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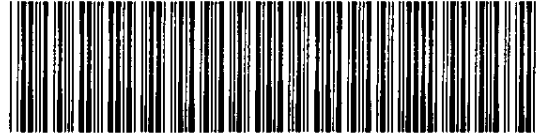
(Business Entity Name)

(Document Number)

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SECRETARY OF STATE
TALLAHASSEE, FLORIDA

18 March 2008

MyCorporation*
From the makers of **QuickBooks**

26520 Agoura Road
Calabasas, CA 91302

Toll Free: 1-888-692-6771

Direct/Intl: 1-818-879-0070 | Fax: 1-818-879-8005
e-mail: info@mycorporation.com

ROUTINE SERVICE FILING REQUEST

Friday, January 25, 2008

Division of Corporations
Florida Department of State
Clifton Building
2661 Executive Center Circle
Tallahassee, FL 32301

Re: *Ballard Management, Inc.*

Ladies and Gentlemen:

Please find enclosed for filing Articles of Incorporation for the above referenced company.

Enclosed is a check in the amount of \$78.75 for filing and for a **certified copy**.

Please return the certified copy to the address below.

Thank you for your assistance.

Sincerely,

MyCorporation Business Services, Inc.
26520 Agoura Road
Calabasas, CA 91302
ATTN: FULFILLMENT DEPARTMENT

**Articles of Incorporation
of
Ballard Management, Inc.
A Florida Profit Corporation**

FILED
2008 MAR 11 PM 4:25
SECRETARY OF STATE
TALLAHASSEE, FLORIDA

In compliance with Chapter 607 and/or Chapter 621, Florida Statutes.

ARTICLE I - Name:

The name of the Corporation shall be Ballard Management, Inc.

ARTICLE II – Principal Office:

The principal place of business / mailing address is:

523 Turtle Hatch Lane
Naples, Florida 34103

ARTICLE III – Purpose:

The purpose(s) for which the corporation is organized is railcar management services and for any lawful purpose(s).

ARTICLE IV – Shares:

The number of shares of stock the corporation shall be authorized to issue is 1,000 at \$0.01 par value per share.

ARTICLE V – Initial Officers and/or Directors:

The name(s) of the initial officer(s); and the name(s) and address(es) of the initial director(s) are:

Officers:

President: Walter L. Ballard, Jr.

Vice President:

Treasurer: Walter L. Ballard, Jr.

Secretary: Patricia E. Ballard

Directors:

Walter L. Ballard, Jr. - 523 Turtle Hatch Lane, Naples, Florida 34103

Patricia E. Ballard - 523 Turtle Hatch Lane, Naples, Florida 34103

ARTICLE VI – Registered Agent

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

Walter L. Ballard, Jr.
523 Turtle Hatch Lane
Naples, Florida 34103

ARTICLE VII - Incorporator:

The name and address information of the incorporator is:

Meghan Record
26520 Agoura Road
Calabasas, California 91302

Registered Agent Consent:

Having been named as registered agent and 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 this capacity.

Walter L. Ballard, Jr.
Walter L. Ballard, Jr., Registered Agent

Date: 2/25/08

Organizer Signature:

Meghan Record
Meghan Record, Incorporator

Date: 1/25/08