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1. The Haverstraw Community Land Trust
A Project in C.E.D.
From the Creative Orientation

By Joseph J. Lundy

The Haverstraw Community Land Trust is being created in a manner that is unfamiliar to many people. The manner in which it is being created is known in a few circles as the creative orientation approach; that is, the Haverstraw Community Land Trust is being brought into existence irrespective of conditions, economic climate, operating environment, feasibility studies, circumstantial stimuli, or my personal feelings. The creative orientation approach is one of the most effective approaches for creating whatever one truly wants to bring into existence, and by applying this approach in my C.E.D. project, it is with a great deal of certainty that I can say that the Haverstraw Community Land Trust will exceed everyone's expectations.

Reactive - Responsive Orientation:

There are two basic orientations which exist for everyone in their lives. One orientation is known as the reactive-responsive orientation and the other is the creative orientation.

In the reactive-responsive orientation, people's actions are based on reacting or responding to external or internal circumstantial stimuli. External and Internal stimuli is defined as anything outside or inside of the individual which causes him to take action in an effort to resolve conflict or bring about relief from a problem. Some examples of external stimuli are market forces, attitudes of people, existing political structure, unavailability of housing, lack of capital, etc. Some examples

of internal circumstantial stimuli are fear, anger, unhappiness, worry, doubt, or anything connected with personal feelings. Following is the typical behavior of all people who elect consciously or unconsciously to be in the reactive-responsive orientation.

Occurrence
of
Event

Action

Solution

Internal
or
External

Learned
Appropriate
Reaction or
Response

Relief from
problem or
reduction in
conflict

In the reactive-responsive orientation, the event or series of events have the power to direct all actions and decisions of anyone in this type of orientation because that person has given his power to the circumstances which usually produce many limitations on his ability to create what he truly wants to create in life.

People in the reactive-responsive orientation put much emphasis on processes. When faced with a project or something that is very important to them, they usually first concentrate on, "How am I going to get there?", instead of first conceiving of the final result they want to produce. They use many processes such as brainstorming, problem solving,

market studies and surveys, demographic statistics, opinions of others, etc. to help them to achieve results. Sometimes these methods or processes work, but when they do, the users are forced into compromising their original desire or vision, and end up with results they truly do not want.

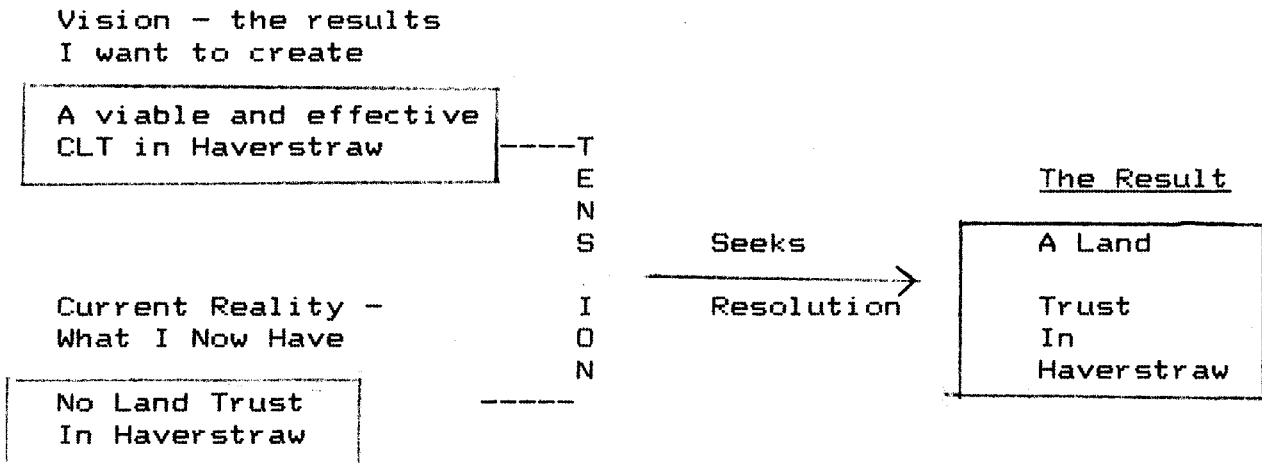
In relating the reactive-responsive orientation to a community land trust, it may be said that most CLTs are created and structured based on availability or lack of availability of land space, capital, community support, housing stock, socio-economic environment, etc. and a great deal of emphasis is placed on the technical processes leading to the creation of land trust rather than the final creation, itself. Even though the reactive orientation is the approach most used by most people, and is usually the approach accepted and taught in many of our academic schools, it is an approach that is not the most efficient in producing desired results. It is self limiting, and one's vision is usually restricted by external and internal forces.

