

# RED

The **RUAN** Magazine

Number 06 Winter 2012

# MEGA EXPECT ATIONS

RUAN LAUNCHES MEGASAFE, ITS MOST COMPREHENSIVE SAFETY PROGRAM TO DATE, WITH EXPECTATIONS TO EXCEED THE VISION THAT BEGAN WITH ITS FOUNDER 80 YEARS AGO.

**Megasafe**  
Ruan Safe Driving Program



# Table of Contents

## Cover Story

As Ruan celebrates its 80th anniversary in 2012, the company is launching a new continuous improvement safety program.

10



### Service

Ruan's Dedicated Asset Support Department aims to reduce customers' transportation spends 04



### Technology

Ruan launches new transportation management system 05



### Client Profile

Ruan and Fair Oaks Farms form an innovative partnership 06



### Regulations

Stop foot-dragging on infrastructure 13



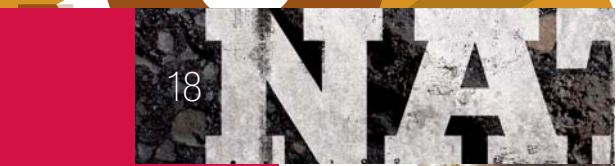
### Regulations

New hours-of-service rules cause unrest in transportation industry 14



### Regulations

FMCSA could expand EOBR requirements to most carriers 16



### Infrastructure

The plight facing America's freight system 18



### Community

Honoring a father's dream 20

### Ruan News

22

## A MESSAGE FROM

Steve Chapman, President and CEO



Happy New Year!

I want to both thank you for your business and share some of our 2011 results. We concluded the year having achieved many of the goals established for our company, including growth in both sales and earnings. Our team grew to include more than 5,000 employees. We added new partnerships and expanded with many longtime, valued customers. And, most importantly, our customer retention rate remains at 99.7 percent.

Our professional drivers drove 246,284,020 miles in 2011. Therefore, another important measurement we track very closely is safety. We are pleased with our safety results, including very favorable Compliance, Safety, Accountability (CSA) scores and declining accident frequency.

In this issue of *RED*, we cover new hours-of-service rules and the impending FMCSA requirements regarding electronic on-board recorders (EOBR's), including Ruan Director of Safety Lisa Gonnerman's insights on both issues.

Additionally, we feature Ruan's proprietary safety program, Megasafe Safe Driving Program, and our new best-in-class transportation management system called RTMS2.0.

We profile our innovative partnership with Fair Oaks Farms and Ruan's Dedicated Asset Support department. We provide insight into the nation's decaying infrastructure along with comments from Ruan Chairman and U.S. Chamber of Commerce Chairman of the Board of Directors John Ruan III. We also recognize the Ruan Driver of the Year, David Areias, and the Ruan family for their tireless dedication to the World Food Prize. We also share some of the ways our team members give back to the communities we serve across the country.

In closing, as we celebrate our 80th anniversary this year, I look forward to building upon our success for our people and customers.

I wish you a safe and happy 2012. Enjoy the issue!

Respectfully,

Steven G. Chapman



# Ruan's Dedicated Asset Support department aims to reduce customers' spends by ending empty miles

Ruan Dedicated Asset Support (RDAS), the company's newest department, has been operational for just over a year. The six-person team, led by Director of Ruan Dedicated Asset Support Todd Lenig, has been successful in achieving its goal: to reduce Ruan's dedicated customers' transportation spend by cutting empty miles.

RDAS was created to increase visibility of backhaul capabilities, reduce empty miles and boost revenue share.

"Previously, many of our dedicated trucks returned empty," Lenig said. "It is our obligation to minimize our customers' transportation expenses by finding freight and reducing these empty miles."

The team currently utilizes a web-based tool that allows terminals to post an empty truck. Once it is posted, the RDAS team can find a load for the truck to haul in corridor back to the domicile location. RDAS is integrated with Ruan's transportation management technology, which automatically flags any empty move and communicates it to the RDAS team.

"This new technology increases our visibility exponentially and allows us to open the lines of communication to work more closely with the terminal operations staff about which trucks need to be loaded," Lenig said.

The domicile terminal to which the truck belongs receives 100 percent of the revenue generated from these backhauls. Based on the individual contract, the terminal then shares the revenue with the truck's dedicated customer.

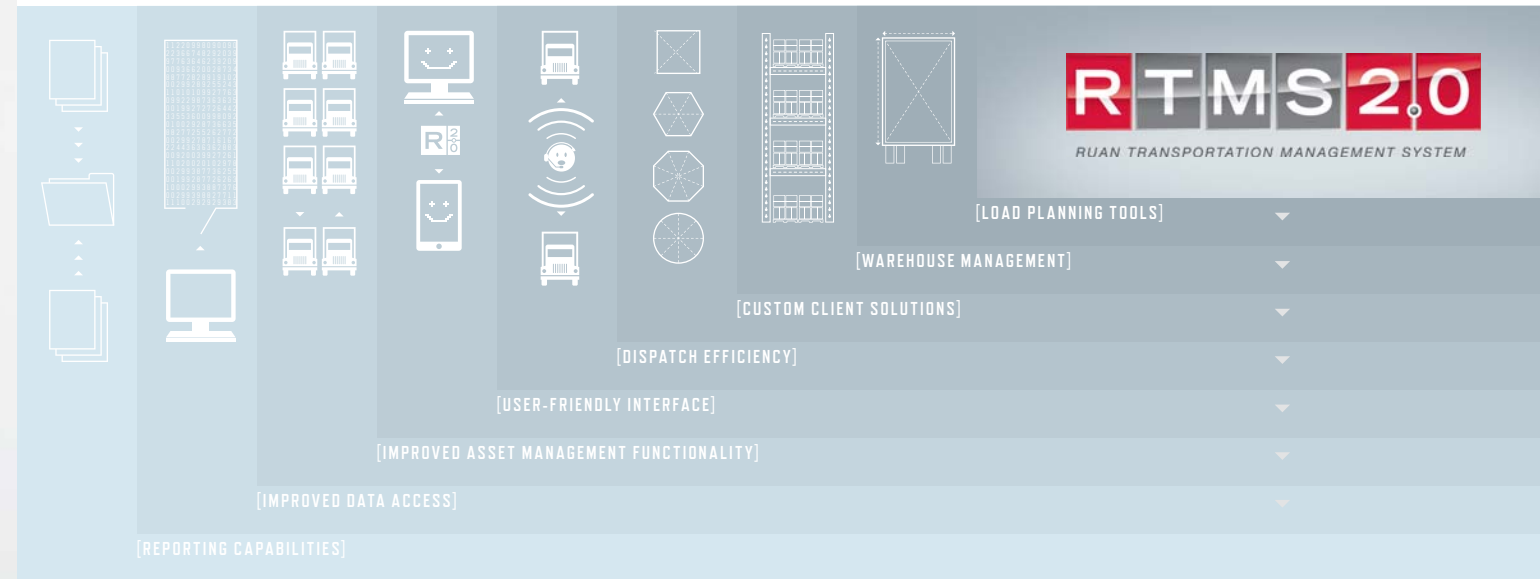
During the fiscal year of 2011, RDAS provided \$3.4 million in backhaul revenue to share with dedicated customers across the country. By focusing on reducing empty miles, RDAS has increased the revenue sharing dollars for most participating dedicated customers by double-digit percentage points. Some have more than doubled the revenue-sharing dollars over 2010.

