A photograph of the Clifton Suspension Bridge in Bristol, England, viewed from a low angle looking up at the bridge's massive steel structure and suspension cables. The bridge spans a deep gorge with green hills in the background under a blue sky with light clouds. A large yellow circle is overlaid on the top left of the image, containing the title and subtitle text.

BROADENING THE COMMUNITY OF TRANSPORTATION PROFESSIONALS

**Guidance for the District,
Section and Chapter Level**

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Table of Contents

1.0 Introduction	1
1.1 History of ITE	1
1.2 The Challenge and the Opportunity	2
1.2.1 The Challenge	2
1.2.2 The Opportunity	2
2.0 Existing Conditions	3
2.1 Current ITE Membership Breakdown.....	3
2.2 Current ITE Conference Topics	5
2.3 ITE Planning Council Survey	5
2.3.1 The Findings.....	6
3.0 Professional Planning Organizations	12
3.1 American Planning Association (APA).....	12
3.1.1 Types of Membership	12
3.1.2 Membership Inclusions	12
3.1.3 Initial Cost to Join	12
3.1.4 Yearly Dues	13
3.1.5 Certification Maintenance Requirements	13
3.2 Canadian Institute of Planners (CIP)	13
3.2.1 Types of Membership	13
3.2.2 Membership Inclusions	14
3.2.3 Initial Cost to Join and Yearly Dues	14
3.2.4 Certification Maintenance Requirements	14
4.0 The Bridge	16
4.1 General Guidance	16
4.1.1 Language is Important!	16
4.1.2 Timing is Everything	16
4.1.3 Participation Counts	17
4.1.4 Price Matters	17
4.1.5 Be Seen - and Heard	17
4.1.6 Membership Isn't Everything.....	18
4.2 Meetings and Events	18
4.2.1 The More the Merrier	18
4.2.2 Variety is the Spice of Life	18
4.2.3 Commitment not Required	19
4.3 Professional Development Credits	19
4.3.1 Spread the Word	19
4.3.2 Be on the Look Out.....	19
4.3.3 Promote is Shamelessly	19

4.4 Promotions.....	20
4.4.1 A Keen Eye Counts	20
4.4.2 Everyone Loves a Good Value	20
4.4.3 Linking Up	20
5.0 The Final Suggestion.....	22

Figures

Figure 2.1: Transportation Industry Role	4
Figure 2.2: Council Leadership Industry Role.....	5
Figure 2.3: Industry Role	6
Figure 2.4: Initial Involvement	7
Figure 2.5: Other Organization Membership.....	8
Figure 2.6: Encouraged Others to Attend ITE Event.....	9
Figure 2.7: ITE Event Attendance.....	9
Figure 2.8: ITE Event Organization	10
Figure 2.9: ITE Event Presentation.....	11

Tables

Table 4.1: Recommended Guidance and Applicability	21
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Appendix A - Detailed Planning Council Survey Data

01

What is ITE?

Where did it come from?

How can we engage other disciplines?

1.0 Introduction

As per their website¹, the Institute of Transportation Engineers - A Community of Transportation Professionals (ITE) is *“an international membership association of transportation professionals who work to improve mobility and safety for all transportation system users and help build smart and livable communities. Through its products and services, ITE:*

- Promotes professional development and career advancement;
- Supports and encourages education;
- Identifies necessary research;
- Develops technical resources including standards and recommended practices;
- Develops public awareness programs; and
- Serves as a conduit for exchange of professional information

ITE’s **Vision Statement** is *“To be the transportation organization of choice”*.

ITE’s **Mission Statement** is *“To provide the global community of transportation professionals with the knowledge, practices, skills, and connections to serve the needs of their communities and help shape the future of the profession and transportation in the societal context”*.

1.1 History of ITE

ITE was founded in 1930 as the Institute of Traffic Engineers, with an aim to create *“a central agency for correlating and disseminating the factual data and techniques developed by members of the profession, promoting the standards of traffic engineering, and encouraging the establishment of traffic engineering departments in city and state governments whose techniques should make for safer and more efficient highway transportation”*¹.

History shows that ITE has adapted to the changing transportation environment. In 1976, the Institute of Traffic Engineers was renamed the Institute of Transportation Engineers to better represent its changing and growing membership. ITE currently identifies itself as a Community of Transportation Professionals that is comprised of transportation engineers, planners, academics, data scientists, researchers, analysts, and professionals supporting the transportation field.

1.2 The Challenge and The Opportunity

1.2.1 The Challenge

At present, not a lot of Professional Planners know that ITE exists, what it can offer them or that they can be a member. This may be partially attributed to the original name of the organization: the Institute of Transportation Engineers Through various outreach activities, ITE International has heard loud and clear that generous use of the terms “Transportation Engineers” and “Technical Conference” sends the message that ITE isn’t for other transportation professionals.

In a world where there is a need for professional organization memberships and a finite amount of money to be spent on them, ITE is working hard to make itself an attractive membership option for other transportation professionals. As part of this, ITE International’s 2021-2023 Strategic Plan identifies the need to increase the participation of Professional Planners within the organization. This is currently being achieved through actions such as renaming conferences to “Spring Conference” versus “Spring Technical Conference” and providing a broader array of topics at conferences that appeal to the entire community of transportation professionals. However, all of this is occurring at the international level and not the district or local levels.

