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ALDO OJEDA

Attorney At Law

MANUFACTURERS BANK BUILDING
4144 N. ARMENIA AVENUE
SUITE 350
TAMPA, FLORIDA 33607
TELEPHONE 813 / 877-9500

May 9, 1997

Department of State
Division of Corporations
P.O. Box 6327
Tallahassee, Florida 32314

Re: Articles of Incorporation for Effective Management Solutions, Inc

To the Reader:

Enclosed is an original and one copy of the Articles of Incorporation and a Designation and Acceptance of Registered Agent for a Florida Corporation. Please file these documents in your usual manner.

Additionally, please provide the undersigned with a certified copy of these Articles.

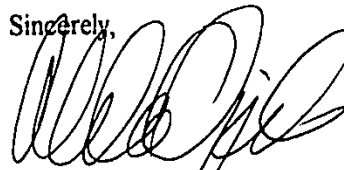
A check in the amount of **One Hundred Twenty-two and 50/100 Dollars (\$122.50)** is enclosed.
This represents payment of fees for the following:

-Articles of Incorporation	\$35.00
-Designation of and Acceptance by A Registered Agent	35.00
-Certified Copy of Articles of Incorporation	52.50

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Thank you for your attention in this matter.

Sincerely,



Aldo Ojeda, Esquire
4144 N. Armenia Avenue, Suite 350
Tampa, Florida 33607
(813) 877-9500
Florida Bar No. 559202

FILED
97 MAY 12 PM 1:39
SEC. OF STATE
TALLAHASSEE, FLORIDA

AO:we
Enclosure

enc 5/14/97

ARTICLES OF INCORPORATION
OF
EFFECTIVE MANAGEMENT SOLUTIONS, INC.

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SECRETARY OF STATE
TALLAHASSEE, FLORIDA

The undersigned incorporators hereby form a corporation under Chapter 607 of the laws of the State of Florida.

ARTICLE I. NAME

The name of the corporation shall be:

EFFECTIVE MANAGEMENT SOLUTIONS, INC

The address of the principal office of this corporation shall be 13824 Cherry Creek Drive, Tampa, Florida 33613, and the mailing address of the corporation shall be the same.

ARTICLE II. NATURE OF BUSINESS

This corporation may engage or transact in any or all lawful activities or business permitted under the laws of the United States, the State of Florida, or any other state, country, territory or nation.

ARTICLE III. CAPITAL STOCK

The maximum number of shares of stock that this corporation is authorized to have outstanding at any one time is 10,000 shares of common stock having the par value of one dollar (\$1.00) per share.

ARTICLE IV. REGISTERED AGENT

The street address of the initial registered office of the corporation shall be 4144 N. Armenia Avenue, Suite 350, Tampa, Florida 33607, and the name of the initial registered agent of the corporation at that address is Aldo Ojeda, Esquire.

ARTICLE V. TERM OF EXISTENCE

This corporation is to exist perpetually.

ARTICLE VI. DIRECTORS

All corporate powers shall be exercised by or under the authority of, and the business and affairs of the corporation managed under the direction of its Board of Directors, subject to any limitation set forth in these Articles of Incorporation. This corporation shall have two directors, initially. The names and addresses of the initial members of the Board of Directors are:

Susan A. Mitchell, Director
7129 Pelican Island Drive
Tampa, Florida 33634

Germania Echeverry, Director
13824 Cherry Creek Drive
Tampa, Florida 33613

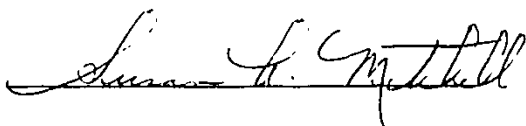
ARTICLE VII. INCORPORATOR

The name and street address of the incorporators to these Articles of Incorporation:

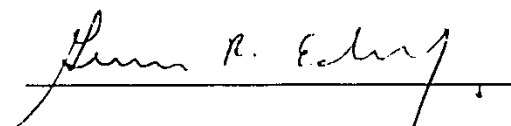
Susan A. Mitchell
7129 Pelican Island Drive
Tampa, Florida 33634

Germania Echeverry
13824 Cherry Creek Drive
Tampa, Florida 33613

IN WITNESS WHEREOF, the undersigned have executed these articles of incorporation on
May 9th, 1997.



SUSAN A. MITCHELL, Incorporator



GERMANIA ECHEVERRY, Incorporator

ACCEPTANCE OF REGISTERED AGENT DESIGNATED

IN ARTICLES OF INCORPORATION

I, **ALDO OJEDA, ESQUIRE**, having been designated as the Registered Agent in the above and foregoing Articles, am familiar with and accept the appointment of the position of Registered Agent under Section 607.0505, Florida Statutes. Further, I agree to comply with the provisions of all statutes relative the proper and complete performance of my duties, and I am familiar with and accept the obligation of my position as Registered Agent.

A handwritten signature in dark ink, appearing to read 'Aldo Ojeda', is written over a horizontal line.

ALDO OJEDA, ESQUIRE
Registered Agent

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SECRETARY OF STATE
TALLAHASSEE, FLORIDA