

May 11, 2005

Re: Background Summary

SITUATION

Livingston is a diverse and unique community, and we've described a future for ourselves that will require maintaining and expanding our special attributes. We particularly have to be creative within our public spaces.

- a. Reference Livingston Urban Design Plan Sections 3 & 4.
- b. Reference Livingston Patterns Downtown (www.raffety.net/patterns).

We as a community are lacking effective tools to make this happen.

STATEMENT OF PURPOSE

Primary: To create a method of encouraging diverse expression within public space, particular to this community.

Secondary: To provide young people an opportunity to participate.

MANAGEMENT WHOLE

The management whole for this project is the City of Livingston.

Livingston is a town of 7,500 located along the banks of the Yellowstone River. There are prominent visual connections to the surrounding landscape. Much of the area's commercial and social activity has historically been centered in the community. That history is still very much in evidence, and is the cornerstone of enviable surroundings for our day-to-day lives.

Primary decision makers for this endeavor are:

- a. Larry & Ellie Raffety.
- b. 501c3 - Livingston Center for Art & Culture.
- c. Individuals providing funding for projects in progress.
- d. PHS Art - Lois Huntzicker.
- e. PHS Industrial Technology - Jamie Isaly.
- f. PHS Agricultural Education - Kevin Fochs.

The current resource base includes:

- a. Livingston's built environment and it's setting.
- b. Governmental and non-governmental organizations.
- c. Citizens and visitors.
- d. Public and private financial resources.

HOLISTIC GOAL

Livingston will in the future be a dynamic community, full of people and activity. It will be economically successful, socially invigorating, safe and attractive. It's character will reflect our unique setting, heritage and diversity.

We as citizens of Livingston will be confident in our own capacity to affect our physical surroundings. We will support this community's artists and designers, and make constructive use of local manufacturing capability. What we build will express our unique personality and become emotionally meaningful to all of us.

Means of achieving this goal include:

- a. The community's vision as identified in the Urban Design Plan.
- b. The commitment and energies of citizens, businesses, organizations, city government and visitors, all of whom have a stake in the community's success.
- c. The experience and talents of those involved in public improvements.
- d. Financial resources committed and able to be pursued for this effort.

TESTING QUESTIONS

Each decision for this endeavor will be assessed against the following:

1. *Cause and Effect*. Does this action address the root cause of the problem?
2. *Weak Link*.
 - Social. Does this action, due to prevailing attitudes or beliefs, create a liability affecting achievement of our holistic goal?
 - Natural. Does this action address the most environmentally compromised aspect of our situation?
 - Financial. Does this action strengthen the weakest component of our financial viability?
3. *Marginal Reaction*. Which action provides the greatest return, in terms of our holistic goal, for the time and money spent?
4. *Gross Profit Analysis*. Which actions contribute the most to covering unavoidable costs?
5. *Revenue Source and Use*. Is the revenue to be used in this action derived from the most appropriate source in terms of our holistic goal? Will the way in which the revenue is to be used lead toward our holistic goal?
6. *Sustainability*. If you take this action, will it lead toward or away from the ability to maintain a future as described in our holistic goal?
7. *Society and Culture*. How do you feel about this action now? Will it lead to our holistic goal? How will it affect the lives of those who live with it?

* Edited from Holistic Management, Allan Savory with Jody Butterfield, © 1999

MONITORING

The primary decision makers for this project will assess and seek outside comment regarding completed work and the means by which it was achieved. Future efforts will be modified to address this information.