The Creative Orientation

In the creative orientation, one uses the laws of nature to bring about what he or she truly wants to create. One law of nature in the creative orientation is that energy always travels where it is easiest for it to go; in other words, energy travels along the path of least resistance. Another law of nature is that the structure always determines the path that energy will flow. For example, the structure of a riverbed determines the path of water flowing through it. Electrical currents, whether in simple devices such as light bulbs or in the complex circuitry found in today's most sophisticated computers flows along paths of least

resistance and the structure of the devices determines the path that the energy will flow. Human beings also have structures and their structures will also determine the path in which energy will flow. Some structures direct human energy towards failure and some structures direct human energy towards success. The choice is up to the individual. The last law of nature used in the creative orientation is that all tension must seek resolution. For example, if a person is hungry, the tension can be resolved in his desire for food and the only way that this tension can be resolved is to eat.

Following is an illustration of how these three laws are being used to create the Haverstraw Community Land Trust.



The discrepancy between what I want to create (vision of CLT) and my current reality (No Land Trust) produces a tension that must be resolved. As I hold on to my vision and continuously know my current reality, I am producing a structural tension that sends my energy along the path of least resistance to create the final result - a Community Land Trust in Haverstraw. Please notice that I did not choose the process first.

Instead, I chose to visualize the final result first, then know my current reality. My path of least resistance will then organically and naturally lead me to select the processes which will quickly and most efficiently lead to the final result - a community land trust in Haverstraw. This is why, in my previous project reports, I boldly stated that there will be a community land trust in Haverstraw with a \$500,000 operating budget, a \$1,000,000 construction and rehabilitation budget, and a minimum staff of five. This is exactly the way I visualize it and will not stop until my vision becomes reality.

Effectiveness of this approach

Has the creative orientation approach worked in my CED Project? You better believe it has! Currently, we have over 700 members in the Community Land Trust and our numbers are swiftly growing. We have received a tremendous amount of community support and are constantly making presentations. For example, on January 14, I made a full presentation to the Commissioner of Rockland County Social Services and his top level staff of six. They were highly enthusiastic and agreed to allow up to \$2,500 of welfare funds to their clients for down payments toward mortgages. We even have a building that will be donated to the Community Land Trust once the building is renovated.

We had a great meeting in December, 1988, with over 250 people in attendance. In fact we "packed" the auditorium and the energy of the people was tremendous. Robert Swann, founder of the CLT, was present and was himself amazed at the energy of the people. They enthusiastically voted to have a community land trust in Haverstraw and they eagerly rushed down the aisles to volunteer to serve on the various committees.

I could go on and on with many success stories pertaining to the project; however, I have included a full chronology of activities leading to the formation of the land trust in part two of this paper.

To summarize, I will just state that because I chose the final result first and made the decision to create what I truly want, life has made available to me the processes to use in this creation and the people have accepted my vision.

A handwritten signature in black ink, appearing to read "Joseph J. Lundy". The signature is written in a cursive style with a large, sweeping initial "J".

