

Building the Road Pricing Profession

A Discussion Paper on the Professionalization of Road Pricing



Key Ideas

This discussion paper is long by design; the argument builds section by section. For readers who want the shape of it first, the essential ideas are these:

- **Road pricing has matured into a profession.** What began as a collection of individual toll projects is now an integrative professional practice operating across technology, engineering, finance, law, policy, operations, and governance.
- **Professions mature through infrastructure, not just complexity.** As a field becomes more interconnected, it develops shared structures: a Body of Knowledge, credentials, continuing development, ethics, communities of practice, that let each generation build on the last rather than rediscovering it.
- **Road pricing is fundamentally a profession of integration.** Its disciplines remain distinct, but success depends on integrating them. Technical expertise answers questions within a discipline; professional judgment resolves questions between disciplines.
- **Professional judgment is the profession's greatest asset.** Not its technology. As AI and analytics reshape the tools, the experience, ethical reasoning, and contextual judgment of practitioners become more important, not less, and must be preserved as experienced practitioners retire.
- **A Body of Knowledge is infrastructure, not a textbook.** It does not create knowledge; it reveals the structure within knowledge that already exists, providing a shared framework and vocabulary. It complements — never replaces — the expertise of agencies, firms, universities, and vendors, and it is never finished.
- **Competence is cultivated across a career.** It is not achieved through education alone but developed over time through experience, mentorship, ethical practice, and continual learning.
- **Stewardship is collective, and the profession belongs to its practitioners.** No single employer, agency, firm, vendor, university, or association owns the profession. Institutions that support it should convene rather than control, and their legitimacy rests on independence and transparency.
- **The need is present, not future.** There is still no universally recognized Body of Knowledge, no profession-wide framework for continuing development, and no credential recognizing individual competence. To help convene that work, the author has begun establishing the Institute for Road Pricing Professionals (IRPP) as an independent, practitioner-focused initiative — intended to complement, not replace, the work already underway across the community.

Preface

Every profession eventually pauses to ask whether the structures that supported its past are sufficient for its future. Those moments are rarely prompted by a single event. More often, they arise gradually, as practitioners recognize that their profession has grown in scope, complexity, and responsibility, and that its continued success depends as much upon the development of people as it does upon the advancement of technology. This paper was written from that perspective.

Over more than three decades working alongside agencies, technology providers, consultants, researchers, and industry associations, I have had the opportunity to observe the remarkable evolution of road pricing. During that time, the profession has advanced through extraordinary technical innovation, operational experience, institutional learning, and public policy development. The result is a field that is broader, more sophisticated, and more interconnected than at any point in its history.

The purpose of this paper is not to suggest that road pricing has failed to evolve. Quite the opposite. It argues that the profession has matured to the point where the next stage of its evolution depends less upon new technologies than upon strengthening the professional infrastructure that supports the people who plan, deliver, operate, and continually improve those technologies.

The pages that follow are therefore intended as a discussion rather than a prescription. They explore how mature professions preserve knowledge, develop professional judgment, support continuing professional development, and steward their collective expertise over time. While the observations are offered through the lens of road pricing, many of the ideas are common to the evolution of professions more broadly.

My hope is that this paper encourages thoughtful discussion among practitioners from every part of the road pricing community. If it helps stimulate collaboration, challenges existing assumptions, or inspires others to contribute to the next stage of the profession's evolution, then it will have fulfilled its purpose.

