

REQUEST FOR PROPOSALS
FAIR AND OPEN SOLICITATION
PROCESS

For Memorial
Site Sculptures

Freedom Park at Navy Pier
San Diego, CA

RFP Issued: March 4th 2024
Pre-Proposal Meeting Date Range: April 4th, 2024 (time TBC)
Artist Questions Due: April 19th, 2024 @ 5:00 pm ET
Proposal Deadline: June 6th, 2024 @ 5:00pm ET

ISSUED BY:

USS Midway Museum
910 N Harbor Dr
San Diego, CA 92101

G&A

NOTICE TO PROPOSERS
For Memorial Site Sculptures
for
Freedom Park at Navy Pier

The USS Midway Museum (the “Owner”) is pleased to announce a Request for Proposals for Memorial Sculptures (RFP) for two site-specific memorials with sculptures. The John Finn Memorial and Statue and The Family & Sacrifice Memorial and Statues (the “Commission”) will be located at Freedom Park at Navy Pier (“Project”) in San Diego, CA. Interested parties may submit proposals for one or both sculptures; preference will be given to artists who can design and oversee fabrication of both.

Artist Eligibility

Artists with proven experience in representational memorial/monumental sculptures and the creation of art for public spaces are encouraged to apply. Citizens of the United States and/or legal residents are eligible. Citizens of the State of California are encouraged to apply.

About the Project

For nearly 100 years, Navy Pier has anchored San Diego’s waterfront—from its origins as the Naval Supply Corps headquarters to the final resting place of the USS Midway. The pier reflects the rich heritage of how hard-working, everyday Americans help preserve our freedoms through service, sacrifice, and support of our military. To drop anchor at Navy Pier, the USS Midway Museum and the Port of San Diego made a commitment to someday build a park. Nearly two decades later, the remarkable success of the USS Midway Museum and new neighboring parking options have made that promise possible.

At the center of new development along the Embarcadero, Freedom Park at Navy Pier will serve as a reminder of our nation’s formidable history and the city’s rich military roots. The park will be an inviting and inclusive destination for families, locals, and tourists. Its design supports recreational and relaxing opportunities, special events and school group activities, both on and off the USS Midway Museum.

A more formal park and parade ground greets visitors on the east side with interpretive pathways and sculptural elements throughout. Near the water, recreational lawns, shade structures and play elements ensure activation from dawn to dusk. Upgrades to the USS Midway Museum entrance will help integrate

the ship into the overall experience and design of the park. **See Appendix 2 for preliminary renderings.**

Freedom Park Purpose

Create an iconic waterfront landmark that will serve and inspire the San Diego community for generations to come.

Freedom Park Mission

By leveraging the compelling story of Navy Pier and the role it has played in the city's history, Freedom Park will include thematic experiences that celebrate veterans and everyday heroes by speaking to core themes of pride, service, sacrifice, and honor.

Freedom Park Vision

Build a unique public space on the waterfront that offers unexpected interpretive and recreational experiences.

Project Timeline

RFP Schedule

RFP Issued/Call for Proposals	March 4, 2024
Virtual pre-proposal meeting (Time TBC)	April 4, 2024
Written Questions and Confirmation of Participation from Artists Due*	April 10, 2024
Responses Due to Artists	April 19, 2024

Proposal Submission Deadline

June 6, 2024

Selection Committee Review and Analysis	June 7-20, 2024
Selection Committee Review Conference Call/Meeting	June 21, 2024
Artists Clarifications (if necessary)	June 24-28, 2024
Artist Finalists Interviews (virtual)	July 8-12, 2024
Present Selection Committee's Recommendation to ACDC Committee for Review & Recommendation	July 18, 2024

Artist(s) Selected—Award Job

Late July 2024

***All artists shall review the RFP and have questions submitted during the proposal process to eliminate a lengthy contracting period.**

Overall Project Schedule

Ground Breaking, Demolition Begins	April 25 2024
Iterative Design Presentations and Maquettes/Prototypes to be Determined with USS Midway and Selected Artist	October 2024 - Spring 2027
Demolition Complete, Park Construction Begins	February 2025
Memorial Sculpture Installation to Start	Spring 2027
Park Opens	Fall 2027

Commission Description

The Client is seeking to create two life-sized bronze memorial monuments. Artists are invited to provide proposals for one or both of the monuments:

1. A sculpture of **John William Finn**, a San Diego native and enlisted sailor who was awarded the Medal of Honor award. The sculpture will be placed on a poured concrete pedestal at the center of a ceremonial parade ground and park. The pedestal shall be coordinated with the sculpture artist. Lighting will be coordinated with the landscape design team.

The sculpture shall be unique and approachable, highlighting John William Finn's connection to San Diego, as well as his duty and service to our country. An interpretive plaque will accompany the sculpture; design of this plaque will be coordinated with the artist but designed by others.

Context: John William Finn, originally from Compton, CA, enlisted in the Navy in 1926, just shy of his 17th birthday. By December 1941, Finn had been promoted to Chief Petty Officer and was stationed at the Naval Air Station Kaneohe Bay on the island of Oahu in Hawaii, and on December 7th of that year, he was awoken to the sounds of gunfire. For hours Finn manned a machine gun during the attack on Pearl Harbor, despite being repeatedly wounded. He was presented with the Medal of Honor on September 14, 1942, by Admiral Chester Nimitz. Finn did not care to be called a hero: "That

damned hero stuff is a bunch of crap. You gotta understand that there's all kinds of heroes, but they don't always get a chance to be in a hero's position." Finn died at the age of 100 at a Chula Vista veteran's home. He was the last surviving Medal of Honor recipient from the attack on Pearl Harbor.

2. A **Family & Sacrifice** sculpture. From the young Navy widow who christened the Midway in 1945, to the thousands of women and children who waved goodbye to their sailors at the end of Navy Pier, this monument will tell their story. The memorial will share the sacrifices families made, and continue to make, so their loved ones can serve their country. The memorial should include a range of ages to show different types of families (mother and children, parents/grandparents) along with a single female in the act of christening the Midway (Barbara Cox). Flanking the sculpture will be benches and interpretive signage, to be coordinated with the artist but designed by others. Several individuals and/or groups should be included in this sculpture.

The memorial is the conclusion to the "Footsteps of Freedom" interpretive pathway along the North end of the pier, which invites guests to walk the path of hundreds of thousands of soldiers, sailors, and their families, and learn their stories of service, duty, and sacrifice before embarking on duty. This pathway is augmented with interpretive signage and inlaid bronze footsteps and quotes.

A platform at the end of the pier shall be coordinated with the sculpture artist. Lighting will be coordinated with the landscape design team. An interpretive rail or plaque will accompany the sculpture.

Design Criteria

Proposals for the outdoor sculptures should factor in the need for the sustainability and longevity of materials and media - specifically in relation to the proximity to the ocean. The selected patina and coating must be easily maintained and repaired.

Adverse site conditions include wind, sun, salt, extreme heat, potential for vandalism, etc. Therefore, the Selection Committee requests that the sculptures acquired for this site be durable, low-maintenance, pose no hazard to the public, and require minimal conservation (optimally maintenance-free for up to 20 years). Artists submitting proposals are required to provide a statement of recommended maintenance, as well as a recommendation for lighting of the artwork.

Preliminary Materials

Proposals for materials should be primarily statuary bronze but can utilize other materials that are complementary to the design concept to enhance the monuments' overall design. **See Appendix 3 for further details.**

Medium, Forms, and Themes

The Selection Committee requests:

- The proposed sculpture should enhance and support the Freedom Park design and complement its features.
- The sculpture should be life-sized and the scale should relate well to the surrounding architectural elements, and be attractive from a distance, and as well as up close by visitors.
- Style specifications – the Selection Committee is open to interpretation and options as to the style of the monuments.
- Lighting can be coordinated with the landscape lighting designer or proposed as part of the artists' services, in coordination with the site engineer, if integral to the memorial.

