# **BACKGROUND**

You are the NSP Coordinator for Denver, Colorado. Denver received a \$10,000,000 allocation of NSP-1 funds from HUD to help stem the tide of abandonment and foreclosure in areas of need. Please review the Substantial Amendment for all relevant information.

Follow the Case Studies along with the training slides and try to answer the questions associated with each Case Study.

# **CASE STUDY #1: Manage Grantee User Accounts**

### **DISCUSSION QUESTIONS:**

- 1. Which of the following need to happen for a grantee user to get access to DRGR and start reporting on a NSP grant?
  - a. Grantee sends email to <a href="mailto:DRGR\_Help@hud.gov">DRGR\_Help@hud.gov</a> stating they want access
  - b. HUD field office reviews grantee request.
  - c. HUD HQ staff certifies the grantee user to access the requested NSP grant.
  - d. All of the Above.
  - e. None of the Above.
- 2. Who is responsible for certifying the Grantee Administrator?
- 3. True or False: DRGR is similar to IDIS where a user can have both Request and Approve Drawdown rights. The user, however, cannot approve their own drawdown request.
- 4. True or False: A grantee only needs two people with access to DRGR.
- 5. Can a user have access to more than one grant within their jurisdiction? Can they have access to multiple jurisdictions' grants?

#### **EXERCISES:**

1. To complete this case study, you need to be logged in as the Grantee Administrator. Make all of your changes to grants B-08-MN-99-XX00 and B-08-MN-99-XX04. Assign all staff to your NSP grant allocation. The users do not need to be certified, but enter the "Certify Grantee Users" screen via a link on the Admin Module links on the left-hand side.

# CASE STUDY #2: Add the Action Plan to the Grant & the Overall Narrative information

Congratulations! You just received word that your NSP Substantial Amendment was reviewed and approved by HUD. It is now up to you to add your Action Plan to the DRGR system.

### **DISCUSSION QUESTIONS:**

- 1. Where will a NSP grantee find all of the information necessary to enter an Action Plan into DRGR?
- 2. True or False: A grantee does not need anything from HUD to add an Action Plan.
- 3. True or False: Using Copy/Paste is the fastest way to add the narrative for your action plan in DRGR.

- 1. To begin with, review the Substantial Amendment (handout).
- 2. Make all of your changes to the B-08-MN-99-0000 grant using the same login as Case Study #1. You need to add an Action Plan template to your new grant. Refer to the Substantial Amendment provided for the narrative. Take the following steps to add the Action Plan:
  - a. Navigate to the Action Plan module.
  - b. Identify the NSP grant with an "Overdue" status and click on the "Overdue" link.
  - c. Provide the narrative to the Action Plan based on the information in the attached substantial amendment.
  - d. Make sure to save your work! Note: You haven't added any projects or activities to the action plan yet so you are not yet ready to submit the plan to HUD. You will add projects and activities in the next two case studies.

# CASE STUDY #3: Add Projects to Action Plan

Your substantial amendment clearly delineates the program design for your NSP1 grant. First let's detail the various component of the program.

### **DISCUSSION QUESTIONS:**

- 1. True or False: Most of the details on the programs carried out by the grantee are entered at the project level.
- 2. Is Demolition a Project?
- 3. What information is necessary at the project level?
- 4. List the budget amounts for each project:

#### **EXERCISES:**

1. Make all of your changes to the B-08-MN-99-0001 grant and continue to use the same Login ID. Add your projects to your NSP Action Plan. Your CPD Representative has asked you to set up the projects with titles that make it easy to discern their eligible use and to provide a two sentence project description for each.

# CASE STUDY #4: Edit Projects

Your supervisor informs you that the Redevelopment Project will require an additional \$250,000 of NSP funds. Since the land banking program is not progressing as well as planned, she instructs you to reduce the Land Banking budget and transfer the \$250,000 to the Redevelopment Project.

### **DISCUSSION QUESTIONS:**

- 1. True or False: Would a budget change require substantial amendment?
- 2. Write down the changes you will need to make in DRGR to move the \$250,000 from the Land Banking Project to the Redevelopment Project.