Introduction – A Profession Coming of Age

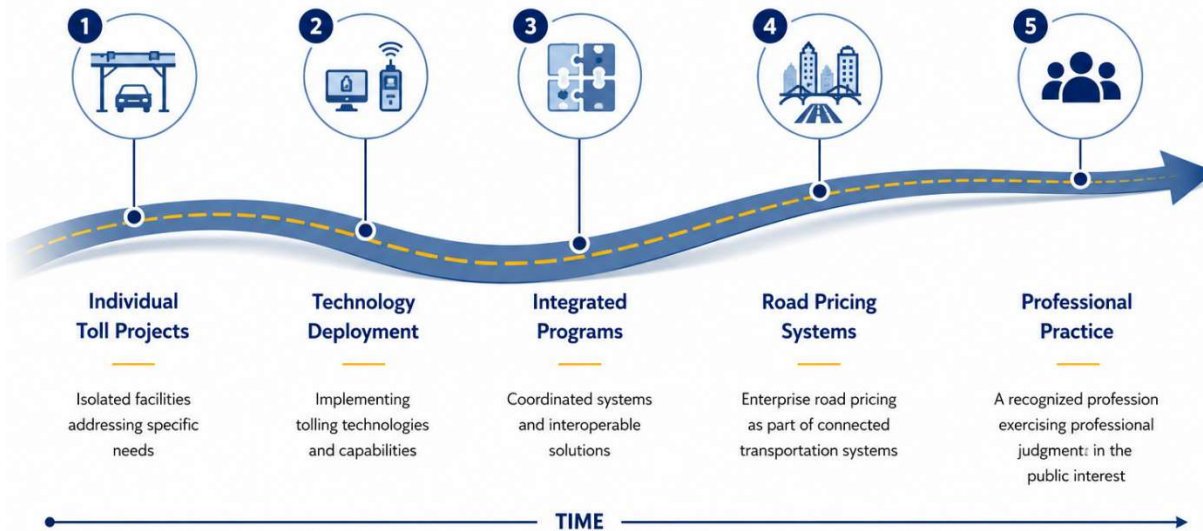
Every profession reaches a point in its evolution when the knowledge, responsibilities, and public expectations placed upon its practitioners outgrow the informal structures that supported it in its early years. At that point, professionalization becomes less an aspiration than a necessity. The question is no longer whether the profession has matured, but whether its supporting institutions have matured with it.

This discussion paper suggests that road pricing has reached such a moment.

Over the past several decades, road pricing has evolved from a collection of individual toll projects into a sophisticated professional practice that influences transportation policy, public finance, customer experience, environmental objectives, mobility, and the long-term management of critical infrastructure. What was once viewed primarily as a mechanism for collecting tolls has become an increasingly complex discipline operating at the intersection of technology, engineering, economics, law, governance, communications, and public policy. The figure below summarizes the evolution of road pricing from individual toll projects to an increasingly integrated professional practice:

The Evolution of Road Pricing

From individual projects to professional practice



Source: Author's illustration.

The profession's responsibilities have expanded accordingly. Today's practitioners are expected not only to implement increasingly sophisticated technologies, but also to navigate complex procurement processes, balance competing policy objectives, safeguard public trust, manage cybersecurity and privacy risks, communicate effectively with diverse stakeholders, and adapt to rapidly changing institutional and technological environments. Success depends upon much more than technical expertise. It requires the ability to integrate knowledge across disciplines and apply sound professional judgment in situations where no single technical answer exists.

This evolution has not occurred because of any single technological breakthrough. It has resulted from decades of innovation, operational experience, institutional learning, and the collective contributions of thousands of practitioners working across agencies, consulting firms, technology providers, universities, research organizations, and industry associations. Together, they have transformed road pricing into a mature and increasingly interdisciplinary profession.

Yet an important question remains: as professions mature, they develop ways of preserving and advancing the knowledge upon which future generations will depend. They create structures that support professional competence, encourage continuing development, establish common standards of practice, and strengthen the profession's collective capacity to learn, adapt, and improve. These forms of professional infrastructure are so familiar within established professions that they are often taken for granted.

Road pricing has reached the point where similar questions deserve careful consideration.

How should the profession preserve its accumulated knowledge? How should it support the continued development of practitioners throughout their careers? How can professional judgment be cultivated, shared, and strengthened as technologies evolve and experienced practitioners retire? What structures will enable future generations to build upon today's knowledge rather than continually rediscovering it?

Toward a Body of Knowledge for Road Pricing Professionals

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This paper does not claim to provide definitive answers to those questions. Rather, it proposes that road pricing has reached a stage of maturity where asking them has become both timely and necessary. Its purpose is to explore what professionalization might mean for road pricing and to consider the professional infrastructure that could support the next stage of the profession's evolution.

The chapters that follow examine how mature professions evolve, why professional judgment distinguishes professional practice from technical expertise, the role of a Body of Knowledge in supporting that practice, how professional competence develops throughout a career, and why stewardship of the profession ultimately belongs to its practitioners.

The objective is not simply to imagine what the profession could become.

It is to begin building the foundation for what it is already becoming.

How Professions Mature

Professions do not emerge fully formed. They evolve over time as knowledge expands, experience accumulates, technologies advance, and practitioners encounter increasingly complex challenges. As this evolution occurs, the profession gradually develops structures that preserve its collective knowledge, support the continued development of practitioners, and provide continuity from one generation to the next. These structures do not define a profession, but they are among the clearest indicators that a profession has reached a new stage of maturity.