Location for Memorials

The memorials will be located as follows. **Please see Appendix 4 for the site plan.**

1. John William Finn Memorial: At the East end of the park, visible from the Embarcadero, within the Ceremonial Parade Ground.
2. Family & Sacrifice Memorial: A collection of sculptures at the West end of the park, near the bay, bordering meandering paths for guests. Serves as the conclusion to the Footsteps of Freedom Interpretive Pathway at the North end of the Pier.

Memorial Coordination

Footings and sub-ground level anchoring on the historic pier have been engineered by the architect-of-record. The artist is expected to coordinate with the project engineers for final details.

It is assumed that the park's general contractor will install the memorials with coordination and on-site installation coordination from the artist.

Budget

The Owner has established an overarching not-to-exceed budget for the project, but costs will be one of the major considerations during the selection committees' final evaluation.

The not-to-exceed budgets are:

The John William Finn Memorial: \$150,000-\$250,000

The Family & Sacrifice Memorial: \$900,000 to \$1,000,000

Artists submitting proposals should include all expenses for the proposed memorial as not-to-exceed amounts.

Itemized costs should be included on the standardized budget form provided - **see Appendix 1.**

Costs can include:

- Artist(s) fees
- Fabrication or foundry fees
- Proposed alterations to above-ground base, if known
- Supplies and materials
- Any subcontracting work related to the project
- Studio rental
- Travel costs (assume in-person project kick-off and up to 1 design workshop)
- Transportation fees
- Labor and equipment costs of installation
- An amortized portion of general liability insurance
- A small contingency percentage
- No design fees will be paid for preliminary sketches or designs submitted with the proposal. Documentation photography for the artist's portfolio is not an allowable expense.

Semi-finalists may be asked to refine their proposals or present their plans to the Selection Committee. The Committee reserves the right to make a decision that it believes is in the best interest of the project and to adjust the process as needed.

General Liability Insurance

- Artists receiving contracts for commissions are required by the State Attorney General's office to have current General Liability Insurance.
- Artists are not required to have General Liability insurance at the time the proposal is submitted. However, artists selected for the project are required to submit a current Certificate of Insurance at the time of contracting to verify that a current general liability insurance policy is in place and that limits of coverage are appropriate to the scope of the project being undertaken.
- If an artist has a General Liability insurance policy in place at the time of proposal and wishes to add an amortized portion of this cost to the budget at the time of submission, this should be included in the budget.
- If an artist does not have General Liability insurance at the time of submission and/or the level of coverage is insufficient to address the scope of the proposed project, the line item in the budget for "insurance" can be left blank. The cost of insurance can be added to the budget after review

and selection and will be included in the budget submitted to the Selection Committee for approval.

Artist Selection

Selection Committee

The selection of artwork for the John William Finn and Family & Sacrifice Sculpture(s) is overseen by the USS Midway Museum, the Port of San Diego, the Port of San Diego's Arts, Culture and Design Committee, and their respective design teams.

Selection Criteria

The Selection Committee reviews proposals submitted by artists and selects artwork based on the following criteria:

- Quality, appropriateness, and suitability of the proposed sculptures in relation to the RFP:
 - Design considerations: sculptures must be durable, require minimal maintenance, meet safety standards, and adhere to building codes, and other state regulations. Designs must consider the project's overarching themes identified in **Appendix 5: Interpretive Master Plan Summary**.
 - Medium, forms, and concept: suitability of the proposed medium, forms, and artistic concept to the stated project request.
 - Location: suitability of the proposed sculpture to the location. **A site map is included in Appendix 4.**
- The artist's ability to carry out the commission, to keep the project within budget, and to complete the work on schedule. Assessment is based on evidence of successful projects undertaken and completed as noted in the artist's resume and work samples.

Proposal Submission

Delivery

The submittal documents shall be sent digitally to the following:

Mandi Mueller at mmueller@gallagherdesign.com and

Laura White at lwhite@midway.org

Proposal Response Requirements

Artists must submit the following materials digitally as a PDF with the exception of the Budget Forms which should be sent as Excel Sheets:

1. **Transmittal Cover Letter:**

Can be used to provide an “Executive Brief” of key points (but should be kept to a two (2) page maximum).

2. **Resume or Firm History:**

Provide firm structure (if applicable) and a brief description including founding, growth, previous trading identities (last 10 years) and identity of subsidiaries, if any, to be involved.

3. **Proposed Design:**

Include a two-dimensional graphic representation of the preliminary concept. The concept may be presented in any medium (digital, photo, graphite, colored pencil, pen & ink, watercolor, etc.). All sculpture specifications should be included: dimensions & weight, statement of recommended maintenance, recommendation for lighting of the artwork, and any foundation support or anchoring that might be anticipated.

4. **Portfolio of Prior Work:**

Provide a listing of all projects completed in the past five (5) years. This should include the following desired data elements and can be provided in chart form as desired.

- Project Name and Address
- Project Materiality
- Owner Name and Address
- Owner Point of Contact (name, position, phone number, address if different)
- Initial Project Contract Value/Final Contract Value
- Initial Contract Schedule Start/Finish (month/year for each)
- Actual Contract Substantial Completion (month/year for each)
- Comments as desired

For all individual references, the individual’s degree of familiarity with a firm’s/artist’s performance on the project is of the highest importance (as opposed to position title, for example). If most appropriate references are no longer with Owner/design professional organizations, note this and provide alternate contact information for them, if possible. If not, please note, and provide alternate contacts (multiple references are acceptable).

5. **Current Work:**

Provide your assessment of the current workload with respect to your capability to add this assignment and meet the Owner’s cost,

schedule, and quality expectations.

6. Implementation and Installation Schedule

Provide a detailed project schedule outlining all tasks, milestones, and Owner approval for the pre-production phase, fabrication phase, and installation including testing and final walk-through and punch-list, showing how you/your firm will meet the overall project schedule. Identify all specific deliverables due to your firm to meet the milestones. The schedule should consider a project kick-off & visioning meeting and design coordination meetings.

7. Itemized budget:

Please utilize the forms found in **Appendix 1** to submit an itemized budget.

The Selection Committee will honor the copyright and intellectual property rights of artists submitting proposals.

No late proposals will be accepted.

For questions, please email and include the following people:

- Mandi Mueller at mmueller@gallagherdesign.com
- Laura White at lwhite@midway.org



Freedom Park

Sculpture RFP Appendix
March xx, 2024

Appendix 1

Budget Form

Freedom Park Memorial Monuments RFP Pricing					
Artist Name:					
Artist Location:					
Artist Contact (email & phone):					
Description	Included in Line Item	Notes	Quantity	Price	Price
John William Finn Memorial Statue					
Supplies, Materials, Labor & Equipment			1	0	0
Artist(s) Design Fee			1	0	0
Studio Rental			1	0	0
Drawings/Renderings			1	0	0
Finish Samples			1	0	0
Shipping/Transportation			1	0	0
Site Preperation Coordination			1	0	0
Onsite Installation Oversight			1	0	0
Insurance			1	0	0
Other			1	0	0
Sub-Total					0
Contingency 10%					0
Total John William Finn Memorial					0
Family & Sacrifice Monument					
Supplies, Materials, Labor & Equipment			1	0	0
Artist(s) Design Fee			1	0	0
Studio Rental			1	0	0
Drawings/Renderings			1	0	0
Finish Samples			1	0	0
Shipping/Transportation			1	0	0
Site Preperation Coordination			1	0	0
Onsite Installation Oversight			1	0	0
Insurance			1	0	0
Other			1	0	0
Sub-Total					0
Contingency 10%					0
Total Family & Sacrifice Monument					0
Project Total (John William Finn Memorial and Family & Sacrifice Monument)					
					0

