

**Community Participation Program  
2014 Annual Report**

**Neighborhood Organization:** Powderhorn Park Neighborhood Association (PPNA)

**Contact Person:** Becky Timm, Executive Director

**Date of Board Approval:** March 12, 2015

**1. Stakeholder Involvement**

**Reviewing your CPP activities in 2014, Please provide information about:**

- **What outreach and engagement activities did you carry out in 2014?**

CPP Program Purposes:

**Identifying and Acting on Neighborhood Priorities** – Completion of 2014-2016 Strategic Direction (7 month planning process, community survey, Board retreat); Outreach to renters and Spanish speaker selected as top engagement priorities; Launched Appetite for Leadership; Continued Latino Advisory Council and Community Cafés; Renters' rights and livability (door knocking, partnerships with Home Line and additional neighborhood organizations); Free immigration law information session; Community engagement process for changes to the Fourth of July event at Powderhorn Park; and intense advocacy with the Minneapolis Park and Recreation Board (MPRB).

**Influencing City Decisions and Priorities** – Southside United Neighborhood (SUN) Project Policy Agenda (Neighborhood Priority Plan NPP); Elected officials attended PPNA events; PPNA active, vocal member in four business associations and additional work groups; and strong partnerships with the Minneapolis Police Department, MPRB and City officials and staff.

**Increasing Involvement** – Supported over a dozen Spanish-speaker residents and businesses to access government and nonprofit resources; six PPNA committees; three large annual community events; programming in Spanish; translated meetings and materials in Spanish; quarterly printed newsletters in Spanish and English; significant online presence; and strategic Board and committee member recruitment.

- **How did you reach out to and involve under-represented communities in 2014?**

Worked through PPNA's Latino Advisory Council and partner organizations to achieve mutual outreach and engagement goals. The organizations included: MPRB, City of Minneapolis, Minneapolis Police Department, Pillsbury House + Theatre, Arts on Chicago artists and organizations, SUN Project, Risen Christ School, Latino Economic Development Center, CLUES, PPL, community gardens, and block clubs.

Promotion of events and resources for youth, families, seniors, low income families, GLBT community, food selves and social services, school district announcements, foreclosure prevention counseling, Metro Transit, Nice Ride and the Midtown Greenway announcements, National Night Out, musical, arts and cultural celebrations and ESL, computer and training classes.

- **Did you find any strategies to be particularly successful? Why?**  
Intense community outreach by PPNA’s bilingual community organizer to develop trust and to demonstrate that PPNA is an important asset to Latino community members.
- **What did not work so well? Why?**  
Finding the balance with the right amount and means of communicating with all residents and businesses. Newsletters are expensive to produce and distribute, but are effective ways to communicate. Email and social media is easy and inexpensive, but only reaches a certain portion of the neighborhood’s population.
- **How many people did you reach through direct contact (door knocking, meetings, one-on-ones, etc.)?**

|                       |      |
|-----------------------|------|
| National Night Out    | 400  |
| Graffiti Prevention   | 210  |
| Committees & Meetings | 197  |
| Door Knocking         | 90   |
| Powderhorn365         | 1000 |

- **How many individuals volunteered in organization activities?**  
136
- **How many individuals participated in your organization’s activities?**  
Committee & Board Meetings – 215  
Annual Meeting – 96  
Large Events (Powderhorn Art Fair, Fourth of July, MLK Day Celebration) – 25,000
- **How many people receive your print publications?**
  - 4,000 households receive quarterly English newsletter
  - 350 households receive quarterly Spanish newsletter
  - 2,200 households received Give to the Max Day postcard with Powderhorn365 photo on cover
- **How many people receive your electronic communications?**
  - Weekly electronic ‘This Week @ PPNA’ – new MailChimp format (posted on Facebook, E-Democracy, Nextdoor and mailing list)
  - 1,400 on PPNA Facebook page, 844 on Powderhorn Art Fair page, 686 on Powderhorn365 page, 42 on PPNA Latino Advisory Council page
  - 1,424 on Powderhorn E-Democracy Forum
  - 383 on Nextdoor Forum - Powderhorn Park

## **2. 2014 Highlights**

Please describe one or two major highlights, and if possible, please include digital photos or illustrations:

- What was the issue or opportunity the neighborhood was facing?
- Who was impacted?
- What steps did you take to address the issue or opportunity?
- What was the outcome?