This pattern can be observed across many established professions. Engineering, accounting, medicine, architecture, planning, project management, and numerous other fields have all developed ways of organizing and sustaining professional knowledge beyond the experience of any single practitioner or organization. While each profession has followed its own path, common elements consistently emerge. These include Bodies of Knowledge, ethical principles, professional credentials, continuing professional development, standards of practice, communities of practice, and other forms of professional infrastructure that support practitioners throughout their careers.

Professional infrastructure does not emerge simply because a profession becomes more complicated.

It emerges because the profession becomes more interconnected.

As knowledge expands, no single practitioner can reasonably master every aspect of the profession. New technologies intersect with public policy. Technical decisions influence financial outcomes. Operational considerations affect customer experience. Legal requirements shape technology choices. Professional practice increasingly depends upon the ability to understand how these relationships interact rather than upon expertise within any single discipline.

The role of professional infrastructure is to help practitioners navigate this growing complexity. It organizes knowledge, establishes a common professional vocabulary, supports continuing learning, encourages ethical practice, and provides mechanisms through which experience can be preserved and shared. Perhaps most importantly, it enables one generation of practitioners to build upon the work of those who came before rather than continually rediscovering the same lessons.

Professional infrastructure also serves an important social function. It strengthens confidence within the profession itself while helping clients, employers, policy makers, and the public understand what professional competence represents. It provides a common framework through which practitioners from different organizations and backgrounds can communicate, collaborate, and contribute to the advancement of their profession.

Every mature profession eventually confronts the same question: how will today's knowledge become tomorrow's professional judgment?

That question marks an important stage in professional evolution. It reflects a recognition that the profession's most valuable asset is no longer its individual projects, technologies, or organizations, but the collective knowledge and judgment developed through decades of professional practice.

Road pricing has reached that point.

Its practitioners now work within an increasingly sophisticated ecosystem of technologies, institutions, funding models, public policies, and customer expectations. The knowledge required to succeed extends well beyond any individual discipline, creating a need for professional infrastructure capable of preserving, connecting, and continually advancing that knowledge.

This observation leads naturally to the next question.

If road pricing has matured into an integrative professional practice, what distinguishes the knowledge developed by its practitioners from the technical expertise contributed by the many disciplines upon which it depends?

Road Pricing as an Integrative Professional Practice

Road pricing is often described as a transportation technology, a funding mechanism, or a public policy tool. In practice, it is all of these, and considerably more. Every road pricing program operates at the intersection of technology, engineering, finance, law, public policy, operations, communications, customer service, procurement, and governance. Success depends not upon excellence within any single discipline, but upon the ability to integrate knowledge from many disciplines into coherent professional practice.

In this sense, road pricing is fundamentally a profession of integration.

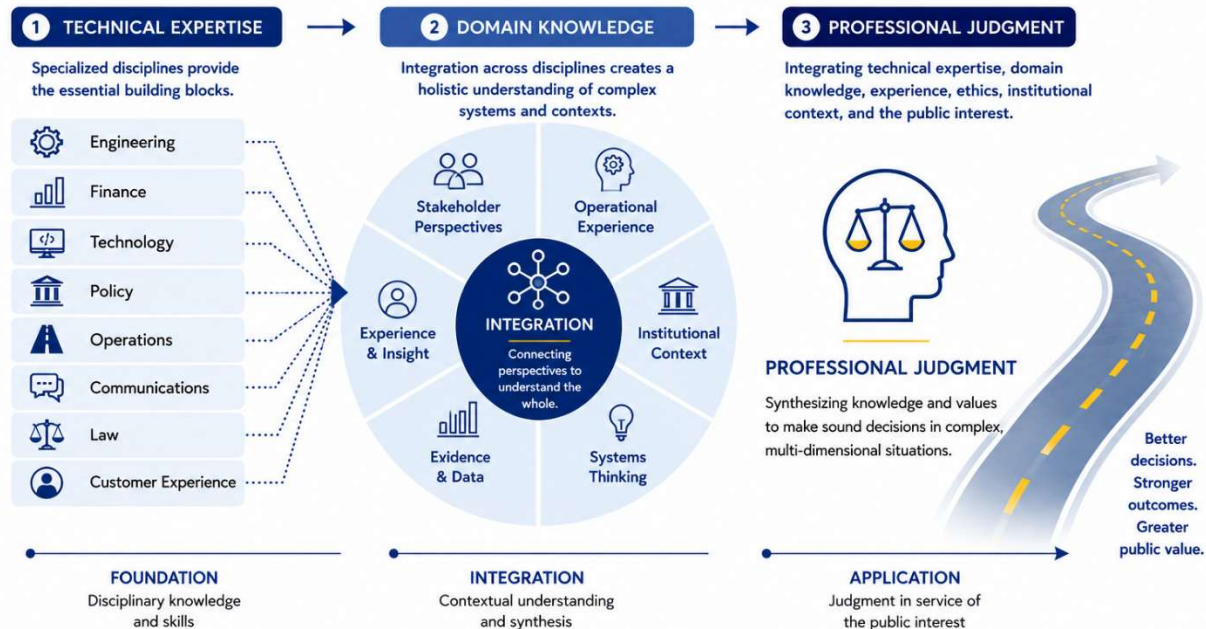
Each contributing discipline brings its own expertise and perspective. Engineers design and maintain infrastructure. Financial specialists evaluate revenue models and investment strategies. Lawyers interpret statutory authority and contractual obligations. Communications professionals build public understanding, while planners, technologists, operations specialists, and policy makers each contribute essential knowledge. These disciplines remain distinct, yet successful road pricing programs depend upon their ability to function as an integrated whole.