#### **EXERCISES:**

1. Make all of your changes to the B-08-MN-99-0001 grant and continue to use the same Login ID. Please edit the projects per your supervisor's request and save the changes.

### CASE STUDY #5: Add Activities to the Action Plan

Before you can submit you Action Plan to HUD for review, you need to add information at the activity level.

### **DISCUSSION QUESTIONS:**

- 1. TRUE or FALSE: The City expects to incur \$5,000 in disposition costs for each property it acquires and rehabs. The City needs to setup a separate activity for disposition costs.
- 2. What Activity will not have a national objective?
- 3. TRUE or FALSE: The City should be designated as the primary Responsible Organization when using for-profit developers and/or contractors.
- 4. Assume that five of the units of the multifamily rental property at 100 Constitution Way would serve households at or below 50% of AMI and five of the units would serve households up to 80% of AMI. How will this be reflected in DRGR?
- 5. TRUE or FALSE: The City is undertaking a new construction activity to serve low-income households. They should designate the Activity Type as 'Rehabilitation/reconstruction of residential structures,' the benefit type as 'Direct Benefit,' and only select renter households. These selections complete the beneficiary data required in DRGR.

- 1. Make all of your changes to the B-08-MN-99-0002 grant and continue to use the same Login ID. Use the information in the Substantial Amendment to add the activities for the following:
  - a. Homebuyer Acquisition/Rehabilitation program that Greater Denver Housing Help is the developer on,
  - b. Land Banking program that the City is running
  - c. Redevelopment program that the City is running.

### CASE STUDY #6: Edit Activities

Greater Denver Housing Help was able to secure additional financing for the property at 100 Constitution Way. As a result, the property will be able to offer rents affordable to low-income households. In order to get credit for the NSP LH25 Set-aside requirement, you must edit the information reported in DRGR.

### **DISCUSSION QUESTIONS:**

- 1. What information do you need to edit in DRGR: the project, the activity, or both?
- 2. True or False: Changing information at the activity level in the Action Plan could affect your ability to submit your QPR for review.
- 3. True or False: In order to move an activity from one project to the next, the grantee must cancel the existing activity, create a new activity under the new project, and provide a narrative to explain the changes.

- Make all of your changes to the B-08-MN-99-0003 grant and continue to use the same Login ID. Update your Action Plan to reflect this change to 100 Constitution (Grantee Activity Number: NSP1-B A/R MF DHH LMMI):
  - a. Update the Greater Denver Housing Help activity's national objective to LH25 Set-aside
  - b. Update the activity's performance measurement goals to reflect the proposed income levels served.
  - c. Update Activity Description.
  - d. Update Activity Number to: NSP1-B A/R MF DHH LH25 (Constitution)

### CASE STUDY #7: Add/Edit/Save QPR

The quarter is quickly drawing to a close, and your supervisor asks you to create and submit this quarter's report. You go into a state of sheer panic until you realize that much of the information in the report will be pulled down from the system for you. Remember, your HUD CPD representative has asked that you have at least two sentences in each narrative section for activities drawn down on in addition to the narrative for the overall QPR.

Housing for the People (NSP1-B A/R SF HP LH25) reported that they completed and sold two of their single family properties serving low-income households. Both households assisted were at or below 50% AMI. One of the households was White, Hispanic and the other was African American, Non-Hispanic. No households were reported as a Female Head of Household. The addresses of the two properties were:

- 123 Main Street, Denver, CO 80202
- 456 Main Street, Denver, CO 80202

Greater Denver Housing Help (NSP1-B A/R MF DHH LH25) reported they have leased up eight (8) units. Here is the demographic breakdown:

- Two moderate-income households
  - 1 White, Hispanic, Female Head of Household
  - 1 Asian American, NonHispanic
- Six middle-income households
  - 1 White, NonHispanic
  - 2 African-American, NonHispanic: of which, one is Female Head of Household
  - 3 Asian American, NonHispanic

Enter the address for the building as well as (100 Constitution Way, Denver, CO 80202).

