



"a single source for exceptional performance and service"

Smart, Inc. is a small business that specializes in providing residential and commercial development, master planning, operations management, construction management, information technology integration, and property management services.

Representative clients and main markets are federal, state, and local governmental entities.



Incorporated in 1993, Smart, Inc. is a small business that provides planning, implementation and management services specializing in residential and commercial property development, master planning, operations management, construction management, information technology integration and asset and property management. Our clients and main markets are comprised of federal, state and local governmental entities.

Since its inception, Smart has built a client base that includes the U.S. Department of Housing and Urban Development (HUD), the U.S. General Services Administration, cities in the states of New York, Louisiana and Florida and several Public Housing Authorities around the Country. (See "Exhibit A" for a complete listing of agencies that we have serviced since our inception.)

In our 17 year history, we have remained profitable and earnings have risen steadily. In addition, Smart has remained lean with full time staff ranging from 4 to 20 employees. In 2006, the company was awarded a \$20 million dollar, five year contract with HUD to provide housing development and management services to public housing authorities around the nation.

During the past three years (2006 thru 2008), we have provided services to local and federal governments. Revenues for this period include:

- Over \$1,500,000 in HUD contracts for technical assistance provided to Housing Authorities across the U.S.;
- Over \$400,000 from HUD "Moving to Work" contracts;
- Over \$450,000 from Consulting and Advisory Services provided to the Delray Beach Housing Authority;
- A \$560,000 contract through FEMA; and,
- A \$120,000 contract to develop software (including strategy implementation) for the Knoxville Community Development Corporation.

(More comprehensive details of our larger past initiatives are included in PART III of this packet.)

Some of our larger current projects include:

- The management of the Hazard Mitigation Grant Program. This contract is approximately \$3.2M and was awarded to Smart, Inc. in 2008. This contract which extends through 2012. Revenues for 2009 approximate \$700,000;
- The maintenance of the Housing Authority of New Orleans Public Housing and Section 8 Waitlist. Revenues for 2009 approximate \$275,000; and
- Advisory consultant and management services provided to the Delray Beach Housing Authority. Approximately \$700,000 remains of our contract. Revenues for 2009 approximate \$200,000.

(More comprehensive details of these initiatives are included in PART IV of this packet.)

We remain committed to achieving excellent outcomes from our relationships. Thank you for your consideration of this request. If you have any questions, please feel free to contact me at 504-566-0900.

Sincerely,



C. Knox LaSister
CEO

VISION

Over the next 3-5 years, the company believes that it can secure Planning, Implementation and Management engagements in our current markets of Louisiana, Florida, and New York, as well as in Belize, Panama, the Caribbean and Africa. Revenue projections estimate a 100-200% increase in net earnings by the end of the 5th year.



Section I



About Us

Smart, Inc. was founded in 1993 to seize the consulting opportunities emanating from the convergence of leading technologies in design, construction and management of living and work environments. Our initial work involved development of informational materials and training for Government agencies on topics such as Universal Design, Environmental and Energy Efficiencies, Process and Building Information Management systems, Alternative Energy sources, Accessibility and Visitability standards, Smart Building technology and gadgets, and Intelligent Security and Facilities Management software. Our first contract in Louisiana involved creating the implementation and management systems for the state-administered HOME Affordable Housing Program.

That contract rolled into our next engagement to develop the 5 Year Housing, Community Development and economic Development Master Plan for the State of Louisiana. Our work for the state of Louisiana lead to contracts with the cities of Baton Rouge, New Orleans, Shreveport and Slidell, and Jefferson Parish.

Successful, successive local engagements helped us land our first HUD contract to provide Training and Technical Assistance in the HOME, Community Development Block Grant, and Supportive Housing programs to support efficient administration at each of the major cities in Louisiana. Since that contract award in 1995, Smart has secured consecutive, repetitive contracts with HUD. Our most recent HUD contract is a 5 year, \$20 million dollar engagement with a national scope of work.

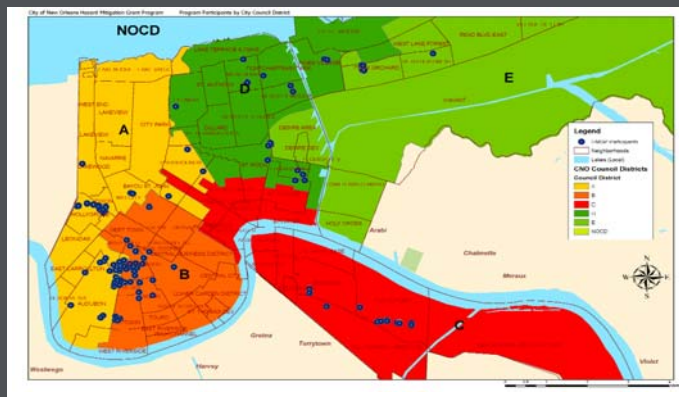
Currently, Smart, Inc. is one of 15 companies around the country that have Indefinite Delivery Indefinite Quantity contracts to serve HUD on an ongoing, on-call basis on affordable housing program challenges nationwide.

