Form Name: Submission Time: Browser: IP Address: Unique ID: 6909 Ryan Drive RFQ March 17, 2024 3:50 pm Chrome 122.0.0.0 / Windows 24.27.109.116 1205582029

Description Area

Request For Qualifications 6909 Ryan DriveAffordable Rental Housing Development OpportunitySubmissions Due: 11:59 p.m. CS----T on March 20th, 2024Please fill out this form to submit a response to the RFQ for 6909 Ryan Drive.You can find the RFQ here.Note: This application has a "save and resume later" option that saves all information you have entered - except for document uploads - until you are ready to submit a completed form. Be sure to click the "Save and Resume Later" button at the bottom to use this feature, and to upload all attachments prior to submitting. If you have any questions about this application, please contact Sarah Ramos or Alex Radtke.

Exhibit A: RFQ Response Form, Affidavits, and Certifications

Development Team Questions - 35 points

regarding a respondent's experience with and approach to multi-family and mixed use developments.
Please provide the company name, point of contact name, and point of contact email for each of the following members of your proposed development team for this development. Unscored
Nick Walsh
NRP Lone Star Development LLC
nwalsh@nrpgroup.com
Jason Haskins
hatch + ulland owen architects
jasonhaskins@huoarchitects.com
Kelly Best
Kimley Horn
kelly.best@kimley-horn.com
Crystal Moya
NRP Management

2. Please describe why your development team is best suited to develop the site.

NRP's vertically integrated structure, encompassing development, construction, and property management, provides a unique advantage for delivering the Ryan Drive site.

This combined expertise allows us to seamlessly navigate every stage of the project. Our local presence, established over two decades, positions us as the leading public-private housing partner in Texas. We've successfully delivered nearly 30,000 units in Texas catering to various income brackets, showcasing our extensive experience.

Furthermore, NRP's national reach brings the financial backing and resources of a prominent developer. This, coupled with our in-depth knowledge of the local landscape, strengthens our capabilities.

Specifically in Austin, NRP has garnered significant experience navigating the city's unique process. We've developed nearly 5,000 housing units utilizing diverse financing methods, earning recognition as the #3 Top Austin Multifamily Development Firm in 2023 by the Austin Business Journal.

Our collaborative approach involves established local firms like hatch + ulland owen architects, renowned for their expertise in affordable housing. This partnership ensures a deep understanding of the local market and project requirements.

- 3. How many multi-family developments has the developer or co-developer who will act as guarantor for this development placed in service within the last ten years? Provide a list of developments with the following: a) Name; b) Address; c) Number of units; d) Date of last Certificate of Occupancy;
- e) Affordability Restrictions (if any)

4. Please describe your development team's experience with designing, financing, developing, and operating mixed-use developments.

NRP holds extensive experience in all facets of mixed-use development delivery. Over the past decade, we've successfully developed over 37,000 units across the United States, employing diverse financing structures like tax credits, mixed-income models, and conventional methods. This adaptability demonstrates our capability to cater to various project requirements inherent in mixed-use developments.

Our expertise is further validated by esteemed industry publications: Multihousing News ranked us the #5 Top Multifamily Development Firm (2022), while NMHC recognized NRP as a Top 10 Developer and Builder (2023). Additionally, Affordable Housing Finance named us the #3 Affordable Housing Developer, highlighting our proven track record in navigating the complexities of mixed-use endeavors.

NRP's unique vertically integrated structure fosters seamless collaboration. For example, our team comprises in-house trained architects and designers who work closely with established local firms to achieve optimal design solutions tailored to the specific project. Furthermore, our dedicated capital markets team cultivates strong relationships with national lenders and investors, consistently exceeding \$1 billion in third-party capital closed annually for the past three years. This financial prowess ensures securing the best financing terms for each project.

Equally important is our robust property management expertise. NRP's property management firm is staffed with specialists who understand the unique nature of mixed-use developments. This includes an in-depth understanding of the specific needs of residents across various demographics, such as low to moderate income tenants, families with children, veterans, and seniors. Our on-site teams are further bolstered by the support of dedicated compliance teams who meticulously ensure adherence to all affordability requirements.