RDAS is in the process of fostering relationships with logistics companies and trucking companies with logistics departments to broaden Ruan's reach in securing backhauls. Eventually, Lenig said,

the team would like to get involved directly with shippers to reduce dependence on outside brokerage companies.

RDAS is also involved with the client presentation team, a combination of marketing, assets, sales, logistics design and pricing team members who strategize to find unique transportation solutions when Ruan is proposing to potential customers.

"We're working with the team to identify backhauls before the sale and potentially write savings into the contract as a competitive advantage," Lenig said. "Many companies like what they hear when we discuss transportation savings in the form of revenue-sharing backhauls. It is a very powerful tool to be able to discuss with potential and current customers how we are going to satisfy their transportation needs while simultaneously looking for innovative ways to help them reduce their transportation costs."



## RTMS2.0 is responsiveness1.0

In a continuous improvement effort to better serve its customers, Ruan Transportation Management Systems is transitioning to a new, wholly integrated transportation management system called RTMS2.0.

RTMS2.0 is a customized transportation management solution that combines software from one of the leading TMS providers, other best-in-class logistics tools, including several load planning tools and a warehouse management application, and Ruan's custom intellectual property.

"Our goal was to replace our previous TMS with a best-in-class transportation management system that will augment Ruan's competitive advantage in the industry," McLean said. "This change in technology will allow us to continue to focus on providing customized solutions for our customers, while providing us with industry-wide functionality updates from an excellent software vendor. We evaluated many offerings from some of the largest software companies in the world, and the software we chose ultimately provided the functionality that was best suited to our dedicated and 3PL operations."

RTMS2.0, nicknamed R2.0 by the project team, offers multiple benefits and improvements over the company's previous transportation management system. McLean said it will bring improved dispatch efficiencies because it has a user-

friendly interface and better asset management functionality. In addition, RTMS2.0 will feature improved billing capabilities and significantly improved business intelligence functionality.

"This system will allow us to better serve our customers through more efficient, standardized processes and accurate, accessible data. RTMS2.0 will allow us to respond more quickly to customer needs through a simplified architecture and updated technology," McLean said.

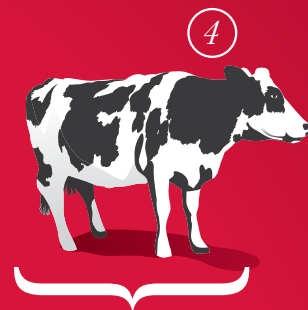
Since the software is built using newer technology, Ruan's IT team can deliver customer enhancements more efficiently. And because RTMS2.0 is highly configurable, many customer-specific changes can be implemented without having developers write new software. In addition, because recent college graduates and those in the military have a greater familiarity with newer technology and user interfaces, Ruan can continue to recruit the best and brightest talent, and the training process for new operations team members will be completed more quickly.

In order to ensure a seamless transition, RTMS2.0 is being deployed in four phases so that each terminal location can receive the necessary training to best use the new system. The first phase began in November 2011.

"Overall, we are simplifying our platform and standardizing our current technology so that we can best meet our customers' individual needs," McLean said.



Ruan and Fair Oaks Farms have formed an innovative partnership to power an entire fleet on compressed natural gas (CNG) derived from dairy cattle waste.



four legs

# DRIVE

eighteen wheels



*In Fair Oaks, Indiana, innovative sustainability initiatives are bringing the life cycle full circle.*

Fair Oaks Farms, one of the most recognized dairies in the world, selected Ruan Transportation Management Systems as its preferred operator of a large fleet of trucks fueled by compressed natural gas (CNG), a clean, sustainable fuel produced from the farm's dairy cattle waste.

In a process called anaerobic digestion, microorganisms feed on manure from the 32,000 cows on the farms and excrete methane, which Fair Oaks Farms traps and processes. The gas is piped directly to a fueling station in Fair Oaks for compression and distribution. Ruan operates the 42-truck fleet to haul milk for Fair Oaks Farms.

"Ruan is one of the most respected transportation firms in the U.S. and is an industry leader in developing sustainability initiatives, so they were a natural fit to help us launch and manage the CNG fleet," said Dr. Mike McCloskey, owner and president of Fair Oaks Farms.

Ruan transports more than 300,000 gallons of milk each day to plants in the Midwest and travels more than 11 million miles annually. The new trucks replace diesel-powered models and, by displacing more than one and a half million gallons of diesel per year, significantly reduce both direct emissions and the traditional carbon footprint of energy production. The fueling station in Fair Oaks, and another in southern Indiana, provide all the fuel in the delivery network.

"We are proud to partner with Dr. McCloskey to manage this large-scale CNG transportation solution," said Ben McLean, senior vice president and CIO for Ruan. "The CNG fleet is a demonstration of Ruan's commitment to collaborating with our clients to create an increasingly sustainable supply chain. We are very optimistic that our country can produce more of our energy needs domestically, and we will continue to develop CNG transportation solutions across the nation."

Ruan team members manage the transportation network from on-site locations at Fair Oaks Farms, providing 24/7 service. Ruan created 115 jobs in Indiana, including professional drivers and management positions. They began in early August 2011. →



## Alternative Fuel Options

These forms of alternative fuels are becoming more widely used and accessible in commercial vehicles. Their benefits include producing fewer air pollutants and greenhouse gas emissions and costing less than traditional fuels.

**ETHANOL** – Produced from corn, sugar beets and grasses. It is blended with gasoline at low levels.

**BIODIESEL** – A renewable, alternative fuel generated from vegetable fats and oils.

**NATURAL GAS** – A fossil fuel made mostly of methane. It can be used as compressed natural gas (CNG) or liquefied natural gas (LNG).

**PROPANE** – A clean-burning fossil fuel used to power the internal combustion engine.

Source: SmartWay Transport



## Coming Clean on CNG (Compressed Natural Gas)

- + CNG is naturally odorless, colorless and tasteless
- + It is stored in high-pressure fuel cylinders at 3,000 to 3,600 pounds per square inch
- + The gas costs 15 to 40 percent less than gasoline or diesel. It does, however, require more frequent refueling
- + CNG is non-toxic and burns more cleanly than gasoline, which means the oil does not have to be changed as often
- + Carbon monoxide emissions may be reduced 90 to 97 percent from CNG use compared to gasoline, and carbon dioxide may be reduced 25 percent

Source: U.S. Environmental Protection Agency, Transportation and Air Quality Division

THE CNG PROCESS



"This project began about three years ago with a conversation between Dr. Mike McCloskey, CEO of Continental Dairy Products, and our chairman at Ruan Transportation Management Systems, John Ruan III," McLean said. "Mike was interested in running a fleet on renewable natural gas, and John was looking for innovative ways to serve his customers. Since then, we designed, planned, tested and learned as much as possible before making the decision to proceed."

The Fair Oaks Farms initiative was made possible through grants and was championed by Indiana Governor Mitch Daniels. Manure will be used to make CNG from several dairies in Continental Dairy Products, a dairy co-op of which McCloskey is the CEO.

Because fuel prices have been, and may continue to be, high and volatile, this product will provide cost savings, as well as environmental benefits, and CNG production and use will likely continue to grow across the country.

"Although there are other fleets running compressed natural gas, especially in smaller vehicles like buses and refuse collection, we are not aware of any other fleet that will run as many miles as this one and also haul 80,000-pound payloads," McLean said.