This distinction helps explain why road pricing professionals develop something that extends beyond technical expertise. Over time, they acquire **domain knowledge**—the practical understanding of how these diverse disciplines interact within the unique operational, institutional, commercial, and public policy context of road pricing. Domain knowledge enables practitioners to recognize relationships, anticipate

unintended consequences, communicate effectively across disciplines, and understand how decisions made within one area can influence outcomes throughout an entire program. The figure below illustrates how practitioners progress from technical expertise within individual disciplines to the domain knowledge and professional judgment required to integrate those disciplines into effective professional practice.

Professional Judgment: Where Disciplines Converge

Integrating diverse knowledge to achieve better public outcomes



Source: Author's illustration.

Technical expertise answers questions within a discipline. Professional judgment resolves questions between disciplines. *That distinction lies at the heart of professional practice.*

Road pricing programs rarely present purely technical challenges. A technology decision may affect procurement strategy, customer experience, cybersecurity, privacy, enforcement, interoperability, or long-term operating costs. Likewise, a policy decision may require new operational procedures, systems integration, financial modeling, communications strategies, organizational change, and technology investments. No single discipline can fully resolve such questions. They require practitioners capable of integrating multiple perspectives into balanced, informed decisions.

As practitioners gain experience, domain knowledge gradually develops into **professional judgment**. Professional judgment is the ability to integrate technical expertise, experience, ethical responsibility, institutional context, and the public interest when no single discipline provides a complete answer. It develops through experience, mentorship, continual learning, and thoughtful reflection. Like every mature profession, road pricing ultimately depends upon practitioners who are capable not only of solving technical problems, but also of exercising sound judgment under conditions of uncertainty.

Professional Judgment

Toward a Body of Knowledge for Road Pricing Professionals

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The ability to integrate technical expertise, domain knowledge, experience, ethics, institutional context, and the public interest to make sound decisions when no single discipline provides a complete answer.

Throughout a career, experienced practitioners begin to recognize recurring patterns that may not be immediately apparent to specialists working within a single discipline. They understand how agencies make decisions, how procurement strategies influence implementation, how policy choices affect operations, and how organizational culture shapes the adoption of new technologies. They learn to distinguish between problems that are merely technical and those that require broader professional judgment.

The profession's greatest asset is not its technology - it is the accumulated judgment of its practitioners.

As professional tools continue to evolve, including artificial intelligence, advanced analytics, and increasingly sophisticated digital technologies, the importance of professional judgment will only increase. Better tools can improve analysis and expand access to information, but they cannot replace the experience, ethical reasoning, contextual understanding, and balanced decision-making that characterize mature professional practice.

The challenge, therefore, is not simply to develop new knowledge. It is to ensure that the profession's accumulated judgment can be preserved, shared, and strengthened as new generations of practitioners enter the field.

That challenge naturally leads to the question explored in the next chapter: how does a profession organize and steward the knowledge upon which its judgment depends?

