

**SOUTH CAROLINA CHAPTER OF THE AMERICAN PLANNING ASSOCIATION BYLAWS As of  
October 21, 2011**

1.0 GENERAL

- 1.1 General: Name. The name of the Chapter is the South Carolina Chapter of The American Planning Association.
- 1.2 General: Chapter Area. The area served by the Chapter is the State of South Carolina.
- 1.3 General: Purposes. The purposes of the Chapter are to facilitate the individual participation of members of The American Planning Association in the affairs of the Association, to further the purposes of the Association in the Chapter area, and to further the profession of planning in South Carolina.
- 1.4 General: The American Planning Association. The National Organization of which this Chapter is part is The American Planning Association, which is referred to in these Bylaws as "the Association" or "APA".
- 1.5 General: National Office. The term "National Office" refers to the Office of APA designated by APA to service Chapter and membership matters.
- 1.6 General: Executive Director. Unless otherwise qualified, the term "Executive Director", when used in these Bylaws, refers to the duly appointed Executive Director and Chief Executive Officer of APA.
- 1.7 General: Address of Record. A member's "address of record" shall be the address furnished to the Chapter by the National Office. The address for Associate (chapter-only) members shall be the address furnished to the South Carolina Chapter of the American Planning Association. It is the member's responsibility to notify the National Office, or the SCAPA administrative assistant in the case of Associate members, of any change of address.
- 1.8 General: Publication of the Chapter. A "publication of the Chapter" shall mean any publication that is distributed to all Chapter members by using any or all elements of their address of record including their email address and that is posted on the Chapter web site.
1. General: Parliamentary Procedure. At meetings of the membership and of the Executive Committee, parliamentary procedures shall be governed by the most current edition of Robert's Rules of Order.

2. MEMBERS

- 2.1 Members: Eligibility. All members of APA whose address of record is within the Chapter area shall automatically be Chapter members. APA members whose address of record is outside the Chapter area may also become Chapter members upon payment of any applicable dues and assessments. Membership is also available on an Associate (chapter-only) basis for any person interested in planning in South Carolina. Associate members are entitled to all benefits provided by SCAPA, but are not eligible for any benefits provided by National APA for its members.
- 2.2 Members: Chapter Meetings. There shall be one Annual Meeting of the Chapter membership in each calendar year. In addition, there can also be up to four quarterly meetings scheduled evenly throughout the remainder of the calendar year. The Chapter Executive Committee shall determine the specific locations, dates, agendas, and times of each Chapter Meeting.

- 2.3 Members: Notice of Chapter Meetings. The Secretary shall notify the membership of the place, date, agenda, and time of the Chapter Meeting in a publication of the Chapter, or by another communication, that is sent to each member in a timely manner.
- 2.4 Members: Special Meetings. A Special Meeting of the members may be called by the President, by the Executive Committee, or by a petition signed by at least five percent of the members of the Chapter and presented to a member of the Executive Committee. The place, date, agenda, and time shall be set by the President or by the Executive committee, provided that the location shall be within the Chapter area. Notice of a Special Meeting shall be given to members as in Section 2.3 and shall include a statement of the purpose of the Special Meeting.
- 2.5 Members: Quorum Requirements. At Chapter Meetings a quorum shall be a majority of those present who are eligible voting members. In mail ballots, except mail ballots for election of officers, a quorum shall be 20 percent of the Chapter membership.
1. Members: Termination and Reinstatement. Chapter membership will be terminated upon termination of APA membership. Chapter membership also may be terminated for failure to pay Chapter dues and assessments. Chapter membership may be reinstated, and is subject to such conditions as may be established by the Chapter.

## 2. OFFICERS

3.1 Officers: The officers of the Chapter shall be a President, a President-Elect, a Secretary/Treasurer, three directors-at-large, a citizen planner, a Communications Officer, the Professional Development Officer, the Director of the Graduate City and Regional Planning Program at Clemson University, and the President of the Clemson Student APA Chapter. The Immediate Past President shall serve in an advisory capacity as a non-voting member of the Committee. All Officers must be members in good standing in APA. Associate members are not eligible to run for office.

