



1200 HAYS STREET  
TALLAHASSEE, FL 32310  
Box 142 - Box B6  
**P9500062780**

ACCOUNT NO. : 072100000032

REFERENCE : 658969 5317A

AUTHORIZATION :

COST LIMIT : 9

ORDER DATE : August 14, 1995

ORDER TIME : 10:52 AM

ORDER NO. : 658969

CUSTOMER NO: 5317A

CUSTOMER: Mr. Steven W. Vazquez  
GLENN RASMUSSEN & FOGARTY

Ashley Tower, Suite 1300  
100 South Ashley Drive  
Tampa, FL 33602

EFFECTIVE DATE  
AUG - 7 1995

DOMESTIC FILING

NAME: A & R MANAGEMENT SERVICES,  
INC.

XX ARTICLES OF INCORPORATION  
CERTIFICATE OF LIMITED PARTNERSHIP

PLEASE RETURN THE FOLLOWING AS PROOF OF FILING:

XX CERTIFIED COPY  
PLAIN STAMPED COPY  
CERTIFICATE OF GOOD STANDING

CONTACT PERSON: Jeanine Prezeau

EXAMINER'S INITIALS:

T. BROWN AUG 15 1995

FILED  
95 AUG 14 AM 10:14  
SECRETARY OF STATE  
TALLAHASSEE, FLORIDA

**EFFECTIVE DATE**  
**AUG - 7 1995**

**ARTICLES OF INCORPORATION**  
**OF**  
**A & R MANAGEMENT SERVICES, INC.**

**FILED**  
**95 AUG 14 AM 10:14**  
**SECRETARY OF STATE**  
**TALLAHASSEE, FLORIDA**

The undersigned, acting as the incorporator of A & R Management Services, Inc. under the Florida Business Corporation Act, adopts the following Articles of Incorporation:

**ARTICLE I. NAME**

The name of the corporation is:

A & R Management Services, Inc.

**ARTICLE II. COMMENCEMENT OF EXISTENCE**

The existence of the corporation will commence on August 7, 1995.

**ARTICLE III. PRINCIPAL OFFICE AND MAILING ADDRESS**

The principal business office and mailing address of the corporation is:

6105 Memorial Highway, Suite M  
Tampa, Florida 33615

**ARTICLE IV. INITIAL BOARD OF DIRECTORS**

The corporation shall have three director[s] initially. The number of directors may be either increased or diminished from time to time, as provided in the bylaws. The name and street address of the initial directors are:

<b><u>Name</u></b>	<b><u>Address</u></b>
Ramon C. Toscano, M.D.	16920 Candeleda De Avila Tampa, Florida 33613
Alan T. Rudolph, M.D.	4909 Andros Drive Tampa, Florida 33623
Amie Sweet	10216 Centennial Court Tampa, Florida 33615

**ARTICLE V. CAPITAL STOCK**

The number of shares of capital stock that the corporation is authorized to issue is 1000 shares of common stock, having a par value of \$.01 per share.

#### ARTICLE VI. INITIAL REGISTERED OFFICE AND AGENT

The street address of the initial registered office of the corporation is 6105 Memorial Highway, Suite M, Tampa, Florida 33615 and the name of the corporation's initial registered agent at that address is Ramon C. Toscano, M.D.

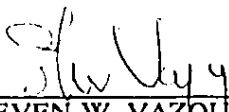
#### ARTICLE VII. INCORPORATOR

The name and street address of the incorporator are:

Steven W. Vazquez  
100 S. Ashley Drive, Suite 1300  
Tampa, Florida 33602

The incorporator assigns to this corporation his rights under Section 607.0201, Florida Statutes, to constitute a corporation, and he assigns to those persons designated by the Board of Directors any rights he has as incorporators to acquire any of the capital stock of this corporation; this assignment shall become effective on the date corporate existence begins.

EXECUTED: August 8, 1995

  
\_\_\_\_\_  
STEVEN W. VAZQUEZ  
as incorporator

sv/(530) 8/8/95 6:02 PM

A & R MANAGEMENT SERVICES, INC.

ACCEPTANCE OF REGISTERED AGENT

FILED  
95 AUG 14 AM 10:14  
SECRET  
TALLAHASSEE, FLORIDA

Pursuant to Sections 48.091 and 607.0501, Florida Statutes, the following is submitted:

That A & R Management Services, Inc., desiring to organize as a corporation under the laws of the State of Florida with its initial registered office, as indicated in its Articles of Incorporation, at 6105 Memorial Highway, Suite M, Tampa, Florida 33615, has named Ramon C. Toscano, M.D., as its agent to accept service of process within the State of Florida.

Having been named to accept service of process for "A" at the place designated in this document, the undersigned agrees to act in that capacity and to comply with the provisions of the Florida Business Corporation Act relative to keeping open the registered office. The undersigned is familiar with, and accepts the obligations of, Section 607.0501, Florida Statutes.

DATE: August 16, 1995

  
RAMON C. TOSCANO, M.D.