Toward a Body of Knowledge for Road Pricing Professionals

If professional judgment represents one of the defining characteristics of a mature profession, then a Body of Knowledge provides part of the professional infrastructure through which that judgment is developed, refined, and sustained.

A Body of Knowledge is often misunderstood as a textbook, a training manual, or a technical reference. In reality, it serves a much broader purpose. Mature professions use Bodies of Knowledge to organize their collective understanding, establish a common professional vocabulary, and provide a framework through which practitioners from diverse backgrounds can learn from one another. They are not static repositories of information but living frameworks that evolve alongside the professions they support.

A Body of Knowledge does not create knowledge. Rather, it reveals the structure within knowledge that already exists. It identifies the concepts, principles, relationships, and competencies that define professional practice while helping practitioners understand how those ideas connect across disciplines. In doing so, it transforms a collection of individual experiences into a shared professional resource.

This distinction is particularly important in road pricing. The profession draws expertise from engineering, planning, finance, economics, information technology, law, communications, operations, public administration, and many other disciplines. Each contributes valuable perspectives, yet no single

discipline fully defines professional practice. A Body of Knowledge provides the common intellectual framework within which these diverse forms of expertise can be understood, integrated, and applied.

Equally important, a professional Body of Knowledge is not intended to replace the considerable expertise developed within transportation agencies, consulting firms, technology providers, universities, research organizations, or industry associations. Every organization contributes valuable knowledge through research, innovation, implementation, and operational experience. Those contributions have advanced the profession in countless ways and should continue to do so. A professional Body of Knowledge serves a different purpose: it provides a shared framework that connects those contributions while respecting the specialized expertise that individual organizations continue to develop.

Viewed in this way, a Body of Knowledge becomes part of the profession's infrastructure rather than simply one of its publications. It provides continuity as technologies evolve, organizations change, and institutional models adapt. It helps preserve lessons learned, establishes a common language for professional dialogue, and creates a foundation upon which education, continuing professional development, professional credentials, research, and future standards can be built. The figure below illustrates how a Body of Knowledge forms one component of the broader professional infrastructure that supports practitioner development, professional competence, and the long-term stewardship of the profession.

Professional Infrastructure for Road Pricing

The interconnected foundations that support professional competence and sustain the profession



Figure 3. Professional Infrastructure. A mature profession develops interconnected structures that preserve knowledge, support practitioner development, strengthen professional competence, and sustain the profession across generations.

This role becomes increasingly important because road pricing exists within a dynamic environment. Technologies continue to evolve. Institutional arrangements continue to diversify. New business models emerge. Artificial intelligence and advanced analytics are reshaping professional tools, while public

expectations regarding mobility, privacy, equity, and customer experience continue to rise. In such an environment, the challenge is not simply keeping pace with change. It is ensuring that the profession's accumulated knowledge evolves with it.

For this reason, mature Bodies of Knowledge are never considered complete. They evolve continuously through operational experience, academic research, technological innovation, policy development, and the collective contributions of practitioners. They preserve enduring principles while remaining responsive to new ideas, new technologies, and changing professional practice.

This discussion paper does not attempt to author such a Body of Knowledge. That responsibility belongs to the profession itself. Rather, it suggests that road pricing has reached a point in its evolution where developing one has become both possible and necessary. Like the profession it serves, that effort should be practitioner-informed, academically credible, independent of commercial interests, internationally relevant while respecting regional differences, and governed through transparent processes that encourage continual refinement.

Ultimately, the value of a Body of Knowledge lies not in the document itself, but in what it enables. By providing a shared intellectual foundation for the profession, it strengthens professional competence, supports the development of sound professional judgment, and creates the continuity that allows each generation of practitioners to build upon the experience of those who came before them.

If a Body of Knowledge represents one essential component of a profession's infrastructure, the next question is how individual practitioners develop, demonstrate, and sustain the competence required to apply that knowledge throughout their careers.

Developing Professional Competence

If a Body of Knowledge provides the intellectual foundation of a profession, professional competence reflects how that knowledge is developed, applied, and sustained throughout an individual's career. Competence is not a destination or a milestone achieved through education alone. It is cultivated over time through experience, reflection, mentorship, ethical practice, and a continual commitment to learning. Every mature profession faces the same challenge: how to help practitioners develop the judgment required to make increasingly complex decisions in the public's interest. Road pricing is no exception.

