

**ARTICLES OF ORGANIZATION**  
**OF**  
**BIG RED BALANCED SCORECARD ADVISORS, LLC**

Pursuant to the Provisions of Act No. 93-724 of the 1993 Alabama Legislature, Section 10-12-9, et seq., *Code of Alabama 1975, as amended*, the undersigned organizers hereby adopt the following Limited Liability Company Articles of Organization:

**ARTICLE I**

**NAME**

**1.01** The name of the limited liability company is **BIG RED BALANCED SCORECARD ADVISORS, LLC**.

**ARTICLE II**

**DURATION**

**2.01** The period of duration is perpetual.

**ARTICLE III**

**PURPOSES**

**3.01** The Limited Liability Company has been organized for the purpose of engaging in the business of providing advice on balanced scorecard initiatives for various industries, and for the purpose of transacting any lawful business which may be conducted by a limited liability company organized in the State of Alabama. It shall have the same powers as a natural person to do all things necessary or convenient to carry out its business and affairs, including, without limitation, the powers as set out in §10-12-4, *Code of Alabama 1975, as amended*.

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**ARTICLE IV**

**REGISTERED AGENT/OFFICE**

**4.01** The location and street address of the initial registered office shall be 1474 Secretariat Drive, Helena, AL 35080, and its initial registered agent at such address shall be Robert Van Loan.

**ARTICLE V**

**MANAGEMENT**


**5.01 Management.** The property, business and affairs of the limited liability company shall be managed by the members.

**5.02 Names and Addresses.** The name and business address of the initial member of the limited liability company is:

**Robert Van Loan                      1474 Secretariat Dr., Helena, AL 35080**

The membership can be increased in the future if so desired.

**IN WITNESS THEREOF**, the undersigned members have executed these Articles of Organization, on this, the 27<sup>th</sup> day of July, 2007.

  
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**Robert Van Loan**