Appendix 2

Renderings

John William Finn Memorial



The Family & Sacrifice Memorial



Appendix 3

Materials Palette

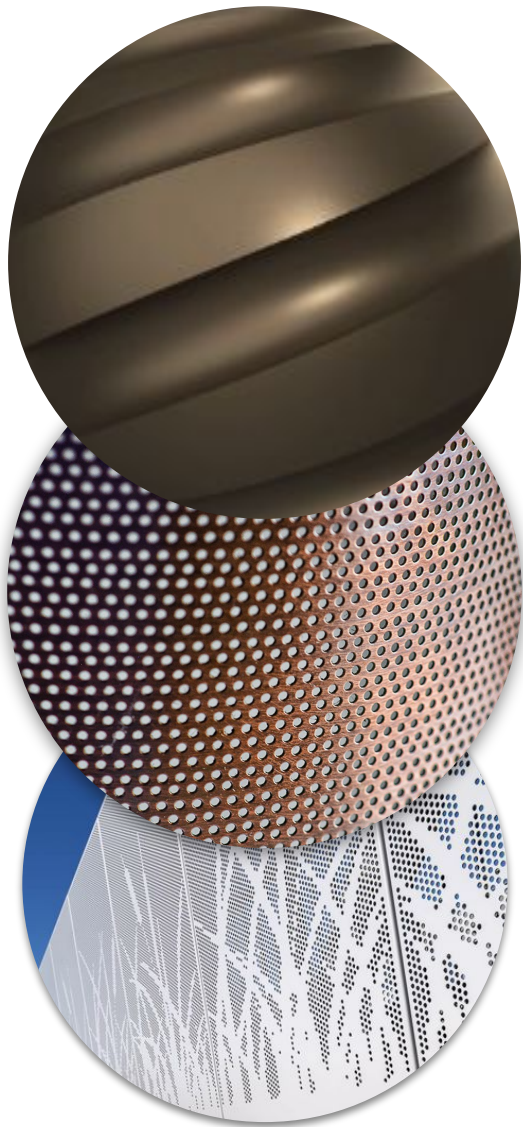
Materials Palette

Concrete

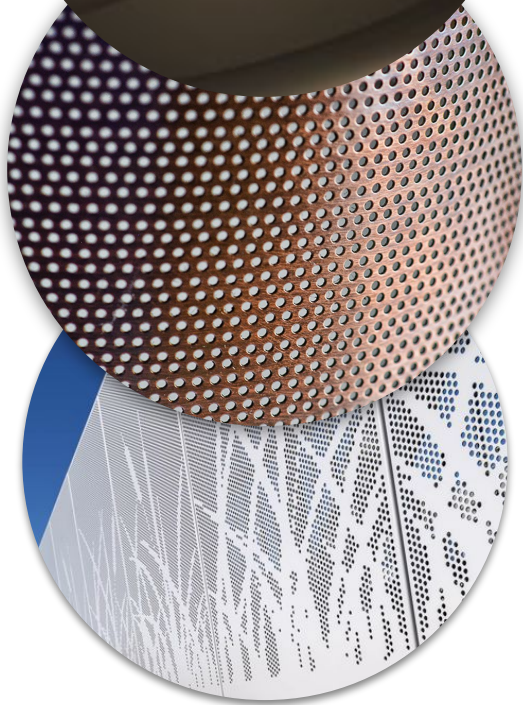


Wooden slats in Ash

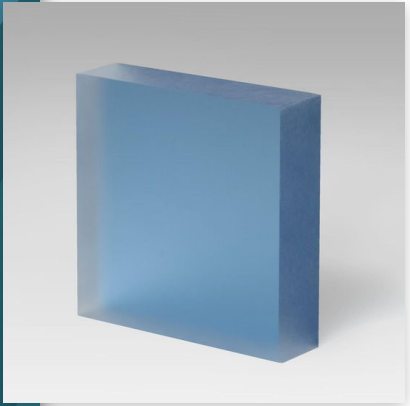
Bronze-finished powder coating



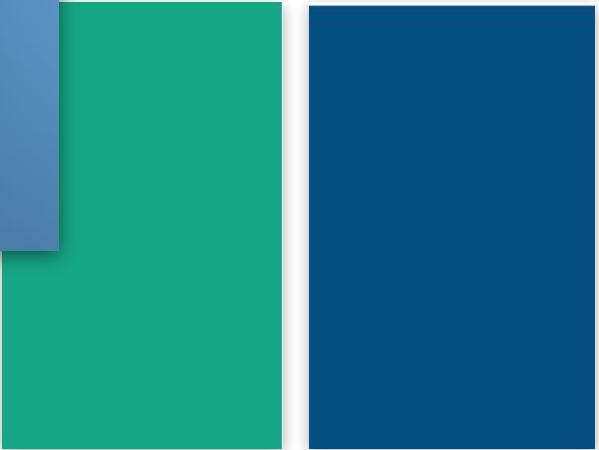
Perforated panels with powder coating



Blue hues with teal accents



Translucent resin graphics



Palette will integrate port colors: Tideland Teal and Fathom Blue (PMS palette at request)

Appendix 4

Site Plans



Note: The proposed park plan is subject to change based on the final design and construction.

Embarcadero

Ceremonial
Parade Ground

Parade Ground &
John William Finn
Monument

USS Midway

3. Family & Sacrifice
Monument

41

Appendix 5

Interpretive Master Plan Summary

Project Strategy

Project Foundations

Key Audiences:



Tourists

An essential San Diego attraction for tourists to get them excited to explore the rest of the city; potential for visit to USS Midway and Freedom Park.



Veterans & Military Families

Core interpretive themes draw veterans and military families to reflect on a history of service and share stories across generations.



Multi Generational Families

Spend hours relaxing, learning and enjoying time together. Discuss what service and freedom mean across generations.



San Diego Residents

A welcoming space for San Diego locals for rest and relaxation. Residents see themselves reflected in the community stories and feel pride in their heritage.



School Groups

Space for orientation before USS Midway experience; potential for picnic lunches in park; extension of USS Midway learning goals in park.

The Big Idea

A ripple starts small and spreads outwards. It is momentum and movement. It is a wave reverberating across a surface.

Freedom Park can create a ripple of resounding impact.

It can leverage its location to reflect San Diego's maritime heritage and promote stories that honor the past while inspiring the future. And it can incorporate thematic interpretation, community-building installations, and curiosity-driving digital experiences that will resonate outwards like a wave.



The Big Idea

Freedom Park builds upon a vision of spreading waves of impact across our communities

From a place to gather and create memories to one that shares and celebrates the sacrifices of those before us, the Park incorporates a variety of moments that will appeal to the range of visitors expected.

Stories highlighted at Freedom Park will be inclusive and diverse, ranging from the women who helped build the USS Midway to the sailors and civilians who worked at Navy Pier to the generations of servicemen and women from across American society who have defended this country’s freedoms.



A gathering space for San Diego communities to play, learn, relax, share, and celebrate together, forging connections among community members.



An iconic symbol of the city directly on the waterfront, established for San Diego’s enjoyment. The park will engender civic pride and highlight San Diego’s military heritage.



Freedom Park will highlight how everyone can be a hero in their own lives: from helping a neighbor to serving in the military, inspiring visitors to create their own ripples of impact.



