



JOSEPH BONNEY

## Changing with the times

**W**hen I first met Gil Carmichael in 1972, he was waging an energetic but unsuccessful campaign to become U.S. senator from Mississippi, and I was covering some of the campaign as a rookie reporter for the Associated Press. Much has happened since then.

Carmichael went on to enjoy success in business and respect for his civic endeavors. He also cultivated a deep interest in transportation, serving as federal railroad administrator and now as senior chairman of the Intermodal Transportation Institute at the University of Denver.

During the last 25 years, Carmichael notes, the biggest change in transportation has been the blossoming of intermodalism. Aided by deregulation, companies have learned to combine the best of multiple transportation modes into a demand-driven system focused on speed, safety, reliability and efficiency.

Unfortunately, this intermodal revolution has largely been ignored by government officials. "America's federal and state transportation agencies remain locked in obsolete attitudes and policy structures that do not address these important changes," Carmichael says. Federal and state transportation agencies are still organized along modal lines — highway, rail, air and water — "the four smokestacks," Carmichael calls them.

This bureaucratic structure focuses government attention on infrastructure, instead of how it's used, and on transportation providers, instead of transportation users. It's the exact opposite of what's happening in the

intermodal world. To help solve the problem, Carmichael recommends a thorough reorganization of federal and state transportation agencies. At the federal DOT, he'd appoint two undersecretaries of transportation — one for passenger transport, another for freight. Their responsibilities would cut across all transportation modes.

Such an arrangement would align government agencies with the intermodal revolution. Public agencies would still build and maintain roads and other infrastructure, but in doing so, they'd also ask the intermodal questions: How will this infrastructure be used? Will it solve the problem, or just shift the traffic somewhere else? Could the investment be combined with another one to move passengers or freight faster and more efficiently?

Asking the intermodal questions, Carmichael says, would mean that new airports like the one in Denver wouldn't be built without rail access, and that taxpayer investment in infrastructure would complement private-sector projects such as the multimodal distribution centers that are springing up around the nation.

Carmichael isn't sanguine about prospects for change at the federal level. He's disappointed in Washington's acceptance of the status quo for transportation, but says state governments seem more willing to adapt. "I see the state DOTs leading the way on this new intermodal approach," he says. "It's long overdue."

© 2006 Commonwealth Business Media. All rights reserved.

Published with copyright permission from Commonwealth Business Media. <http://www.joc.com/copyrights>.

# The Journal of Commerce

Editor, Joseph Bonney

[jbonney@joc.com](mailto:jbonney@joc.com) (973) 848-7139

Managing Editor, Chris Brooks

[cbrooks@joc.com](mailto:cbrooks@joc.com) (973) 848-7156

**Senior Editor** Peter T. Leach  
[pleach@joc.com](mailto:pleach@joc.com) (973) 848-7105  
**West Coast Editor** Bill Mongelluzzo  
[bmongelluzzo@joc.com](mailto:bmongelluzzo@joc.com) (562) 432-0311  
**Washington Bureau Chief** R.C. Edmonson  
[bedmonson@joc.com](mailto:bedmonson@joc.com) (202) 355-1143  
**Associate Editor** Alan M. Field  
[afield@joc.com](mailto:afield@joc.com) (610) 296-1233  
**Editorial Operations Chief** Barbara Wyker  
[bwkyker@joc.com](mailto:bwkyker@joc.com) (973) 848-7121  
**Art Director** Larry Treat  
[ltreat@joc.com](mailto:ltreat@joc.com) (973) 848-7107  
**Web Editor** Stuart Chirls  
[schirls@joc.com](mailto:schirls@joc.com) (973) 848-7127  
**Research Editor** Marsha Salisbury  
[msalisbury@joc.com](mailto:msalisbury@joc.com) (973) 848-7024  
**Special Projects Editor** Regina Ciardiello  
[rciardiello@joc.com](mailto:rciardiello@joc.com) (973) 848-7102

### Vice President, Magazine Group

Peter M. Tirschwell

[ptirschwell@joc.com](mailto:ptirschwell@joc.com), (973) 848-7158

### Group Publisher

Noreen Murray

[nmurray@joc.com](mailto:nmurray@joc.com), (973) 848-7082

### Advertising and Editorial Offices:

33 Washington St., Newark, N.J. 07102-3107  
(800) 223-0243

#### Northeast Sales Office:

Albert Guffanti, [aguffanti@joc.com](mailto:aguffanti@joc.com), (973) 848-7029  
Walter Magaram, [wmagaram@joc.com](mailto:wmagaram@joc.com), (973) 848-7034  
Rob Sadowsky, [rsadowsky@joc.com](mailto:rsadowsky@joc.com), (973) 848-7032

#### Florida Sales Office:

Cindy Cronin, [ccronin@joc.com](mailto:ccronin@joc.com)  
(954) 628-0058, ext. 131

#### Gulf/Midwest Sales Office:

Alli McEntyre, [amcentyre@joc.com](mailto:amcentyre@joc.com), (225) 784-8314

#### West Coast Sales Office:

Wendi Lynch, [wlynch@joc.com](mailto:wlynch@joc.com)  
(415) 536-1022

#### Senior Marketing Manager:

Garnell C. Shumate, [gshumate@joc.com](mailto:gshumate@joc.com)  
(973) 848-7079

#### Classifieds/Reprints/Copyrights:

Craig Wilson, [cwilson@joc.com](mailto:cwilson@joc.com), (973) 848-7166

#### Sales Analyst:

Jeanelle Baynes, [jbaynes@joc.com](mailto:jbaynes@joc.com), (973) 848-7077

**Display Advertising Traffic Coordinator:** Tracey Fiuza

[tfiuza@joc.com](mailto:tfiuza@joc.com), (973) 848-7106

**Electronic Rights and Permissions:** Barbara Ross

[brross@joc.com](mailto:brross@joc.com), (973) 848-7186

**CUSTOMER SERVICE OR TO SUBSCRIBE,**  
(888) 215-6084, or [customerservice@cbizmedia.com](mailto:customerservice@cbizmedia.com)

Published by

**Commonwealth**  
BUSINESS • MEDIA

400 Windsor Corporate Park  
50 Millstone Road, Suite 200  
East Windsor, N.J. 08520-1415

**President and CEO** Alan Glass

**Senior Vice President, CFO** Dana Price

**Vice President, Magazine Group** Peter Tirschwell

**President, PIERS** Brendan McCahill

**Vice President, Directories Group** Amy Middlebrook

**VP, Production & Manufacturing** Meg Palladino

**Vice President, Human Resources** Kenneth P. Slivken

**Director of Circulation** John Wengler

**Director of Creative Services** John White

© 2006 Commonwealth Business Media Inc.  
— All Rights Reserved.

**POSTMASTER: Send address changes to**  
**The Journal of Commerce, 400 Windsor Corporate**  
**Park, 50 Millstone Rd., Suite 200, East Windsor,**  
**N.J. 08520-1415.**

For more information, visit our Web site, [www.joc.com](http://www.joc.com).