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June 29, 1998

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Secretary of State  
Corporations Division  
State of Florida  
The Capitol  
Tallahassee, FL 32304

RE: Ford Pollard Enterprises, Inc.  
Our File No: 98-100-JML

Gentlemen:

Enclosed please find an original and one copy of the Articles of Incorporation for **FORD POLLARD, INC.**, together with my check (#8890) in the amount of \$122.50 to cover the cost of filing, computed as follows:

Filing Fee	\$ 35.00
Certified Copy	52.50
Certificate designating registered agent	35.00
<b>TOTAL</b>	<b>\$ 122.50</b>

Should you have any questions regarding this matter, please do not hesitate to contact my office.

Very truly yours,

LYNN & HANSON, P.A.

*John M. Lynn*  
JOHN M. LYNN, ESQUIRE

FILED  
98 JUL -1 PM 2:01  
SECRETARY OF STATE  
TALLAHASSEE, FLORIDA

JML/dmw  
Enclosures

*JML-2-98*

**ARTICLES OF INCORPORATION**  
**FOR**  
**FORD POLLARD ENTERPRISES, INC.**

98 JUL -1 PM 2:01  
FILED  
SECRETARY OF STATE  
TALLAHASSEE, FLORIDA

The undersigned does hereby make, subscribe, acknowledge and file these Articles of Incorporation under the laws of the State of Florida.

**ARTICLE I**  
**NAME**

The name of the corporation is: **FORD POLLARD ENTERPRISES, INC.**

**ARTICLE II**  
**PURPOSE**

This corporation is organized to transact any lawful business for which corporations may be incorporated under the laws of the State of Florida General Corporation Act, including but not limited to the following:

a. To guarantee, to acquire by purchase, subscription or otherwise, hold for investment or otherwise, sell, assign, transfer, mortgage, pledge or otherwise dispose of the shares of the capital stock, or any bonds, securities or evidences of indebtedness created by any other corporation or corporations of the State of Florida, or any other state or government, domestic or foreign; and while the owner of any such bonds, stocks, securities or evidences of indebtedness, to exercise all the rights, powers and privileges of ownership, including the right to vote thereon for any and all purposes; to aid by loan, subsidy, guaranty or in any other manner whatsoever so far as the same may be permitted in the case of corporations organized under the general corporation laws of the State of Florida, any corporation whose stocks, bonds, securities or other obligations are or may be in any manner at any time owned, held or guaranteed, and to do all other acts or things for the preservation, protection, improvement or enhancement in value of any stock, bonds, securities or other obligations; and to do all and any such acts or things designed to accomplish any such purpose.

b. To acquire, hold, own, dispose of and generally deal in grants, concessions, franchises and contracts of every kind; to cause to be formed, to promote and to aid in any way in the formation of any corporation, domestic or foreign.

c. To act as financial, business and purchasing agent for domestic and foreign corporations, individuals, partnerships, associations, state governments or other bodies.

d. To acquire in any manner, enjoy, utilize, hold, sell, assign, lease, mortgage or otherwise dispose of letters, patent

rights, licenses and privileges, inventions, improvements and processes, copyrights, trademarks and trade names or pending applications therefor, relating to or useful in connection with any business of the corporation or any other corporation in which the corporation may have an interest as a stockholder or otherwise.

e. To borrow money and contract debts when necessary for the transaction of its business or for the exercise of its corporate rights, privileges or franchises, or for any other lawful purpose of its incorporation; to issue bonds, promissory notes, bills of exchange, debentures and other obligations and evidences of indebtedness payable at the specified time or times, or payable upon the happening of a specified event or events, secured or unsecured, from time to time, for monies borrowed, or in payment for the property acquired, or for any of the other objects or purposes of the corporation or for any of the objects of its business; to secure the same by mortgage or mortgages, or deed or deeds of trust, or pledge or otherwise lien upon any or all of the property, rights, privileges or franchises of the corporation, wheresoever situated, acquired, or to be acquired; and to confer upon the holders of any debentures, bonds or other evidences of indebtedness of the corporation, secured or unsecured, the right to convert the principal thereof into any preferred or common stock of the corporation now or hereafter authorized, upon such terms and conditions as shall be fixed by the Board of Directors, to sell, pledge or otherwise dispose of any or all debentures or other bonds, notes and other obligations in such manner and upon such terms as the Board of Directors may deem judicious.

f. To acquire by purchase, subscription or otherwise, and to hold for investment, and to own, hold, sell, vote and handle shares of stock in other corporations.

g. To have one or more offices, conduct its business and promote its objects within and without the State of Florida, in other states, the District of Columbia, the territories, possessions, and dependencies of the United States, and in foreign countries, without restriction as to place or amount.

h. To do all and everything necessary and proper for the accomplishment of any of the purposes or the attaining of any of the objects or the furtherance of any of the powers enumerated in this Certificate of Incorporation and benefit of the corporation, as principal, agent, director, trustee or otherwise and, in general, either alone or in association with other corporations, firms or individuals, to carry on any lawful business necessary or incidental to the accomplishment of the purposes or the attainment of the objects or the furtherance of such purposes or objects of the corporation, whether or not such business is similar in nature to the purposes and objects set forth in these Articles of Incorporation or any amendment thereof.

ARTICLE III  
DURATION

This corporation shall exist perpetually, or until dissolved in a manner provided by law, or as provided in the regulations adopted by the members.

ARTICLE IV  
SHARES OF STOCK

The capital stock of this corporation shall consist of 1,000 shares of common stock at \$1.00 per share par value.