5. Please describe your anticipated financing strategy for this project.

NRP's extensive experience and strong financial partnerships position us to secure the necessary financing for the Ryan Drive project. As the 5th largest multifamily developer in the nation, NRP boasts established relationships with numerous institutional lenders. This allows us to leverage a vast network and explore diverse financing options to best suit the specific requirements of this project. Our expertise encompasses successfully securing capital for various development structures, including tax credits, Public Facility Corporation (PFC), and market-rate projects.

NRP is fully prepared to move forward with the proposed equitable title structure outlined in the RFQ, utilizing a partnership with the Housing Finance Corporation (HFC). However, based on our experience, we believe the HPFC might be a more suitable financing option for this specific project. NRP holds the distinction of successfully financing the highest number of new construction PFC developments, demonstrating our adeptness in navigating this financing avenue.

While not currently intended, the proposed affordability levels in the RFQ could also present a potential opportunity to explore a unique tax credit and market-rate structure, although uncommon in Texas. This approach requires a minimum of 20% of units designated for residents earning 50% of the Area Median Income (AMI) to qualify for 4% tax credits (as requested in the RFQ). NRP possesses prior experience in delivering a similar mixed-income projects with deep affordability components. In San Antonio, we successfully utilized a combination of private equity, tax credit equity, and bonds to achieve this specific structure.

In conclusion, NRP's strong relationships with institutional investors, our robust financial standing, and our proven ability to navigate complex financing structures, like the potential tax credit opportunity, make us well-equipped to successfully finance the Ryan Drive project, no matter the ultimate deal structure.

6. Provide a copy of the most recent certified financial audit or disclosures (completed within the last two years) from the developer who will act as guarantor for this development.

Example Developments - 40 Points

Description Area

7. Provide a detailed summary of two of the developer's or co-developer's most innovative and successful developments placed in service within the last seven years. 40 Points

Project Description (Project 1)

The opulent Red Berry Estate, built in 1951 by an eccentric Texas politician, had witnessed a tumultuous past. After numerous ownership changes, the sprawling estate fell into disrepair by 2012. The once-grand mansion stood vacant, a symbol of neglect amidst the underinvested East Side of San Antonio. The surrounding grounds mirrored its fate, with the once-vibrant lake reduced to a dusty scar.

Determined to breathe new life into the estate and the surrounding community, the City of San Antonio embarked on a groundbreaking public-private partnership. RK Catering was entrusted with the ambitious task of transforming the mansion into a premier event space, while the NRP Group was chosen to develop a mixed-income multifamily housing project in collaboration with the City's Housing Trust.

"The Salado at Red Berry" stands as a testament to the power of public-private partnerships. Leveraging a PFC structure, the project provided much-needed affordable housing and economic development.

Placed-in-service Date (F	Proiect 1)
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Jul 28, 2020

Address (Project 1)

902 Gembler Rd, San Antonio, TX 78219

Type of development (e.g., single family, Multifamily Rental detached condo, attached condo, multifamily condo) (Project 1)

below 50% MFI, Number of Units at or below 60% MFI, Number of units at or below 80% MFI, Number of units at or below 120% MFI, Number of unrestricted units) (Project 1)

Income restrictions (Number of Units at 50% (165) of units are reserved at or below 80% MFI. The remaining half or below 30% MFI, Number of Units at or of units are market rate units that fall below the 120% MFI threshold.

Number of Units by Bedroom Count (Number of efficiencies, Number of 1 bedrooms, Number of 2 bedrooms, Number of 3 bedrooms, Number of 4+ bedrooms) (Project 1)

198 one bedroom units, 114 two bedroom units, 18 three bedroom units.

Target population (Project 1)

General

Partnership structure, including specifying if this was a public/private partnership (Project 1)

Salado at Red Berry is a public-private partnership with the San Antonio Housing Trust Public Facility Corporation. This is a standard PFC partnership where the Trust owns the land and improvements and leases it to the project facilitating a property tax exemption.

Primary funding strategy and sources (Project 1)

The primary financing mechanism for Salado at Red Berry was a Public Facility Corporation (PFC) structure established through a partnership with the San Antonio Housing Trust. This partnership significantly reduced overall project costs by granting property and sales tax exemptions.

The City of San Antonio further supported the development by contributing the project's land parcel and utilizing Tax Increment Reinvestment Zone (TIRZ) proceeds for crucial site infrastructure development. Additionally, the City implemented various fee waivers to streamline the process and reduce project costs.