### **2014 Accountability Report to the Powderhorn Park Neighborhood**

PPNA's mission is to enhance the quality of life in the Powderhorn Park neighborhood. During the past year, working together with the community and businesses, we have accomplished several significant achievements.

Founded in 1980 by residents and businesses, the Powderhorn Park Neighborhood Association (PPNA) works to enhance the quality of life in the Powderhorn Park neighborhood by facilitating community engagement, embracing a diversity of voices, and fostering economic and community development.

PPNA, a 501(c)3 nonprofit organization strengthens our inner-city, south Minneapolis neighborhood – bounded by Lake Street, Cedar Avenue, 38th Street and Chicago Avenue – by building connections among the neighborhood's members (residents, property owners, employees and businesses) and working to support their collective efforts to address community concerns. PPNA is led by a 12 person Board of Directors comprised of community members. PPNA has two full time and one part time employees.

### **Neighborhood Organization Role**

PPNA exists to be of service the Powderhorn Park neighborhood. To evaluate our effectiveness, we measure ourselves with the following four criteria established by the Southside United Neighborhoods (SUN) Project:

- Listens to and Represents Neighbors
- Maintains Beneficial Connections to Organizations and Systems
- Engages Neighbors in the Life of the Neighborhood
- Maintains Organizational and Financial Health

### **Charting a New Course**

Over the past year, PPNA used innovative tools to determine how we are doing, what's missing and how do we use our resources to get to where we want to go. We conducted a Neighborhood Survey, a Board Self-Assessment, a months-long Strategic Planning process, and a review of best practices of similar neighborhood organizations.

We listened to residents, businesses, the Board and committees, staff, funders and partner organizations. Based on your feedback, vision and goals, PPNA has set its Strategic Directions for the next three years.

When asked, "What Does PPNA do?" the answer is simple. We do Engagement, Economic and Community Development and Leadership – and we are very creative in our approach.

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All PPNA programs are designed to move forward these four directions. Door knocking and renters' rights, monthly Community Cafes, 23rd Annual Powderhorn Art Fair, *Apetito por el Liderazgo*, Powderhorn365, 38th & Chicago Pop Up Campaign, Arts on Chicago and lending circles, just to name a few programs, provide opportunities and resources for residents and businesses to shape the present and future of the Powderhorn Park neighborhood.

### **3. 2014 Accomplishments**

Please provide information about your other accomplishments in 2014:

- What were your organization's major accomplishments?
- How were individuals in your community directly impacted by your work?

### **2014-2016 PPNA Strategic Direction & Update**

#### **Facilitate Community Engagement Goals:**

- Build connections among residents to identify and address community issues.
- Develop PPNA's multi-cultural competence.
- Engage new neighborhood residents.

### **2014 Report to the Neighborhood**

- **Equitable Park Programming**

Equitable, culturally relevant park programming, hiring park staff who reflect park users and improved communication by the MPRB with neighborhood organizations, are top priorities for PPNA. Last spring, the MPRB shifted personnel and placed new park directors in many of the SUN neighborhood parks. By applying pressure on the MPRB, the new Powderhorn Park director responded by convening listening sessions in Spanish, door-knocking apartment buildings near the park, creating new culturally relevant programming and hiring more Spanish-speaking staff. Participation in programs and use of the building by Latino community members has increased.

- **Spanish-Speaking Residents & Businesses**

Over one-third of Powderhorn Park residents are Latino and PPNA's Board has identified outreach to Spanish-Speaking Residents and Businesses as a top priority. PPNA is steering a strategic visioning process with our Latino Advisory Council to identify community needs and dreams, and to match these to existing PPNA and local resources or to develop new partnerships to meet these needs.

PPNA launched the Powderhorn Park Latino Outreach Networking Group to gather quarterly all nonprofits, schools, communities of faith, park staff and police working in our neighborhood with Latino families.

- **Powderhorn365**

PPNA and the Powderhorn Park neighborhood proudly uses art to build community and empower residents. To this end, Powderhorn365 combines art and engagement to share the story of our South Minneapolis neighborhood through daily photographs. Thank you to all of our generous supporters of the P365 Kickstarter which raised over \$5,000 to more affordable photo books. Powderhorn365 is everywhere! Check out the redesigned [www.powderhorn365.org](http://www.powderhorn365.org), P365 Facebook, Twitter, exhibits at Powderhorn Empty Bowls and the PPNA Annual meeting and five years of photo books for sale. PPNA added four more utility box wraps to the neighborhood's collection of ten. Powderhorn365 is made possible with the amazing support of the weekly and guest photographers and the Powderhorn365 Committee.