Joseph J. Lundy

C.E.D. Graduate Student

Part II

The Haverstraw Community Land Trust

Chronology of Activities

- January 19, 1988 Held meeting at RDCAC Administrative offices with members of Hispanic Leadership Committee, Rosalinda Perez and Luis DelPilar. Discussions centered around concepts behind the Community Land Trust Model as solution to the housing crisis in Rockland County.
- January 20, 1988 attended meeting at the Rockland Community Development Corporation, which is an Hassidic CDC. I was very successful in selling Mendel Hoffman and his housing staff on the CLT concept. He agreed to donate his first housing project in Haverstraw to the Haverstraw Community Land Trust, soon after its formation. This agreement was obtained in writing. Mitty Owens gave the slide presentation.
- February 2, 1988 Met with James Thorpe, Rockland CDC grants writer. James was responsible for writing the grant to obtain government funds to rehabilitate the old factory building in Haverstraw. This is the property that RCDC wanted to donate to the CLT. The purpose of this meeting was to educate James Thorpe about the principles behind the CLT so that he could incorporate these ideas in his grant.
- February 22, 1988 Met with Mendel Hoffman, Executive Director of the Hassidic CDC. Purpose of the meeting was to review the rehabilitation grant which was to be submitted to New York State DHCR for the old factory building in Haverstraw. I made sure that the correct concepts pertaining to the CLT were written properly in the grant.
- February 23, 1988 Full presentation was given by Chuck Collins and Mitty Owens of I.C.E. Slide show entitled "Community Ground" was shown to nine members from Haverstraw community, including the Mayor and one trustee of the village. Enthusiastic support for a land trust to be established in Haverstraw.
- March 1, 1988 Gave a private showing of the film "Common Ground" to Rockland Commissioner of Human Rights, Lottie Swann. Mrs. Swann is also a leading housing advocate in the county. Had a very good discussion and won her support for the establishment of a CLT in Haverstraw.
- March 3, 1988 Gave a private showing of the film "Common Ground" to the County Executive's Public Relations Officer, Kenneth Seltman. I won his support and he promised to

take the information back to County Executive, John Grant.

- March 3, 1988 Later that evening, gave a private showing of the film - "Common Ground" to Jo-Ellen Saumtier, Executive Director of Rockland Housing Action Coalition. Jo-Ellen was very impressed and obtained my agreement to give a presentation to the board members of her coalition.
- March 8, 1988 Had a working lunch with Rosalinda Perez and Luis DelPilar of the Hispanic Leadership, Mayor Frank Haera, and Doris Ulman, Director of Rockland County Community Development. Discussions centered around government financing of the Haverstraw Community Land Trust. Mrs. Ulman favored the land trust, but was very skeptical about government as a source of financing.
- March 23, 1988 Gave a full public presentation to eight people from the religious community at Village Hall in Haverstraw. My new partner, Milton Rawle, was present for this meeting. We won enthusiastic support for the formation of a CLT.
- March 28, 1988 Gave a full public presentation to the eighteen members of the Rockland Housing Action Coalition (Jo-Ellen's group). The board members consisted of real estate developers, bankers, architects, and community leaders. Presentation was well received by all but two of the real estate developers. They had a problem with the limited resale restrictions which prevented the units from being sold for profit.
- April 24 -
April 25, 1988 Attended a low-income housing conference in Washington, D.C., sponsored by the Community Development Digest Organization. Conference centered around new federal regulations which affected the housing market for the year 1988.
- April 27, 1988 Milton Rawle and I attended a meeting held by ^{chuck} ~~Church~~ Matthei in Dutchess County. Discussions centered around a community loan fund which could be established in the New York area to support low-income housing.
- May, 1988 Temporary setback. Administrative headquarters were completely destroyed by fire.
- June, 1988 Temporary setback because of fire.
- July 11, 1988 Presented and introduced the CLT concept to ROCAC community outreach staff and the Head Start staff. Recruited these staff members to help in educating the

community about this model as a solution towards solving the housing crisis in the Haverstraw Community. Meeting was from 9 to 12 p.m. Promised staff that they would be formally trained by I.C.E.