Debt financing was secured through a construction loan from Simmons Bank, covering 70% of the total development cost exceeding \$24 million. NRP, as the general partner, and Bridges Fund Management, as the limited partner, contributed the equity, with Bridges Fund Management providing a \$10+ million investment to complete the capital stack.

Current occupancy rate (Project 1)

94%

What were the design considerations for this project and how did they impact the project? (Project 1)

Salado at Red Berry wasn't just about building new apartments; it was about breathing new life into the historic estate. Restoring the grand French chateau mansion and reviving the once-forgotten lake were central to the project's vision. The multifamily development, designed in close collaboration with a broad architectural team, had to seamlessly integrate with this rich past.

Imagine a clubhouse that reflects the mansion's elegant chateau style, its masonry echoing the colors of the historic building. Now, picture that clubhouse oriented so perfectly that the resort-style pool seems to melt into the restored lake, creating a breathtaking infinity pool vista. Sunsets over the lake paint the sky with vibrant hues, while the San Antonio skyline adds a touch of urban magic to the panorama. This wasn't just about aesthetics; it was about creating an experience for residents.

This meticulous attention to design wasn't just a pretty picture. It resonated with the community. The careful restoration efforts complemented the city's vision for the area, and the thoughtful design choices fostered a sense of pride among Salado at Red Berry's residents. It wasn't just a place to live; it was a place to connect with history and enjoy a unique, thoughtfully crafted environment.

How the project shifted from initial

Transforming the Red Berry Estate wasn't without its hurdles. The sheer underwriting/approvals through closing, scale of the project demanded close collaboration - a symphony of construction, and conversion (Project 1) teamwork between the City, NRP, and all stakeholders involved in the estate's renaissance. The East Side, historically underinvested, lacked existing market-rate rentals for comparison. Underwriting relied on conservative estimates, essentially building a case for market rents despite the absence of current demand. Convincing both the bank and limited partner to support this vision was no small feat.

> Despite the initial funding gap, NRP's strong partnership with the City proved invaluable. Working together, they identified gap funding sources that bridged the financial divide and propelled the project forward. This meticulous financial planning, coupled with thoughtful design considerations, yielded a remarkable outcome: Salado at Red Berry leased up in record time.

> The development didn't just provide high-quality housing; it catered to a diverse range of incomes. Upon completion, not only did rents and sales proceeds exceed all expectations, but the project delivered significant value for everyone involved – residents, the City, and NRP itself. Salado at Red Berry stands as a testament to the power of collaboration, strategic planning, and a commitment to creating a vibrant, inclusive community.

Describe your community engagement efforts during pre-development, construction, and operation (Project 1)

The seeds of Salado at Red Berry were sown far earlier than construction began. As early as 2010, the City initiated a series of "re-investment summits," fostering collaboration with stakeholders on the East Side. The Red Berry Estate emerged as a potential catalyst, a project capable of igniting much-needed economic growth.

Following the City's acquisition of the property, two advisory committees were formed. These committees, alongside planners and neighborhood residents, embarked on a collaborative journey. Guiding principles and conceptual site plans were meticulously crafted through open discussions. NRP ultimately emerged as the master developer, chosen through a rigorous selection process.

NRP furthered the community engagement efforts by hosting design charrettes. These interactive sessions proved invaluable, revealing crucial insights that shifted the project's trajectory. Initially, senior housing was envisioned as the primary use. However, the community's voice rang loud and clear: a resounding desire for young professional and workforce housing. This vision, to entice young adults back to the area and revitalize the community, resonated deeply.

The commitment to community engagement extends beyond the pre-development phase. Salado at Red Berry continues to foster collaboration with local non-profits and stakeholders. These ongoing efforts ensure that the development remains responsive to the community's needs, fostering a vibrant and inclusive environment for all.

Please attach underwriting pro forma for the development, as approved by either the state housing finance agency, the lender, or the equity investor (Project 1)

Project Description (Project 2)

Legacy at Alazan stands as an example of one of our most successful collaborations between the NRP Group and the community. The development was a partnership with Opportunity Home San Antonio (formerly the San Antonio Housing Authority) on this first phase of rejuvenating the Alazan neighborhood on the west side of San Antonio. The Alazan-Apache Courts, dating back to 1939, were among the initial public housing projects in the U.S., serving a predominantly Mexican-American community. Despite its historical significance, the aging housing, now over 80 years old, lacks modern amenities and has suffered from deterioration. NRP was selected to help bring to life the first phase of redevelopment: the resulting property financed through 9% housing tax credits delivered 88 new construction units at deeply affordable levels.