## The Fuel Rollercoaster

In 2010, diesel prices through 2011 were predicted to climb relatively slowly. But due to turmoil in the Middle East at the end of 2010, prices started rising quickly. And then they continued to rise. In the last week of January 2011, diesel prices rose for the eighth week in a row, swelling to a national average of \$3.43 per gallon. By the third week in May, diesel prices were as high as \$4.04 per

gallon. Fuel prices continued to swing through the summer, but dropped to \$3.79 in mid-October. By December, diesel averaged \$3.85.

At one point in 2008, diesel prices were almost \$5 per gallon, but shrank to nearly \$2 per gallon in early 2009 during the recession. While retail diesel prices averaged \$2.46 per gallon in 2009, they averaged \$2.99 per gallon in 2010 and \$3.85 in 2011, and are expected to reach an average of \$3.85 in 2012, according to the U.S. Energy Information Administration.

As consumption increases in Asia and the Middle East, diesel prices may continue to increase as

well. Global upheavals, like the protests in Egypt and conflict in Libya, and political and economic uncertainties, like the U.S. presidential election in 2012 and European debt crisis, may potentially force prices to increase further. A continued increase or volatility in energy prices could undermine the global economic recovery.

High fuel prices have already cultivated a growing marketplace for new sustainable alternative fuels, like CNG, natural gas and biofuels. And, most of the major truck makers are already developing more fuel-efficient trucks.



### Higher fuel standards good for industry, environment

In early August 2011, President Barack Obama announced the first-ever heavy-duty truck fuel efficiency standards, which were met largely with praise by the transportation industry.

The fuel standards, which will be overseen by the Environmental Protection Agency (EPA) and the Department of Transportation (DOT), are expected to reduce fuel consumption and greenhouse gas emissions from heavy-duty trucks by as much as 23 percent, according to the DOT.

Additionally, the standards are expected to save truck drivers up to

four gallons of diesel for every 100 miles they travel, which could save 530 million barrels of oil between 2014 and 2018, according to the DOT.

"These standards are a step in the right direction toward reducing our consumption of and dependence on foreign oil," said Ruan CEO Steve Chapman. "In the meantime, development of natural and alternative fuels, like compressed natural gas, is essential."

The fuel standards differ among three targeted major truck categories, including combination tractors, heavy-duty pickups and vans and

vehicles like buses and refuse trucks. As the fuel standards continue to be developed, more specific targets will be laid out based on the type of vehicle.

While the estimated increase in the cost of a new heavy-duty truck is approximately \$6,220, the investment is expected to pay off within the first year thanks to reduced fuel costs, according to the DOT.

The American Trucking Associations (ATA) welcomed the fuel economy standards.

"Our members have been pushing for the setting of fuel economy standards for some time, and today marks the culmination of those efforts," ATA President Bill Graves said in a press release. "While it is too early to know all the potential effects of this rule, we do know it sets us on the path to

a future where we depend less on foreign oil, spend less on fuel and contribute less to climate change."

#### REDUCING THE CARBON FOOTPRINT

A substantial decrease of **23%** in emissions.

This reduction could save **530** million barrels of oil between 2014 and 2018.



Megasafe

# MEGASAFE EXPECTATIONS

**AS RUAN CELEBRATES ITS 80TH ANNIVERSARY IN 2012, IT LAUNCHES A NEW CONTINUOUS IMPROVEMENT SAFETY PROGRAM THAT REFLECTS THE COMPANY'S ROOTS AND HERITAGE. IN THE 1940s, RUAN WAS THE FIRST TRUCKING COMPANY TO IMPLEMENT A FORMAL SAFETY PROGRAM THAT CONTINUED TO EVOLVE AND GROW THROUGHOUT THE YEARS. IN THE 1980s, RUAN DEVELOPED THE MEGASAFE PROGRAM, WHICH FEATURED A SERIES OF TRAINING MODULES AND VIDEOTAPES FOCUSED ON SAFE DRIVING PRACTICES.**

In January 2012, Ruan launched its historic Megasafe program. The Megasafe Safe Driving Program is a comprehensive system that will guide training, safety meetings and overall field safety operations.

"Safety has always been the number one priority at Ruan for all team members," said Director of Safety Lisa Gonnerman, who created the Megasafe program. "This industry leading program has the potential to make the Ruan fleet the safest on the road."

With the new measurements and challenges that come from the Department of Transportation's Compliance, Safety, Accountability (CSA) program, Ruan developed a safety program that would best align safety efforts with the new measurements and challenges. While Ruan already had

exceptional CSA scores under its previous safety program, Megasafe will foster an even safer fleet of drivers.

"Our drivers represent the customer when they are driving down the road, so anything we can do to make them even safer is what we wanted to accomplish," said Regional Safety Manager James Ransom. "We've done that with the Megasafe Safe Driving Program."

The Megasafe program was developed from monitored trends within the company. The program is designed to alleviate any negative trends that result in accidents. Overall, the program will benefit drivers, customers and the motoring public because there will be fewer accidents.

"Ruan is an organization continually seeking to improve in all areas," Gonnerman said. "We wanted to take our safety program to the next level. This program does just that. Rather than a store-bought program that doesn't apply in all areas, Megasafe directly targets our trends and areas for improvement and can be adapted down the road. It is a long-term solution."

The Megasafe Safe Driving Program has several components. Megasafe will drive mandatory quarterly safety meetings that all company drivers attend, customer and team member communications, content in newsletters, posters, bulletins and other safety materials, new driver training and boot and glove programs, among many other initiatives.

However, the key component of the Megasafe program is the Megasafe7 Rules of Safe Driving.





## MEGASAFE7 RULES OF SAFE DRIVING

All current drivers — as well as corporate staff — will be trained in the Megasafe7 Rules of Safe Driving. Going forward, all new hires will become Megasafe7 certified.

Ruan's Megasafe7 Rules of Safe Driving were established to help drivers — both in commercial motor vehicles and personal cars — continue to be safe, thoughtful and defensive throughout their lives.

"The definitive mark of a defensive driver is being prepared with an appropriate action or set of actions when confronted with a hazardous or potentially hazardous situation," Gonnerman said. "A defensive driver tries to recognize all of these situations well in advance to allow time to pass them safely. The defensive driver assumes other drivers may make a mistake and is on guard in the event that an error is made. The defensive driver continuously examines the conditions beyond what is immediately ahead of and around him or her to have early warning of approaching hazards."

## MEGASAFE7 RULES OF SAFE DRIVING

### RULE 1 - PREPARE TO DRIVE

TAKE THE REQUIRED STEPS TO READY YOURSELF TO DRIVE.

### RULE 2 - EXPAND YOUR VIEW

LOOK FARTHER DOWN THE ROAD SO YOU HAVE MORE TIME TO REACT.

### RULE 3 - MAINTAIN PROPER FOLLOWING DISTANCE

KEEP GOOD VISIBILITY AND HAVE TIME TO SLOW DOWN.

### RULE 4 - USE YOUR MIRRORS

TAKE FREQUENT SURVEILLANCE OF THOSE AROUND YOU.

### RULE 5 - EXECUTE SAFE LANE MANEUVERS

USE THE S.O.S. SYSTEM TO SAFELY CHANGE LANES.

### RULE 6 - ASSESS INTERSECTIONS

SCAN INTERSECTIONS BEFORE YOU GET TO THEM.

### RULE 7- ADJUST SPEED FOR CONDITIONS

SLOWER IS SAFER.

