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TALLAHASSEE, FLORIDA

✓

no 2/17

Dianne Gars

February 10, 2003
Via UPS 1ZF4903E2210013054

Florida Secretary of State
Division of Corporations
409 East Gaines Street
Tallahassee, FL 32399

Re: Articles of Incorporation of Gars Management, Inc.

Dear Sir or Madam:

I am transmitting herewith two original, fully executed Articles of Incorporation of Gars Management, Inc., together with a check in the sum of \$78.75 in payment of the \$70.00 filing fee and \$8.75 for one certified copy of the Articles to be returned to the undersigned as soon as possible.

Please return the certified copy of said Articles of Incorporation in the enclosed prepaid UPS envelope 1ZF4903E2210013063.

**PLEASE BE SURE THAT THESE CORPORATION DOCUMENTS ARE FILED
BEFORE THE ENCLOSED LLC PAPERS.**

Thank you for your cooperation and prompt attention.

Sincerely,



DIANNE GARS

Enclosures

d: Gars/GarsFamilyLLC/Sect of State-GarsMgmt.Articles-Inc

**ARTICLES OF INCORPORATION
OF
GARS MANAGEMENT, INC.**

In compliance with Chapter 607 and/or 621, F.S. (Profit)

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SECRETARY OF STATE
TALLAHASSEE, FLORIDA

ARTICLE I – NAME

The name of the corporation shall be: Gars Management, Inc.

ARTICLE II – PRINCIPAL OFFICE

The principal place of business/mailling address is: c/o Dianne Gars, 3225 Aviation Avenue,
Bayview Plaza Suite 700, Miami, Florida 33133.

ARTICLE III – PURPOSE

The purpose for which the corporation is organized is: Management and services
and for the purpose of transacting any and all lawful business permitted under the laws of Florida.

ARTICLE IV – SHARES

The number of shares of stock is: 100 shares at \$10.00 par value, each.

ARTICLE V – INITIAL OFFICERS AND DIRECTORS

The name(s) and address(es) and title(s) of the initial officers and directors are:
Howard B. Lenard, President and Director, c/o Dianne Gars, 3225 Aviation Avenue, #700, Miami, FL 33133;
Dianne Gars, Secretary and Director, 3225 Aviation Avenue, Suite 700, Miami, Florida 33133; and
Scott Notowitz, Director, 3898 NW 52 Street, Boca Raton, Florida 33496.

ARTICLE VI – REGISTERED AGENT

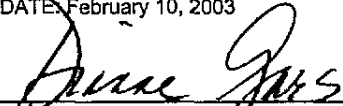
The name and Florida street address of the Registered Agent is:
Dianne Gars, 3225 Aviation Avenue, Bayview Plaza Suite 700, Miami, Florida 33133.

ARTICLE VII – INCORPORATOR

The name and address of the Incorporator is:
Dianne Gars, 3225 Aviation Avenue, Bayview Plaza Suite 700, Miami, Florida 33133.

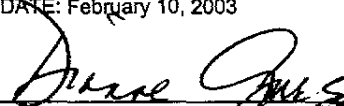
Having been named as Registered Agent to accept service of process for the above-stated corporation at the place designated
in this Certificate, I am familiar with and accept the appointment as Registered Agent and agree to act in that capacity.

DATE: February 10, 2003



DIANNE GARS, as Registered Agent

DATE: February 10, 2003



DIANNE GARS, as Sole Incorporator