Products and Services

The products and services offered by Smart, Inc. include:

- Residential and Mixed Use Development
- Development Consulting and Analysis
- Master Planning and Strategic Planning
- Construction Management and Oversight
- Property Management and Asset Management
- Operations, Program and Project Management
- Information Technology Integration and Deployment

Our services and products are unique in the way that we deliver them to our clients. We create Project Management Websites that serve as the data bank and communications interfaces for stakeholders during and after project implementation. The Website vehicle allows the company to expedite service delivery and customize products.



Mission Statement

The Mission of Smart, Inc. is to provide unparalleled multilevel planning, implementation and management services with emphasis on creating technologically enhanced and environmentally sustainable affordable living communities. We achieve that mission through:

- Devotion to excellence
- Dedication to on or before time delivery
- Capitalizing on opportunities
- Innovation, technology and artistry
- Intelligence, investigation and analysis
- Fast, focused, aggressive performance
- Challenging the collective intelligence externally and internally
- Artistically weaving eclectic strategies
- Maximizing opportunities to collectively contribute, learn, grow and advance based on merit

Smart Approach

During the course of our first HUD contract in 1995, we were able to convince HUD to allow us to develop a Website vehicle to disseminate training and technical assistance to our municipal clients. Since then, we have refined our process management and information dissemination protocols into an advanced interwoven intranet/extranet digital platform. That platform maximizes our operational efficiency and supports our ability to manage several mission critical operations in multiple locations simultaneously. on through:

Our Capacity

Smart Inc. has the human and technological resources to manage capital intensive major development efforts efficiently and profitably. Our limitations are a function of the size of our war chest available to support our operations and investments. We are poised to launch aggressive multilevel initiatives in real estate ventures in New Orleans, the Gulf South region, and internationally through our new relationship with the United Nations Development Programme.



Section II
About Smart

Section III Prior Contracts and Initiatives



Expediter Services: September 2002 - December 2006

Smart, Inc. received a Blanket Purchase Award from the US Department of Housing and Urban Development to serve as a "HOPE VI Expediter". The purpose of the HOPE VI Expediter award was to provide federal grantees with expert technical assistance on the specialized disciplines involved in neighborhood revitalization efforts.

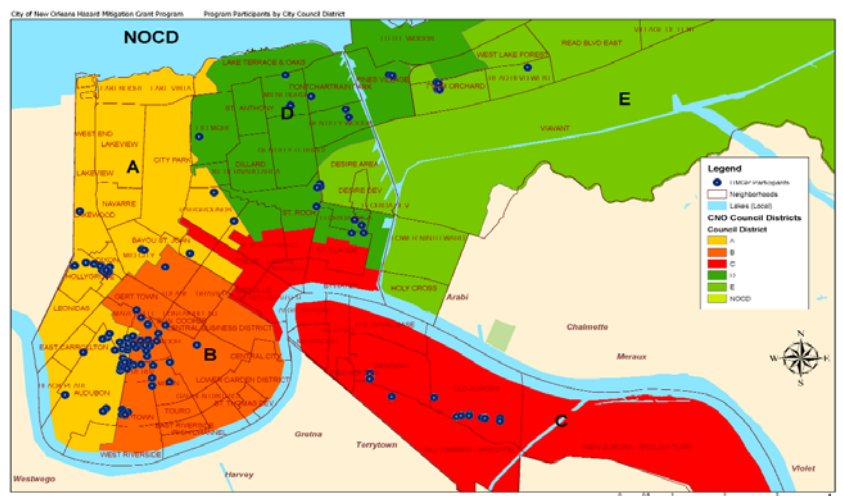
Our responsibilities included Program Administration of the Housing Opportunities for People Everywhere (HOPE VI) Program; Design, General Architecture and Engineering services; Finance and Accounting services; Management Information Systems and Technology services; Resident Initiatives and Community Supportive services; and the resolution of Legal issues.

The HOPE VI Expediter contract is HUD's acknowledgment of Smart, Inc.'s efficiency, exactness, and excellence in HOPE VI Revitalization efforts and Mixed Finance transactional matters. This engagement began in September 2002 and successfully concluded in December 2006.