In January 2012, several of the company's best drivers were empowered to train other drivers in the Megasafe7 rules during quarterly training meetings in terminals across the country.

If these rules are followed and used as intended, Ruan professional drivers — and the rest of the motoring public — will be safer. Drivers will be better equipped to tackle challenging driving situations.

"Getting our drivers home to their families each and every day is of utmost importance at Ruan," Gonnerman said. "These Megasafe7 Rules of Safe Driving will help ensure that they do."

**Megasafe**  
Ruan Safe Driving Program

### MEGASAFE MISSION:

THE OBJECTIVE OF RUAN'S MEGASAFE SAFE DRIVING PROGRAM IS TO CREATE A BEST-IN-CLASS SAFETY CULTURE, CONTINUALLY IMPROVE DEPARTMENT OF TRANSPORTATION (DOT) COMPLIANCE, ELIMINATE VARIABILITY AND REDUCE RISK THROUGH IMPROVED SAFETY AND LOSS PREVENTION MANAGEMENT. THIS WILL BE ACCOMPLISHED THROUGH EDUCATION AND STRICT ADHERENCE TO REGULATORY REQUIREMENTS AS WELL AS INDUSTRY AND RUAN BEST PRACTICES.

### OBJECTIVES OF MEGASAFE:

- + THE PROMOTION OF EMPLOYEE AND PUBLIC SAFETY
- + FEWER INJURIES
- + REDUCED NUMBER OF COLLISIONS
- + PROTECTION OF PHYSICAL ASSETS
- + LIMITED IMPACT ON THE ENVIRONMENT
- + DIMINISHED RISK MANAGEMENT COSTS
- + PROVIDE TRAINING TOOLS, ENHANCE SKILLS AND POSITIVELY IMPACT BEHAVIOR FOR SAFE WORKING AND DRIVING

# Stop Foot-Dragging on Infrastructure

A look back at 2011 reveals a Congress and an administration that missed multiple opportunities to alleviate uncertainty, accelerate growth and create jobs. The administration's postponement of a decision on the construction of a pipeline carrying Canadian oil to the Gulf Coast and Congress' inability to offer a long-term solution to the debt ceiling crisis are two examples that quickly come to mind.

Perhaps the most glaring example of paralysis in Washington is Congress' foot-dragging on infrastructure investment. This year, instead of stabilizing infrastructure-funding mechanisms and making a long-term commitment to improve the nation's aging roads, bridges, highways, ports and airports, Congress temporarily extended legislation authorizing federal aviation programs and policies five times for a total of 22 extensions over four years. It also extended highway and transit law twice for a total of eight extensions over two years.

Continuation of the status quo in transportation infrastructure investment — short-term extensions, underfunding and no policy reform — is a recipe for disaster. Highway and transit systems first built in 1956, when President Eisenhower commissioned the construction of the interstate system, are nearing the end of their useful lives and are in dire need of rehabilitation.

The consequences of subpar infrastructure are becoming apparent. I have witnessed in my own industry that many transportation companies are beginning to haul more freight to and from Canadian ports because their customers consider them more efficient and less congested than their U.S. counterparts.

Continuation of the status quo in transportation infrastructure investment — short-term extensions, underfunding and no policy reform — is a recipe for disaster.

Congress can make necessary infrastructure investments without adding to the nation's deficit. Credible proposals include creating a federal infrastructure bank that would leverage hundreds of millions of dollars in private sector financing and diverting new revenues associated with expanded domestic energy production to highway and aviation funding programs.

**If the United States is to continue being a world leader, it must have an infrastructure to match.**



By John Ruan III  
Chairman  
U.S. Chamber of Commerce  
Ruan Transportation Management Systems



Originally published on: <http://www.freeenterprise.com/author/john-ruan>

To learn more about the infrastructure crisis, please see the story on page 18.



# HALTING PROGRESS



## NEW HOS RULES CAUSE UNREST IN TRANSPORTATION INDUSTRY

After months of speculation, heated debates, listening sessions and anxious waiting, the Federal Motor Carrier Safety Administration (FMCSA) has published new hours-of-service (HOS) rules that are designed to alleviate driver fatigue and will likely draw lawsuits from both sides of the issue.

"Trucking is a difficult job, and a big rig can be deadly when a driver is tired and overworked," said Transportation Secretary Ray LaHood in a press release. "This final rule will help prevent fatigue-related truck crashes and save lives. Truck drivers deserve a work environment that allows them to perform their jobs safely."

The transportation industry, however, argues that the rules are a solution in search of a problem. The last change to HOS rules, adopted in 2004, had a positive impact on reducing accidents, and opponents argue that the new rules will do little to further improve safety. Instead, they will limit productivity, boost costs, cause congestion to swell and increase the demand for drivers, who are already in short supply.

"Even with an uptick in truck-involved fatalities in 2010, since the current rules went into effect in 2004, fatalities have fallen 29.9 percent, even as overall miles traveled for trucks has risen by tens of billions of miles," said American Trucking

Associations (ATA) Chairman Dan England, chairman of truckload carrier C.R. England, in a press release.

Out of the 11 rules that were originally proposed December 23, 2010, five were adopted. The most controversial proposed change—reducing the 11-hour daily driving limit to 10 hours—was not included in the final rulemaking. The FMCSA did, however, indicate it would continue to conduct research and analysis about any risks associated with the 11-hour drive time, according to a FMCSA press release.

The new rules include a provision that truck drivers must take at least two nights' rest between 1 a.m. and 5 a.m. during their 34-hour restart period, which allows them to restart the clock on their work week by taking 34 consecutive hours off. The restart may only be used once during a seven-day period.

The trucking industry was and is opposed to this rule, which will cost drivers who primarily work at night hours and pay.

"By mandating that drivers include two periods between 1 a.m. and 5 a.m. as part of a restart period, FMCSA is

assuring that every day as America is commuting to work, thousands of truck drivers will be joining them, creating additional and unnecessary congestion and putting motorists and those professional drivers at greater risk," said ATA President Bill Graves in a press release. "The largest percentage of truck-involved crashes occur between 6 a.m. and noon, so this change not only

### NEW RULES HANDED DOWN BY THE FMCSA:

**TRUCK DRIVERS MUST TAKE AT LEAST TWO NIGHTS' REST BETWEEN 1 A.M. AND 5 A.M. DURING THEIR 34-HOUR RESTART PERIOD.**

**A DRIVER MAY NOT DRIVE MORE THAN EIGHT HOURS WITHOUT TAKING AN OFF-DUTY BREAK OF AT LEAST 30 MINUTES. WITH A MANDATORY 30-MINUTE BREAK, THE MAXIMUM ON-DUTY PERIOD IS 13.5 HOURS.**

**THE NUMBER OF HOURS A DRIVER CAN WORK DURING THE WEEK WAS REDUCED BY 12, FROM 82 HOURS TO 70.**

**THE IMPACT: LESS FLEXIBILITY AND DRIVING TIME AT NIGHT MEANS MORE TRUCKS ON THE ROAD DURING THE STATISTICALLY RISKIEST TIME OF THE DAY (6 A.M. – NOON). CARRIERS WILL NEED TO HIRE MORE DRIVERS AND INCREASE THEIR ASSETS TO HANDLE THE SAME AMOUNT OF LOADS.**

effectively destroys the provision of the current rule most cited by professional drivers as beneficial, but it will put more trucks on the road during the statistically riskiest time of the day."

