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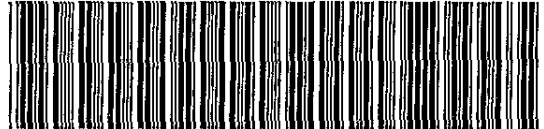
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511 Bay Street, Suite 309
Tampa, Florida 33606
813.258.8887 813.258.8576 facsimile

Stanley A. Tarkow
Attorney at Law

MEMO

To: Florida Secretary of State

From: Stanley A. Tarkow

Date: December 19, 2003

Re:

cc: Wade Pickard

I enclose an original and duplicate copy of Articles of Organization for EACH of Pickard Kenwood, LLC and Pickard Property Services, LLC, together with the \$125 filing fee for each. Please file stamp the duplicate copies and return them in the envelope provided. Thanks, and call me if there are any questions or problems.

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**ARTICLES OF ORGANIZATION
OF
PICKARD KENWOOD, LLC**

THE UNDERSIGNED, pursuant to the provisions of the Florida Limited Liability Company Act, Chapter 608 of the Florida Statutes (the "Act"), for the purpose of forming a Limited Liability Company (the "Limited Liability Company") under the laws of the State of Florida does set forth the following:

1. Name.

The name of the Limited Liability Company
PICKARD KENWOOD, LLC

2. Period of Duration.

The period of duration of the Limited Liability Company shall be from the date of filing until the first to occur of the following:

(i) Thirty (30) years from the date of filing of these Articles of Organization with the Department of State, or

(ii) Dissolution of the Limited Liability Company pursuant to provisions of the Act.

3. Purpose and Powers.

The purpose for which the Limited Liability Company is organized is to engage in any and all businesses and activities permitted by the laws of the State of Florida to be engaged in by a Limited Liability Company organized and existing under the Act. The Limited Liability Company shall have all of the powers vested in a Limited Liability Company organized and existing under the Act.

4. Mailing Address and Street Address.

The mailing address of the Limited Liability Company is 3218 Wallcraft Avenue, Tampa, Florida 33611, and the street address of its principal place of business is 3218 Wallcraft Avenue, Tampa, Florida 33611.

5. Registered Office and Registered Agent

The registered office of the Limited Liability Company is 3218 Wallcraft Avenue, Tampa, Florida 33611, and the name of its registered agent at such address is W. Wade Pickard.

6. Management

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The management of the Limited Liability Company shall be vested in its sole member as the manager.

7. Initial Members.

The sole initial manager and member of the Limited Liability Company and his business address is as follows:

W. Wade Pickard, 3218 Wallcraft Avenue, Tampa, Florida 33611.

8. Admission of Additional Members.

No person may be admitted as an additional member of the Limited Liability Company unless each member consents thereto in writing.

9. Dissolution.

Upon the death, bankruptcy, retirement, expulsion, or dissolution of a member of the Limited Liability Company, the Limited Liability Company shall be dissolved in accordance with the provisions of the Act, provided, however, that the remaining members may consent to continue the business of the Limited Liability Company by the affirmative vote of members whose capital accounts in the aggregate constitute 67% or more of the total capital accounts of all of the members of the Limited Liability Company.

10. Additional Contributions.

The total additional contributions, if any, agreed to be made by all members and the times at which, or the events of happening of which, that shall be made, are as follows: \$10.00. Additional contributions, if any, will be made upon unanimous agreement by all of the members of the Limited Liability Company.

IN WITNESS WHEREOF, these Articles of Organization are executed by the undersigned member and manager this 18 day of December, 2003.


W. Wade Pickard

**ACCEPTANCE OF APPOINTMENT BY INITIAL
REGISTERED AGENT**

THE UNDERSIGNED, a resident of the State of Florida, having been named in the foregoing Articles of Organization of Kenwood Pickard, LLC, as the initial Registered Agent at the office designated therein, hereby accepts such appointment and

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agrees to act in such capacity. The undersigned hereby states that it is familiar with, and hereby accepts, the obligations of registered agent provided for under Section 608.415, Florida Statutes, and the undersigned will further comply with any other provisions of law made applicable to him as Registered Agent of the Limited Liability Company.

DATED, this 18th day of December, 2003.


W. Wade Pickard

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