Today's road pricing professionals operate in an environment characterized by rapidly evolving technologies, increasingly sophisticated business models, changing institutional arrangements, expanding data resources, and growing public expectations. Success depends upon far more than technical expertise. It requires practitioners who can integrate knowledge across disciplines, communicate effectively with diverse stakeholders, adapt to continual change, and exercise sound professional judgment when certainty is impossible. The figure below illustrates how professional judgment integrates technical expertise, stakeholder perspectives, ethical principles, and institutional context to support sound decisions in the public's interest:

Professional Judgment in Action

Integrating diverse perspectives to make sound decisions in the public interest



Figure 4. Professional Judgment in Action. Professional judgment integrates diverse perspectives, guided by professional principles, to make sound decisions that serve the public interest and advance better outcomes.

Professional competence therefore extends well beyond what an individual knows. It is demonstrated through the ability to:

- integrate knowledge from multiple disciplines into coherent decision-making;
- understand the institutional, commercial, and policy context surrounding technical decisions;
- recognize ethical implications and competing public interests;
- collaborate effectively with professionals from diverse backgrounds;
- adapt to changing technologies while maintaining sound professional judgment; and
- continue learning throughout a professional career.

Competence develops through many experiences, each contributing something different. Formal education provides a foundation. Practical experience places knowledge in context. Mentorship accelerates professional growth by transferring lessons that cannot easily be learned from textbooks alone. Reflection transforms experience into judgment, while continuing professional development ensures that practitioners continue to grow as the profession itself evolves. No university degree, employer, examination, certification, or individual project can fully define professional competence. Each contributes to its development, but none represents its entirety.

Throughout their careers, practitioners move between organizations, projects, technologies, and leadership roles. Employers invest significantly in developing their people, and those investments strengthen both the organization and the profession. At the same time, practitioners carry with them the knowledge, judgment, ethics, and experience they acquire over the course of their careers. Professional

competence is therefore shaped by many organizations, but it ultimately becomes part of an individual's professional identity. This is one of the defining characteristics of every mature profession.

Professional credentials reflect this principle. They recognize the demonstrated competence of individuals rather than the organizations for which they work. A credential does not certify an employer's methodology, technology, or business model; it recognizes a practitioner's commitment to professional standards, continuing development, and ethical practice throughout a career.

The emergence of artificial intelligence represents one of the most significant developments in professional practice in decades. AI can analyze vast quantities of information, identify patterns, summarize research, model alternatives, and assist practitioners in understanding increasingly complex systems. These capabilities will continue to transform the practice of road pricing and should be embraced as valuable professional tools.

Like every important technological advance that preceded it, however, artificial intelligence does not replace professional judgment. A master sculptor equipped with the finest chisel can create extraordinary works of art, while the same tool in inexperienced hands produces a very different outcome. The value lies not in the instrument itself, but in the judgment, experience, and vision of the professional who uses it. Artificial intelligence occupies a similar place within road pricing practice. It can enhance analysis, improve efficiency, and broaden access to information, but it cannot assume responsibility for balancing competing public interests, interpreting institutional context, exercising ethical accountability, or making decisions where no single technical answer exists.

As AI continues to mature, it should not be viewed as a separate area of professional knowledge. Rather, it should become integrated throughout professional practice. Future road pricing professionals will increasingly be expected to apply artificial intelligence, machine learning, advanced analytics, and related technologies responsibly across planning, policy, finance, operations, customer experience, systems engineering, communications, and organizational decision-making. The goal is not to produce professionals who simply understand artificial intelligence, but professionals who understand when and when not to rely upon it.

Ultimately, professional competence is measured not only by technical ability, but by the quality of professional judgment. Competent practitioners make better decisions because they understand both the technical and human dimensions of the challenges before them. Better decisions strengthen public confidence, improve transportation outcomes, and reinforce the credibility of the profession itself. That has always been the purpose of professional competence.

If professional competence represents the responsibility of the individual practitioner, one final question remains: how should the profession itself organize to preserve, strengthen, and advance that competence for future generations?

Stewarding the Future of the Profession

Every mature profession eventually reaches a point where preserving and advancing its future becomes a shared responsibility. Individual practitioners contribute knowledge through experience and professional

judgment. Employers invest in developing talent, advancing innovation, and mentoring future leaders. Universities educate the next generation, while government establishes policy and safeguards the public interest. Professional societies foster communities of practice, research organizations expand knowledge, and technology providers continue to redefine what is technically possible. Each contributes in important ways to the profession's continued evolution. None, however, can steward the profession alone.