1.2.2 The Opportunity

Working from the current ITE International Strategic Plan, The Bridgey Bunch (we/the team) has identified the opportunity to “bridge the gap” between planners and ITE at the local levels. This report will provide guidance for the Districts, Sections and Chapters to (better) engage with Professional Planners in hopes of increasing their membership and participation in ITE at the local level, and as an enhancement to their current professional affiliation.

The guidance is intended to be flexible so it can be used to bring awareness of ITE to other disciplines that work directly with or adjacent to transportation engineers such as architects, urban designers and civil engineers.

Who are we and what do we do?

What kind of programming does ITE offer Planners?

How did we get here?

2.0 Existing Conditions

2.1 Current ITE Membership Breakdown

As part of a 2016 and 2019 survey, ITE’s Diversity and Inclusion Committee asked ITE members to identify their primary role within the transportation industry. Respondents could choose from four options:

- Transportation Engineer;
- Transportation Planner;
- Faculty; or
- Other

This information was collected as part of the Committee’s effort to understand the ITE membership profile and to identify any gaps.

This question received a total of 3,778 responses in 2016 and 2,911 responses in 2019. The survey results are summarized below and outline the percent representation and number of responses for each question and indicate:

- 2016 Transportation Industry Role:
 - 77% identified as Transportation Engineers;
 - 12% identified as Transportation Planners;
 - 11% identified as “Other”; and
 - No respondents identified as Faculty
- 2019 Transportation Industry Role:
 - 73% identified as Transportation Engineers;
 - 12% identified as Transportation Planners;
 - 12% identified as “Other”; and
 - 3% identified as Faculty

The survey results show a slight decrease in “Transportation Engineers” over the three years; however, this could be attributed to the increase in “Faculty” being provided as an option for respondents in the 2019 survey.

Figure 2.1 illustrates the membership transportation industry role breakdown.

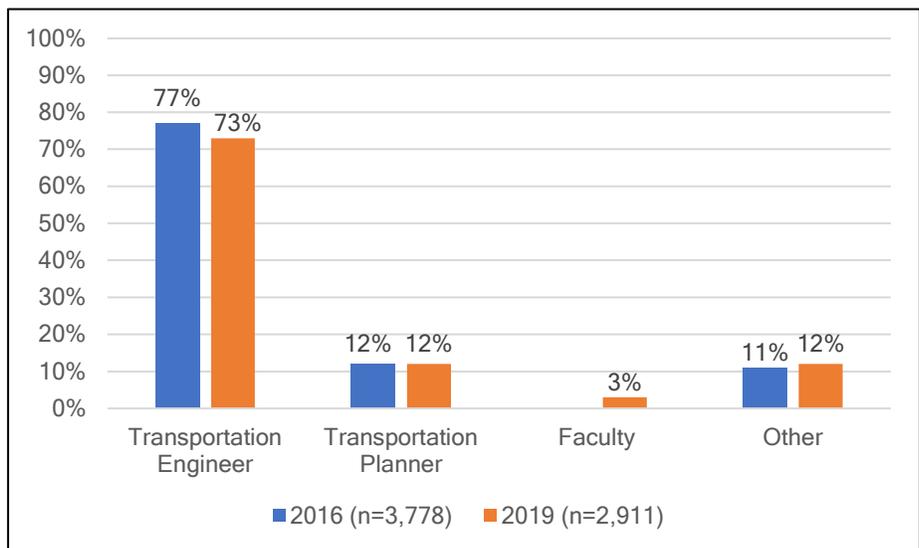


FIGURE 2.1: TRANSPORTATION INDUSTRY ROLE

In 2019, in addition to the general membership identifying their primary role within the transportation industry, Council leadership members were asked to identify their role within the transportation industry. Respondents could choose from six options:

- Transportation Engineer;
- Transportation Planner;
- Academic;
- Data Analytics;
- Researcher; or
- Other

The survey results are summarized below and outline the percent representation and number of responses for each question and indicate:

- 73% identified as Transportation Engineers;
- 35% identified as Transportation Planners;
- 12% identified as Academic;
- 12% identified as Researcher
- 8% identified as “Other”; and
- 2% identified as Data Analytics

The results from both questions indicate that ITE membership at both the general level and the council leadership level is comprised mainly of those that identify as transportation engineers, with transportation planners comprising the second highest level of membership.

Figure 2.2 illustrates the Council leadership transportation industry role breakdown.