Co-Developer: June 2000 - November 2002

Smart served as co-developer for the Louis E. Brown apartments in St. Croix, Virgin Islands. This project involved a mix of 124 rental units, 111 single family homeownership units, community facilities, commercial, retail and public facilities, as well as the acquisition of an adjacent 52 unit apartment complex and a 51 unit off-site apartment complex.

This development plan also included a mix of 8 rental and homeownership units for low and moderate-income families, elderly couples and elderly tenants.



Development Consultant: May 1997 through May 2000

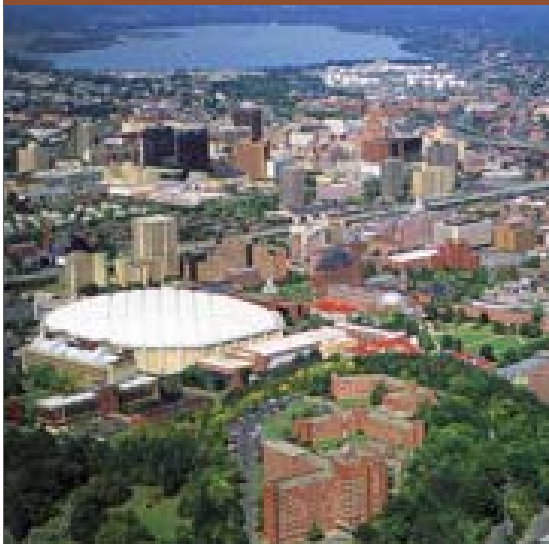
Smart, Inc. was engaged by the Virgin Islands Housing Authority to provide asset management services to enhance the viability of its 4000 public housing units distributed between the islands of St. Thomas, St. Croix and St. John. As part of the Asset Management services, property viability and useful-life assessments, designated housing plans, relocation plans, and assessments of leverage, management and partnership options were developed. Asset management services also involved advising the PHA in the management of its real estate to enhance marketability, to encourage de-concentration and income mixing, and to provide increased homeownership opportunities through Section 8 flexibility and vehicles such as limited-equity cooperatives and mutual housing associations. We also identified other significant grant opportunities; securing private funding, tax credits and bond placements; linking and leveraging funding; and grant management. Services included developing HOPE VI Revitalization/ Demolition applications utilizing the mixed finance approach authorized by 24 CFR 941 (f) and Economic Development and Supportive Services initiatives consistent with ROSS guidelines. Smart, Inc. helped launch an on-site One Stop Career Center in a consortium effort with the Departments of Labor and Human Services, and the Resident Council. Smart, Inc. was also engaged to provide operational and business support services for the various departments of the agency, including development of its five-year Agency Plan and its One Year Management Plan. During the engagement, Smart, Inc. successfully:

- Secured two HUD Demolition grants equaling \$3.1Million
- Secured a \$25 Million private activity bond commitment
- Secured over \$3 Million in forward commitments of Low Income Housing Tax Credits
- Secured a \$12 Million Hurricane Disaster Supplement Loan
- Secured two Youth Build grants equaling \$1 Million
- Launched a Community Leadership College for Residents
- Developed Websites for various agency initiatives

Beyond securing two HOPE VI Grants for the demolition of Estate Donoe Housing Community and Louis E. Brown Housing Community, respectively; Smart designed and monitored the demolition schedules, took the necessary steps to ensure cooperation and coordination among community government agencies, neighborhood groups, and affected persons so that the demolition could proceed efficiently with minimal duplication of effort. This engagement began in May 1997 and ended in May 2000.



Prior Contracts and Initiatives



Technical Assistance Consultant: September 1994 - December 1997

Smart, Inc. was engaged by the U. S. Department of Housing and Urban Development to provide Technical Assistance for Community Planning and Development for the State of Louisiana. The Technical Assistance contract award was for the HOME Program, the CDBG Program and the Supportive Housing Program. Responsibilities included providing direct technical assistance, group training, and the production of written materials. As part of our services, we conducted a statewide assessment of the needs of program participants (e.g. HOME Participating Jurisdictions, CDBG grantees and sub-recipients and Supportive Housing Grantees), developed a statewide Technical Assistance Delivery Plan (TADP), conducted individual assessments for each major city within the covered territory, and developed individual Technical Plans of Assistance (TPA) for each city. We provided information, advice and recommendations to HUD and program participants relating to efficient and effective management and delivery of community development programs and services. During the course of the HUD/TA contract, Smart provided briefings, technical assistance and other supportive services in solving problems to avoid impediments to efficient and effective program operations. Additionally, we provided evaluations, reviews and assistance in policy review and design; policy and program implementation and reengineering; legislation review and implementation; budget formulation support; program and organizational management; information resources management; customer service; financial management; operations analysis; risk analysis; and presentation development.

