliverables
- Site Scenario Analysis that includes but is not limited to a summary of design solutions, real estate criteria, occupancy costs overviews, a qualitative evaluation of each site based on key desirables and goals, and basic concept sketches.
- Board Presentation
Glossary of Terms

Investigatory Committee
This working group or ad hoc committee was formed in July 2021 to consider whether the ZMA should move to a new downtown location or remain in its current suburban location and remodel. The committee is currently made up of the ZMA Executive Committee, including Board President Kristy Szemetylo, Vice President Melanie Klotzbach, Treasurer Tom Selock, Secretary Pat Nash; three Life Trustees including Don Wietmarschen, Alice Graham, and Carl Minning; and ZMA Executive Director Laine Snyder. This committee will expand and include Zanesville Mayor Don Mason and ZMA Art Pottery donors Mark and Marie Latta.

Design solutions
The new or expanded public or private spaces needed in a ZMA remodel or in a new museum facility.

Site Location
The proposed locations of the ZMA. Three site locations are under consideration including:
1. A remodeled or expanded museum facility at 620 Military Road
2. A new facility located in downtown Zanesville, Ohio. One potential site has been recommended by the city and is located on the corner of 3rd and Market Streets
3. A new ZMA annex located in downtown Zanesville, Ohio. The main ZMA facility will remain at 620 Military Road

Community
Narrowly defined for the purposes of this RFP and the Analysis, community refers to current (active) and future (inactive) ZMA stakeholders.

Downtown
The boundary for downtown Zanesville is between Interstate 70 to the north, the canal to the south, Underwood Street to the east, the Y Bridge and the Muskingum River to the west.

North Zanesville
The more affluent section of Zanesville. The ZMA facility is within the city of Zanesville, located on the northeastern boundary in a suburban residential area referred to as North Zanesville.
Zanesville, Ohio Demographic Information

In 2017, Zanesville, Ohio had a population of 25,400 people with a median age of 36.8 and a median household income of $27,185. Muskingum County, Ohio had a population of 85,900 people with a median age of 40.2 and a median household income of $43,325.

Between 2016 and 2017 the population of Zanesville declined from 25,467 to 25,378, a 0.349% decrease while its median household income grew from $26,039 to $27,185, a 4.4% increase. The population of Muskingum County declined from 85,991 to 85,933, a 0.0674% decrease while its median household income grew from $42,464 to $43,325, a 2.03% increase.

The five largest ethnic groups in Zanesville and Muskingum County

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Zanesville</th>
<th>Muskingum County</th>
</tr>
</thead>
<tbody>
<tr>
<td>White (Non-Hispanic)</td>
<td>84%</td>
<td>91%</td>
</tr>
<tr>
<td>Black or African American (Non-Hispanic)</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>Two or More Races (Non-Hispanic)</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>Asian (Non-Hispanic)</td>
<td>.7%</td>
<td>.4%</td>
</tr>
<tr>
<td>Some Other Race (Non-Hispanic)</td>
<td>.7%</td>
<td>.4%</td>
</tr>
</tbody>
</table>

In 2017, there were 11.7 times more White (Non-Hispanic) residents (21,300 people) in Zanesville than any other race or ethnicity. There were 1,810 Black or African American (Non-Hispanic) and 1,520 Two or More Races (Non-Hispanic) residents, the second and third most common ethnic groups. In 2017, there were 27.9 times more White (Non-Hispanic) residents (78,900 people) in Muskingum County than any other race or ethnicity. There were 2,830 Two or More Races (Non-Hispanic) and 2,640 Black or African American (Non-Hispanic) residents, the second and third most common ethnic groups.

The median property value in Zanesville is $75,500 and the homeownership rate is 44.1%. The median property value in Muskingum County is $112,500 and the homeownership rate is 67.3%.

Most people in Zanesville commute, with an average commute time of 19.5 minutes. On average there are 2 cars per household. Most people in Muskingum County commute with an average commute time of 23.2 minutes. On average there are 2 cars per household.
Zanesville employs 10,000 people. The largest industries in Zanesville, Ohio are Health Care and Social Assistance (1,960 people), Retail Trade (1,926 people), and Accommodation and Food Services (1,283 people), and the highest paying industries are Utilities ($53,298), and Transportation and Warehousing ($51,597).