### 3.2 Officers: President.

- 3.2.1 The President shall preside at meetings of the Executive Committee and of the membership.
- 3.2.2 The President shall provide leadership on the development of Chapter policies in coordination with the Executive Committee.
- 3.2.3 The President shall lead the Executive Committee in the development of a strategic plan for the Chapter every two years. The strategic plan shall be in effect from the beginning of the 2nd year of the term of office of the current executive committee to the end of the 1st year of the term of office of the successive executive committee. The Strategic Plan shall set reasonable goals and objectives for the Chapter and its committees, along with implementation strategies, timelines for completion for each strategy and expected cost or revenue associated with each strategy. The Strategic Plan shall be adopted by majority vote of the Executive Committee. Amendments to the Plan may be proposed by the Executive Committee, any of its members, or any SCAPA member. Amendments to the Strategic Plan must be adopted by majority vote of the Executive Committee. All amendments to the Plan that include changes to revenue or expenditures must also be reflected in the SCAPA budget.
- 3.2.4 The President shall submit the following appointees to the Executive Committee for consent approval:
- 3.2.4.1 Candidates for chairmanship for all standing committees.
- 3.2.4.2 Ad Hoc committees to address specific needs as they arise.
- 3.2.4.3 The Chapter Professional Development Officer from among the AICP members in the Chapter.
- 3.2.4.4 The Chapter Communications Officer.
- 3.2.4.5 One SCAPA representative to serve on the State Advisory Committee on Educational Requirements for Local Government Planning or Zoning Officials and Employees pursuant to Section 6-29-1330 of the SC Code of Laws.

- 3.2.4.6 SCAPA representatives to other organizations as requested.
- 3.2.4.7 Nominees to fill any vacancies on the Executive Committee.
- 3.2.5 The President shall notify or cause to be notified all members and Executive Committee members of meetings.
- 3.2.6 The President shall represent the Chapter on the APA Chapter Presidents Council.
- 3.2.7 The President shall call meetings, notify or cause to be notified all members of the Executive Committee members of meetings, and perform other duties required by these Bylaws, or customary to the office and any additional duties that may be assigned by the Executive Committee.

### 3.3 Officers: President-Elect.

- 3.3.1 The President-Elect shall assist the President in the guidance and coordination of committee activities.
- 3.3.2 The President-Elect shall carry out any other duties assigned by the President.
- 3.3.3 In the absence of, or in the event of incapacity of the President, the President-Elect shall assume the duties of the President.
- 3.3.4 The President-Elect shall take over the office of President after the former President's term is over.
- 3.3.5 The President-Elect shall serve as chairman of either the Program or Legislative Standing Committee of the Chapter.
- 3.3.6 The President-Elect shall perform such other duties required by these Bylaws or customary to the office.

### 3.4 Officers: Secretary/Treasurer.

- 3.4.1 The Secretary/Treasurer shall maintain, or cause to be maintained, an accurate list of the members of the Chapter.
- 3.4.2 The Secretary/Treasurer shall prepare and report, or cause to be prepared and reported, minutes of Chapter and Executive Committee meetings
- 3.4.3 The Secretary/Treasurer shall transmit, or cause to be transmitted, to the Executive Director a list of all Chapter officers (including their addresses and telephone numbers) within 30 days of their election.
- 3.4.4 The Secretary/Treasurer shall transmit, or cause to be transmitted, to the Executive Director at least one copy of each publication of the Chapter.
- 3.4.5 The Secretary/Treasurer shall submit to the Executive Director proposed Bylaws or Amendments as required by the Bylaws of APA.
- 3.4.6 The Secretary/Treasurer shall receive and disburse, or cause to be received and disbursed, Chapter funds.
- 3.4.7 The Secretary/Treasurer shall collect, or cause to be collected, Chapter dues and assessments not collected by the National Office.
- 3.4.8 The Secretary/Treasurer, with the assistance from the Executive Committee, shall prepare the Chapter budget for each calendar year, ensuring that all budget items are directly associated with implementation strategies and associated costs or revenue provided in the Strategic Plan. Amendments to Budget items, excluding operational costs as needed to fulfill budgeted Chapter obligations or provide for the customary Chapter activities and operation, may only be made after amendments to the corresponding items in the Strategic Plan have been made. Amendments to the Budget may be made by majority vote of the Executive Committee.
- 3.4.9 The Secretary/Treasurer shall maintain, or cause to be maintained, accounts that will be open to inspection by officers and will be subject to an annual professional audit.
- 3.4.10 The Secretary/Treasurer shall prepare, or cause to be prepared, for each meeting of the membership and of the Executive Committee a financial report to include a current balance sheet and an income statement reflecting the Chapter operations for that fiscal year to date.
- 3.4.11 The Secretary/Treasurer shall assist the Executive Committee and President in developing formal procedures to insure that expenditures are consistent with the Annual Budget and be responsible for the implementation of these procedures.
- 3.4.12 The Secretary/Treasurer shall serve as chairman of a standing committee of the chapter.
- 3.4.13 The Secretary/Treasurer shall perform such other duties as required by these Bylaws or customary