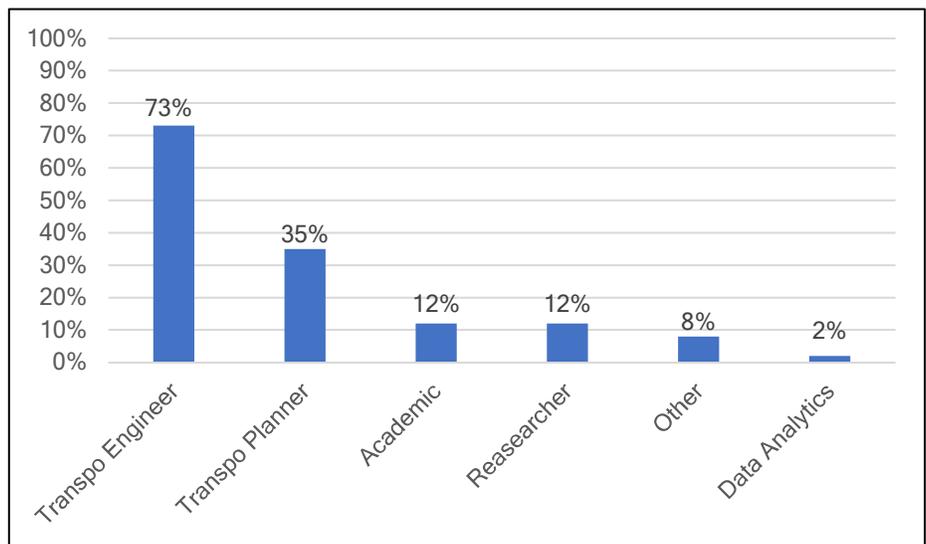


FIGURE 2.2: COUNCIL LEADERSHIP INDUSTRY ROLE

2.2 Current ITE Conference Topics

ITE International provided information regarding the percentage of conference programs and topics that could be relevant to planners. At present, about 50% of the Annual Meeting Programs in both the United States and Canada could have relevance.

As well, ITE International makes a concerted effort to have Professional Development Hours (PDH) credits on every program where possible.

2.3 ITE Planning Council Survey

On April 29, 2022, the Bridgey Bunch, via ITE International, sent an online survey to all members of the ITE Planning Council. The purpose of the survey was to gather feedback relating to ITE's goal of professional inclusiveness. The survey concluded on May 13, 2022.

The survey asked the following eight questions:

1. Respondent's role within the Transportation Industry (Engineer, Planner, Academia, other);
2. How respondent became involved in ITE;
3. If respondent is a member of another transportation or planning organization, and if so, which one(s);
4. Has respondent has encouraged non-ITE planners to attend an ITE meeting and why/why not;
5. How many events has respondent attended in the past three years and if so, how many;
6. Has respondent helped organize an event in the past three years and if so, how many;
7. Has respondent presented at an ITE event in the past three years and if so, how many times; and
8. What can ITE do to encourage planners to attend ITE events?

2.3.1 The Findings

A total of 77 responses were received, with various rates of response for each specific question. The survey results are summarized below and outline the percent representation and number of responses for each question and indicate:

1. Transportation Industry Role:
 - 65% (50 persons) are engineers;
 - 25% (19 persons) are planners; and
 - 10% (8 person) identified as “other” with three stating “Plangineer”

Figure 2.3 illustrates the industry role breakdown.

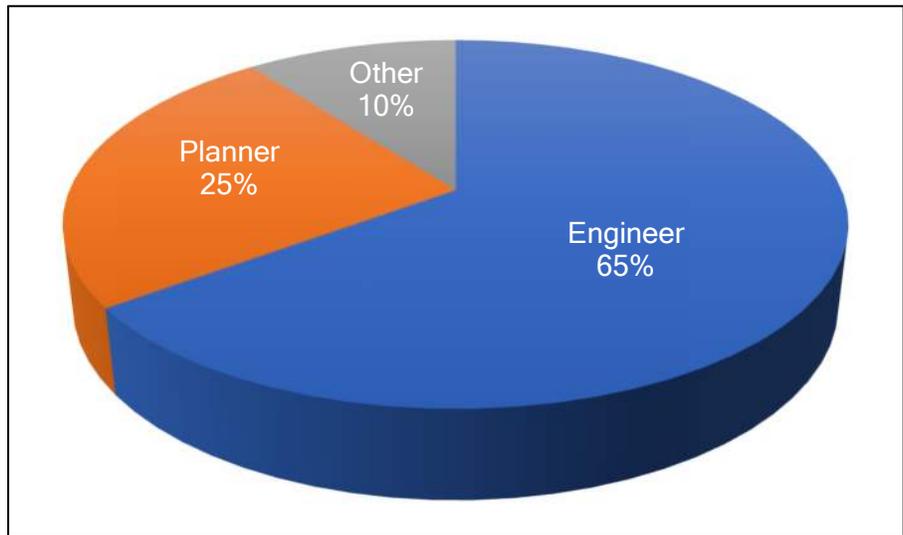


FIGURE 2.3: INDUSTRY ROLE

2. How respondent became involved in ITE:
 - 47% (36 persons) started as a student chapter member and continued their membership; and
 - 53% (41 persons) stated “other” as to how they initially became involved with ITE. The answers for “other” varied widely and included responses such as:
 - Suggestion by colleague as a way to support technical credibility;
 - Employer requirement;
 - To enhance their knowledge and to network; and
 - It’s their profession’s professional organization

Figure 2.4 illustrates the how respondents initially became involved in ITE.