The rules also mandate that a driver may not drive more than eight hours without taking an off-duty break of at least 30 minutes. With the mandatory 30-minute break, the maximum on-duty period is 13.5 hours, though the official driving window remains unchanged at 14 hours. Proponents argue that this provision will allow drivers to take a brief nap, hopefully reducing fatigue. The final rules also reduce the maximum number of hours a driver can work during the week by 12, from 82 hours to 70.

"These rules have the potential to make the roads and truck stops more congested," said Lisa Gonnerman, Ruan's director of safety. "Because more drivers will have to work during the day and have to take a 30-minute break, the industry will need more trucks and more drivers to haul the same amount of goods."

The FMCSA began revising the rules after safety advocate groups filed repeated lawsuits against the current regulations. A deal was reached with the FMCSA that it would develop new rules by the end of 2011, and under the agreement, the safety groups have the right to return to court if they do not approve of the rules. When the rules were proposed in 2010, the safety groups argued that they did not go far enough. Since the final rules are less severe than the proposed, it is likely the groups will return to court.

And, the trucking industry will likely file lawsuits against the FMCSA as well.

"The agency set itself on a course to fix a rule that's not only not broken, but by all objective accounts is working to improve highway safety," Graves said. "Unfortunately, along the way, FMCSA twisted data and, as part of this final rule, is using unjustified causal estimates to justify unnecessary changes."

Anne Ferro, FMCSA administrator, however, said the rules were the culmination of much research, public outreach and solid analysis.

"With robust input from all areas of the trucking community, coupled with the latest scientific research, we carefully crafted a rule acknowledging that when truckers are rested, alert and focused on safety, it makes our roadways safer," Ferro said in a release.

The trucking industry must comply with the HOS rule by July 1, 2013. Companies and drivers who commit "egregious" violations will be heavily fined; for instance, companies that allow drivers to exceed the 11-hour drive time by three or more hours will pay \$11,000, and drivers could pay up to \$2,750 for each offense, according to the FMCSA.

Over the next year and a half, trucking companies across the country will evaluate and change some of their current routes and get additional equipment and personnel in place to continue business as usual once the rules are activated.

Ruan's logistics design department has already started to assess its routes.

"Most of our dedicated customer routes should not be affected by the changes, but we're looking into it," said Marty Wadle, vice president of logistics solutions. "Changes will likely be made on a terminal level based on distance and the number of stops. We may need to add assets in our dairy operation and for longer routes where the mandatory 30-minute break may make it too tight for comfort to comply with other HOS rules."

Many over-the-road carriers will be forced to make the most changes, Gonnerman said, and they will likely have to hire the most drivers. But, with the driver shortage and the new FMCSA Compliance, Safety, Accountability (CSA) rules that weed bad drivers out of fleets, good drivers are few and far between. Some companies may be forced to hire mediocre drivers to haul their goods, thus adversely affecting safety.

"I would prefer the rules had stayed the same long enough to determine the impact of CSA," Gonnerman said. "The preliminary crash numbers show that safety is improved, and the new rules won't provide many good results."



# ON THE ROAD, ON THE CLOCK.

## FMCSA could expand EOBR requirements to most carriers.

With the current hours-of-service (HOS) debate comes an increasing demand for firm requirements for electronic on-board recorders (EOBRs), as opposed to paper logs, to ensure driver compliance.

In April 2010, the Federal Motor Carrier Safety Administration (FMCSA) announced strict guidelines to go into effect June 4, 2012, that will affect approximately 5,700 trucking companies.

By June 2012, carriers that violate the hours-of-service rules 10 percent of the time — and may have a high crash rate compared to the industry average — will be required to install EOBRs that are synchronized to the truck's engine in all of its vehicles. If these carriers do not install EOBRs, they will not be allowed to operate. At press time, these rules were on hold because of technology issues.

While only high-risk carriers were targeted in the original rules, FMCSA proposed additional rules in January 2011 that would cover almost all of the 500,000 carriers currently required to maintain driver logs. Short-haul carriers that use time cards to monitor driver hours would be excluded from the rule-making.

EOBRs in all vehicles would help to ensure compliance with HOS rules, which may also help to improve a carrier's and driver's Compliance, Safety, Accountability (CSA) scores.

These rules would go into effect three years after they are made final, allowing carriers to prepare for installation and stagger implementation costs among their fleets.

At Ruan, approximately 720 tractors, or 22 percent of the fleet, have some kind of on-board recorder, mainly PeopleNet or Turnpike. By the middle of 2013, all Ruan trucks will be outfitted with EOBRs.

"More and more carriers are installing on-board technologies in their fleets and are seeing the positive impact they can have on hours-of-service compliance and the driver fatigue BASIC in CSA. It is a considerable investment that Ruan is willing to make," said Lisa Gonnerman, Ruan's director of safety. "Most carriers will definitely need the three-year installation window to fully equip their fleets if the proposed rulemaking is adopted."

According to *Heavy Duty Trucking* magazine, the FMCSA estimates that for carriers who currently do not utilize a fleet management system that is EOBR-ready, the annualized cost of installation would be approximately \$525 to \$785 per tractor. For carriers that do have EOBR-ready systems, the annualized cost is reduced to \$92.

Still, the total cost for installing on-board recorders on hundreds or thousands of tractors, depending on the size of the carrier, is significant, which is why the FMCSA is proposing the three-year grace period for installation.

"From a safety perspective, I think on-board technology is an excellent tool," Gonnerman said. "We are proactively preparing to install EOBRs in all of our vehicles regardless of whether the proposed rules are adopted."

**"More and more carriers are installing on-board technologies in their fleets and are seeing the positive impact they can have on hours-of-service compliance and the driver fatigue BASIC in CSA. It is a considerable investment that Ruan is willing to make."**

**Lisa Gonnerman**  
Ruan's Director of Safety



# A DECAYING NATION

AMERICA'S FREIGHT SYSTEM IS IN TROUBLE. DECREASED FUNDING FOR HIGHWAYS, RAILROADS, PORTS, WATERWAYS AND AIRPORTS HAS CAUSED A "NEAR-TERM INFRASTRUCTURE CRISIS," ACCORDING TO THE AMERICAN ASSOCIATION OF STATE HIGHWAY AND TRANSPORTATION OFFICIALS (AASHTO).

## THE AMOUNT OF AVAILABLE FUNDING, AASHTO REPORTS, IS WELL BELOW THE LEVEL NEEDED TO MAINTAIN — LET ALONE IMPROVE — THE FREIGHT SYSTEM.

While this may not be an immediate issue, it will escalate as the economy recovers. AASHTO estimated in 2010 that freight demand will double to 30 billion tons by 2050 because the population is expected to grow from 308 million in 2010 to 420 million in 40 years, thus increasing the amount of food, clothing and other goods that need to be shipped. Already, between 1980 and 2006, Interstate Highway System traffic swelled by 150 percent while capacity only grew 15 percent, according to AASHTO.

Not only does the crippling state of infrastructure systems have the potential for hazard, but it is also costing the United States billions of dollars.

According to the American Society of Civil Engineers (ASCE), a professional group whose members design and build infrastructure systems, America's decaying roads, bridges, railroads and transit systems cost the country around \$129 billion a year by affecting travel and commerce. Infrastructure deficiencies add to the cost of operating vehicles and result in travel delays.