- **Community Events**

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Annual: Martin Luther King Jr Day Celebration, Celebrating Our Independence, Powderhorn Art Fair and the PPNA Annual Community Meal & Meeting. Monthly & Special Events: Community Cafés, Ad Hoc Neighborhood Issue Meetings, Immigration Law Sessions

### 2015 & Beyond

- **MPRB South Side Area Master Planning**

PPNA serves a neighborhood wrapped around a park. The Powderhorn Park neighborhood's identity and sense of unity are inseparable from our treasured park. PPNA is committed to advocating for and amplifying our community's voice. The Park Board is launching a comprehensive review and planning process for all southside neighborhood parks. This will involve Powderhorn Park and surrounding parks. PPNA is actively involved representing the needs of our neighborhood and providing opportunities to hear ideas, dreams and concerns from our neighborhood.

- **Safe & Livable Community Pilot Project**

PPNA knows from experience that art is a powerful tool for engaging residents to be creative and find solutions to local challenges. Inspired by ongoing conversations with residents and businesses between Lake and 31st Streets, PPNA is pulling together a diverse group of block club leaders, artists, business owners and Karen Notsch, Crime Prevention Specialist with the Minneapolis Police Department. This arts and outreach project will engage the 13 blocks between Chicago and Cedar Avenues to show our Powderhorn Park Neighborhood Pride.

- New Fourth of July Strategic Task Force
- New Committee Missions & Visioning
- New Programming for East African Residents
- New Cultural Outreach for 24th Annual Powderhorn Art Fair
- New & Improved Community Cafés
- New & Improved Quarterly Newsletters
- New & Improved 'This Week @ PPNA'

### **Foster Community Development**

- Ensure a diversity of voices is included in community development plans and projects.
- Anticipate community growth to build resources.
- Enhance the engagement and participation of Spanish speakers and renters to shape the neighborhood.
- Develop opportunities for people to connect and form attachment to the neighborhood.
- Increase the visibility of public art.

### **2014 Report to the Neighborhood**

- **Creative Community Development**

Change is coming to our neighborhood and PPNA's goal is to anticipate trends, gather the right set of resources and partners and shape this change to match the vision of our community. The Powderhorn Park neighborhood has the shared values of inclusive, equitable decision making, an apprehension of gentrification and displacement and support for local businesses and local asset building.

- **Arts on Chicago**

The Bush Foundation awarded a \$200,000 Community Innovation Grant through PPNA for the Creative Community Development work of Arts on Chicago (AoC). PPNA is a founding leader of this groundbreaking project to build capacity of organizations, artists and businesses in the areas of housing, land use and commercial development; implement six art installations designed by neighborhood artists to engage underserved populations in civic activities; develop a Creative Community Development Plan aligned with the small area plan; and advocate for development priorities established by our community. PPNA staff will use this valuable experience to take part in development projects in all sections of the neighborhood including Lake Street, Bloomington and Cedar Avenues.

- **Rental Housing Justice & Door Knocking**

The majority of Powderhorn Park neighborhood residents are renters and PPNA believes this is a top priority for outreach efforts. PPNA's goal is to increase renters' rights and knowledge, improve housing conditions and affect policy change.

PPNA selected a seven block focus area based on the high concentration of rental units and low income residents. Staff and volunteers have door-knocked 345 units in eleven buildings, which has resulted in 109 engaged households and a renters' rights Community Café with HOME Line. PPNA instigated 26 unit improvements such as one full building city inspection, fumigation services and water damage repairs. Additionally, PPNA assists residents to stabilize their housing by insisting on year-long leases, instead of the tenuous month-to-month leases common for many low income or immigrant tenants.

- **Powderhorn Art Fair**

The 23<sup>rd</sup> Annual Art Fair was a huge success with fantastic art, over 275 artists, acoustic music, onsite art making and unbelievable weather. PPNA estimates artists in the main exhibitor section, Community Showcase and Group Exhibitors sold about \$400,000 during the art fair weekend. PPNA raised \$16,000 for arts, cultural and recreation activities at Powderhorn Park.