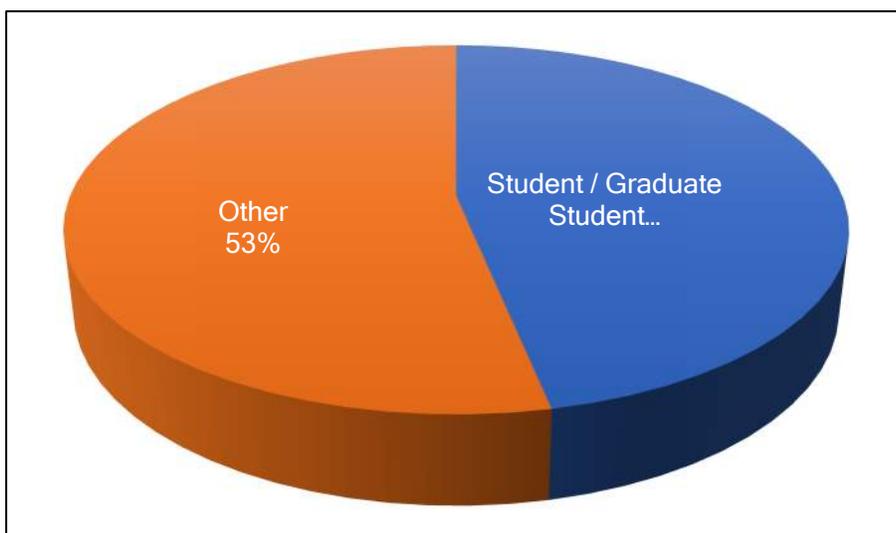


FIGURE 2.4: INITIAL INVOLVEMENT

3. Is respondent a member of another transportation or planning organization?
- 32% (25 persons) indicated they were not members of other transportation or planning organizations;
 - 26% (20 persons) indicated they were members of more than one other transportation or planning organization;
 - 14% (11 persons) indicated they are members of one other transportation or planning organizations;
 - 12% (9 persons) indicated they are members of the American Planning Association (APA) with a cross-section of Engineers, Planners and “other”;
 - 12% (9 persons) indicated they are members of the American Society of Civil Engineers (ASCE);
 - 3% (2 persons) indicated they are members of the Congress for the New Urbanism (CNU); and
 - 1% (1 persons) indicated they are a member of the Urban Land Institute (ULI)

Figure 2.5 illustrates other organization membership.

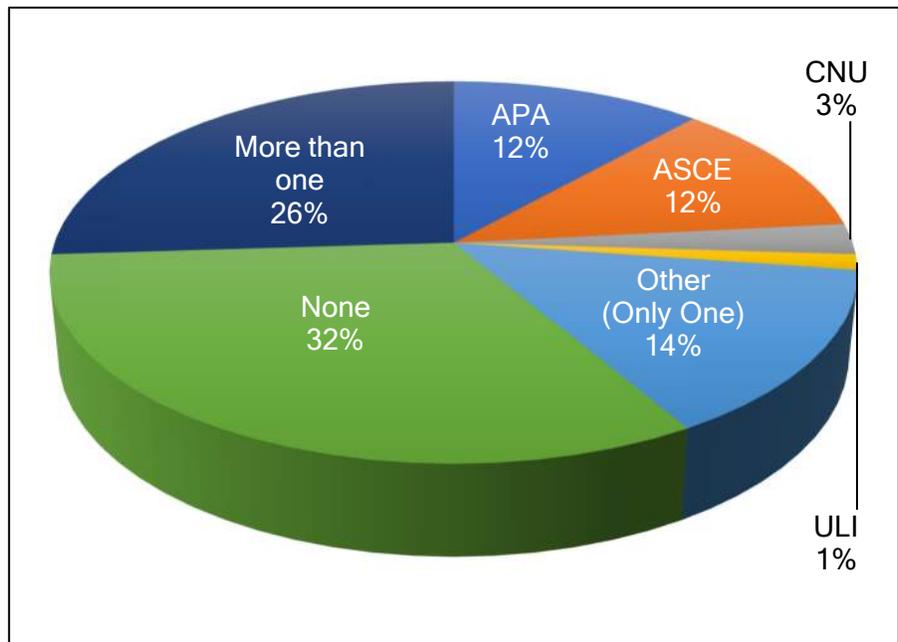


FIGURE 2.5: OTHER ORGANIZATION MEMBERSHIP

4. Has respondent has encouraged non-ITE planners to attend an ITE meeting and why/why not;

- 79% (60 persons) have encouraged non-ITE planners to attend an event.

The responses for why they encouraged a non-ITE planner to attend an event varied widely and included responses such as:

- Topic could be of interest to a planner (most frequent response); and
- To help them see the value of ITE for the planning profession

- 21% (16 persons) have not encouraged non-ITE planners to attend an event; and

The responses for why they did not encourage a non-ITE planners to attend an event varied widely and included responses such as:

- Planners always think ITE is for transportation engineers;
- Local meetings are specific topics and national meetings are too expensive; and
- Haven't expanded network far enough to meet non-ITE planner needs yet

Figure 2.6 illustrates the percent encouragement.

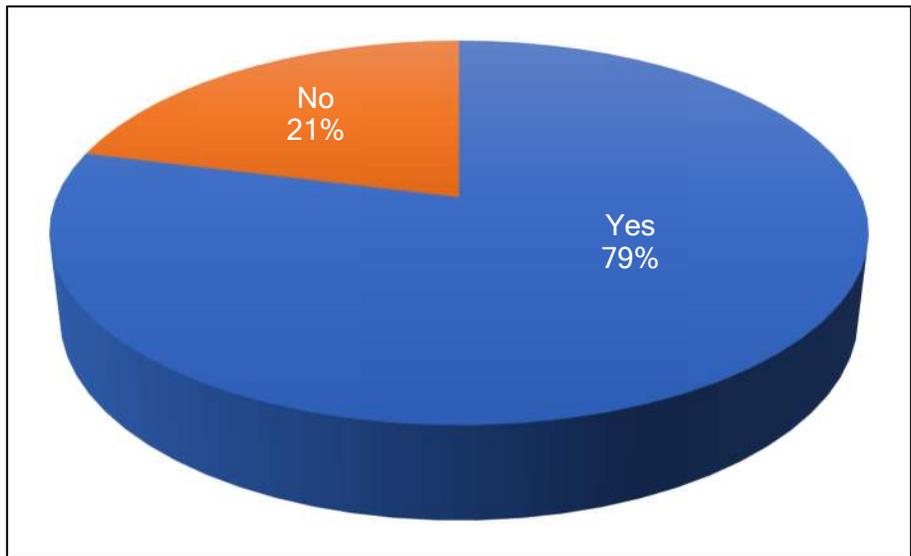


FIGURE 2.6: ENCOURAGED OTHERS TO ATTEND ITE EVENT

5. How many ITE events has respondent attended in the past three years and if so, how many;
- 5% (4 persons) not attended any events in the past three years;
 - 26% (20 persons) attended one to three events in the past three years;
 - 19% (15 persons) attended four to six events in the past three years;
 - 10% (8 persons) attended seven to nine events in the past three years; and
 - 39% (30 person) attended 10 or more events in the past three years

Figure 2.7 illustrates event attendance.