Type of development (e.g., single family, Multifamily Rental detached condo, attached condo, multifamily condo) (Project 2)

Income restrictions (Number of Units at below 50% MFI, Number of Units at or below 60% MFI, Number of units at or below 80% MFI, Number of units at or below 120% MFI, Number of unrestricted units) (Project 2)

8 units at 30% AMI; 32 units at 50% AMI; 40 units at 60% AMI; 8 units at or below 30% MFI, Number of Units at or market rate. Of these units, 40 are supported with public housing subsidy supporting families far below 30% AMI threshold.

Number of Units by Bedroom Count (Number of efficiencies, Number of 1 bedrooms, Number of 2 bedrooms, Number of 3 bedrooms, Number of 4+ bedrooms) (Project 2)

8 one-bedroom units, 58 two-bedroom units, 22 three-bedroom units

Target population (Project 2)

General

Partnership structure, including specifying if this was a public/private partnership (Project 2)

Legacy at Alazan is a public-private partnership with Opportunity Home (formerly known as San Antonio Housing Authority). Opportunity Home owned he vacant land and contributed it to the partnership. Additionally, they maintain ownership of the land but lease it to the project partnership, of which they are the general partner. NRP was responsible for all aspects of design and management of the property, while also making all financial guarantees. Opportunity Home also provides their public housing subsidy through HUD for 40 units.

Primary funding strategy and sources (Project 2)

Legacy at Alazan's primary funding strategy revolved around securing competitive 9% housing tax credits from the Texas Department of Housing and Community Affairs (TDCHA). This \$15 million tax credit award played a pivotal role, attracting a substantial \$14.06 million equity investment from Bank of America. Bank of America further supported the project by providing construction financing. JLL Real Estate Capital, acting through Freddie Mac, provided permanent financing via a first lien mortgage.

Opportunity Home played a critical role beyond property and sales tax exemptions. They also significantly contributed to the project's viability by offering the land at a reduced loan rate. Additionally, the public housing subsidy bolstered the overall financial picture. The City of San Antonio's award of federal HOME funding served as the final piece in closing the capital stack.

Current occupancy rate (Project 2)

95%

What were the design considerations for this project and how did they impact the project? (Project 2)

Legacy at Alazan wasn't your typical development. Nestled within a culturally significant and historic minority neighborhood, it faced a unique challenge: seamlessly integrating into the existing fabric while adhering to housing tax credit program and financial feasibility limitations. The neighborhood, built in the 1930s, presented another hurdle – vastly different parking and accessibility standards compared to today's requirements. Finally, respecting the area's character meant keeping building heights in check, as the surrounding Alazan Courts primarily consisted of two-story structures.

The solution? A thoughtful, multi-pronged approach. NRP utilized four vacant lots strategically positioned within the existing public street grid. Dividing the development across these lots fostered a sense of "filling in the missing pieces" within the existing neighborhood, ensuring a harmonious integration. Two of the buildings intentionally mirrored the two-story style prevalent in the area, a rarity in housing tax credit developments. However, a prominent corner lot welcomed a distinctive four-story building, cleverly housing the leasing office and resident amenities.

This commitment to respecting the community extended beyond the exterior design. Legacy at Alazan embodies NRP's dedication to not just preserving neighborhoods, but also celebrating their unique identities. Stepping into the leasing office, visitors are greeted by a remarkable mural by renowned Chicano artist Alex Rubio. This vibrant masterpiece pays homage to the neighborhood's rich history, incorporating iconic landmarks like the Guadalupe Cultural Arts Center and the Guadalupanita Café – both deeply woven into the community's cultural fabric. Rubio's powerful depiction captures the essence of this cherished community, drawing inspiration from the people, places, and culture that have shaped its legacy. His artwork extends throughout the development, serving as a constant reminder of the importance of community engagement and artistic expression.

How the project shifted from initial underwriting/approvals through closing, construction, and conversion (Project 2)

The journey of Legacy at Alazan wasn't a straight line. The vision for revitalizing the Alazan community began in 2016, with NRP and Opportunity Home joining forces to pursue a Choice Neighborhood grant. While we didn't secure this initial funding, our dedication to the project remained unwavering.