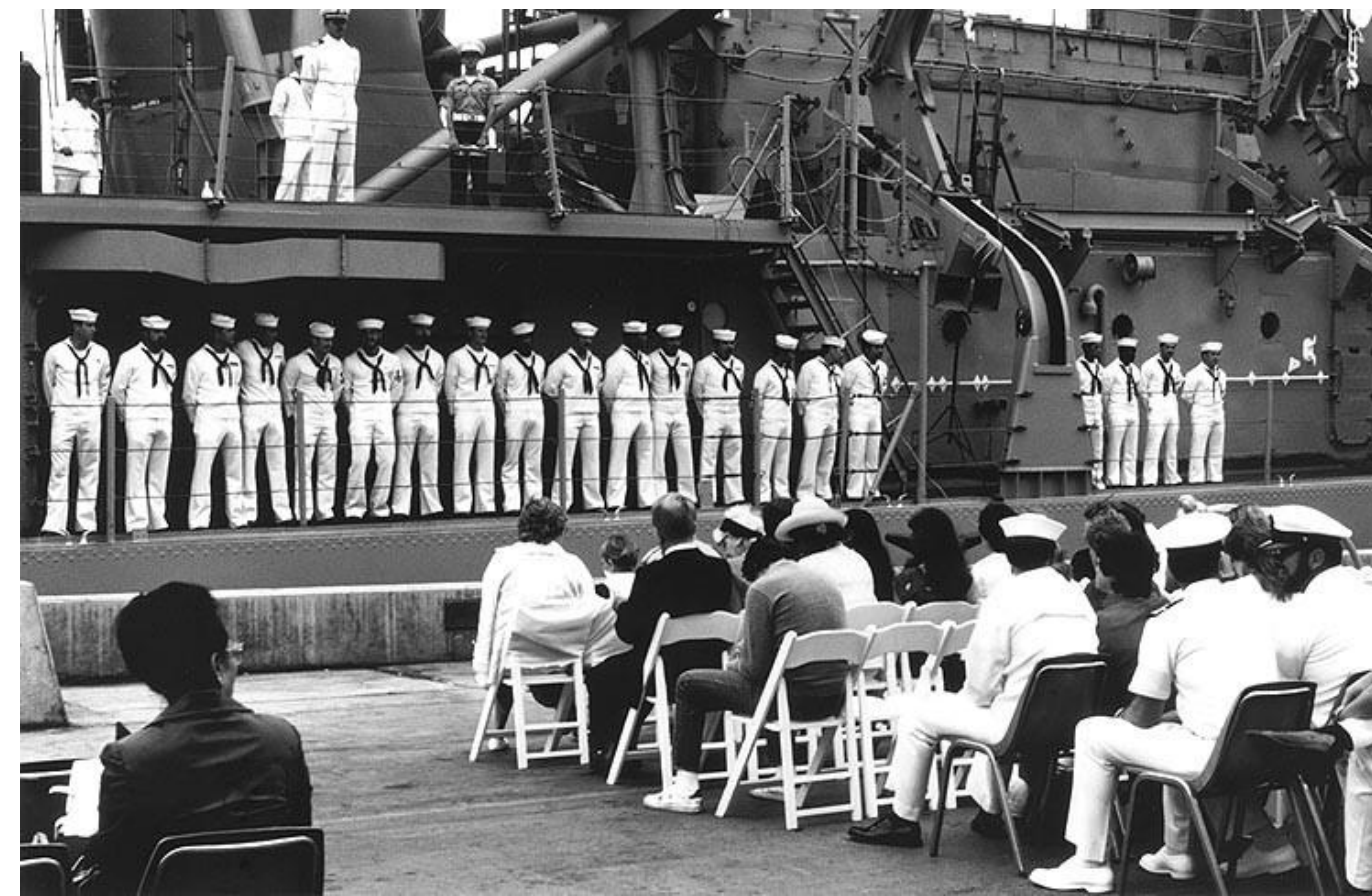
From memories shared among family members to stories recounted by volunteer park ambassadors and memorials, **the impact made by previous generations will be honored and passed down to the next generation.**

Interpretive Strategy

Impactful stories that resonate across **time** and **audiences** like ripples across water.

The interpretation at Freedom Park at Navy Pier will highlight themes of **duty, sacrifice, dedication, and courage** that are a core part of San Diego's history and continue to **resonate across generations**.

Primary storytelling will be thematic and experiential, embedded subtly in the environment or enhanced through a digital layer. First-hand accounts and inspiring stories will be highlighted along the interpretive pathway connecting the site and monuments.



Key Takeaways

G&A recommends a **values-based thematic approach** to interpretation at the Freedom Park site. Key visitor takeaways include:

- Americans from all walks of life have been inspired by a call to serve their country
- Duty, sacrifice, dedication and courage are core values of America's military and veterans
- Those values are equally meaningful to American society as a whole
- America's history of service shapes the freedoms we enjoy today
- Everyone can be a hero in their lives: everyday acts like helping a neighbor or being inclusive have collective impact

Design Strategy

Overlapping wave structures and graphics represent the reverberating impact and ripple effect of duty, sacrifice, dedication and courage.

These ripple design elements thread throughout the site, weaving older existing monuments and new features at Freedom Park together into a cohesive whole. Expressed in a variety of scales – from landscaping gestures underfoot to graphic textures to larger sculptural gateway structures, the ripple will become the central expression of a design approach that works to unify and connect the range of different experiences featured in the space.

Experience Strategy

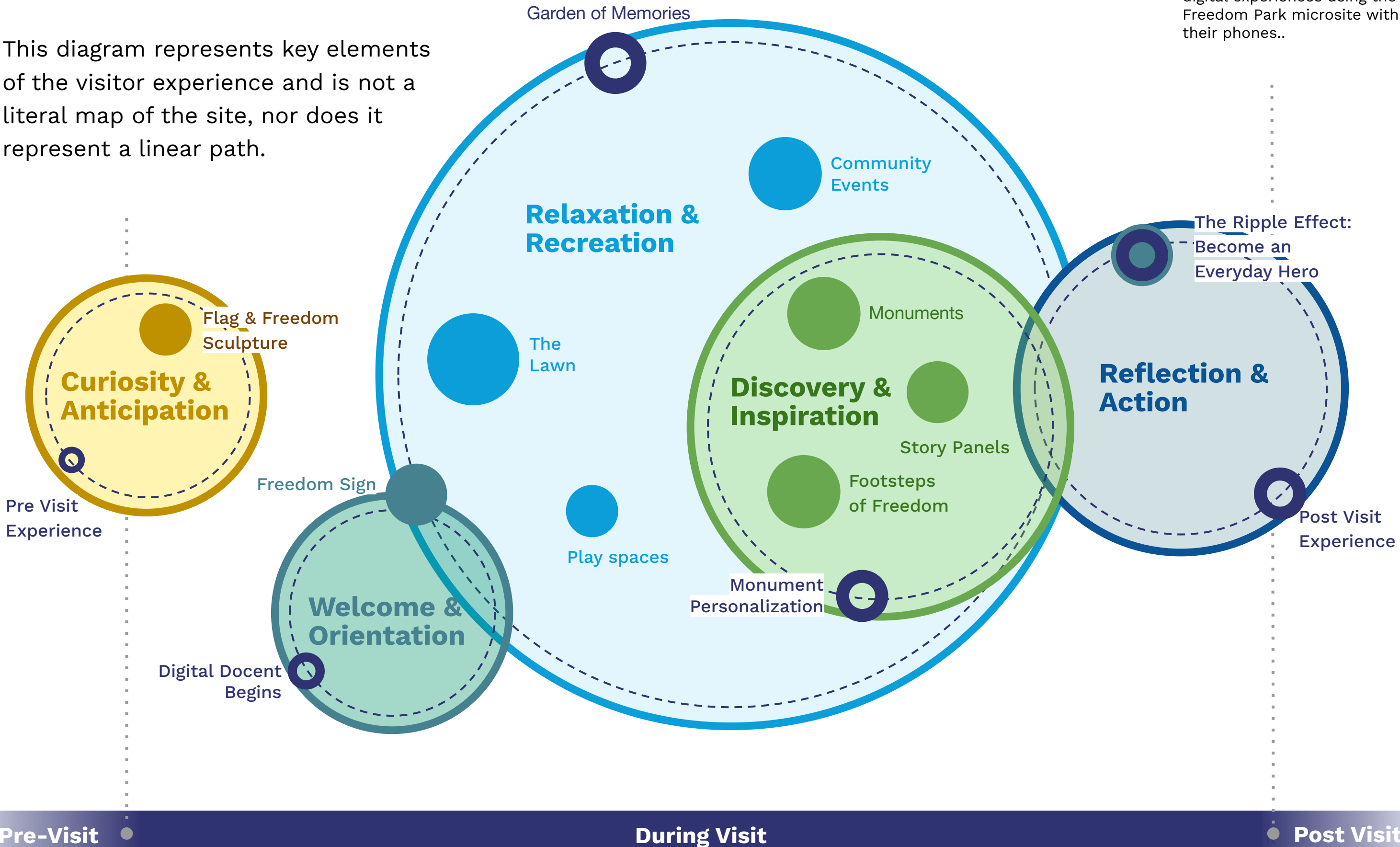
Experiences across Freedom Park will **encourage connections** across communities and generations.