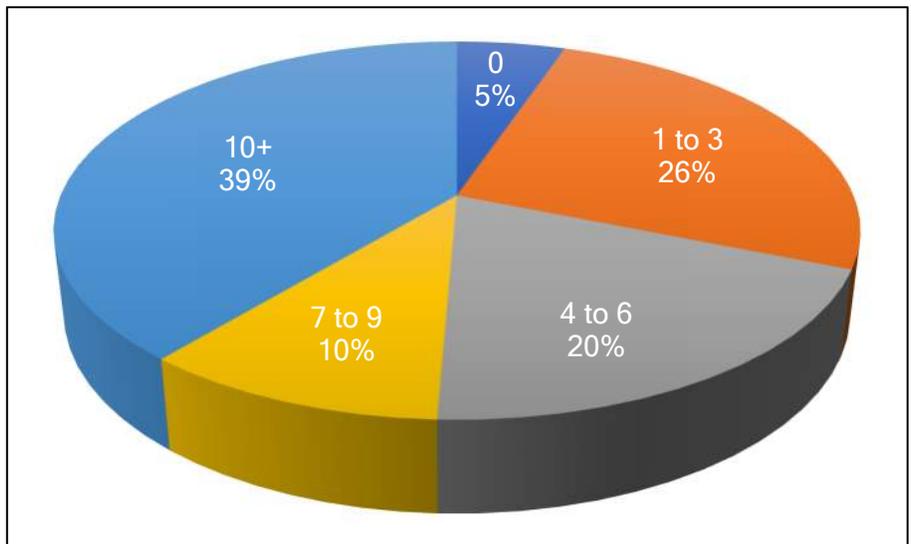


FIGURE 2.7: ITE EVENT ATTENDANCE

6. Has respondent helped organize an event in the past three years and if so, how many;

- 40% (31 persons) have helped organize an event in the past three years; and
- 60% (46 persons) have not helped organize an event in the past three years.

Figure 2.8 illustrates the event organization participation.

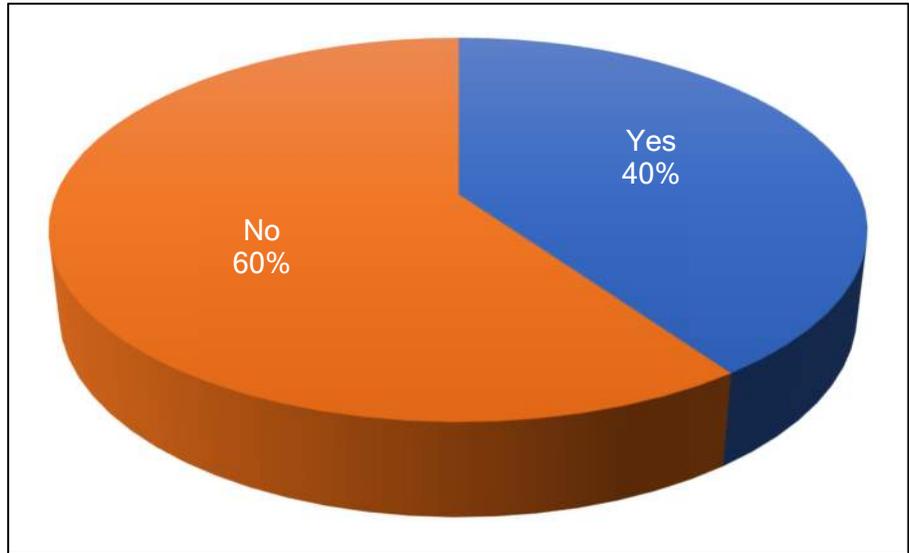


FIGURE 2.8: ITE EVENT ORGANIZATION

7. Has respondent presented at an ITE event in the past three years and if so, how many times;

- 40% (31 persons) have presented at an event in the past three years; and
- 60% (46 persons) have not presented at an event in the past three years.

Figure 2.9 illustrates the event presentation participation.