- August 8, 1988 All Day Training Session on concepts of CLT and how to present these concepts in community outreach to the people. Approximately 15 people (working core group) participated in the session. Training session was conducted by Chuck Collins and Mitty Owens.
- August 10, 1988 Made a private presentation in the church office to Pastor Trevor Harvey, Minister for the Seven Day Adventist Church in Haverstraw. Obtained his support and membership for CLT. Promised to allow me to show video to his congregation if approved by his headquarters.
- August 10, 1988 Made a private presentation in his home to Pastor Daniel Hernandez, Minister of the Hispanic Pentecostal Church located in Garnerville, NY. Gained his support, signed up 4 adults in his household as members of the CLT and obtained agreement to give presentation to his congregation on Sunday after services.
- August 14, 1988 Made a presentation and showed the video "Common Ground" to Pastor Hernandez's Congregation, which consisted of 35 people My Head Start Staff Member, Ms. Sanchez, acted a interpreter. Signed up the total congregation as CLT members.
- August 16, 1988 Meet with Dorothy Deloach, Program Director of Lakeside School. Dorothy was interested in how the CLT could be a solution for finding homes for problem children who graduated from this special school. We both agreed after my presentation that the CLT would not be an appropriate solution to her problem.
- September 7, 1988 Met with the Haverstraw Community Outreach Staff to plan for the 2nd Annual Hispanic Festival coming up on Saturday. Our plans consisted of setting up a tent and booth to present the Haverstraw Community Land Trust to the people. We also dealt with staff coverage from 10 a.m. to 9:30 p.m.
- September 10, 1988 We were very successful in presenting the CLT to people at the festival. Milton and I, along with the help of our staff, worked very hard in presenting the CLT concept to the people. We signed up a total of 150 new members. I stayed from the beginning to the end - from 10 a.m. to 9:30 p.m. I was very happily exhausted.
- September 16, 1988 Was invited to Francisco Garcia home for dinner.

Mr. Garcia is a very well respected leader in the Haverstraw Hispanic Community. Showed the video "Common Ground" and gained his support for the establishment of a CLT in Haverstraw.

- September 19, 1988 Gave a full public presentation at the Stony Point Conference Center to approximately 15 members of the Rockland Action Network. The Rockland Action Network is a coalition of members from the county community-based non-profit organizations. Presentation was well received and I succeeded in gaining support for the CLT to be established in Haverstraw.
- October 5, 1988 Held a meeting in my office with Luis DelPilar, Rosalinda Perez, and Milton Rawle. We were mostly concerned about Mendel Hoffman and his staff dragging their feet on the old factory building in Haverstraw, for this was our first project. We all had a conference call with Mr. Hoffman and he agreed to show us his development plans and make a report of his progress in writing a grant for building.
- October 11, 1988 Made a private presentation at the Church Office to Pastor Mario Velez, Minister of New Jerusalem Church in Haverstraw, NY. Accompanied by Rosalinda Perez of the Hispanic Leadership Committee. Gained his support and signed him up as a member of the CLT.
- October 25, 1988 Made a private presentation at the parish to Reverend Bader of the St. Peter's Church in Haverstraw. Gained his support and signed him up as a member of the CLT.
- November 5, 1988 Made a presentation to 7 members of the Episcopalian Peace Society in the beautiful home of Dr. Margaret Lawrence. Gained more support for the establishment of a CLT in Haverstraw.
- November 22, 1988 Meet with Mendel Hoffman and his staff at my office. Discussion centered around problems that he was having in finalizing plans for development of a project in Haverstraw. Needed community support in matters such as variances, building codes, parking space, etc. He just wants to develop the project and leave the headaches to us; however, since he has offered to donate the building, I feel that we should do whatever is necessary to get this project off the ground.
- November 29, 1988 Meet with staff to plan for our first Community Land Trust general meeting. Some of our strategies to get the people out were:
1. circulate bulletins around the community such as placing them in store windows,

post office, and restaurants;

2. Public announcement on the local Hispanic radio station;
3. Telephone calls to the members to remind them of the general meeting;
4. Bi-lingual letters mailed to each member.
5. People by word of mouth spreading the message.

December 4, 1988

Visited the Great Barrington Land Trust with my Program Director, Andrew Torres. Spent the entire day with Mr. Robert Swann, Father of the CLT and Ms. Susan Wit, Executive Director of the Great Barrington Land Trust. We learned a lot from Mr. Swann about the historical nature of the CLT. We also visited many of the homes that he built on the land trust property and had a chance to interview many of the people living in these homes. I was very proud to be the guest of this great man. He and Susan also agreed to make a presentation at our first general meeting.

December 6, 1988

We had our first general meeting of the Haverstraw Community Land Trust. What a success! We had over 250 people to pack the Haverstraw Middle School and there was electricity in the air. Susan Wit and Robert Swann made an excellent presentation and were greeted by thunderous applause from the people. All voted unanimously to form a Haverstraw Community Land Trust in Haverstraw.

There were plenty of volunteers for the:

1. Incorporation Committee'
2. Membership and Outreach Committee
3. Land Acquisition Committee;
4. Construction and Rehabilitation Committee

The next meeting is scheduled for March 1989.