to the office.

3.5 Officers: Professional Development Officer

- 3.5.1 The Professional Development Officer shall be a member in good standing in the AICP.
- 3.5.2 The Professional Development Officer shall develop and chair a Professional Development Committee from among the Chapter AICP members
- 3.5.3 The Professional Development Officer shall advise prospective AICP members as to the qualifications, purposes, and programs of the AICP.
- 3.5.4 The Professional Development Officer shall advise current and prospective AICP members on matters pertaining to the AICP Code of Ethics.
- 3.5.5 The Professional Development Officer shall develop continuing education programs and other professional development programs for Chapter members.
- 3.5.6 The Professional Development Officer shall develop programs or alternatives for Chapter members who are preparing to take the AICP exam.
- 3.5.7 The Professional Development Officer shall sit on the Chapter Executive Committee.

3.6 Officers: Directors at Large

- 3.6.1 The Directors at Large shall sit on the Chapter Executive Committee.
- 3.6.2 The Directors at Large shall each serve as chairman of a standing committee of the chapter.
- 3.6.3 The Directors at Large shall perform such other duties as required by these Bylaws or customary to the office.

3.7 Officers: Citizen Planner

- 3.7.1 The Citizen Planner shall be an active member of a Planning Commission or other appointed board that deals with planning issues.
- 3.7.2 The Citizen Planner shall sit on the Chapter Executive Committee.
- 3.7.3 The Citizen Planner shall serve as a liaison between professional planners and appointed citizen planners in the Chapter.
- 3.7.4 The Citizen Planner shall perform such other duties as required by these Bylaws or customary to the office.

3.8 Officers: Director of the Graduate City and Regional Planning Program at Clemson University (The CU Program Director)

- 3.8.1 The CU Program Director shall sit on the Chapter Executive Committee.
- 3.8.2 The CU Program Director shall serve as a liaison between SCAPA and Clemson University and shall advise the Executive Committee and the Chapter on the Planning Program at Clemson University.

3.9 Officers: President of the Student Chapter of the South Carolina American Planning Association (The Student Chapter President)

- 3.9.1 The president of the Student Chapter of the APA at Clemson University shall serve as the student representative, and shall be elected from among the active students at Clemson University, with such process to be determined by Director of the Graduate City and Regional Planning Program at Clemson University.
- 3.9.2 The Student Representative shall serve on the Executive Committee and shall advise the Executive Committee and the Chapter on the conduct of services to students and the evolving character of the planning profession.

3.10 Officers: Communications Officer

- 3.10.1 The Communications Officer shall be a member in good standing in the APA.
- 3.10.2 The Communications Officer is responsible for all official communications of the Chapter to the membership through all types of media.
- 3.10.3 The Communications Officer shall develop and chair a Communications Committee from among the Chapter members.
- 3.10.4 The Communications Officer shall ensure that the Chapter Newsletter is published no less than twice annually, but preferably on a quarterly basis.

3.10.5 The Communications Officer shall be responsible for the maintenance of the Chapter Website.

3.10.6 The Communications Officer may delegate the production of the Chapter Newsletter, maintenance of the Chapter Website, and/or any other media outlets to another member of the Communications Committee, but shall retain oversight of and responsibility for all communication media.