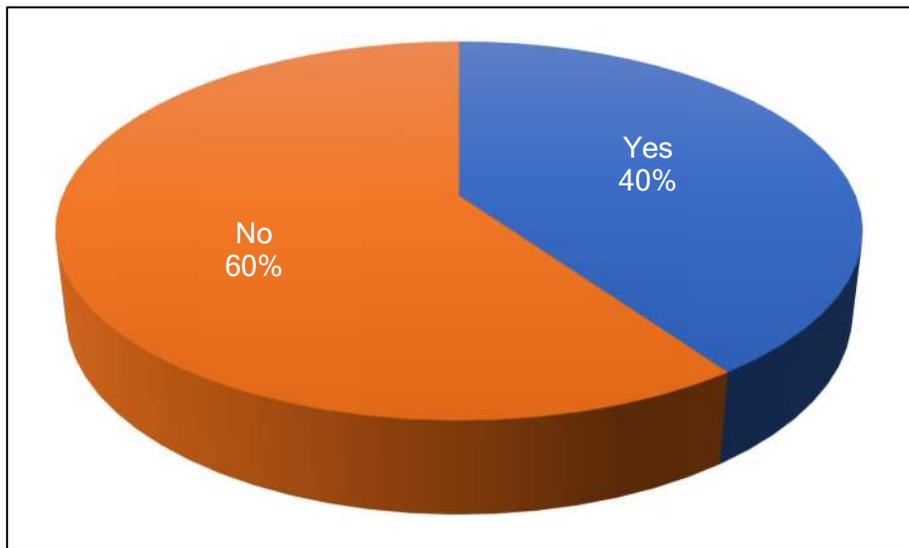


FIGURE 2.9: ITE EVENT PRESENTATION

8. What can ITE do to encourage planners to attend ITE events?

This was an open-ended question that resulted in an array of responses, including:

- Develop/deliver more varied content and content relevant to planners (most frequent response);
- Consider a joint event or conference between ITE and municipal planning organizations (frequent response);
- Avoid using the word “technical” as it can be construed as meaning “engineer”/make messaging inclusive;
- Attend planning events to see what they are doing;
- Offer AICP certification maintenance (CM) credits at all relevant events;
- Provide marketing materials to illustrate how ITE overlaps with planning;
- Create a specific member title such as Associated Transportation Planner;
- Encourage local chapters to plan more outings or events and invite non-ITE planners; and
- Consider hosting free events or reduce membership cost.

Appendix A contains the comprehensive survey responses.

3.0 Professional Planning Organizations

There are several professional organizations within the United States and Canada that planners can join. This section will focus on the preeminent one from each country and provide general information on membership, fees and certification maintenance/professional development requirements. This information will help inform the ultimate guidance and recommendations.

3.1 American Planning Association (APA)

The American Planning Association is an organization comprised of more than 40,000 individuals in 90 countries. They are predominantly planners; however, anyone with a passion for planning can join.

The American Institute of Certified Planners grants AICP certification to qualified APA members. The APA and AICP work in conjunction with each other and for membership purposes, essentially operate at one.

3.1.1 Types of Membership

APA offers several types of membership including:

- Planner;
- Student;
- Commissioner;
- Academic;
- Outside U.S.; and
- Allied Professionals and Citizens

In addition, many chapters offer a “Chapter Only” affiliation which does not provide APA membership, does not permit a person to identify as a member of APA nor does it grant discounts.

3.1.2 Membership Inclusions

A full APA membership grants access to the entirety of online resources, including job posting, knowledge base, certification maintenance opportunities, policy and advocacy information. In addition, APA hosts live webinars and arranges several conferences per year. Members can subscribe to the Journal of the American Planning Association or the Zoning Practice magazine for an additional fee.

3.1.3 Initial Cost to Join

The initial cost to join APA is \$99 which includes the \$79 national dues and the \$20 chapter dues (for US members).

The cost to register for AICP certification is approximately \$510 comprised of the following fees:

- Register for certification: \$255
- Write the test: \$0
- Apply for membership: \$255

3.1.4 Yearly Dues

Members must pay both APA and AICP dues yearly with the total dues based on membership category (salary range). Full member rates range from \$289 annually to \$626 annually.

Other yearly dues options include:

- Students do not pay for membership (at any level);
- New members are offered a reduced yearly membership rate of \$149 per year for the first two years;
- Retired, Life and In-transition (unemployed) membership fees are significantly reduced and range from \$75 to \$120 per year.
- International dues range from \$83 for a life member to \$294 for a full membership; and
- Chapter-only dues vary by state and range from 10% of APA dues to 45% of APA dues. Several states offer a flat rate ranging from \$45 to \$80.

3.1.5 Certification Maintenance Requirements

Once AICP certification is attained, Certification Maintenance (CM) (referred to as Professional Development Hours (PDH) by ITE) is required and members have two years to attain their required CM credits. As of January 2022, two mandatory credits are required: Equity and Sustainability, and Resilience (targeted topic). These credits are required in addition to the Law and Ethics requirements. The targeted topic will be assessed after a minimum of four years.

The APA website provides a list of about 10,000 options for earning CM credits, presented by topic and number of credits that can be earned.

3.2 Canadian Institute of Planners (CIP)

The Canadian Institute of Planners is an organization comprised of more than 7,500 planning professionals. They are predominantly planners; however, allied professions and those generally interested in planning can join.

3.2.1 Types of Membership

CIP offers several types of membership including:

- Professional Member, MCIP;
- Candidate and Pre-Candidate;

- Accredited and Non-accredited Student;
- International:
 - Professional Member
 - Candidate
 - Student;
- Public Subscriber (interested individuals who do not qualify for membership)
- Non-practicing and Retired

3.2.2 Membership Inclusions

Full and candidate memberships grant access to the entirety of online resources, including job posting, knowledge base, certification maintenance opportunities, policy and advocacy information. In addition, CIP hosts live webinars and arranges several conferences per year. Membership also includes a subscription to Plan Canada magazine.

Once a full member passes their Registered Professional Planner (RPP) exam, they can use the Member, Canadian Institute of Planners (MCIP) designation.