As part of the engagement, we confronted the differences in needs between urban and rural communities, tailored TA materials and services to accommodate those varying needs; designed workshops, training materials and on-site technical assistance services approved by HUD; designed a fully automated document/data storage and retrieval system to preserve the integrity of files and required documents as mandated by HUD; and developed a Website, as a technological extension of the delivery of TA service "on-line". This engagement began in September 1994 and ended in December 1997.

Hazard Mitigation Grant Program: November 2008 and continuing

Smart, Inc. is serving as the Program Manager for the City of New Orleans Hazard Mitigation Grant Program, a program administered by the City of New Orleans Office of Homeland Security and Emergency Preparedness. Funding for the program has been provided by the State of Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) and the Louisiana Recovery Authority (LRA) largely through a grant provided by the Federal Emergency Management Agency (FEMA).

Authorized under Section 404 of the Stafford Act, the Hazard Mitigation Grant Program (HMGP) provides grants to States and States to eligible applicants, to implement long-term hazard mitigation measures after a major disaster declaration. The purpose of the program is to reduce the loss of life and property due to natural disasters and to enable mitigation measures to be implemented during the immediate recovery from a disaster. The City of New Orleans Hazard Mitigation Grant Program will fund two types of mitigation activities for homes damaged during Hurricanes Katrina and Rita - the elevation of a flood prone structure or the demolition of an existing structure and reconstruction of an improved, elevated structure on the same site.

As Program Manager, Smart, Inc. is responsible for assisting homeowners to initiate, manage, and complete their mitigation projects while maintaining program compliance. Training sessions assist homeowners in choosing a mitigation technique to implement at their homes. Contract, bonding, and insurance reviews insure that homeowners have the maximum amount of protection as they elevate or rebuild their homes. While construction or elevation is underway, construction managers from Smart Inc. inspect the work to make sure that all work is done safely, according to local Codes, and will result in a flood-protected home. Our monitoring of program expenses and management of the reimbursement process insures that all reimbursement requests sent to FEMA are for eligible activities.

The scope of management services under the HMGP contract extent through the first quarter of 2012. Project management fees that Smart, Inc. will earn under this contract amount to approximately \$3,200,000.

Additional information, regarding the Hazard Mitigation Grant Program can be found at:
www.hmgp.smartinc1.com



Section IV
Current
Contracts

Current Contracts (continued)

Delray Beach Housing Authority: January 2005 and continuing

Smart, Inc. is currently engaged by the Delray Beach Housing Authority to serve as the Development Advisor for the revitalization of the Carver Estates housing community. At the time of the engagement, the Carver Estates housing community consisted of 200 housing units on 15 acres, together with a few non-housing community facilities serving low-income families.

Our Development Advisory responsibilities have included creating a master site plan, structuring project financing, assembling the development team and securing local, state and federal approvals. The revitalization effort includes complete demolition of all existing structures, new construction of modern dwelling units, and construction of on-site non housing amenities serving the new residents. The total development cost is estimated at \$200 Million.

We are currently coordinating the final development of construction documents and construction timetables, anticipating start of construction in May 2010. The build-out timetable envisions project completion in 2012.

Since the inception of the contract we have earned approximately \$558,000.



Section IV
Current
Contracts



*U.S. Department of Housing and Urban Development
March 2006 and continuing*

Smart, Inc. is engaged by the U.S. Department of Housing and Urban Development (HUD) to provide a broad range of technical assistance, training and supportive services to Housing Authorities around the country that have been designated "Troubled/near Troubled" by the U.S. Department of Housing and Urban Development (HUD). Our responsibilities are to assist the Board of Commissioners, Executive personnel, and local government officials in improving the delivery of affordable housing and supportive community services to their constituent populations. The services provided are customized for the particular Agency assigned and include on-site technical assistance, the development and delivery of training, professional technical writing services, management analyses, research, assessments, evaluations, seminars, and operational and management support.

A major responsibility is to restore the integrity and performance efficiencies of assigned Agencies, and to provide them with operational guidance to ensure continued performance sustainability. This five-year engagement began in March 2006.

Since March 2006, Smart, Inc has provided operational technical assistance and training for HUD at the following Housing Authorities:

- Housing Authority of Gary, Indiana
(Revenues: \$729K)
- Housing Authority of Brooksville, Florida
(Revenues :\$299K)
- Housing Authority of Las Vegas, New Mexico
(Revenues :\$130K)
- Housing Authority of Gallup, New Mexico
(Revenues :\$19K)
- Housing Authority of Brookhaven, Mississippi
(Revenues :\$20K)
- Housing Authority of Puerto Rico
(Revenues :\$282K)
- Housing Authority of Placer County, California
(Revenues :\$92K)



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