# **DISCUSSION QUESTIONS:**

- 1. True or False: A grantee must report on every NSP-funded activity each quarter.
- 2. What is the difference between expended funds and drawn funds?
- 3. If a grantee prematurely reported households assisted in prior QPRs, how is this fixed?

#### **EXERCISES:**

1. Make all of your changes to the B-08-MN-99-0004 grant with the Drawdown Requester ID. Please create, edit, and save this guarter's QPR based on the information above.

### CASE STUDY #8: Obligate Funds

It's been a busy week. Many of the NSP projects have moved forward and submitted purchase contracts and work specifications for several properties. Denver Affordable Housing entered into a purchase agreement for 1600 20th St. for \$120,000 and has submitted a rehabilitation budget of \$82,000. Greater Denver Housing Help purchased 100 Constitution Way for \$1.5 million. The City purchased 4 properties through the Land Bank program for a total cost of \$500,000. The City estimates it will cost \$8,000 to maintain these properties until they are disposed of.

### **DISCUSSION QUESTIONS:**

- 1. True or False. Obligations must be entered as soon as HUD approves the Action Plan.
- 2. True or False. Obligations must be done in DRGR by someone with EITHER the Request Drawdown or Approve Drawdown role.
- 3. True or False: The person who obligates the funds to an activity CANNOT request or approve a drawdown against the same activity.
- 4. At what point can a grantee obligate program delivery costs?
  - a. When the grantee has reasonable and documented estimates for soft costs and staff time for a property.
  - b. When the written agreement is executed with the organization performing the work.
  - c. When the work is completed.
  - d. None of the above.

#### **EXERCISES:**

1. Make all of your changes to the B-08-MN-99-0003 grant using the Drawdown Requester ID. Record the obligations for Denver Affordable Housing (NSP1-B A/R SF DAH LH25), Greater Denver Housing Help (NSP1-B A/R MF DHH LH25 (Constitution)), and the Land Bank Program (NSP1-C LB SF City).

# CASE STUDY #9: Create a Program Income Account & Estimate PI Budgets

It's been 6 months since your grant program began and your Director recently estimated \$3M of program income will be generated in the next three years from the NSP Activities. Therefore, the total funds (program funds plus estimated program income) for the City of Denver's NSP program will total \$13M.

Based on your written agreement with Greater Denver Housing Help, they are allowed to retain the PI generated and continue to use it for similar activities. Of the entire \$3M of estimated program income for the grant, the Director has estimated \$500,000 will be generated by Greater Denver Housing Help. You must create a Program Income Account for this organization to "wall off" their PI from any other PI generated.

The Director has also decided what activities he would like to continue to fund with the program income pipeline that will be generated. Here are his estimates:

Project	Activity	Organization	PI Budget
B - Acq/Rehab	NSP1-B A/R MF DHH LH25 (Constitution)	Greater Denver Housing Help	\$500,000
B - Acq/Rehab	NSP1-B A/R SF DAH LH25	Denver Affordable Housing	\$1,000,000
C - Land Banking	NSP1-C LB SF City	Denver, CO	\$1,200,000
Admin	Admin	Denver, CO	\$300,000

# **DISCUSSION QUESTIONS:**

- 1. Can a user increase the Activity budgets first when estimating Program Income?
- 2. True or False: A grantee can create one PI Account with two different responsible organizations.
- 3. True or False. A grantee must create an estimate their PI every three years.

- 1. Make all of your changes to the B-08-MN-99-0003 grant with the Drawdown Requester ID.
  - a. Create a PI Account for the two Activities associated with Greater Denver Housing Help.
  - b. Enter estimates of \$3M of Program Income to the grant-level program funds, to the Project

Budgets, and to the Activity Budgets. Remember, you have not entered in any estimates of PI before today AND you have budgeted your entire program funds (\$10M). Here are some tips:

#### **Grant Level**

Grant Funds \$10,000,000

+

Estimated PI/RL Funds	\$3,000,000

=

Total Budget Amount \$13,000,000

#### **Projects**

Which Projects need to be udpated? By how much (PF+PI)?

#### **Activities**

What are the Final Activity Budgets? (PF + PI)

What else might need to happen before the new Program Income can be drawn?