A subsequent 9% tax credit application in 2018 also fell short, but perseverance paid off in 2019 when the project finally received the coveted award. However, securing funding was just one hurdle overcome. Rezoning presented a challenge, and ongoing concerns from the community demanded a collaborative approach. Through open dialogues and active listening, the original conceptual design was reshaped to reflect the community's vision.

Just as everything seemed aligned, the global pandemic struck in March 2020, forcing a worldwide pause. Undeterred, we worked tirelessly with our financial partners to address any concerns and maintain momentum. Remarkably, construction commenced just a few months later, in the summer of 2020.

This unwavering dedication paid off. The property opened its doors the following year, with units leased and a waiting list forming in record time. Legacy at Alazan's journey, marked by years of effort and a few obstacles, ultimately led to a resounding success. Today, 88 families have a modern, welcoming community to call home – a testament to the power of collaboration, resilience, and a commitment to building a positive future.

Describe your community engagement efforts during pre-development, construction, and operation (Project 2)

Legacy at Alazan wasn't built in a silo. NRP, working hand-in-hand with the City, Opportunity Home, and a dedicated group of community stakeholders, embarked on a three-year journey of collaboration. Over half a dozen community gatherings fostered a collective vision for the future of affordable housing within the Alazan neighborhood.

These weren't mere formalities – they were intense dialogues. Many residents, passionate advocates for the community's rich history, harbored concerns. The specter of gentrification loomed large, with anxieties about potential demolition of the Alazan Courts – some of San Antonio's last remaining public housing. NRP actively listened, dedicating significant time in these meetings to ensure every voice was heard.

But listening wasn't enough. Empowering the community was paramount. Their input directly shaped the project's trajectory. The original site plan was revised, with an alternative featuring 2 two-story buildings favored over a single three-story structure. Color palettes were presented, with residents casting their votes on their preferred hues. Even the development's name, "Legacy at Alazan," emerged from this collaborative spirit, chosen by the community to honor the storied past of Alazan Courts while embracing its future.

The meticulous engagement extended beyond pre-development. Legacy at Alazan's infill construction demanded close coordination. Residents were kept informed of road closures, with disruptions minimized whenever possible. Today, the open property serves as a vibrant hub, not just for residents, but for the entire community. Community events and resident services create a welcoming beacon, a testament to the power of collaboration in shaping a thriving, inclusive space.

Please attach underwriting pro forma for the development, as approved by either the state housing finance agency, the lender, or the equity investor (Project 2)

Community Review Questions - 20 Points

8. Please describe your development team's construction management practices that will be used as part of this development to act as a good neighbor to the adjacent property owners.

NRP's commitment to being a good neighbor starts well before the first brick is laid. Unlike many developers, we wear multiple hats – we develop, build, and manage our properties. This vertical integration ensures accountability – the buck stops with us. The same team that engages with the community upfront will be there throughout construction, fostering familiarity and trust.

Our construction team is laser-focused on timely project delivery, minimizing disruption to the surrounding area. However, we understand that unforeseen issues can arise. Potential road closures, truck traffic, and dust are all potential inconveniences for neighbors. That's why we take a proactive approach to communication. Residents will be kept informed of upcoming disruptions well in advance, allowing them to plan accordingly.

Going beyond the bare minimum is ingrained in our philosophy. While we adhere to all City requirements, we often exceed them. Stringent protocols ensure streets are meticulously cleaned, and noise is minimized by restricting construction activities to early mornings or evenings whenever possible.

Being a leading developer and builder comes with advantages. NRP has cultivated strong relationships with subcontractors who share our core values. This commitment to responsible construction extends to everyone on the job site. Safety is paramount – we have a zero-tolerance policy for employee injuries and property or environmental damage. Our dedication to fostering a positive safety culture has been recognized by the National Association of Builders, who awarded us the prestigious Safety Award for Excellence (SAFE) – Multifamily Safety Program of the Year in 2019.

In essence, NRP's construction management practices prioritize respect for the surrounding community. Through open communication, proactive solutions, and a shared commitment to safety, we strive to minimize disruption and build trust, ensuring a smooth and successful construction process for everyone involved. Please describe your proposed property management company for this development and why they are best suited to operate and maintain the property. At NRP, resident satisfaction is more than a motto – it's a philosophy woven into the very fabric of our organization. Since we're vertically integrated, our own industry-leading property management arm will oversee day-to-day operations at Ryan Drive. For nearly three decades, we've perfected a best-in-class approach, consistently driving optimal performance and fostering exceptional resident experiences in both affordable and market-rate communities.