3.10.7 The Communications Officer shall sit on the Chapter Executive Committee.

3.11 Officers: Terms. The terms of office shall be two years, excluding the President-Elect, who will serve two years as President-Elect and then two years as President. Terms of office of all officers shall begin at the Fall Chapter Meeting in even numbered calendar years or on December 15, whichever is sooner. Officers shall hold office until their successors have been elected and installed. The President, President-Elect, Secretary/Treasurer, and three members-at-large of the Executive Committee shall be elected for a two-year term and may not succeed themselves in the same office without the passage of an intervening term.

3.12 Officer Order of Succession. In the event that the President cannot fulfill his or her term, the President Elect shall assume the office of President of the Chapter and a special election shall be called to replace the President Elect. In the event that the Secretary/Treasurer cannot fulfill his or her term, the President shall nominate a member of the Executive Committee to be approved by the Executive Committee to assume the duties of Secretary/Treasurer. In the event that any other officer cannot fulfill his or her term, the President shall nominate from the membership of SCAPA a replacement officer to be approved by the Executive Committee using the same criteria for eligibility as if the person under consideration were running for office.

#### 4.0 EXECUTIVE COMMITTEE

4.1 Executive Committee: Composition. The Executive Committee shall consist of the Officers as outlined in section 3.1 above. All members of the Executive Committee must be members in good standing in APA.

4.2 Executive Committee: Duties. The Executive Committee shall:

- (a) Manage the affairs of the Chapter;
- (b) Adopt and update the Chapter's strategic plan;
- (c) Approve any representations of the Chapter's official position on issues;
- (d) Report to the membership upon all business which it has considered or acted upon between Chapter meetings;
- (e) Put into effect the votes of the Chapter;
- (f) Authorize expenditures consistent with the budget including all cash advances and reimbursements of expenditures with receipts;
- (g) Develop procedures to guide the implementation of the budget;
- (h) Approve all Contracts with appropriate parties for services needed by the Chapter;
- (i) Approve by consent the President's appointees for all appointed positions and Chapter representatives to all outside organizations or groups;
- (j) Hire and evaluate annually the performance of a Chapter Administrator; and
- (k) Perform such other functions as are delegated herein or by the members of the Chapter.

4.3 Executive Committee: Meetings and Quorums. Meetings of the Executive Committee shall be called by the President or by a majority of the Committee members. There shall be, in each year, at least three meetings of the Executive Committee. A majority of the Executive Committee shall constitute a quorum for the transaction of business at meetings of the Committee.

1. Executive Committee: Acting Without Meeting in Person. An action may be taken by the Executive Committee without a meeting if consent, setting forth the action taken, is approved by a majority of the members of the Committee. The President shall report the final decision of the Executive Committee to the Committee in a timely manner.
2. COMMITTEES

