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(Requestor's Name)

(Address)

(Address)

(City/State/Zip/Phone #)

☐ PICK-UP ☐ WAIT ☐ MAIL

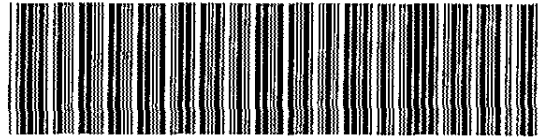
(Business Entity Name)

(Document Number)

Certified Copies _____ Certificates of Status _____

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12/01/03--01090--033 **35.00

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ENVIRONMENTAL STRATEGIES CONSULTING LLC

11911 Freedom Drive, Suite 900 • Reston, Virginia 20190 • (703) 709-6500 • Fax (703) 709-8505

November 20, 2003

Registration Section
Division of Corporations
State of Florida
PO Box 6327
Tallahassee, FL 32314

RE: Transition of Corporate Form

Dear Sir/Madam:

In September, the stock of Environmental Strategies Corporation, which is registered to do business in Florida (as ESC Strategies Corporation), was purchased and the company was reconstituted as Environmental Strategies Consulting, LLC. Enclosed are the application for a Certificate of Withdrawal for Environmental Strategies Corporation and the application for a Certificate of Registration for Environmental Strategies Consulting, LLC (and the appropriate fees).

We anticipate that any name conflict between these two entities disappears because we are withdrawing the corporation at the same time as we are registering the LLC (please let us know if this is not the case).

Thank you for your assistance.

Sincerely yours,

Douglas E. Gladstone, Ph.D.
Senior Vice President
dgladstone@escva.com

DEG:bes

enclosures

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**APPLICATION BY FOREIGN LIMITED LIABILITY COMPANY FOR AUTHORIZATION TO
TRANSACTION BUSINESS IN FLORIDA**

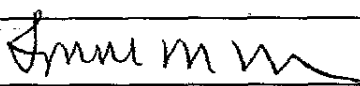
IN COMPLIANCE WITH SECTION 608.503, FLORIDA STATUTES, THE FOLLOWING IS SUBMITTED TO REGISTER A FOREIGN LIMITED LIABILITY COMPANY TO TRANSACTION BUSINESS IN THE STATE OF FLORIDA:

1. Environmental Strategies Consulting, LLC
(Name of foreign limited liability company)
2. Virginia 3. _____
(Jurisdiction under the law of which foreign limited liability company is organized) (FEI number, if applicable)
4. September 26, 2003 5. perpetual
(Date of Organization) (Duration: Year limited liability company will cease to exist or "perpetual")
6. not yet
(Date first transacted business in Florida. (See sections 608.501, 608.502, and 817.155, F.S.))
7. 11911 Freedom Drive, Suite 900, Reston, VA 20190
(Street address of principal office)

8. If limited liability company is a manager-managed company, check here ☒
9. The name and usual business addresses of the managing members or managers are as follows:
please see attached

10. Attached is an original certificate of existence, no more than 90 days old, duly authenticated by the official having custody of records in the jurisdiction under the law of which it is organized. (A photocopy is not acceptable. If the certificate is in a foreign language, a translation of the certificate under oath of the translator must be submitted.)

11. Nature of business or purposes to be conducted or promoted in Florida: environmental consulting


Signature of a member or an authorized representative of a member.
(In accordance with section 608.408(3), F.S., the execution of this document constitutes an affirmation under the penalties of perjury that the facts stated herein are true.)

Lynne M. Miller

Typed or printed name of signee

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**CERTIFICATE OF DESIGNATION OF
REGISTERED AGENT/REGISTERED OFFICE**

PURSUANT TO THE PROVISIONS OF SECTION 608.415 or 608.507, FLORIDA STATUTES,
THE UNDERSIGNED LIMITED LIABILITY COMPANY SUBMITS THE FOLLOWING
STATEMENT TO DESIGNATE A REGISTERED OFFICE AND REGISTERED AGENT IN THE
STATE OF FLORIDA.

1. The name of the Limited Liability Company is:

Environmental Strategies Consulting, LLC

2. The name and the Florida street address of the registered agent and office are:

NRAI Services, Inc.

(Name)

526 E. Park Avenue

Florida street address (P.O. Box **NOT** ACCEPTABLE)

Tallahassee

FL 32301

(City/State/Zip)

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Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this certificate, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relating to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent as provided for in Chapter 608, F.S.

NRAI Services, Inc

By: Lisa Reeves, Assistant Sec.

(Signature)

\$ 100.00	Filing Fee for Application
\$ 25.00	Designation of Registered Agent
\$ 30.00	Certified Copy (optional)
\$ 5.00	Certificate of Status (optional)

Managers Of Environmental Strategies Consulting, LLC
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Reston, VA 20190

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Englewood, CO 80112

Vice President
4600 South Ulster, Suite 930
Denver, CO 80237

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Commonwealth of Virginia



State Corporation Commission

I Certify the Following from the Records of the Commission:

A certificate of organization was issued by the Commission to Environmental Strategies Consulting LLC, a limited liability company formed under the laws of VIRGINIA, effective as of September 26, 2003.

This certificate is in effect as of this date.

Nothing more is hereby certified.

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*Signed and Sealed at Richmond on this Date:
October 29, 2003*

Joel H. Peck

Joel H. Peck, Clerk of the Commission