- Housing & Foreclosure Prevention Resource Referrals
- Graffiti Prevention, Clean-up of over 100 Tags and Two Learning Workshops at Local Schools
- 100 Gallons of Free Valspar Paint for Graffiti Cover Up and Business Murals
- Four Utility Box Wraps
- Repainted the Paint the Pavement Mural at 34<sup>th</sup> Street & 11<sup>th</sup> Avenue

## **2015 & Beyond**

- **Renters Housing Justice – Neighborhood & City Wide**

PPNA was awarded a CURA Community Based-Research student project for spring 2015. The project will assess tenant knowledge of renters' rights; how renters resolve housing issues and the response of landlords; and what are the impediments to seeking help as individuals and collectively.

In October, Council Member Alondra Cano and the SUN convened a meeting with our four council members and HOME Line. These members, along with the SUN are starting work on an affordable rental housing policy package to move in early 2015. The SUN is taking the lead on contacting neighborhood associations in key council districts to invite them to the coalition.

PPNA monitors and anticipates trends in order to attract resources and attention to our community.

- **Community Asset Building**

PPNA is explore viable community asset-building models for the Powderhorn Park neighborhood with Arts and Chicago and other interested organizations, businesses, elected officials and community members. PPNA will inform and prepare the neighborhood to leverage community asset-building opportunities prior to a development boom that may or may not take into account the community's vision and values.

- **Guarding Against Displacement**

PPNA will continue to respect the community's deep seated concerns around gentrification, displacement and development. Use creative practice methods with Arts on Chicago to provide fruitful and substantive community conversations to increase awareness and understanding.

- **Artists**

PPNA values neighborhood artists and arts businesses. PPNA will continue to explore models for artists to live, work and making a living in the Powderhorn Park neighborhood. PPNA will attract resources and people to develop knowledge on housing, work/live spaces, retail, art centers and economic opportunities for artists.

### **Stimulate Regional Economic Development**

- Promote and support new and existing businesses and entrepreneurs.
- Grow the economic vitality of commercial corridors.
- Increase the financial viability of artists.
- Build financial security within PPNA, residents and businesses.

### **2014 Report to the Community**

- **Vibrant Commercial Corridors**

PPNA leads successful, focused efforts to attract resources and partners to accelerate the development of a stronger commercial corridors on Lake and 38<sup>th</sup> Streets and Chicago, Bloomington and Cedar Avenues.

PPNA wrote and is implementing a Business Development Support grant for the 38th & Chicago Business Association, including a membership drive to support the association's financial sustainability, and a Pop-Up Campaign to promote vacant store fronts. PPNA worked with the West of the Rail Business Association (WRBA) on the 38th Street and Bloomington Avenue market study and is conducting a WRBA membership drive to recruit Powderhorn businesses. PPNA hosted two Community Cafés highlighting Lake



Street and partnered with Council Member Alondra Cano, the Lake Street Council, Mercado Central and local businesses.

- **Lending Circles**

Through a partnership with CLUES, PPNA started its first Lending Circle cohort of seven residents. PPNA created a program combining the savings program, credit building, financial literacy and leadership skills.

- West of the Rails Business Association Membership Recruitment
- Landlord and Business Owner Support and Referrals
- Commercial Site Promotion
- Midtown Corridor Transit Analysis
- Two business representatives on PPNA Board of Directors.
- Supported Latino-owned businesses to secure funds from the Façade Improvement Grant program, the Great Streets program and Valspar Paint program.
- Promoted Buy Local and neighborhood businesses. Purchased meeting refreshments from local restaurants.
- PPNA Approved by the Charities Review Council

### **2015 & Beyond**

- **Commercial Corridors**

PPNA is seeking additional funding to help gain a better understanding of the current opportunities and challenges of the five commercial corridors. PPNA will be a stronger, more knowledgeable partner in larger development initiatives, such as Council Member Cano's Lake Street Cultural Corridor and Council Member Elizabeth Glidden's 38<sup>th</sup> Street project.

- **Developable Commercial Sites**

The Powderhorn Park neighborhood has three large commercial sites available for development. Representing the vision and values of the neighborhood, PPNA will gain a better understanding of each site, interested parties and opportunities. Already, PPNA is involved with furniture warehouse site discussions at 38<sup>th</sup> & Chicago. PPNA intends to be more involved with the two Lake Street sites.