- 5.1 Committees: Legislative Committee. The President, with the advice and consent of the Executive Committee, shall appoint the Chairman of the Legislative Committee from a member of the Chapter Executive Committee. The Legislative Committee shall be responsible for communicating with the Chapter on legislative affairs that will impact the planning profession, providing information and educational opportunities to legislators and other public officials regarding the planning profession.
- 5.2 Committees: Programs Committee. The President, with the advice and consent of the Executive Committee, shall appoint the Chairman of the Programs Committee from the members of the Chapter Executive Committee. The Programs Committee shall be responsible for planning chapter conferences, developing programs for the conferences, and coordinating with the Professional Development Officer to ensure that sessions are offered that comply with AICP certification maintenance standards. At least one of the Directors-at-Large shall serve as the Assistant Programs Chair.
- 5.3 Committees: Communications Committee. The Communications Officer shall serve as the chairman of the Communications Committee. The Communications Committee shall be responsible for the Chapter Newsletter, the Chapter Website, and any official communication of the Chapter to the membership.
- 5.4 Committees: Membership Committee. The President, with the advice and consent of the Executive Committee, shall appoint a Chapter member to serve as the chairman of the Membership Committee. The Membership Committee shall be responsible for maintaining records on chapter membership, recruiting associate and professional members to the Chapter, and conducting new member events.
- 5.5 Committees: Nominating Committee. The nominating Committee shall consist of three Chapter members, one of whom shall be the President-Elect of the Chapter. The President-Elect shall serve as the chairman of the Nominating Committee. The Nominating Committee shall be appointed by the President with the advice and consent of the Executive Committee not later than May 1 of even numbered years. The Nominating Committee shall be responsible for proposing a slate of candidates for Chapter Officers, receiving nominations from the chapter members and conducting the Chapter Election.
- 5.6 Committees: Professional Development Committee. The President shall appoint a Chapter member who is a member of APA and of The American Institute of Certified Planners (AICP) to serve as the Chapter Professional Development Officer. The Professional Development Officer shall develop and chair a Professional Development Committee from among the Chapter members who are also members of the AICP. The duties of the Professional Development Committee shall be: (a) to advise prospective members of the AICP as to the purposes, professional standards, and programs of the Institute; (b) to assist candidates in preparing for the nationally administered examination; (c) to facilitate the continuing education and professional development of AICP members; and (d) to promote upholding the AICP Code of Ethics and Professional Conduct.
- 5.7 Committees: Awards Committee. The Immediate Past President shall serve as Chairman of the Awards Committee. The Awards Committee shall be responsible for updating award categories as needed, posting a call for nominations for awards in Chapter publications in a timely manner, reviewing and determining award winners, and organizing the bi-annual Chapter Awards Program. Any person or any person within an organization submitting a nomination for any award category is ineligible for membership on that Awards Committee. Members of the Awards Committee must recuse themselves from discussion, consideration and vote on any award category that includes an individual or organization with which they are closely associated.
- 5.8 Committees: Teller Committee. The President, with the advice and consent of the Executive Committee, shall appoint a Teller Committee to consist of three members with at least two being Chapter members. The Teller Committee shall be responsible for counting the votes for the Chapter elections and reporting election results to the candidates, the Executive Committee and the Chapter.

1. Committees: Other. The President, with the advice and consent of the Executive Committee, is empowered to appoint special and standing committees, as required, to carry out the purposes of the Chapter.

## 2. ELECTIONS

6.1 Elections: Method of Balloting. Election of Chapter Officers shall be by written or electronic ballot of the membership and shall occur every two years in even numbered years. A ballot shall be distributed to all regular members in good standing not later than September 1. Members may vote for any qualified person, whether or not he/she was nominated by the Nominating Committee or by petition. Ballots shall be returned to the Secretary/Treasurer or his or her designated agent not later than September 30.

6.2 Elections: Nominations. The Nominating Committee shall communicate to the membership the process and schedule for the election of officers. The membership shall have the opportunity to nominate candidates for each office to the Nominating Committee during an open nomination period. The Nominating Committee shall file with the Executive Committee its report of nominations to fill the offices of President, President-Elect, Secretary/Treasurer, and three members-at-large not later than June 15. All nominees shall be members of APA and of the Chapter. The Nominating Committee shall promote the nomination of at least two candidates for each office, and the candidates shall run on a straight ticket. Nominations should take into consideration geographic representation from the State's Upstate, Midlands and Lowcountry regions. On or before July 1, the Executive Committee shall distribute copies of the Nominating Committee report to all members of the Chapter. A petition of nomination for one or more offices or office election categories, signed by 10 percent or more of the membership may be submitted in writing and mailed to the Secretary on or before July 15. Nomination petitions postmarked or received on or before July 15 shall be accepted. To be eligible to be nominated by petition, the person under consideration must be a member in good standing with both APA and the Chapter. The names submitted on a petition of nomination shall be included on the official ballot.

6.3 Elections: Time of Balloting. A ballot shall be distributed to all members in good standing on or before September 1. Balloting shall be closed on September 30. Ballots postmarked or received on or before September 30 shall be accepted.

6.4 Elections: Tally of Ballots. The officers of the Chapter shall be elected by the affirmative written ballots of a majority of the members voting. The results of the election shall be ascertained by the Teller Committee and confirmed by such Executive Committee officers currently serving at the first Chapter Meeting of the calendar year. In case no candidate for a particular office receives a majority of the votes cast, the Executive Committee shall elect one of the candidates to fill that office by majority vote of the Executive Committee. In the case of the members-at-large, the three candidates with the highest vote total will be deemed elected to the post.