"If investments in surface transportation infrastructure are not made soon, these costs are expected to grow exponentially," the ASCE reported in a statement. "Within 10 years, U.S. businesses would pay an added \$430 billion in transportation costs, household incomes would fall by more than \$7,000, and U.S. exports would fall by \$28 billion."

Others studies support AASHTO and ASCE. The Urban Land Institute's study indicates that China, Brazil and India are surpassing the U.S. in infrastructure systems.

The U.S. highway funding bill, which provides federal money for infrastructure projects and authorizes the gas tax that generates \$34 billion a year, was set to expire September 30, 2011. But, on September 16, 2011, President Barack Obama signed legislation that extends and maintains

funding for highway projects and the Federal Aviation Administration. According to *FleetOwner*, this marked the eighth extension of the highway bill since it expired in 2009.

This latest extension is set to expire in March 2012. In advance of the bill's expiration date, Congress will try to create a long-term highway reauthorization bill. However, the divided Congress has very different views on how to address funding for the reauthorization bill. Republicans want the bill to be funded almost fully through existing fuel taxes. Democrats, on the other hand, want between \$500 and \$600 billion in federal funding to be distributed each year over six years.

## \$129B

According to the American Society of Civil Engineers (ASCE), decaying roads, bridges, railroads and transit systems could cost the country around \$129 billion a year by affecting travel and commerce.

## \$430B

Without infrastructure investments within the next 10 years, U.S. businesses would pay an added \$430 billion in transportation costs, household incomes would fall by more than \$7,000, and U.S. exports would fall by \$28 billion.

## 870K

Without infrastructure investment, ASCE estimates that some 870,000 jobs would be lost and economic growth would be smothered some \$3.1 trillion by 2020.

A lot is at stake as members of government begin the debate about the highway reauthorization bill.

AASHTO estimates that as many as 500,000 jobs are at stake if the plan being discussed in the U.S. House of Representatives passes. The Senate plan includes more funding for infrastructure, but following a heated debate about the national debt in July 2011 and a highly anticipated 2012 election, it is unlikely huge investments will be made in infrastructure.

But according to ASCE, huge investments in infrastructure are exactly what America needs.

Without infrastructure investment, ASCE estimates that some 870,000 jobs will be lost and economic growth would be smothered some \$3.1 trillion by 2020. But the amount of investment ASCE recommends, \$94 billion a year more than current spending levels, is unlikely to be funded.

Before the extension was passed in September, the two Congressional chambers each produced long-term solutions that provide insight for the upcoming debate.

House Republicans suggested spending \$230 billion on infrastructure over six years, which is a reduction from the current levels. It would be funded solely through the gas tax. While the Senate did not produce a detailed six-year plan, it did offer a \$109 billion plan over two years that maintains funding levels.

Neither plan comes close to providing the amount of money that transportation experts deem necessary to improve infrastructure and put Americans to work. Due to the political landscape, a burgeoning deficit and an election in 2012, a long-term bill may not come to fruition.





# Honoring a Father's Dream

**GIVING BACK TO OTHERS WAS ENGRAINED IN JOHN RUAN III FROM AN EARLY AGE, AS WAS A SOLID WORK ETHIC WHEN HE BEGAN WORKING AT AGE 14 FOR THE TRUCKING COMPANY HIS FATHER BUILT DURING THE THICK OF THE GREAT DEPRESSION.**

When John Ruan III took over the reins as CEO of the now 79-year-old Ruan Transportation Management Systems (RTMS) in 1998, he assumed undoubtedly more responsibility than guiding one of the largest trucking companies in the United States. Along with his new leadership responsibilities came an unwavering commitment to philanthropic efforts in Iowa and around the world.

The Ruan family's philanthropic legacy is visible throughout the Greater Des Moines community. And, while founder John Ruan supported many charities throughout his lifetime, his greatest passion was providing continuous support for the World Food Prize, established in 1986 by Dr. Norman Borlaug.

When the original sponsor of the World Food Prize withdrew its support in 1990, Ruan stepped in as its sponsor and later permanently endowed the prize with \$10 million to ensure its tenure in Des Moines. Ruan and Dr. Borlaug worked together to develop a symposium that attracts the best and brightest in agriculture to Des Moines every October, as well as a youth institute that brings students to the event and sends them to research centers abroad to gain firsthand experience in global agriculture. The pinnacle of the symposium each year occurs when John Ruan III presents the World Food Prize to the laureates in a ceremony at the Iowa State Capitol.

## THE VISION

Even before he developed his passion for the prize, John Ruan had a love for agriculture, and he founded Iowa Export-Import Trading Company, which was designed to expand international markets for products grown, processed or manufactured in Iowa. Then, in the early 1980s, he aspired to construct an agriculturally based

world trade center tower in Des Moines that would make Iowa the agribusiness capital of the world. He envisioned that it would house agribusiness and farm-related firms.

Unfortunately, despite tireless efforts, Ruan could not close the deal on the Iowa world trade center, primarily due to funding issues.

## A VISION ACHIEVED

Nearly 20 years later, in 2001, Ruan III took a fundamental step as chairman of the World Food Prize Foundation to make his father's vision of Iowa as the international capital of agriculture a reality. He pledged \$5 million to pave the way for the lease and \$29.8 million renovation of the former downtown Des Moines Public Library building to transform it into the permanent home of the World Food Prize organization and a place where visitors can learn about Iowa's agricultural and humanitarian history and related global issues.

"In the decade that John Ruan III has guided the World Food Prize as chairman, the organization has achieved its greatest stature, with its \$250,000 annual award now referred to by heads of state as the 'Nobel Prize for Food and Agriculture' and its international symposium lauded as the 'premier conference in the world on global food

THE FORMER DES MOINES PUBLIC LIBRARY BUILDING HAS BEEN COMPLETELY RENOVATED AND IS NOW THE HOME OF THE DR. NORMAN E. BORLAUG WORLD FOOD PRIZE HALL OF LAUREATES.

security," said Ambassador Kenneth Quinn, president of the World Food Prize Foundation. "I am extremely grateful to John Ruan III for giving me the opportunity to work with him in building this organization into a great asset for Des Moines and the entire state of Iowa."

## A FAMILY'S HERITAGE

While the elder Ruan began the family's philanthropic heritage with his commitment to the World Food Prize and other local charitable organizations, Ruan III has expanded his family's strong altruistic and humanitarian roots, overseeing the John Ruan Foundation Trust, which funds arts, cultural and civic projects in Des Moines.

Due to his success in the transportation and banking sectors and his commitment to advancing corporate citizenship ideals, in June 2011, Ruan

## "JOHN POSSESSES AN UNWAVERING COMMITMENT TO FREE ENTERPRISE AND CIVIC-MINDEDNESS."

— U.S. Chamber of Commerce President and CEO Tom Donohue

III was named chairman of the U.S. Chamber of Commerce, the world's largest business federation with more than 3 million business members. "John possesses an unwavering commitment to free enterprise and civic-mindedness," said Chamber President and CEO Tom Donohue. "I can't think of a more appropriate person to serve as chairman during the Chamber's centennial celebration in 2012. You won't find anyone more loyal and dedicated to the Chamber and to the people, principles and causes he believes in."

Janis Ruan, Ruan III's wife, has spearheaded many community initiatives, including the Fleur Drive Beautification Project, Downtown Streetscape Beautification, the Ingersoll Avenue restoration and the Greater Des Moines Botanical Garden capital project, to which the Ruans made a sizeable donation. She has also been instrumental in planning the new public garden being planted west of the World Food Prize Hall of Laureates.