- **Existing Businesses**

By working with partners and community development experts, PPNA will support the viability and growth of existing businesses, with special concentration on Spanish-speaker owned businesses. PPNA will host trainings for Spanish-speaking commercial landlords on the basics of property and tenant management, as well as city requirements.

### **Embrace Leadership**

- Recognize leaders across the community.
- Generate new opportunities for leaders to emerge.
- Advocate on a regional scale.
- Develop local strategic partnerships.

## 2014 Report to the Community

- ***Apetito or el Liderazgo/Appetite for Leadership***  
Envisioned by PPNA's **Latino Advisory Council**, *Apetito por el Liderazgo/Appetite for Leadership* combines community building, leadership skills development and cooking. Our free six week course is open to Powderhorn residents with strong Spanish language skills. PPNA hosted two Appetite for Leadership (AfL) rounds engaging eleven residents. PPNA was awarded a Seward Co-op Seed Grant (February 2015) and will expand the number of AfL rounds in 2015 and begin exploring opportunities and partnerships to develop similar programming for East African residents.
- **Southside United Neighborhoods (SUN) Project Policy Agenda**  
The SUN Project is a coalition of seven neighborhood organizations (Bancroft, Bryant, Central, Corcoran, Longfellow, Powderhorn Park and Standish-Ericsson) representing eleven neighborhoods. Representatives of these groups began meeting in 2010 to explore ways we could work together to support each other's work and make all of our neighborhoods stronger. The focus of our work is to explore strategic partnership opportunities that will improve operating efficiencies and ensure the long-term sustainability of our neighborhood work. The SUN Project also strives to improve our capacity to engage and build grassroots leadership and affect policy change.

The SUN Project has made significant progress moving forward its Policy Agenda: Multi-Family Housing, Inspections and Equitable Park Programming. PPNA helps lead the SUN Project and now is establishing a network of neighborhood across the city.

- **Board Candidate Recruitment**  
In 2013, the PPNA Board of Directors conducted a board self-assessment of strengths, weaknesses, opportunities and threats. As a result, board member recruitment for the 2014 election in November is greatly improved. Board candidates are more reflective of the neighborhood, will be better trained and will be more engaged with the organization and the community.

## 2015 & Beyond

- **Defining Development for Ourselves**  
By monitoring trends in the city, PPNA anticipates the Powderhorn Park neighborhood and surrounding communities are moving closer to a development boom. To address this emerging need, PPNA is shifting resources and staff time, ramping up its internal expertise, and establishing relationships with development experts to not merely react, but guide conversations and speak with the authentic voice of the neighborhood. PPNA will seek opportunities for all community members and businesses to learn, understand and engage with each other and decision makers.
- **Leadership Skills Training**  
PPNA will sponsor residents to join the Community Circles program at the Waite House. Participants will gain leadership skills to bring back to our neighborhood.

**4. Housing**

What percentage of time did your organization spend on housing-related activities?

20% - Increase from past years. Significant work with neighborhood renters – grassroots door knocking and city-wide policy change.

**5. Financial Reports**

Please provide an income and expense report for your organization for the year. (Please include all funding sources).

Attached please find the 2014 Annual Report presented at the PPNA Annual Community Meal and Meeting in November.

PPNA is working with Mike Wilson, the City's contracted auditor, for the 2014 Financial Review. Once completed and approved by the Board, PPNA will forward to the NCR Department.

**In addition to your annual report, please take time to describe your interactions with City departments and other jurisdictions.**

**1. Impact**

**What interactions with City departments occupied a major part of your time? What worked well? What could be improved?**

PPNA interacted with the Neighborhood and Community Relations (NCR) Department, four City Councilmember Offices, Minneapolis Police Department officers and crime prevention specialists, and the MPRB (annual events, park path improvements, advocating for programming to match needs of community) the most in 2014. We also worked with the Public Arts Commission (paint the pavement), Health Department (event sponsor permits and food vendor permits), Solid Waste Department (graffiti micro grant and paint over graffiti program), CPED Planning, CPED Finance and CPED Business Assistance.

