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OF COUNSEL
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March 27, 1996

Secretary of State
Division of Corporations
Post Office Box 6327
Tallahassee, FL 32314

Re: Carolyn A. Pickard, P.A.

600001751736
-03/28/96--01118--001
***122.50 ***122.50

Dear Sir:

Enclosed please find an original and one copy of the Articles of Incorporation of Carolyn A. Pickard, P.A. and Certificate Designating Registered Agent for filing together with a check in the amount of \$122.50.

I request that these Articles be filed immediately and please return the certified copies of same in the enclosed, self-addressed Federal Express envelope. Thank you.

Please contact the undersigned immediately if you should have any questions or comments regarding the above request.

Very truly yours,

WELBAUM, GUERNSEY, HINGSTON,
GREENLEAF & GREGORY, L.L.P.

Betsy Warwick
Alice E. Warwick

AEW/scm

Enclosure

4/4/96
FILED
MAR 28 AM 7:44
TALLAHASSEE, FLORIDA

**ARTICLES OF INCORPORATION
OF
CAROLYN A. PICKARD, P.A.**

The undersigned subscribers to these Articles of Incorporation, being duly licensed to practice law under the laws of the State of Florida, adopt these articles to form a corporation under the Professional Services Corporation Act, F.S. Chapter 621, and other laws of the State of Florida.

**ARTICLE I
NAME**

The name of the professional service corporation is

CAROLYN A. PICKARD, P.A.

**ARTICLE II
PRINCIPAL OFFICE**

The principal office and mailing address of this corporation are: Suite 610 Alhambra International Center, 255 Alhambra Circle, Coral Gables, FL 33134.

**ARTICLE III
PURPOSE**

The professional service corporation is formed to engage in every phase and aspect of the practice of law. In addition, the corporation may invest the funds of the professional service corporation in real estate, mortgages, stocks, bonds, or any other type of investment, and own real and personal property necessary for the rendering of professional services.

**ARTICLE IV
TERM OF EXISTENCE**

The professional service corporation shall have perpetual existence starting on the date these Articles of Incorporation are filed with the Florida Department of State.

**ARTICLE V
CAPITAL STOCK**

The capital stock of the professional service corporation shall be 100 shares of common stock having a par value of \$1.00 per share. None of the shares of this professional service corporation may be issued to anyone other than an individual duly licensed to practice law in the State of Florida.

**ARTICLE VI
REGISTERED OFFICE AND AGENT**

The address of the initial registered office of this professional service corporation is: Suite 610 Alhambra International Center, 255 Alhambra Circle, Coral Gables, FL 33134.

The name of the initial registered agent at that address is:

Carolyn A. Pickard

**ARTICLE VII
BOARD OF DIRECTORS**

The business of the professional corporation shall be managed by its Board of Directors. The initial Board of Directors shall consist of one member. The names and addresses of the members of the first Board of Directors are as follows:

NAME	ADDRESS
Carolyn A. Pickard	Suite 610 Alhambra International Center 255 Alhambra Circle Coral Gables, FL 33134

**ARTICLE VIII
SUBSCRIBERS**

The name and address of the person signing these Articles of Incorporation as subscribers is:

NAME	ADDRESS
Carolyn A. Pickard	Suite 610 Alhambra International Center 255 Alhambra Circle Coral Gables, FL 33134

ARTICLE IX
AMENDMENT

The corporation reserves the right to amend or repeal any provisions in these Articles of Incorporation in the manner provided by law. Any right conferred on the shareholders is subject to this reservation.

IN WITNESS WHEREOF, the undersigned subscriber executed these Articles of Incorporation on this 21st day of March, 1996.

Carolyn A. Pickard
CAROLYN A. PICKARD

STATE OF FLORIDA

COUNTY OF DADE

The foregoing instrument was acknowledged before me this 21st day of March, 1996, by CAROLYN A. PICKARD, who is personally known to me or who has produced _____ as identification and who did (did not) take an oath.

Susan K. Jondovic



FILED
56 MAR 23 AM 7:44
DADE COUNTY, FLORIDA

**CERTIFICATE DESIGNATING PLACE OF BUSINESS OR DOMICILE
FOR THE SERVICE OF PROCESS WITHIN THIS STATE,
NAMING AGENT UPON WHOM PROCESS MAY BE SERVED**

FILED
SEP 23 11 7 AM
CLERK OF COURT
JUDICIAL CIRCUIT IN AND FOR
THE NINTH JUDICIAL CIRCUIT
IN FLORIDA

In pursuance of Chapter 48.091, Florida Statutes, the following is submitted in compliance with said Act:

First, that CAROLYN A. PICKARD, P.A., desiring to organize under the laws of the State of Florida, with its principal office as indicated in the Articles of Incorporation, Suite 610 Alhambra International Center, 255 Alhambra Circle, Coral Gables, FL 33134, and has named Carolyn A. Pickard, Suite 610 Alhambra International Center, 255 Alhambra Circle, Coral Gables, FL 33134 as its Registered Agent, authorized to accept service of process within this State.

ACKNOWLEDGEMENT:

Having been named as Registered Agent to accept service of process for the above stated corporation, at a place designated in this certificate, I hereby accept to act in this capacity and agree to comply with the provisions of said Act relative to keeping open said office.

By:

Carolyn A. Pickard
Carolyn A. Pickard
Registered Agent