"Millions of people across the world have benefited from the efforts of the entire Ruan family," said Suku Radia, president and CEO of Bankers Trust. "The organizations and initiatives they've spearheaded and wholeheartedly support provide a myriad of opportunities for others and even save lives."

## DEDICATION

In a way, in October 2011, Ruan III and his family carried out his father's vision of Iowa becoming the agribusiness capital of the world. The former downtown Des Moines Library building was restored to its former glory and its doors opened to diplomats, international business leaders, ambassadors, heads of government from the world over and agricultural innovators with one common goal: to free the world from hunger by developing and promoting sustainable agriculture.

As a commemoration to John Ruan, the Hall of Laureates, which is designed to achieve LEED Platinum Certification for green energy efficiency, features a statue of the pivotal supporter in the garden. Inside the building is the Ruan Laureate Room, from which the Ruan Center in downtown is visible from the Hall's location along the Principal Riverwalk, and which includes a portrait of Ruan, as well as his beloved piano. The Ruan Laureate Room is also available for lectures and social events, as are other rooms in the building.

"Like the century-old library, the Ruan family is an iconic treasure with second and third generations who returned to the Des Moines area to provide leadership to the Ruan companies and preserve John Ruan's legacy and, in particular, the legacy of giving back. The Ruan family inspires all of us to be better citizens," said Steve Zumbach, a partner at Belin McCormick Law Offices and longtime adviser to the Ruan family.



JOHN RUAN III (RIGHT) HAS BEEN A SIGNIFICANT CONTRIBUTOR TO THE WORLD FOOD PRIZE FOR THE PAST DECADE. HE IS PICTURED HERE PRESENTING THE 2011 WORLD FOOD PRIZE TO LAUREATES LUIZ INÁCIO LULA DA SILVA (LEFT) AND JOHN AGYEKUM KUFUOR (MIDDLE).

Radia and Zumbach also noted that Ruan III was a close confidant to his father, and it was he who strongly encouraged Ruan to leave a significant bequest to the Foundation to support charitable causes, unusual for a second-generation heir.

Although John Ruan passed away in 2010 and was not here to see the restoration and building dedication of the World Food Prize Hall of Laureates for himself, he would be proud. And, this historic landmark will stand as a constant reminder of his life, passion and legacy.







# 2011

## YEAR IN REVIEW

**Happy New Year! 2011 was a year of growth at Ruan.** We added new partnerships and expanded with many longtime, valued clients. We gave thanks to the Ruan team and celebrated our professional drivers who drove 246,284,020 miles in 2011. We created a proprietary safety program with a goal of becoming the safest fleet on the road. We began implementing a best-in-class transportation management system to serve our clients better. And, we took the time to give back to the communities we serve across the country. Wishing you a safe and happy 2012!



## David Areias Named Ruan Driver of the Year

David Areias was named Ruan Transportation Management System's Driver of the Year after being selected from a pool of more than 3,700 professional drivers. Areias, who operates out of Ruan's Turlock, CA, terminal, has been with Ruan since 2006 and has logged more than two million miles during his 40 years as a truck driver.

"Each of you are outstanding performers because you consistently exceed our safety and service standards to meet the needs of our customers," said Ruan President and CEO Steve Chapman at the award ceremony at the Des Moines Embassy Club. "This recognition is our way of honoring your dedication, professionalism and ongoing commitment to Ruan."

Each region winner was awarded a trophy at the ceremony. Areias, who does farm pick up in Ruan's dairy and bulk food division, was honored with a trophy, \$5,000 and the Ruan Driver of the Year title.

The Ruan Driver of the Year festivities coincided with Ruan's annual Founder's Days events, when the company celebrates the work ethic and philanthropic spirit of its founder, John Ruan, throughout the month of July.

"There is no better time to celebrate our best, most accomplished professional drivers than on the anniversary of our company's founding in 1932," Chapman said. "It was 79 years ago when Ruan Transportation Management Systems was the promising business of one determined, hard-working driver: John Ruan."

1 David Areias, of T305 in Turlock, CA, was named the Driver of the Year at a ceremony in Des Moines, IA. 2 David Areias was awarded \$5,000 by John Ruan III (right) at the awards ceremony. 3 Driver of the Year Region Winners: (back row, left to right) David Crenshaw, Roger Wootton and Kelly Hall; (middle row, left to right) Wes Walker, Ron Rea, Gary Hake and Terry Moore; (front row, left to right) Bill McDonald, David Areias, Bobby Hernandez and Bobby Lopez.



1 Ruan Chairman John Ruan III took the helm as chairman of the U.S. Chamber of Commerce in June 2011. He will continue to serve until June 2012. 2 During Founder's Days in July, corporate team members volunteered at the Des Moines Community Playhouse. 3 Terminals across the country celebrate Founder's Days as well, and the Tulare, CA, terminal provided water slides and snow cones for children from low income families. 4 Ruan commemorates founder John Ruan during Founder's Days by volunteering at local non-profit organizations each Friday in July. 5 President and CEO Steve Chapman had the honor of recognizing the 11 Driver of the Year Region Winners in July. 6 Several executives from across Iowa attended Iowa Motor Truck Association's Truck Driving Championship to cheer on Ruan's 10 participants. 7 Ruan Driver Dan Garrison shows Meredith Middle School students, in Des Moines, IA, the loading mechanism on his Airgas Merchant Gases trailer. 8 During Founder's Days, John Ruan's first truck is displayed in the lobby of the Ruan Center in Des Moines, IA. 9 Corporate Headquarters hosted nearly 60 young children from Children and Families of Iowa's Child Development Center at a Halloween trick-or-treat event during the company's United Way campaign. 10 Ruan drivers took a break from Fair Oaks Farms training for a photo with a compressed natural gas (CNG) truck. 11 (From left to right) Vice President of Sales Jon Mudrock, Senior Vice President of Sales Roger Mason, and Vice Presidents of Sales Eric Lee and Neal Dauphin represented Ruan at the National Grocers Association (NGA) 2011 Annual Convention. 12 A Ruan driver in Carrollton, TX, delivered a piece of the World Trade Center to the Orange County Fire Department in California. 13 2009 Driver of the Year Doug Quick outside a terminal in Tampa, FL.