# CASE STUDY #10: Create a PI Receipt

Good news! During the quarter, the land bank managed to sell a vacant property to a for-profit developer and generated \$25,000 in program income. And, Greater Denver Housing Help reported that they generated \$20,000 in program income for the NSP1-B A/R MF DHH LH25 (Constitution) activity. It's time to receipt these funds.

### **DISCUSSION QUESTIONS:**

- 1. True or False: Grantees must wait until the submission of the QPR to report program income.
- 2. True or False: Program Income is receipted into a PI Account.

#### **EXERCISES:**

2. Make all of your changes to the B-08-MN-99-0003 grant with the Drawdown Requester ID. Create a receipt for \$25,000 of program income for the land bank activity (NSP1-C LB SF City) and create a receipt for \$20,000 of program income for DHH's activity (NSP1-B A/R MF DHH LH25 (Constitution)).

#### CASE STUDY #11: Create a Voucher

The City has approved the following expenditures. You need to create a voucher in DRGR:

ID	ORGANIZATION	ADDRESS	AMOUNT	COST DESCRIPTION
NSP1-B A/R SF DAH LH25	Denver Affordable Housing	1600 20th Street	\$115,000	Acquisition
NSP1-B A/R SF DAH LH25	Denver Affordable Housing	1800 Wisconsin Ave.	\$5,000	Closing Costs
NSP1-C LB SF City	Denver, CO	15 Main Street	\$500,000	Acquisition for Land Bank
NSP1-B A/R MF DHH LH25 (Constitution)	Greater Denver Housing Help	100 Constitution Way	\$1.5 M	Acquisition

### **DISCUSSION QUESTIONS:**

- 1. True or False: A grantee is limited to a maximum of \$5 million in draw vouchers per day.
- 2. True or False: If the Draw Requestor is out of the office on sick leave, the Grantee Administrator can assign a different staff person to create the drawdown.
- 3. True or False: For Program Funds, the amount available to draw equals the amount obligated less any drawn amount and pending draw amount.
- 4. True or False: A voucher line item is created at the Activity level.

#### **EXERCISES:**

1. Make all of your changes to the B-08-MN-99-0003 grant using the Drawdown Requester ID. Please create a voucher based on the expenditures above.

First, you must review to verify if you have any PI balance in your General Account, PI Account, and/or RLF. The following PI Balance is available:

a. DHH Account: \$20,000

b. General Account: \$25,000

c. RLF: Does not exist!

Second, you need to determine the amount to draw of program funds and program income based on the available balance. For assistance, fill out the two columns left blank

Activity	PI Account	PI Balance	Expenditures (to be drawn)	PI Amount to Draw?	Program Funds Amount to Draw?
NSP1-B A/R SF DAH LH25	General	\$25,000	\$120,000		
NSP1-C LB SF City	General	\$25,000	\$500,000		
NSP1-B A/R MF DHH LH25 (Constitution)	DHH Account	\$20,000	\$1,500,000		

<sup>2.</sup> After you have successfully created the voucher, download the voucher in a PDF and "save for your files."

# CASE STUDY #12: Approve a Voucher

To send the draw to LOCCS, your co-worker, Cara, will have to approve the voucher you've created. However, the CFO has just let Cara know that Land Bank activity that the City operates is not an approved expenditure yet.

# **DISCUSSION QUESTIONS:**

- 1. True or False: In order to find an open voucher for a specific activity, the Draw Approver must know the full Grantee Number of the activity.
- 2. When should you Reject a line item on the voucher?
- 3. How many days, on average, does it take for HUD to process an approved draw and wire the funds to the grantee's local account?

#### **EXERCISES:**

1. Make all of your changes to the B-08-MN-99-0003 grant using the Drawdown Approver Login. Find all vouchers that need approval and take appropriate action.