Inclusion and community building are at the heart of Freedom Park. Open park spaces offer moments of relaxation and opportunities for family, friends, and the broader San Diego community to connect. Diverse experiences featured across the site foster play, learning and **inter-generational discovery** through **recreation** and **reflection**. With the addition of light thematic interpretation and graphic gestures, these experiential vignettes can subtly allude to the broader theme of freedom and service, prompting gratitude, appreciation, and pride. **Like a ripple, the experiences at the site can have a larger impact by inspiring future generations to become everyday heroes.**

Digital Experiences

Across the park visitors can engage with interconnected digital experiences using the Freedom Park microsite with their phones..

This diagram represents key elements of the visitor experience and is not a literal map of the site, nor does it represent a linear path.





Note: Signage locations indicated on the signage location plan; See Location Plan and Message Schedule Section



Project Palette

Materials & Visual Design

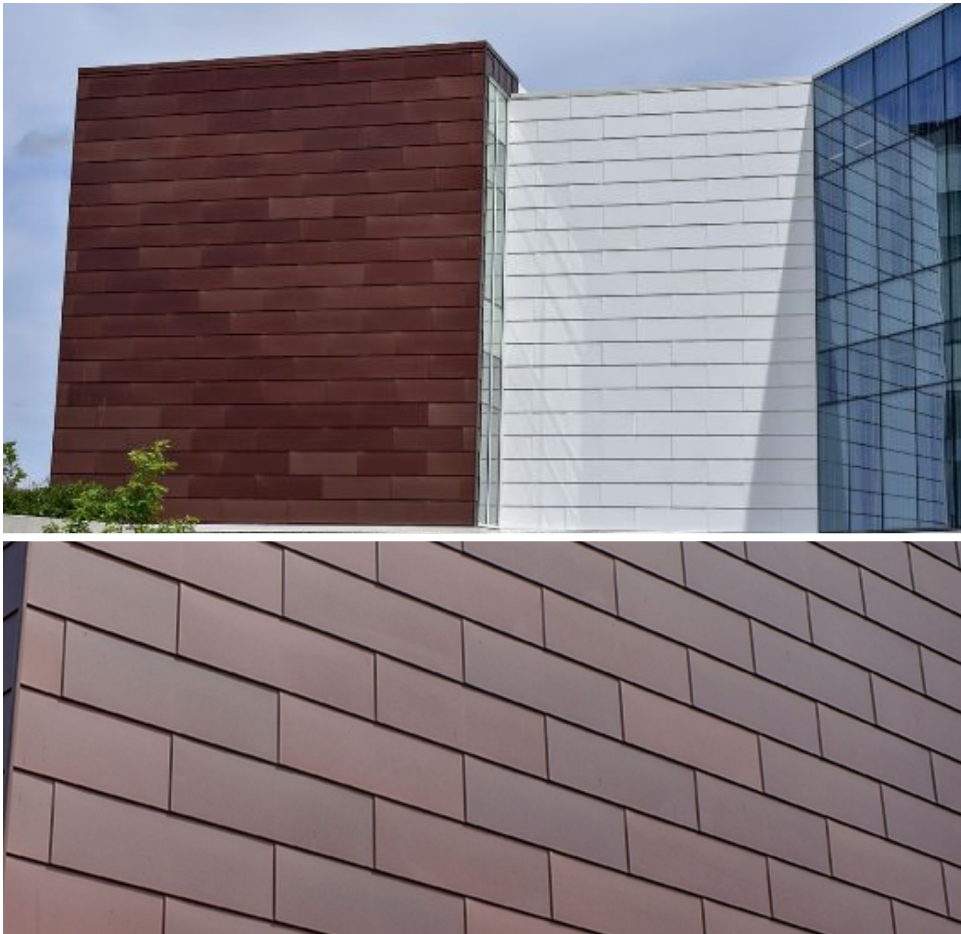
Design Palette

A well-defined and consistent **design palette** applied across the park will create a unified impression. Visitors will implicitly understand all of the unique elements are part of a larger system.

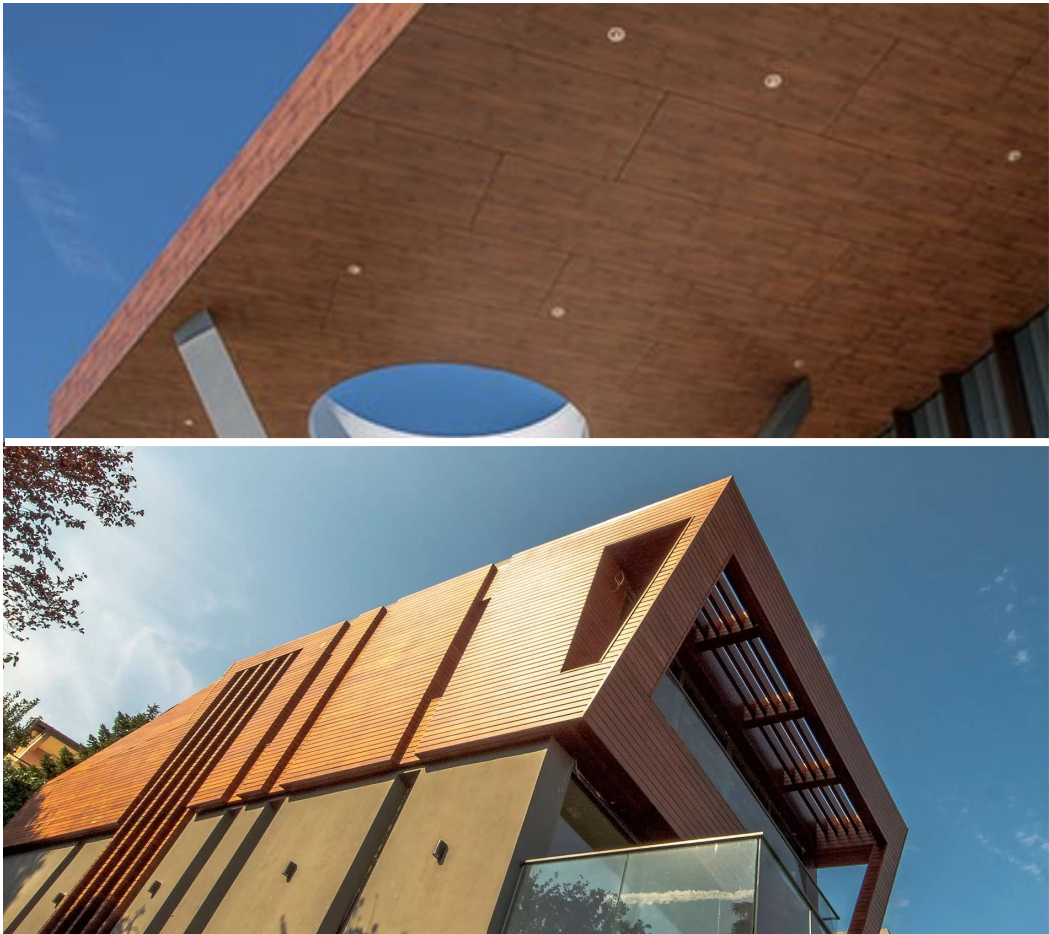
The park consists of amenities, lighting systems, pathways, gardens, monuments, seating, storytelling elements, and wayfinding. By defining and employing a kit of parts, including materials, shapes, colors, fonts, and graphic identities, we ensure we create a clear identity for the park. G&A has consolidated material and technique references within this section to illustrate the overall approach; **where noted, some elements are within RICK scope**. Exhibit elements are shown as applied to each experience within 3d drawings.