# RUAN ANNIVERSARIES

- 35 Robert Turzinski, Wisconsin Rapids, WI
- 30 Joe Alves, Turlock, CA | Gary Deppe, Wisconsin Rapids, WI
- 25 Nettie Thrasher, Tulare, CA | Robert Caldwell, Ruan Center | Gary Hake, Wisconsin Rapids, WI
- 20 Michael Carpenter, Tulare, CA | Joseph Buck, Madison, WI | Joe Azevedo, Acampo, CA | William Estep, Ft. Wayne, IN | Philip McClintock, Tyler, TX
- 15 David Janecek, Contract Administration | Frank Campbell, Holstein, IA | Melvin Walker, Des Moines, IA | Patrick Davis, Ruan Center | Donald DuVerney, Chicago, IL | Lesley Caygle, Turlock, CA | Kenneth Petit, Sioux Falls, SD | Kenneth McKiness, Geneva, IL | Anne Bartha, Geneva, IL | Kenneth Derbyshire, Geneva, IL | Daniel Cole, Canby, OR | Gary Guysi, Phoenix, AZ | Derek Martinez, Phoenix, AZ | Ronald Shumaker, Phoenix, AZ | Glenn Combs, Phoenix, AZ | Jose Landeros, Manteca, CA | Steven Boling, Phoenix, AZ | Mike Loreda, Phoenix, AZ
- 10 Martin Honea, Phoenix, AZ | Javier Hernandez, Turlock, CA | Alvaro Pulido, Turlock, CA | Jose Bettencourt, Turlock, CA | Christopher Cesario, Ripon, CA | Juan Gonzalez, Tulare, CA | John Rodriguez, Phoenix, AZ | Len Hall, Disbursements | Gatlin Edwards II, Phoenix, AZ | Edmund Faucher, Jr., Tampa, FL | James Moynihan, Phoenix, AZ | Hilario Ramirez, Turlock, CA | Marcos Alvarez, Ripon, CA | Jose Ortega, Ripon, CA | John Brady, Muscatine, IA | Robert Carlson, Geneva, IL | Joseph Savage, Ft. Wayne, IN | William McCarty, Canby, OR | Tony Edmonds, Canby, OR | Gerardo Guerra, Phoenix, AZ | David Scott, Phoenix, AZ | Rickey Smith, Phoenix, AZ | Jose Padilla, Turlock, CA | Aurelio Mondragon, Turlock, CA | Michael Thayer, Ft. Wayne, IN | Octavio Munguia, Tulare, CA | Earl Gidley, Brooklyn Park, MN | Gary Neahrng, Geneva, IL | Pablo Trujillo, Los Angeles, CA | Pedro Pimentel, Los Angeles, CA | George Parent, Phoenix, AZ

- 5 John Bobleter, Warehouse Region | Mitchell McClintock, Brooklyn Park, MN | Brian Sherwood, East Chicago, IN | Randall Covey, Finance Management | Chad Humphrey, Hon Region | Carol Herrig, Avis | Harvey Henselman, Turlock, CA | Scott Humphrey, Pomona, CA | Paul Hopkins, Reno, NV | Mark Crowe, Reno, NV | Larry Frye, Reno, NV | Peter Murphy, Reno, NV | Jeffrey Kling, Reno, NV | Andrew Smith, Ft. Wayne, IN | Barrera Saravia, San Francisco, CA | Rafael Argueta, San Francisco, CA | Richard Chavez, San Francisco, CA | Roni Orellana, San Francisco, CA | Erick Nunez, San Francisco, CA | Clarence Statham, San Francisco, CA | Fernando Perez, San Francisco, CA | Rodolfo Orozco, San Francisco, CA | Jose Batres, San Francisco, CA | Felix Dulay, San Francisco, CA | Yolanda Allison, San Francisco, CA | Ciro Samaniego, San Francisco, CA | Edward Heston, Jr., Reno, NV | Lauro Balderrama, Hagerman, NM | Carrera Chacon, Hagerman, NM | Joel Rodriguez-Lugo, San Antonio, TX | Jeff Chapple, Orland, CA | Darrell Anderson, Topeka, KS | Alton Rancourt, Phoenix, AZ | Gina Slack, General Accounting | Dwight Thomas, Tyler, TX | Paul Richardson, Tampa, FL | James Wood, Phoenix, AZ | Christopher Bodo, Phoenix, AZ | Perez Barron, Turlock, CA | Bryan Kyker, Sacramento, CA | R.C. Pettigrew, Joliet, IL | Sean Hess, Dekalb, IL | Federico Garcia, Ripon, CA | Flory Fernandez, Ripon, CA | Chris Holland, Reno, NV | Thomas Seder, Reno, NV | Humberto Paniagua, Reno, NV | Victor Roman, Reno, NV | Shawn Lajeunesse, Wilton, NY | Rory Whitman, Wilton, NY | Matthew Betts, Amsterdam, NY | James Hathaway, Wilton, NY | Mark Bennett, Ft. Wayne, IN | David Bruce, Seattle, WA | David Black, Myrtle Point, OR | Saul Arteaga, Tulare, CA | Salomon Loreda, Clovis, NM | Lisa Gatewood, Phoenix, AZ | Anthony Giese, Phoenix, AZ | Michael Tisdale, Appleton, WI | George Hasenohr, Appleton, WI | Ricardo Estrada, San Antonio, TX | Barry Landers, Cedar Falls, IA | Antonio Lomeli, Orland, CA | Olga Solorzano, Alhambra, CA | Mohamed Ugas, Brooklyn Park, MN | Benjamin Artman, Brooklyn Park, MN | Jane Zych, Brooklyn Park, MN | John Hill, Brooklyn Park, MN | William Edwards, Chicago, IL | Albert Marcisz, Chicago, IL | Stanley Munsie, Jr., East Chicago, IN | Clifford Peten, East Chicago, IN | Roxana Myers, Driver Recruiting | Lauren Knous, DSM, IA | Brokerage | Pamela O'Bryon, Payroll | Thien Ton, PC Applications | Richard McClary, Charlotte, NC | James Herrig, Avis | Jose Lopez, Turlock, CA | Tristian Greig, Austin, TX | Douglas Lawhorn, Salem, VA | Gary Paitsel, Jr., Salem, VA | Theron Condie, Meridian, ID | Victor Vazquez, City of Industry, CA | Jose Rueda, Yuma, AZ | Kendall Long, Wilton, NY | Ritchie Hollis, Madison, WI | Larry Druckamiller, Ft. Wayne, IN | David Hunter, Batavia, IL | Ronald Perkins, Myrtle Point, OR | John Condrey, Victorville, CA | Greg Godson, Victorville, CA | Daniel Anderson, Fernley, NV | Cornelius Lilly, Phoenix, AZ | Keith Miller, Phoenix, AZ | Sylvester Terry, Phoenix, AZ | Michaela Waddell, Phoenix, AZ | Ronne McLarrin, Hagerman, NM | Justin Reusser, San Antonio, TX | Barbara Murl, Iowa Import/Export | Murray Thole, Ruan Inc | Gordon McCamon, Rialto, CA | Derrick Taylor, Rialto, CA | Scott Steinleitner, Cedar Falls, IA | Michael Schellhorn, Cedar Falls, IA | James Rake, Cedar Falls, IA | Thelma Watson, Columbus, MS



DEDICATED CONTRACT CARRIAGE / BULK TRANSPORTATION / INTEGRATED SERVICES

**RUAN**

DEDICATION THAT MOVES YOUR BUSINESS

**It's never just a truck.**

**It holds your hard work.**

**Your hope and your worry.**

**Your late nights and early mornings.**

**Your present and your future.**

**Which is why you want Ruan driving.**

**The cargo is your business. And no one understands that more than Ruan.**

With Ruan's Dedicated Contract Carriage service, you receive the dedication of an entire company. Supply chain experts. Professional drivers and mechanics. Dispatchers. Safety leaders. Customer care team. These are your partners, your advocates — the people who work tirelessly to ensure that your supply chain operates at peak efficiency. That your cargo ships using state-of-the-art technology. That state and federal regulations are followed. And that your deliveries are always on-time.

***You work too hard to trust your shipments to just anyone. Trust them to Ruan.***

FOR MORE INFORMATION, CALL (866) 782-6669 OR VISIT [WWW.RUAN.COM](http://WWW.RUAN.COM).



**THE WORLD  
FOOD PRIZE**

Proud to endow the World Food Prize for more than 20 years.



Getting There With Cleaner Air