NRP's experience is vast – we manage tens of thousands of apartment homes across over 150 communities in 12 states. Since 2014, we've achieved over 100 successful lease-ups, a testament to our expertise. Our team isn't a one-size-fits-all operation. We have specialists who understand the unique needs of mixed-use developments, catering to diverse demographics like low to moderate income residents, families, veterans, and seniors. On-site teams are further empowered by dedicated compliance specialists, meticulously ensuring adherence to all affordability requirements.

Because, ultimately, it's all about the residents. Our team of over 500 passionate professionals brings our core values to life each day. We go beyond the basics, providing industry-leading amenities packages in both affordable and market-rate communities. These spaces are thoughtfully programmed to be vibrant and active hubs for residents. In our affordable communities, we take resident support even further. Through partnerships with local non-profits, we offer a variety of services – from workforce training and after-school programs to health screenings, financial literacy workshops, and social services.

Long-term success hinges on proper staffing. At Ryan Drive, a dedicated full-time staff will ensure the property continues to thrive for years to come. This includes full-time maintenance technicians and groundskeepers, committed to proactive measures that keep the building in top shape. Our goal isn't just to prevent an eyesore; it's to ensure Ryan Drive remains a valuable asset to the community.

10. Please describe how your development team will develop and operate the proposed development in a way that advances racial equity within the community and your organizations.

At NRP, diversity isn't a buzzword; it's a cornerstone of our company culture. We believe a rich tapestry of perspectives fuels innovation and strengthens our communities. This dedication to equity and inclusion is pursued with the same passion and discipline as our core business. We understand that welcoming a multitude of voices fosters a stronger, more vibrant organization in the long run.

NRP's commitment to racial equity extends beyond our staff. Our multifaceted approach ensures a truly inclusive environment. First, we've implemented a robust strategy for attracting, developing, and retaining a diverse talent pool. This involves shared accountability – both leaders and HR partners work together to achieve these goals. Second, clear expectations are set for managers, ensuring a sustained focus on diversity and inclusion. Progress is meticulously measured and communicated regularly to maintain momentum. Finally, we continuously elevate awareness and build "DE&I IQ" within our company. Through open dialogue, experience-sharing, and ongoing training, we foster a culture of understanding and respect. (You can view our progress toward these goals on our website and annual impact report)

This commitment translates seamlessly to the community level. NRP actively seeks meaningful partnerships with local non-profits and organizations. These collaborations often translate into resident services and opportunities for residents at the properties we manage. At Ryan Drive, we eagerly await the opportunity to champion racial equity in any way we can. We believe in building not just housing, but strong, inclusive communities where everyone can thrive.

11. Please describe how your development team will form and leverage relationships with neighborhood groups, organizations, and business to help support a vibrant and enriching neighborhood.

At NRP, we understand that successful development goes beyond bricks and mortar. It's about fostering a thriving, enriching neighborhood – and that requires collaboration. At Ryan Drive, our commitment to community engagement starts well before construction begins.

We'll establish strong relationships with key stakeholders – neighborhood groups, organizations, and local businesses. This won't be a one-time interaction; it's about building trust through open dialogue and active listening. We'll actively participate in community meetings, fostering a space for residents' voices to be heard. This input will directly shape the project, ensuring it aligns with the neighborhood's vision.

Collaboration extends beyond the planning stages. We often partner with local businesses to explore opportunities for resident discounts or job training programs. These connections not only benefit residents but also strengthen the neighborhood's economic fabric.

NRP is also committed to supporting local organizations. We'll partner with non-profits to provide resident services or co-host community events. This could range from after-school programs for children to financial literacy workshops for adults. By working together, we can create a vibrant community where residents have access to the resources they need to thrive.

Ultimately, our goal is to be a good neighbor – not just during construction, but for years to come. By fostering strong relationships with neighborhood groups, organizations, and businesses, we can co-create a space that enriches the lives of residents and strengthens the surrounding community. This is what we've done for 30 years as a company, and this approach has allowed us to deliver 30,000 units in Texas alone. We can't wait to be the new kid on the block at Ryan Drive.