Durable, Corrosion-Resistant Finishes

Anodized Aluminum: Bronze



Anodized aluminum: Wood Grain or Thermally-modified wood



Marine-Grade Powder Coating



Note: All materials are specified on 3d drawings

Materials

Textured concrete & routed letters



Combination of bronze-like finish and stainless steel



Wood & concrete



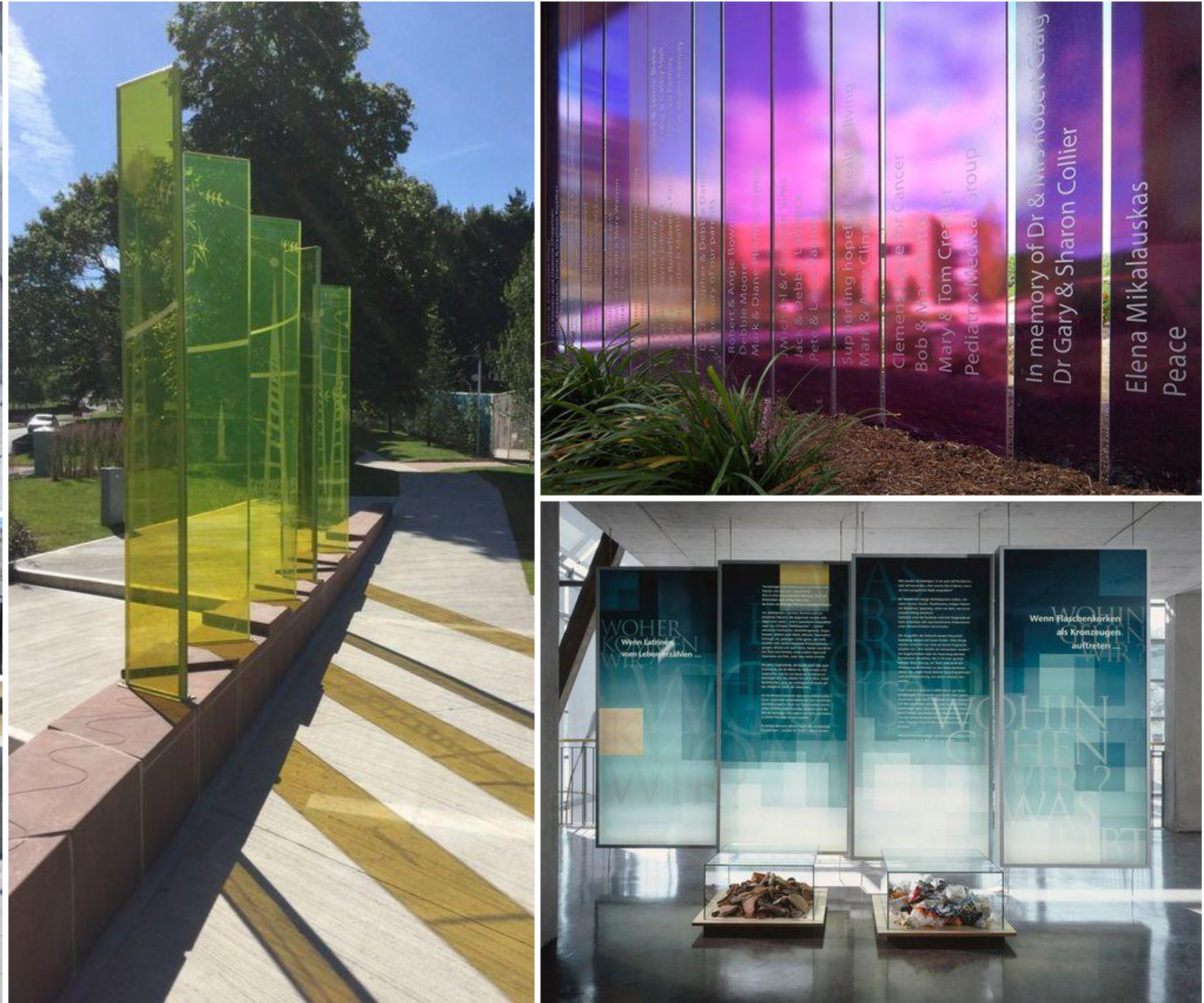
Note: All materials are specified on 3d drawings

Material Images

Stainless steel & concrete



Translucent color will be used to accent designs, but in measured amounts



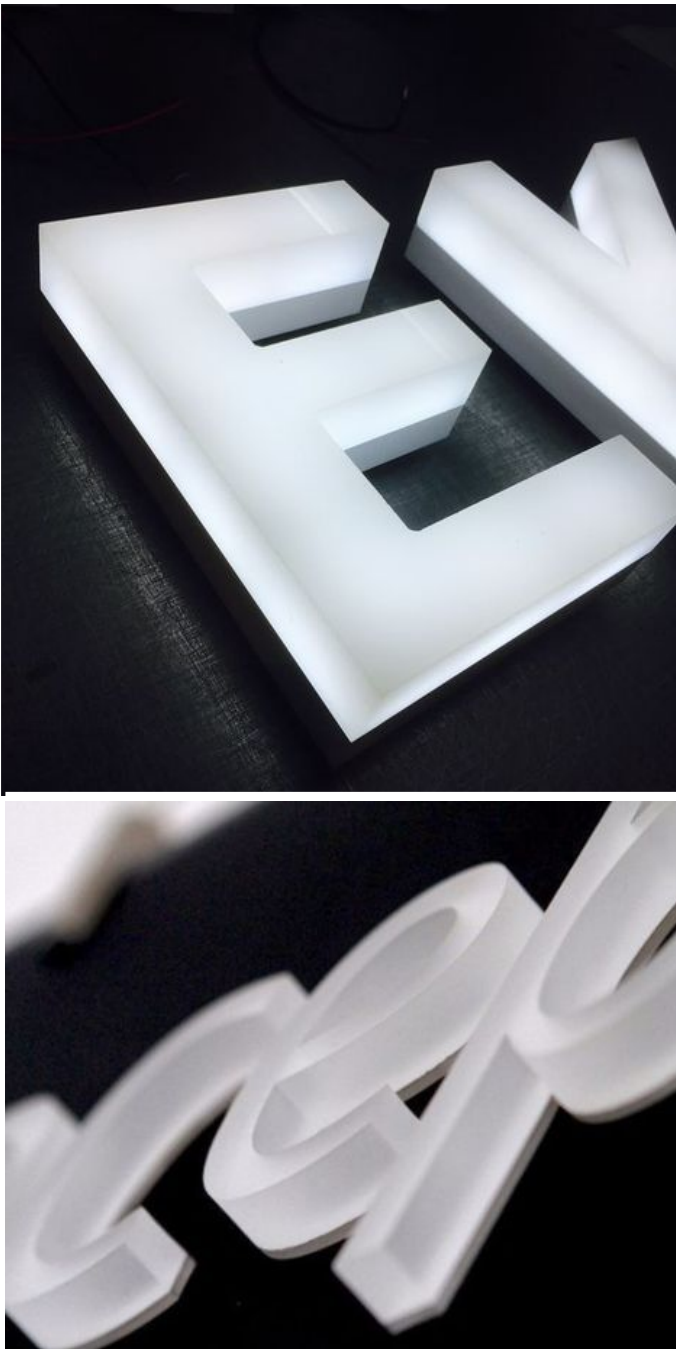
Note: All materials are specified on 3d drawings