3.2.3 Initial Cost to Join and Yearly Dues

The initial cost to join CIP and the yearly dues are aligned. A full certified member, provisional member or pre-candidate member pays \$222.43 + tax to join. \$40 insurance is also required for a professional or candidate member.

Other yearly dues options include:

- Accredited students do not pay for membership (\$22 for non-accredited or international students);
- International memberships are \$240;
- Retired/non-practicing Canadian and international memberships are \$75 year; and
- Public subscriber dues are \$99 per year.

3.2.4 Certification Maintenance Requirements

Once certification is attained, Continuous Professional Learning (CPL) is required yearly and varies by province. In Ontario, members are required to accrue 18 Learning Units (LUs)/PDHs per year, including a minimum of nine LUs of “Organized and Structured Activities” including courses, presentation, seminars and workshops. Topics that qualify for CPL LUs in Ontario include, but are not limited to:

- Agriculture/Environmental Planning;

- Conflict Resolution and Mediation;
- Transportation Planning;
- Mapping - GIS; and
- Project Management;
- Various Planning topics (Regional, Law, etc.)

4.0 The Bridge

The following sections outline the specific actions that could be applied at the District, Section and Chapter level to encourage Planners to participate in ITE. The following recommendations were developed to compliment the Strategic Plan initiative currently underway by ITE International and considering the information gathered via the Planning Council survey.

The guidance provided herein is targeted specifically at the planning profession, but it can easily be tailored to encourage participation by other transportation professionals.

Most actions are low to no cost and can be implemented easily and championed by any member of the Executive. Several actions will require a greater effort and financial investment. Sponsorship opportunities may exist to offset the cost of these efforts.

4.1 General Guidance

4.1.1 Language is Important!

As outlined in Chapter 1, use of the terms “Transportation Engineers” and “Technical Conference” can be construed as meaning ITE isn’t for other transportation professionals.

This action is the most important one to implement out of all the actions contained herein as it makes it clear that we are more than just transportation engineers. Any time ITE is referenced, use “ITE - A Community of Transportation Professionals” (versus simply “ITE”), especially in:

- Website content;
- Promotional materials (posters, emails, etc.);
- When introducing ITE at meetings and events;
- Social media posts; and
- Anytime someone asks what ITE is

Applicable to:

- District Level; and
- Section/Chapter Level

4.1.2 Timing is Everything

ITE’s membership is located across the globe and with the rise of virtual meetings and events, anyone from anywhere can attend. When hosting events that may be attended by people outside of your local area, be cognizant of time differences. Specific actions to address the time differences include:

- Scheduling meetings later in the day or in the early evening to increase real-time attendance; and
- Record virtual sessions and post on the section website for anyone to download and watch at a later date or time

Applicable to:

- District Level; and
- Section/Chapter Level

4.1.3 Participation Counts

Invite Planners to join the Section Executive and/or Local Arrangement Committee. Having them as active participants will help ensure events are more inclusive of all transportation disciplines, local interests and concerns. If they don't want to make a long-term commitment, ask them to help plan one meeting or event.

If possible, have a Planning liaison to answer any questions or help facilitate membership for Planners.

Applicable to:

- Section/Chapter Level

Consider at:

- District Level

4.1.4 Price Matters

Host a "Get to Know ITE" event at the Section level to introduce ITE to other transportation professionals. Several options to consider include

- Waiving or significantly reducing attendance fees; and
- Go to where the planners are - ask a local planning firm or local planning organization to host the event versus asking them to come to you

Applicable to:

- Section/Chapter Level

4.1.5 Be Seen - and Heard

Don't wait for the Planners to come to you - put your section and yourself out there to promote ITE:

- Engage with planners and other transportation professionals whenever the opportunity presents itself;
- Volunteer to join their executive/event planning committees; and
- Volunteer to give a presentation, host a training session or to be a mentor

Applicable to:

- Section/Chapter Level

Consider at:

- District Level

4.1.6 Membership Isn't Everything

Stress that membership is not required to participate in meetings, webinars, etc. and a non-member pricing option is typically provided. It is especially important to highlight this in all promotional materials, on websites, etc. since ITE membership is likely a discretionary out-of-pocket expense as it's not their industry-standard organizational membership.

Applicable to:

- District Level; and
- Section/Chapter Level

4.2 Meetings and Events

4.2.1 The More the Merrier

Hold joint APA/ITE conferences, meetings or events and ask APA to host the event to encourage the participation. This builds on the recommendation in Section 3.1.4 to go to where they are versus waiting for them to come to us.

Applicable to:

- District Level; and
- Section/Chapter Level

4.2.2 Variety is the Spice of Life

When planning events, be sure to present a variety of topics that will appeal to all disciplines, not just transportation engineers. Topics could include:

- Transportation and Health;
- Transportation Equity; and
- The Links between Land Use Planning and Transportation

Having Planners and other transportation professionals on the section executive or local arrangements committee will help ensure diversity of topics.

Applicable to:

- District Level; and
- Section/Chapter Level

4.2.3 Commitment not Required

Focus on engagement activities that do not require a significant commitment and are less expensive to encourage initial engagement and ongoing participation. Consider:

- Hosting a breakfast or lunch meeting;
- Hosting a free virtual meeting; and
- Limit meetings or events to no more than one and a half to two hours.

Applicable to:

- Section/Chapter Level

4.3 Professional Development Credits

4.3.1 Spread the Word

Advertise on website, emails, etc. that ITE offers Certification Maintenance (CM)/ Professional Development (PD) credits, referred to as Professional Development Hours (PDHs) by ITE. Ensure advertising for all events clearly states if credits are offered, how many will be earned and if there is a procedure for claiming credits.