# CASE STUDY #13: Monitoring, Audit and Technical Assistance

Your compliance officer finished her report for her onsite visits to Greater Denver Housing Help, Denver Affordable Housing, and Housing for the People. The summaries are below:

- Use Create Voucher Login, T###GR, grant B-08-MN-99-0003.
- Greater Denver Housing Help. Monitor onsite from 3/7 to 3/10. Subrecipients records were audited, with focus on Davis Bacon. Potential findings include lack of proper notices posted at the work site, failure to conduct labor interviews, and failure to receive certified payrolls from subcontractors. Subrecipient will respond to deficiencies immediately and report back within 10 days.
- Denver Affordable Housing. Monitor onsite from 3/14 to 3/15. Files were audited for compliance with financial management and allowable costs. No issues were found.
- Housing for the People. Monitor onsite on 3/12. Subrecipient received technical assistance on income qualification and record-keeping.

### **DISCUSSION QUESTIONS:**

- 1. How often should grantees input information under monitoring?
- 2. Why is it important that grantees provide this data?
- 3. True or False: A detailed report of each monitoring will be included in the QPR to demonstrate the grantee's actions to ensure the funds are being spent properly.

- Greater Denver Housing Help: 100 Constitution property (NSP1-B A/R MF DHH LH25). Monitor onsite
  from 3/7 to 3/10. Subrecipients records were audited, with focus on Davis Bacon. Potential findings
  include lack of proper notices posted at the work site, failure to conduct labor interviews, and failure to
  receive certified payrolls from subcontractors. Subrecipient will respond to deficiencies immediately
  and report back within 10 days.
- Denver Affordable Housing (NSP1-B A/R SF DAH LH25). Monitor onsite from 3/14 to 3/15. Files were audited for compliance with financial management and allowable costs. No issues were found.
- Housing for the People (NSP1-B A/R SF HP LH25). Monitor onsite on 3/12. Subrecipient received technical assistance on income qualification and record-keeping.

# CASE STUDY #14: Pull and Modify a Report

Your boss wants you to become familiar with the Reports module. Now that some of the projects are producing units, the boss wants to know who has met their goals and who has not.

### **DISCUSSION QUESTIONS:**

- 1. True or False: The reports will reflect any changes to the data in DRGR immediately.
- 2. What are the two different formats you can save reports to?
- 3. Reports provide what benefits to a grantee:
  - a. Reports help a grantee track progress of each NSP-funded activity.
  - b. Reports help a grantee troubleshoot issues with DRGR.
  - c. Reports help a grantee reconcile draw expenditures with local expenditures.
  - d. All of the above.
  - e. None of the above.

#### **EXERCISES:**

 Make all of your changes to the B-08-MN-99-0003 grant with the Drawdown Requester ID. Follow your trainer's instructions to modify the Projected vs. Cum Totals (PerfReport1) for Performance Measure Sorted by Activity Number report in addition to the QPR - Direct Benefit Activities -Beneficiary Statistics by Household Type (PerfReport6) report.

# CASE STUDY #15: Pull and Modify Reports: Round 2

Your FO rep recently reads in your QPR narrative that you have undergone staffing changes and asks your supervisor if appropriate changes have been made in DRGR for all the current and former city employees with access to DRGR. Your supervisor wants you, the Grantee Administrator, to provide a comprehensive list of who is in the system, by what grant and by what role. Additionally, the FO rep has several questions about your Expenditures. Pull the necessary reports that will accurately demonstrate your expenditures per Activity.

### **DISCUSSION QUESTIONS:**

- 1. What reports will help you determine the status of users in the system?
- 2. What roles need to be listed for each grant?
- 3. Why is it recommended to have more than one staff person with Drawdown Approval rights?

#### **EXERCISES:**

Generate the necessary admin and financial reports for your supervisor.

### CASE STUDY #16: Prior Period Corrections

In error, you recorded one owner-occupied unit has meeting an end-use in prior QPRs for Denver Affordable Housing single-family program. This unit has yet to be sold.

And, your supervisor told you today that this program is turning from an owner-occupied program to a rental program. She has requested that you make the changes in the Action Plan and resubmit for approval.

#### **EXERCISES:**

Make all of your changes to the B-08-MN-99-0005 grant with the Drawdown Requester ID. Enter Activity #NSP1-B A/R SF DAH LH25 and add Renter has a beneficiary data field, delete Owner and correct your previous errors.