Material Images

Techniques shown in 3d drawings

Internal Lighting & Pattern

Push-through letters



Note: All specialty lighting techniques are specified on 3d drawings

Lighting Images

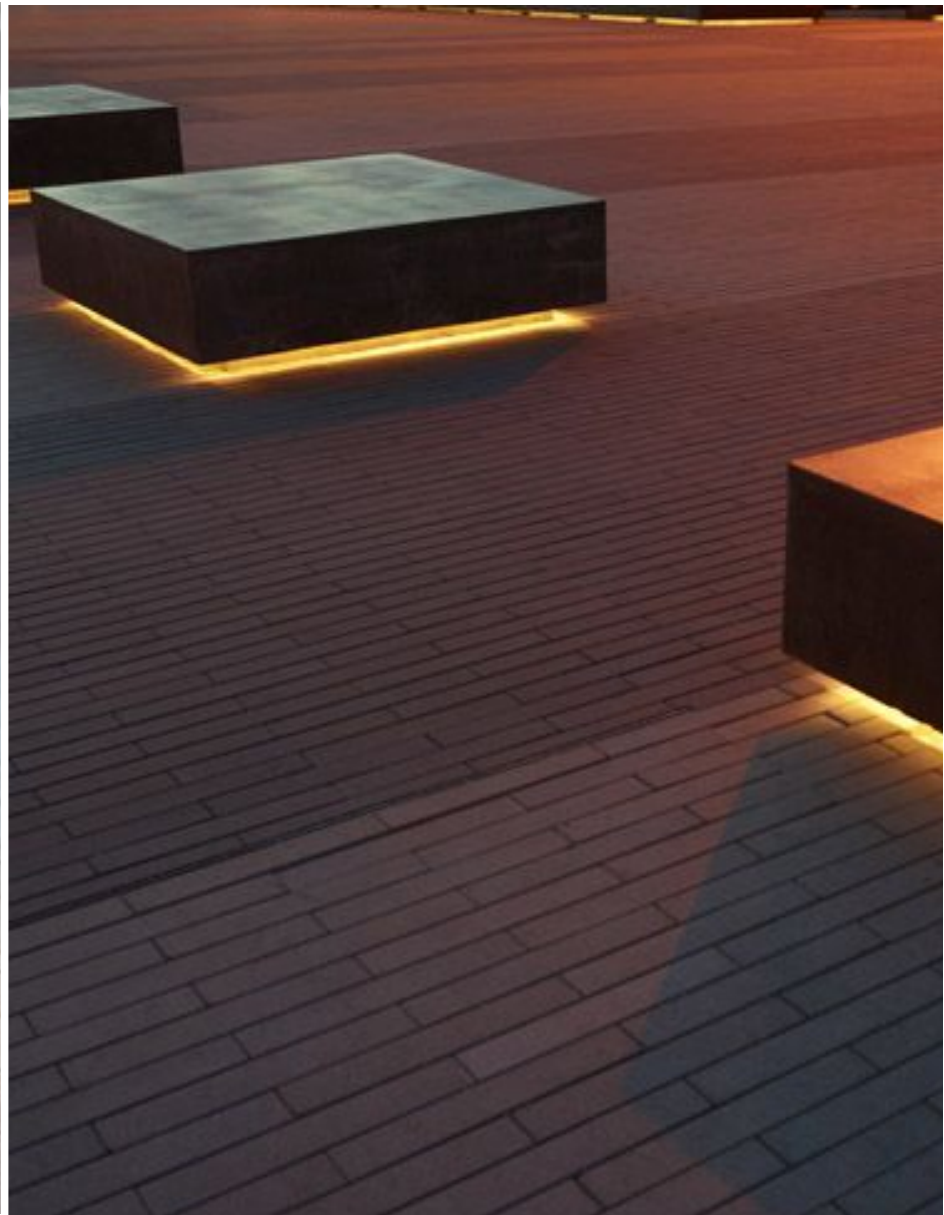
Light posts:
Wood to match benches
Metal to be stainless and/or
bronze finish



Lighting Bollards
Stainless finish



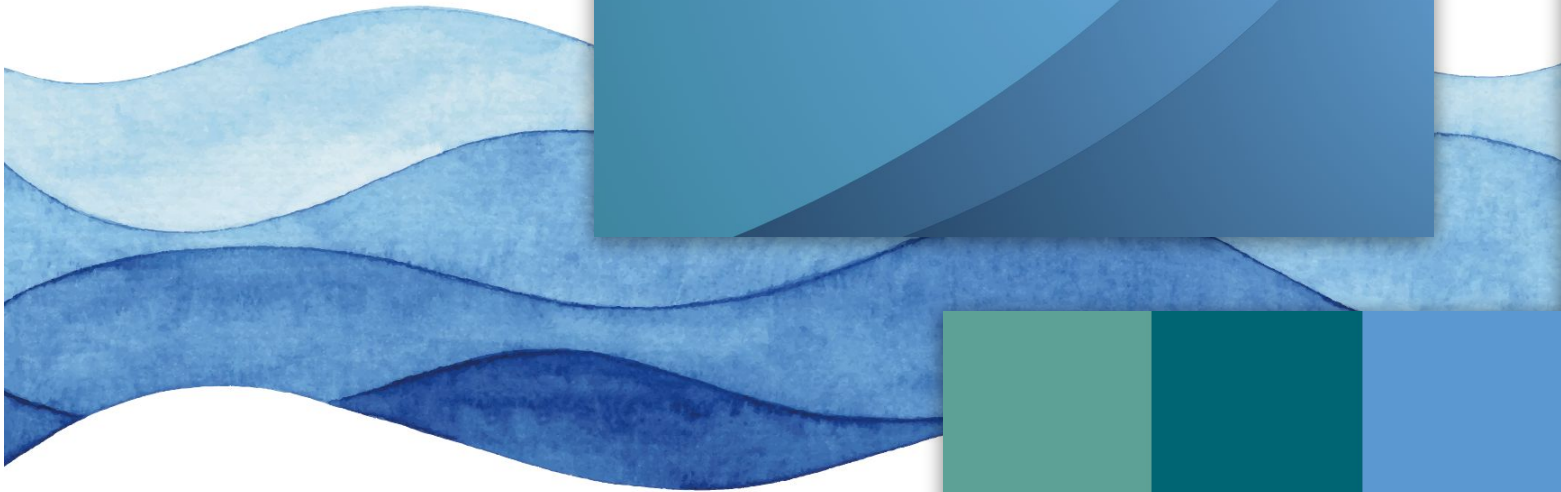
Accent Lighting will be
incorporated under seating, per
RICK drawings



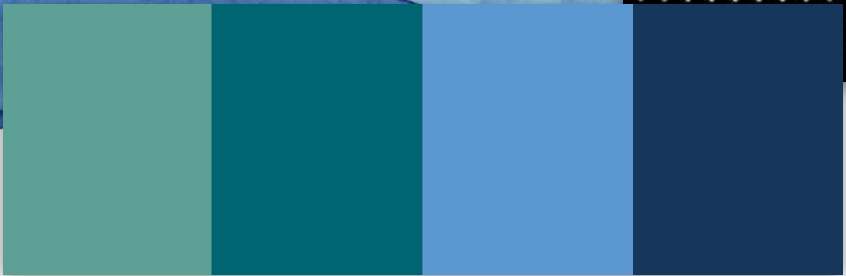
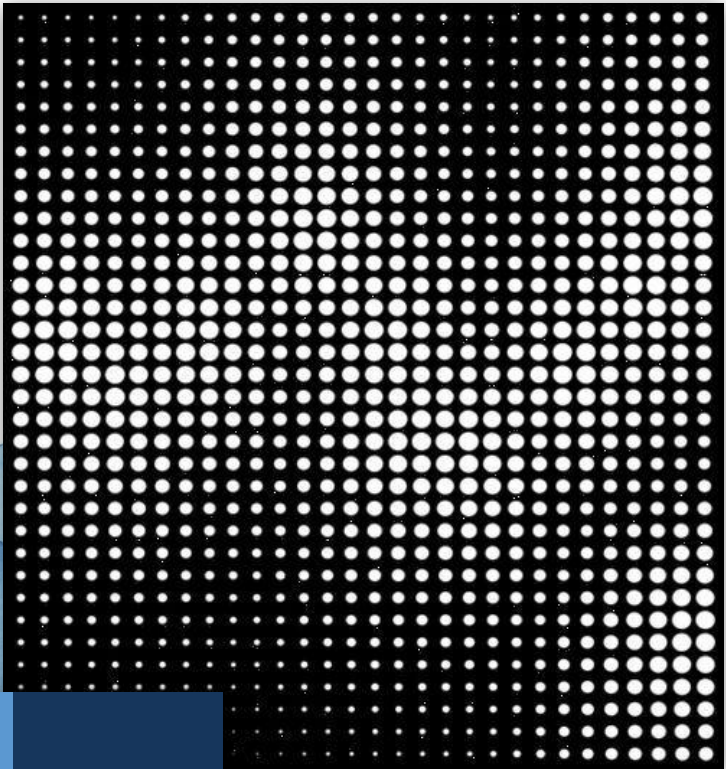
Note: For reference in overall palette; RICK drawings capture lighting approach