6.5 Elections: Date. If any date specified in the election timetable falls on a Saturday or Sunday, the following Monday shall be the effective date specified in these bylaws for that election year. In the event the following Monday is a South Carolina or Federal holiday the following Tuesday shall be the effective date.

## 7.0 FINANCIAL POLICIES

### 7.1 Financial Policies: General

7.1.1 At the final SCAPA Executive Committee meeting of each fiscal year, the Secretary/Treasurer shall present a proposed budget for the next fiscal year for the review and approval of the Executive Committee.

7.1.2 The adopted budget shall be updated throughout the year as necessary. The Secretary/Treasurer shall be responsible for informing the Executive Committee of all changes to the adopted budget.

7.1.3 The financial report for the previous (or most recent) fiscal year shall be submitted to APA staff and the CPC Executive Committee annually. This report shall include the identification of all sources of income as well as expenditures.

### 7.2 Financial Policies: Planning/Budgeting

The President's financial planning for any fiscal year shall not deviate materially from the Executive Committee's priorities/policies, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

7.2.1 Fail to include credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.

7.2.2 Plan the expenditure in any fiscal year of more funds than are projected to be available or received in that period.

7.2.3 Reduce the cash and cash equivalents at any time to less than 5% of the total operating budget.

### 7.3 Financial Policies: Financial Condition and Activities

With respect to the actual, ongoing financial condition and activities, the President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Executive Committee priorities/policies.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

7.3.1 Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.

7.3.2 Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 90 days.

7.3.4 Fail to settle payroll and debts.

7.3.5 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

7.3.6 Make a single purchase or commitment of greater than \$7,500. Purchases over \$7,500 must have authorization from the Secretary/Treasurer. Splitting orders to avoid these limits is not acceptable.

7.3.7 Acquire, encumber or dispose of real property.

7.3.8 Fail to aggressively pursue receivables.

#### 7.4 Financial Policies: Asset Protection

The President shall not allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

7.4.1 Fail to insure against theft and casualty losses.

7.4.2 Allow unbounded personnel access to material amounts of funds.

7.4.3 Subject plant and equipment to improper wear and tear or insufficient maintenance.

7.4.4 Unnecessarily expose the organization, its Executive Committee or staff to claims of liability.

7.4.5 Make any capital purchase without a stringent method of assuring the balance of long-term quality and cost.

7.4.6 Fail to protect intellectual property, information and files from loss or significant damage.

7.4.8 Invest or hold operating capital in insecure instruments or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.

7.4.9 Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

#### 8.0 SECTIONS

8.1 Sections: Formation. Sections of the Chapter may be formed upon petitions signed by two-thirds of the members whose addresses of record are within the geographic areas of the proposed Sections and upon approval of the Chapter Executive Committee. The territory of a Section shall be a reasonably coherent unit, and the name of the Section shall be geographically descriptive.

8.2 Sections: Bylaws. Sections shall adopt Bylaws to govern Section affairs. Section Bylaws shall not conflict with these Bylaws or the Articles of Incorporation and Bylaws of APA. Copies of Section Bylaws or Bylaw Amendments shall be sent to each member of the Chapter Executive Committee and filed with the Executive Director promptly upon their adoption.

1. Sections: Directors. The principal elected officer of the Section shall be titled Section Director.

2. DUES

1. Dues: Establishment. The Chapter, by a written or electronic ballot of the membership, may establish dues or assessments beyond the basic membership rebate from National APA, provided that the APA Board of Directors may establish ceilings for such additional dues and assessments.

2. AMENDMENT

Bylaw amendments may be proposed by the Executive Committee or by a petition signed by 5 percent of the Chapter membership. The membership may amend these Bylaws by a majority vote by eligible voting members at a Chapter Meeting, and by a majority of those voting if by written or electronic ballot. Amendments must be published in a publication of the Chapter membership at least one month prior to the Meeting, with the date and time of the Chapter meeting during which the amendment will be voted upon, or the date that the ballots will be mailed, clearly stated.