In 2014, PPNA staff interacted more with City departments due to the SUN Policy Agenda and PPNA's work on renters' rights/livability issues. The Regulatory Services Department was particularly active in our renters' work. PPNA through the SUN Project presented the joint Neighborhood Priorities Plan (NPP) to the Neighborhood and Community Engagement Commission (NCEC) and gave comments at a City Council committee meeting. The SUN Project sent several letters and scheduled meetings with the City Council, NCEC and Departments as well. PPNA also gave comments at a MPRB Board meeting.

The City Councilmember Offices and our CPS are great assets. The NCR staff is friendly and helpful, but sometimes the response time is long and/or the response is not complete or the staff person is unsure. We are in contact with other neighborhood organizations and sometimes the information shared with one organization is not shared or is different with other organizations.

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**On a scale of 1 to 5, with 1 being poor and 5 being excellent, how would you rate your overall experience with your interactions with the City? 3**

2. ***City Communications – effectiveness***

**Is the information that you receive from the City understandable and useful?**

The written memos from the NCR Department are clear and informative. The communications from the CPS and the Third Precinct are clear and informative. I usually can find information on the City's website. With trickier questions, we generally contact our City Councilmember's office directly for assistance and introductions to City departments and staff. PPNA frequently social media content from the City, departments and council members.

The periodic notices from the City to neighborhood organizations, in particular CPED, about land use notifications, vacant and abandoned houses, proposed ordinance/regulation changes, and construction projects are inconsistent and confusing. More frustrating however is the consistent lack of communication with neighborhood organizations.

Land use notifications continue to be a challenge. I have asked for clarification several times and am usually frustrated by the information. There is not a clear answer to how a neighborhood association should respond and/or communicate this information with the neighborhood. Recently, a community member seeking a variance for a home project was told by CPED that he needed to send a letter to a **member** of the PPNA Board as notification.

A few months ago, PPNA was notified about two street repavement projects in our neighborhood. After scheduling a community meeting and viewing the information from the City, one project was completely in the Central neighborhood and the other one was in the Corcoran neighborhood (3 blocks in Powderhorn). The City clearly did not know the boundaries of the neighborhoods, but we were grateful to at least to be contacted by the City about these projects and asked to get the word out with our communities.

**On a scale of 1 to 5, with 1 being poor and 5 being excellent, how would you rate overall communications from the City? 2.0** – General information is good, but the time it takes to track down further information about notices wastes too much time.

3. ***City Communications – timeliness***

**Do you receive adequate notice of City activities in your neighborhood? If not, did your organization inform somebody at the City of this? Did the City respond in a positive manner? Please explain.**

I am not sure what these question means. I do not know of "City activities" beyond the occasional CPED meeting about land use applications. The MPD crime prevention specialist is very good at keeping us informed of MPD activities in the neighborhood.

**On a scale of 1 to 5, with 1 being poor and 5 being excellent, how would you rate the timeliness of communications from the City? \_\_\_\_ NA \_\_\_\_**

4. ***City Departments***

**How can City departments improve the way in which they function in your neighborhood?**

Our bilingual community organizer spends a good deal of time assisting residents and business owners with limited English to work with City departments, 311 calls and the police. They should have their own translators to increase the effectiveness of their work with 33% of Powderhorn Park residents. CPS John Reed is very accessible to organization working with Spanish Speakers.

5. ***City Assistance***

**How can the Neighborhood and Community Relations Department improve the assistance it provides to your organization as a community participation group?**

In order to serve 1/3 of our community, PPNA has raised additional funds to hire a bilingual community organizer. This would not be possible with just the CPP funding. This has helped tremendously. NCR should consider funding more staff positions which can directly help neighborhood organizations with community engagement with non-English speaking residents (that are not always in the downtown office – but out in communities). This is a question of equity.

**On a scale of 1 to 5, with 1 being poor and 5 being excellent, how would you rate the assistance provided to your neighborhood by NCR? \_\_\_\_\_ 3 \_\_\_\_\_**

6. ***Other comments?***

PPNA and the SUN Project have asked several times about the use of these annual reports by the NCR Department. No response has been issued. This is fourth time PPNA has completed an annual report with no response from the Department on its use or non-use of this feedback on the Department's performance. PPNA also attended a meeting held by the Department to collect feedback on the Blueprint for Equity. No follow-up was provided. It is unclear why CPP recipients are asked for feedback.