ARTICLE V  
VOTING RIGHTS

Except as otherwise provided by law, the entire voting power for the election of directors and for all other purposes shall be vested exclusively in the holders of the outstanding common shares.

ARTICLE VI  
PRINCIPAL OFFICE AND REGISTERED OFFICE AND AGENT

The address of the principal office of the corporation is 12461 S.W. 23rd Terrace, Miami, Florida 33175. The address of its registered office is 12461 S.W. 23rd Terrace, Miami, Florida 33175, and its initial registered agent is FORD POLLARD.

ARTICLE VII  
INITIAL BOARD OF DIRECTORS

This corporation shall have one (1) sole director initially. The number of the directors may be either increased or diminished from time to time by the By-Laws but shall never be less than one (1) nor more than five (5). The names and addresses of the initial directors of this corporation are:

Ford Pollard  
12461 S.W. 23rd Terrace  
Miami, Florida 33175

ARTICLE VIII  
INITIAL OFFICERS

The initial officer of this corporation shall be as follows:

Ford Pollard, President/Secretary/Treasurer

ARTICLE IX  
INCORPORATORS

The name and address of the incorporator executing these Articles of Incorporation is:

Ford Pollard  
12461 S.W. 23rd Terrace  
Miami, Florida 33175

ARTICLE X  
BY-LAWS

The power to adopt, alter or repeal By-Laws shall be vested in the Board of Directors and the Shareholders.

ARTICLE XI  
STOCK

The name and post office address of the subscriber to these Articles of Incorporation, and the number of shares of stock of this corporation which each agrees to take is as follows:

Ford Pollard	- 1000 shares
12461 S.W. 23rd Terrace	
Miami, Florida 33175	

The proceeds of the stock subscribed for will be at least as much as the amount necessary to begin business.

ARTICLE XII  
ADDITIONAL PROVISIONS

The following additional provisions for the regulation of the business and for the conduct of the affairs of the corporation, and the creating, dividing, limiting and regulating the powers of the corporation, its stockholders and directors are hereby adopted as part of these Articles of Incorporation.

a. The Board of Directors from time to time shall determine whether and to what extent, and at what times and places, and under what conditions and regulations, the account and books of the corporation or any of them, shall be open to the inspection of the stockholders and no stockholder shall have any right to inspect any account or document of the corporation, except as conferred by a statute or authorization by the Board of Directors, or by resolution of the stockholders.

b. No person shall be required to own or hold common

stock in the corporation as a condition precedent to holding an office in this corporation.

c. The directors may prescribe a method or methods for replacement of lost certificates and prescribe reasonable conditions by way of security upon the issue of new certificates therefor.

d. Pre-emptive Rights: When the Board of Directors so determine to increase the common stock authorization to be issued pursuant to these Articles of Incorporation, and any further increase of same, or any portion thereof, said stock shall first be offered, at part, prorata to the common stockholders in relation to their present holdings who may desire to subscribe for such stock.

#### ARTICLE XIII

Special meetings of shareholders may be called as set forth in the By-Laws of this corporation.

#### ARTICLE XIV

This corporation reserves the right to amend or repeal any provision contained in these Articles of Incorporation or any amendment hereto, and any right conferred upon the shareholders is subject to this reservation.

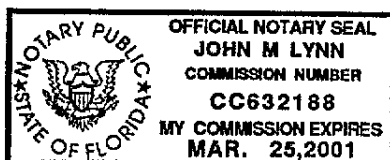
IN WITNESS WHEREOF, the undersigned subscriber has executed these Articles of Incorporation this 27 day of JUNE, 1998.


  
FORD POLLARD

STATE OF FLORIDA       )  
COUNTY OF MIAMI-DADE)

I HEREBY CERTIFY that on this 27 day of JUNE, 1998, personally appeared: FORD POLLARD, who is personally known to me or who have produced a copy of his State Driver's Licenses as identification and who did take an oath, as being the person described in and who executed the foregoing instrument and acknowledged before me that he executed the same of his own free will.

(S E A L)



  
NOTARY PUBLIC  
Printed Name: **John M. Lynn**

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

Pursuant to the provisions of Section 607.0501, Florida Statutes, the undersigned corporation, organized under the laws of the State of Florida, submits the following statement in designating the registered office/registered agent, in the State of Florida.

1. The name of the corporation is: **Ford Pollard Enterprises, Inc., a Florida corporation.**
2. The address of the corporation is: **12461 S.W. 23rd Terrace, Miami, Florida 33175.**
3. The name and address of the registered agent and office is: **Ford Pollard, 12461 S.W. 23rd Terrace, Miami, Florida 33175.**

Signature: *Ford Pollard*  
Corporate Officer

Title: President

Date: JUNE 27, 1998

HAVING BEEN NAMED TO ACCEPT SERVICE OF PROCESS FOR THE ABOVE STATED CORPORATION, AT THE PLACE DESIGNATED IN THIS CERTIFICATE, I HEREBY AGREE TO ACT IN THIS CAPACITY, AND I FURTHER AGREE TO COMPLY WITH THE PROVISIONS OF ALL STATUTES RELATIVE TO THE PROPER AND COMPLETE PERFORMANCE OF MY DUTIES, AND I ACCEPT THE DUTIES AND OBLIGATIONS OF SECTION 607.0501, FLORIDA STATUTES.

Signature: *Ford Pollard*  
Registered Agent

Date: JUNE 27, 1998

FILED  
98 JUL -1 PM 2:01  
SECRETARY OF STATE  
TALLAHASSEE, FLORIDA