Stewardship is therefore not the responsibility of any single organization. It is a collective undertaking that depends upon trust, collaboration, and a shared commitment to advancing the profession itself. Institutions that support a mature profession should convene rather than control, facilitate rather than dictate, and preserve knowledge without claiming ownership of it. Their legitimacy rests not on authority, but on the confidence practitioners place in their independence, transparency, and commitment to serving the profession as a whole.

Throughout this discussion paper, a consistent theme has emerged. Road pricing has evolved into an integrative professional practice requiring knowledge that extends well beyond any single discipline. Professional judgment has become one of its defining characteristics, supported by a shared Body of Knowledge and strengthened through continuing professional development. These ideas are not independent of one another. Together, they form the professional infrastructure that enables practitioners to develop, apply, and continually strengthen their competence throughout their careers.

The natural question, then, is how that professional infrastructure should be developed and sustained. This paper suggests that the answer does not lie with any single employer, government agency, consulting firm, technology provider, university, or trade association. Each possesses valuable expertise and contributes meaningfully to the profession. Yet no individual organization possesses the profession itself.

The profession belongs to its practitioners.

For that reason, the future development of a Body of Knowledge, a professional credential, ethical principles, and continuing professional development should be collaborative by design. Their credibility will depend less upon who initiates the effort than upon the breadth of participation in shaping it. Practitioners from agencies, consulting firms, technology providers, academia, research institutions, concessionaires, and related disciplines all bring valuable perspectives. A profession built upon diverse experience will be strongest when that diversity is reflected in the institutions that support it.

No profession is ever finished. Knowledge expands, technologies evolve, institutional models change, and public expectations continue to rise. Each generation inherits not only the achievements of those who came before it, but also the responsibility to strengthen the profession for those who will follow. Stewardship is therefore not a one-time initiative, but an enduring commitment shared across the professional community.

Road pricing has reached such a moment.

Whether measured by its technical sophistication, institutional diversity, or the breadth of knowledge now expected of its practitioners, the profession has clearly matured. The next stage of that evolution is not defined by technology alone, but by the profession's willingness to invest in the people, knowledge, and institutions that will sustain it for decades to come.

If this discussion paper encourages that work to start, it will have achieved its purpose.

A Call to the Profession

Every profession reaches defining moments in its evolution. These moments rarely arrive through a single technological breakthrough or landmark project. More often, they occur when practitioners recognize that the profession itself has outgrown the structures that support it.

Road pricing has reached such a moment.

Over the past several decades, the profession has evolved dramatically. Technologies have advanced. Institutional models have diversified. The knowledge required of practitioners has expanded well beyond any single discipline. Yet the professional infrastructure supporting those practitioners has not evolved at the same pace. There remains no universally recognized Body of Knowledge, no profession-wide framework for continuing professional development, and no credential that recognizes the competence of individual practitioners throughout their careers.

These are no longer future needs. They are present ones.

The continued growth of the profession depends not only upon better technologies and successful projects, but also upon developing the people who plan, procure, implement, operate, manage, and continually improve those systems. That requires a shared commitment to professional development, knowledge stewardship, and the cultivation of professional judgment across the entire road pricing community.

To help convene that work, the author has begun establishing the **Institute for Road Pricing Professionals (IRPP)** as an independent, practitioner-focused initiative dedicated to advancing the profession through the development and stewardship of a Body of Knowledge, and a professional credential program. IRPP is intended to complement, and not replace, the important work already being performed by agencies, integrators, consulting firms, technology providers, universities, and industry associations by providing professional infrastructure that serves practitioners throughout their careers.

The success of that effort ultimately depends upon the participation of the profession itself. The Body of Knowledge cannot be written by one person. Professional standards cannot emerge from one organization acting alone. They must be shaped by the collective experience, expertise, and judgment of practitioners across the road pricing community.

The invitation extended by this paper is therefore not simply to support a new organization.

It is to help build the profession that road pricing has become.

***Tim McGuckin** has nearly three decades of experience at the intersection of road pricing and integrated mobility policy, technology, and professional collaboration. He has held senior roles within consulting firms, transportation technology companies, and industry associations, including founding the OmniAir Consortium and MaaS America, and serving in senior leadership positions with GeoToll and A-to-Be. Throughout his career, he has focused on bringing together agencies, industry, and practitioners to advance emerging transportation technologies and strengthen professional practice.*