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Florida Department of State  
Division of Corporations  
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Division of Corporations  
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EFFECTIVE DATE

05-17-00

From:

Account Name : CORPORATE CREATIONS INTERNATIONAL INC.  
Account Number : 110432003053  
Phone : (305) 672-0686  
Fax Number : (305) 672-9110

SECRETARY OF STATE  
KATHERINE HARRIS  
TALLAHASSEE, FLORIDA

00 MAY 19 AM 9:10

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FLORIDA NON-PROFIT CORPORATION

Salt Ponds Alliance of Key West, Inc.

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EFFECTIVE DATE  
05-17-00

## ARTICLES OF INCORPORATION

### Article I. Name

The name of this Florida not-for-profit corporation is:  
Salt Ponds Alliance of Key West, Inc.

### Article II. Address

The mailing address of the Corporation is:  
Salt Ponds Alliance of Key West, Inc.  
Post Office Box 5039  
Key West FL 33045

### Article III. Purpose

To the extent permitted by Code Section 501(c)(3), the Corporation is organized exclusively for one or more of the following purposes: religious, charitable, scientific, testing for public safety, literary, or educational purposes, or to foster national or international amateur sports competition, or for the prevention of cruelty to children or animals. All references to "Code" are to the Internal Revenue Code of 1986 as amended or to corresponding provisions of future federal tax legislation.

### Article IV. Membership

All persons interested in the purposes of the Corporation are eligible for membership in the Corporation if they are capable of contributing to the achievement of those purposes and the effective operation of the Corporation, and if they comply with the requirements established from time to time in the Bylaws. Members shall have no voting rights or other rights except as provided in the Bylaws.

### Article V. Registered Agent

The name and address of the registered agent of the Corporation is:

Edwin A. Scales, III  
201 Front Street, Suite 110  
Key West FL 33040

Corporate Creations International Inc.  
941 Fourth Street #200  
Miami Beach FL 33139  
(305) 672-0686

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#### Article VI. Limitations

No part of the net earnings of the Corporation shall inure to the benefit of (or be distributable to) its directors, officers, members or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of any of its purposes. No substantial part of the activities of the Corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation, except as otherwise provided in Code Section 501(h). The Corporation shall not participate or intervene in any political campaign (including the publishing or distributing of statements) on behalf of any candidate for public office. Notwithstanding any other provision of these Articles of Incorporation, the Corporation shall not carry on any activities except those permitted to be carried on by a corporation exempt from federal income tax under Code Section 501(c)(3) or by a corporation contributions to which are deductible under Code Section 170(c)(2).

If the Corporation is at any time deemed to be a private foundation within the meaning of Code Section 509(a), then for the period in which the Corporation is so deemed, the Corporation shall distribute its income for each tax year at such time and in such manner as not to subject the Corporation to tax under Code Section 4942, and the Corporation shall not engage in any act of self dealing as defined in Code Section 4941(d), retain any excess business holdings as defined in Code Section 4943(c), make any investments as to subject the Corporation to tax under Code Section 4944 or make any taxable expenditures as defined in Code Section 4945(d).

#### Article VII. Board of Directors

The name of each member of the Corporation's Board of Directors is:

Robert L. Tracy  
Wendall Collins  
Peter Horton  
Ed Little  
Jacke Rutherford

Bonnie Stanfill  
Edwin O. Swift, III  
Ed Block  
Katherine Durso  
Jim Malcolm

The affairs of the Corporation shall be managed by a Board of Directors consisting of no less than three directors. The number of directors may be increased or decreased from time to time in accordance with the Bylaws of the Corporation, but may never be less than three. The election of directors shall be done in accordance with the Bylaws. The directors shall be protected from personal liability to the fullest extent permitted by law.

#### Article VIII. Incorporator

The name and address of the incorporator is:

Corporate Creations International Inc.  
941 Fourth Street #200  
Miami Beach FL 33139

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(305) 672-0686

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Article IX. Dissolution

Upon the dissolution or winding up of the Corporation, the assets remaining after payment (or provision for payment) of the Corporation's debts and liabilities shall be distributed to a not-for-profit corporation, trust, community fund or foundation that has established its tax exempt status under Code Section 501(c)(3).

Article X. Corporate Existence

The corporate existence of the Corporation shall begin effective as of May 17, 2000.

The authorized representative of the incorporator executed these Articles of Incorporation on May 19, 2000.



A handwritten signature in black ink, appearing to read 'Andreas M. Kelly', is written over a horizontal line.

CORPORATE CREATIONS INTERNATIONAL INC.  
Andreas M. Kelly Vice President

Corporate Creations International Inc.  
941 Fourth Street #200  
Miami Beach FL 33139  
(305) 672-0686

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**CERTIFICATE OF DESIGNATION  
REGISTERED AGENT/OFFICE**

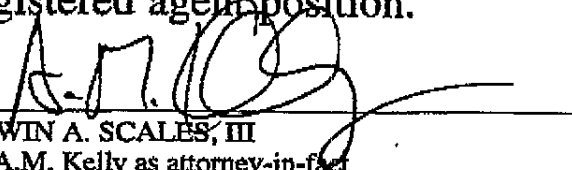
**CORPORATION:**

Salt Ponds Alliance of Key West, Inc.

**REGISTERED AGENT/OFFICE:**

Edwin A. Scales, III  
201 Front Street, Suite 110  
Key West FL 33040

I agree to act as registered agent to accept service of process for the corporation named above at the place designated in this Certificate. I agree to comply with the provisions of all statutes relating to the proper and complete performance of the registered agent duties. I am familiar with and accept the obligations of the registered agent position.

  
EDWIN A. SCALES, III  
by A.M. Kelly as attorney-in-fact

Date: May 19, 2000

Corporate Creations International Inc.  
941 Fourth Street #200  
Miami Beach FL 33139  
(305) 672-0686

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