

**Commonwealth of Kentucky**  
**Michael G. Adams, Secretary of State**

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Michael G. Adams  
Secretary of State  
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Secretary of State  
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**Articles of Organization**  
**Limited Liability Company**

**KLC**

Pursuant to KRS 14A and KRS 275, the undersigned applies to qualify and for that purpose submits the following statements:

Article I: The name of the limited liability company is

**SPENCER CONSULTING SERVICES LLC**

Article II: The street address of the limited liability company's initial registered office in Kentucky is

**212 N. 2nd St. STE 100, Richmond, KY 40475**

and the name of the initial registered agent at that office is **Northwest Registered Agent LLC**.

Article III: The mailing address of the limited liability company's initial principal office is

**212 N. 2nd St. STE 100, Richmond, KY 40475**

Article IV: The limited liability company is to be managed by **Members**.

Article V: This application will be effective on **Monday, April 29, 2024**.

I declare under penalty of perjury under the laws of the state of Kentucky that the foregoing is true and correct.

Organizer: **Northwest Registered Agent LLC**

I, **Taylor Newman, Assistant Secretary**, consent to sign for **Northwest Registered Agent LLC** who serves as the Registered Agent on behalf of this limited liability company.