Graphic Motifs & Colorway

Wave pattern, gradient blues



Perforated metal pattern to read like subtle waves



Blues and greens

Interpretive Approach

Content Outline

Content Overview

This series of interpretive zones brings visitors along a journey that examines the enduring core values underlying military service and the veterans experience. Each stop on this journey will include a narrative overview of one of these values, highlighting its significance to both to military service and civil society as a whole, along with the story of a veteran who personifies that core value. Related quotes can be included as part of the ground element connected to each interpretive zone along the pathway.

The text panels will be bilingual (English and Spanish). Two additional panels along the way will face the *USS Midway* and explore the history of the ship and its current service as a museum.

Personal story selection

The highlighted personal stories will reflect the tradition of service in San Diego and the diversity of its community. Some other parameters that might be considered include:

- Individuals drawn from different time periods to cover the history of the site from the early 1900s up through the present day
- Individuals from different military branches
- Individuals from different ranks
- Individuals that served both in times of war and times of peace
- Individuals that reflect the highlighted core value both during their military service and in their civilian lives either before or after that service
- Stories that will continue to resonate with visitors for many years to come

Content Outline

Footsteps of Freedom

- Stop 1 Introduction and Overview:** this initial stop provides a brief overview of San Diego's military heritage and introduces visitors to the 6 core values.
Personal story: TBD
Related quote: TBD
- Stop 2 Duty and Commitment:** this stop explores the value of duty as a key motivation for those that have been drawn to serve their country and the foundation for a lifetime of commitment.
Personal story: TBD
Related quote: TBD
- Stop 3 Service:** this stop examines the importance of service both within the military and, more broadly, across civil society as a whole.
Personal story: TBD
Related quote: TBD
- Stop 4 Courage** this stop highlights the the value of courage and how its power to inspire others both within and outside the military.
Personal story: TBD
Related quote: TBD

Content Outline

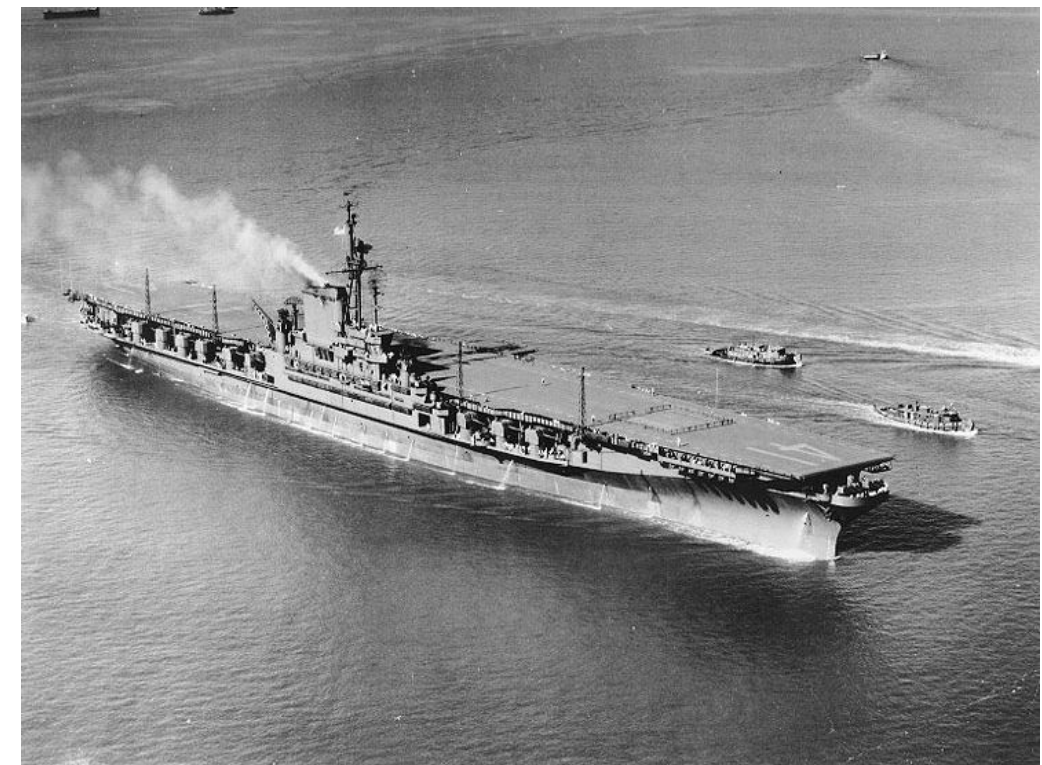
- Stop 5 Sacrifice:** this stop asks visitors to remember that that freedom comes at a price paid by the sacrifice of those who have served.
Personal story: TBD
Related quote: TBD
- Stop 6 Honor:** this stop explores honor as a core value underpinning military service and the drive to hold ourselves accountable for living up to our values.
Personal story: TBD
Related quote: TBD
- Stop 7 Respect:** this final stop leading to the flag sculpture extols the value of respect, both respect for ourselves and respect for others, and reminds visitors of the respect and thanks owed to those that have served the country.
Personal story: TBD
Related quote: TBD

Content Overview

Midway Story Panels

Panel 1 USS Midway: this panel tells the story of the ship and its long service from the end of WW2 up through the early 1990s.

Panel 2 USS Midway Museum: this panel relates how the *Midway* was moved to this spot and became a key landmark in San Diego's cultural landscape.



Content Overview

The words or phrases highlighted on the flag sculpture will speak to the core theme of freedom that the flag symbolizes. Potential approaches might include:

Core Values	Things to Treasure	Emotional Responses
Duty	Freedom	Remembrance
Commitment	Liberty	Celebration
Service	Equality	Gratitude
Courage	Opportunity	Pride
Sacrifice	Independence	Commemoration
Honor	Happiness	Appreciation
Respect	Justice	
Dedication	Welfare	
Integrity	Security	

Content Overview

Interpretive elements in this area will carry the story of Navy Pier, highlighting, in particular, the role of the Naval Supply Corps that occupied this site for many years. The large-scale decorative panels in the background can include either an illustrative representation of the pier's historic activities or an abstract message.

The Navy Pier timeline includes the following touch points:

Origins of the Pier

- Navy role in San Diego
- Development of the city
- Pier opens during WW1

Heyday of the Pier

- Role during WW2
- Postwar operations

Transformation of the Pier

- End of Naval operations at the site
- Opening of USS Midway Museum in 2004
- Ongoing development of the site



Content Overview

An overview of the importance and history of the Navy Supply Corps will also be folded into this memorial. Key touch points include:

Origins of the Navy Supply Corps

- First Purveyor of Public Supplies in 1795
- Expansion of US Navy in the 19th century
- Role in WW1
- Creation of the Navy Supply Corps in 1919

Supporting a Global Navy

- Role in WW2
- New logistical challenges during the Cold War
- Development of new technologies to support global operations

Ready for Sea

- Continuing role of the Navy Supply Corps today
- Navy Supply Corp Foundation story