The economy of Muskingum County employs 38,100 people while the largest industries in are Health Care and Social Assistance (6,560 people), Retail Trade (6,066 people), and Manufacturing (4,874 people). The highest paying industries are Utilities ($63,226), Mining, Quarrying, Oil, and Gas Extraction ($60,339), and Agriculture, Forestry, Fishing, Hunting, and Mining ($50,524).*

Milestones | Our First 85 Years

1934
Zanesville Art Institute Master Plan Drafted
Includes facility, sculpture park, outdoor pavilion in McIntire Park area

1936
Zanesville Art Institute (ZAI) established
Herbert Stewart Leonard appointed director (1935-1941)

1941
Zanesville Art Institute opened
Residence on Maple and Adair Ave. repurposed for the ZAI
Susan Swartz Greer appointed director (1941-1946)

1946
Jane Ellis Bailey appointed director (1946-1947)

1947
Dr. Denys Peter Myers appointed director (1947-1955)
Art handling procedures improved

1955
Dr. Charles Dietz appointed director (1955-1995)

1974
$300,000 Fundraising campaign launched to purchase and remodel residential property in north Zanesville

1975
Residential property purchased 620 Military Avenue in north Zanesville

1977
Zanesville Art Center reopened at 620 Military Rd. location on September 7, 1977

1983
$350,000 Fundraising campaign launched
November 30, 1983 to construct addition

1984
Construction began June 1984

1985
6,975 sq. ft. south wing addition opened to the public July 7, 1985

1995
Director Dr. Charles Dietz retired

1996
Philip LaDouceur appointed director (1996-2004)
Capital campaign halted September 2001

Construction began December 2001 on a three-story addition to the south wing of the ZAC

First strategic plan adopted

Outlook installed
Building loan paid
Ayers Collection Fund and Masterpiece Society established

Adopt a Masterpiece program initiated

Zanesville Prize exhibited
Education rooms refurbished
Full-time ed. coordinator appointed
Summer camp launched

Shirley Gorsuch Gallery reinstalled
Executive Director attended Getty Leadership Institute
Strategic Plan completed; Board governance training
Curriculum Teaching Ohio’s History Through Art launched

2000
$3,000,000 capital campaign launched
September 28, 2000 for building expansion and renovations

2001
ZAC reopened October 5, 2003
30,000 sq ft facility with 18 galleries, art storage, library, an auditorium, and classrooms
$1,088,927 building loan secured

2003
Susan Talbot Stanaway appointed director (2005-2013)
3,000 works of art in the ZAC collection

2004
Bebe Grant Memorial Garden opened

2005
ZAC renamed Zanesville Museum of Art (ZMA)

2006
2,300 annual visitors
Laine Snyder appointed director (2014-present)
MAP assessment
ZMA educational programming launched

2007

2008

2010

2014

2015

2016

2017

2018
Docent program launched
Full-time marketing/finance coordinator appointed
12,000 annual visitors

$600,000 cash reserve established
AAM Small Museum Accreditation Academy participant
Children and adult programs expanded
Works on Paper and Sculpture Gallery completed
2019
Free admission initiated
Fundraising Plan implemented
Education logic models introduced
Part-time ed. assistant appointed

2020
COVID-19 closure March 14, 2020
DEI Plan ratified; Board diversified
Online programs launched March 23, 2020
ZMA-Online Anytime and ZMA Live Online
Reopened July 1, 2020
Closed again August 5, 2020
Site-wide collection inventory began

2021
ZMA reopened August 15, 2021
Art Education Collection founded
Ohio Capital Grant: Roof replaced
ZMA to Go launched
Permanent collection online

2022
Planning for the next 85 years
Five-year strategic plan initiated
Consultant Planning Process launched
Remodel or Relocate? Or both?

We are temporarily closed
to MAKE HISTORY

Experience the COLLECTION INVENTORY

Masks Required

We are temporarily closed
to MAKE HISTORY

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