Applicable to:

- District Level; and
- Section/Chapter Level

4.3.2 Be on the Look Out

Provide opportunities for members to earn CM/PD credits whenever possible at the DSC level. The DSC Executive (and possibly ITE International) would have to have events approved for credit. To streamline the process, use previously approved events as the basis new event approval.

Applicable to:

- District Level; and
- Section/Chapter Level

4.3.3 Promote it Shamelessly

Be sure to include certification and growth opportunities information on promotional materials, emails, etc. to keep it top of mind that ITE has more to offer. This will help encourage ongoing participation and membership consideration.

Applicable to:

- District Level; and
- Section/Chapter Level

4.4 Promotions

4.4.1 A Keen Eye Counts

When developing and maintaining websites, reach out to the ITE International webmasters to have them review material to make sure it's providing targeted information for both transportation engineers and planners. The information should be clearly labeled and easy to find.

Applicable to:

- Section/Chapter Level

Consider at:

- District Level

4.4.2 Everyone Loves a Good Value

Never miss an opportunity to outline the value ITE can bring to the planning profession, along with how and why to get involved.

Opportunities include:

- Websites;
- Promotional materials (posters, emails, etc.);
- At meetings and events; and
- Any other opportunity that presents itself

Applicable to:

- District Level; and
- Section/Chapter Level

4.4.3 Linking Up

Be sure to include links on Section websites to:

- ITE International;
- Your District;
- ITE Certification options (PTP, PTOE); and
- The Join ITE membership page; and
- Contact information for Section Executive and the Planning liaison (if applicable)

Applicable to:

- Section/Chapter Level

Table 4.1 outlines the 16 suggested actions and identifies if they are applicable to the District or Section/Chapter level.

Topic	Report Section	Action	Applicability	
			District	Section (and Chapter)
General Guidance	4.1.1	Language is important! Use "ITE - A Community of Transportation Professionals" versus "ITE" to send an inclusive message	✓	✓
	4.1.2	Be cognizant of time differences when scheduling meetings and events	✓	✓
	4.1.3	Invite Planners to join Section Executive and Local Arrangement Committee to ensure events are more inclusive of all disciplines, local interests and concerns	✓	✓
	4.1.3	Create a Planning Liaison position within the Executive to answer questions or facilitate membership for Planners	✓	✓
	4.1.4	Host introductory sessions/meetings to introduce ITE to other transportation professionals		✓
	4.1.5	Put your section and yourself out there to promote ITE - engage with planners and other transportation professionals whenever the opportunity presents itself	✓	✓
	4.1.6	Stress that membership is not required to attend meetings, webinars, etc. A non-member pricing option is typically provided	✓	✓
Meetings and Events	4.2.1	Hold joint APA/ITE conferences, meetings or events and ask APA to host meetings (vs ITE) to encourage participation	✓	✓
	4.2.2	Present topics that appeal to all disciplines, not just transportation engineers	✓	✓
	4.2.3	Focus on engagement opportunities that do not require a significant commitment and are less expensive to encourage initial engagement and ongoing participation		✓
Professional Development / CM Credits	4.3.1	Advertise that ITE offers PDHs and make sure it's clearly stated if they will be provided (and how many) based on event, webinar, etc.	✓	✓
	4.3.2	Look for opportunities to provide PDHs whenever possible	✓	✓
	4.3.3	Include certification and growth opportunities information on promotional materials and emails, etc.	✓	✓
Promotions	4.4.1	Have webmasters look at websites to make sure they are providing targeted information for both engineers and planners	✓	✓
	4.4.2	On websites, promo materials and at meetings, outline the value ITE can bring to their profession, along with how and why to get involved	✓	✓
	4.4.3	Provide links on section websites for district and international information, including ITE certification (PTP, PTOE, etc.)		✓

TABLE 4.1: SUGGESTED ACTIONS

5.0 The Final Suggestion

The desire for broadening our community of transportation professionals is a stated goal of ITE and is backed by the review of existing conditions and professional society options presented in this report.

Broadening our community of transportation professionals is something within reach by seemingly simple methods. Reaching out, speaking their language, teaming up, and generally keeping others in mind during the variety of things ITE does. This report seeks to provide background and recommendations for enhancing the ITE experience for historically underrepresented transportation professionals at all levels.

The big reveal is to change the name again: we can be the INSTITUTE OF TRANSPORTATION EVERYBODIES! (~~Institute of Traffic Engineers/Institute of Transportation Engineers/Community of Transportation Professionals~~). While this is meant to be a bit tongue in cheek, it is appropriate to show there are many that embrace the march of time and the change that comes with it. The fear of change, along with the fear of reactions, will always be present. Being overly prudent becomes boring and stagnant. These are not terms we want for our group. Think of this as more of a mindset than an actionable item. The more we can be open to valuable changes and let go of unnecessary precedent, the more we can live into the growing needs of our community of transportation professionals.

It is the Bridgey Bunch team's desire that this information be shared throughout the membership. Particularly with DSC leadership. The next steps may include more involvement with the ITE Councils along with passion behind new or enhanced initiatives. The process of diving into a detailed facet of ITE that may serve to better our organization has been a fulfilling one and has already added to the excitement for our relevance in a changing world.

Appendix A - Detailed Planning Council Survey Data