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NUCKOLLS, JOHNSON & BELCHER, P.A.

ATTORNEYS AND COUNSELORS AT LAW

THE TIDEWATER BUILDING

HUGH PAUL NUCKOLLS

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FORT MYERS, FLORIDA 33901

33903400

December 7, 2000

Secretary of State
Division of Corporations
P. O. Box 6327
Tallahassee, FL 32314

Re: Incorporation of
Ricardo E. Novoa, D.O., P.A.

600003486146--0

-12/11/00--01160--013

*****70.00 *****70.00

Gentlemen:

Enclosed please find the original and two copies of the Articles of Incorporation for Ricardo E. Novoa, D.O., P.A. for filing. Also enclosed is my check in the amount of \$70.00 to cover the \$35.00 filing fee and \$35.00 Registered Agent Fee. I do not desire a certified copy of the Articles.

After the Articles have been filed, please return to me a copy stamped with the date of filing on same. I have enclosed a self-addressed, stamped envelope for your convenience.

If you should have any questions, please do not hesitate to contact me.

Very truly yours,

Karl L. Johnson

KARL L. JOHNSON

KLJ/cl

Enclosures: as stated

K00.1m:Novoa.L

FILED
00 DEC 11 AM 11:48
SECRETARY OF STATE
TALLAHASSEE, FLORIDA

ARTICLES OF INCORPORATION
OF
RICARDO E. NOVOA, D.O., P.A.

FILED
00 DEC 11 AM 11:48
SECRETARY OF STATE
TALLAHASSEE, FLORIDA

ARTICLE I

NAME

The name of this Corporation is RICARDO E. NOVOA, D.O., P.A.

ARTICLE II

PURPOSE AND NATURE OF BUSINESS

The purpose of the Corporation and the nature of its business are as follows:

1. To engage in the practice of osteopathic medicine as a professional service Corporation and to provide services incident thereto.

2. To own property, enter into contracts and carry on any activity necessary or incidental to the accomplishment or furtherance of the purpose of this Corporation.

3. The services of this Corporation which consist of the practice of osteopathic medicine shall be carried out only through officers, employees and agents who are in good standing and licensed in Florida to render the service of osteopathic medicine.

4. To do everything necessary, proper or convenient for the accomplishment of any of the purposes herein set forth, and to do every other act incidental thereto which is not forbidden by the laws of the State of Florida.

ARTICLE III

CAPITAL STOCK

The maximum number of shares of stock that the Corporation is authorized to have outstanding at any one time is One Thousand (1,000) shares, having a par value of One Dollar (\$1.00) per share. Such shares shall be of a single class of common stock. None of the shares of the corporation may be issued to anyone other than an individual who is duly licensed to practice osteopathic medicine in the State of Florida.

ARTICLE IV

DURATION

The Corporation shall have perpetual existence.

ARTICLE V

ADDRESS AND AGENT

The street address of the principal and initial registered office of the Corporation is 16339 S. Tamiami Trail, Fort Myers, Florida 33908, and the name of its initial Registered Agent is RICARDO E. NOVOA. The Board of Directors may from time to time move the office to any other address in the State of Florida and change the Registered Agent.

ARTICLE VI

DIRECTORS

The Corporation shall be managed by a Board of Directors of at least one (1) Director. No person shall serve as a Director of the Corporation unless the person is duly licensed to practice

osteopathic medicine and is in good standing. The Directors shall be elected by the Shareholders of the Corporation. The name and street address of each person who is to serve as a member of the initial Board of Directors is as follows:

Name	Address
RICARDO E. NOVOA	16339 S. Tamiami Trail Fort Myers, FL 33908

ARTICLE VII

SUBSCRIBER

The name and address of the subscriber, who is the incorporator of this Corporation, and who is duly licensed in the State of Florida to practice osteopathic medicine, is as follows:

Name	Address
RICARDO E. NOVOA	16339 S. Tamiami Trail Fort Myers, FL 33908

ARTICLE VIII

RESTRAINT ON ALIENATION

No Shareholder may sell or transfer his shares in the Corporation except to another individual who is eligible to be a Shareholder of the Corporation under Florida law.

ARTICLE IX

DISQUALIFICATION

If any officer, shareholder, agent or employee of the Corporation who has been rendering professional service to the public for the Corporation becomes legally disqualified to render

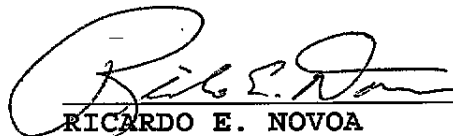
such professional services within Florida or accepts employment that places restrictions or limitations upon his or her continued rendering of such professional services, then the Corporation shall require him or her to comply with the Florida Professional Service Corporation Act by severing all employment with and financial interests in the Corporation.

ARTICLE X

AMENDMENT

These Articles of Incorporation may be amended in the manner provided by law.

IN WITNESS WHEREOF, the undersigned subscriber has executed these Articles of Incorporation this the 7th day of December, 2000.


RICARDO E. NOVOA

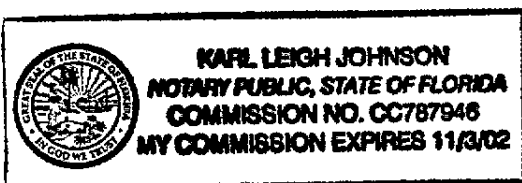
STATE OF FLORIDA)
)
COUNTY OF LEE)

BEFORE ME, the undersigned authority, authorized to administer oaths and take acknowledgments, this day personally appeared **RICARDO E. NOVOA**, who is personally known to me and who did take an oath, and who has acknowledged before me that he has read and executed the foregoing instrument for the purposes therein expressed.

WITNESS my hand and official seal, this the 7th day of December, 2000, in the aforesaid County and State.


My Commission Expires:


NOTARY PUBLIC



ACKNOWLEDGMENT OF REGISTERED AGENT

Having been named to accept service of process for the above stated Corporation, at place designated in the Articles, I hereby accept to act in this capacity, and agree to comply with the provision of said Act relative to keeping open said office.

BY: 
RICARDO E. NOVOA
REGISTERED AGENT

FILED
00 DEC 11 AM 11:48
SECRETARY OF STATE
TALLAHASSEE, FLORIDA