

RED

The **RUAN** Magazine

Number 07 Summer 2012

SINCE
1932

80 years.
233 facilities.
3,300 tractors.
5,900 trailers.
5,070 team members.
1 vision.

YEARS

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80 years of history have Ruan poised for future success.

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A LETTER FROM THE CHAIRMAN



Eighty years ago, Ruan Transportation Management Systems began with one man and a truck. And, although the truck was fairly ordinary for its time, the man behind it was anything but ordinary.

Confronted by the challenges of the Great Depression and determined to provide for his family, 19-year-old John Ruan began his trucking business on July 4, 1932. Hauling gravel by day and sleeping in a tent by night, he was resolved to make his business a success. Integrity, charisma and an unparalleled work ethic earned him a solid reputation, and within a year, he had three trucks hauling 42 tons of coal a day.

Despite these modest beginnings, Ruan Transportation grew to become one of the largest privately owned trucking companies in the nation. And, the success of the company only fueled my father to work harder. Throughout his 96 years of life, he remained fiercely committed to the success of his company, the well-being of his employees, the satisfaction of his customers and innumerable civic and humanitarian causes.

Today, Ruan is thriving because our team members continue to embrace his same ideals of hard work, integrity and professionalism. Together, the Ruan team has built and shaped a company that boasts a rich heritage and promises an even stronger future.

In celebration of Ruan's 80th anniversary, we are pleased to share this commemorative issue of *RED*. Throughout the

issue you will find articles that highlight not only our storied past, but articles that celebrate where Ruan stands today.

People and relationships have always been central to our business; and, in this edition, we are proud to highlight several invaluable customer relationships including partnerships with LKQ, O'Neal Steel, Marmon/Keystone and Steel and Pipe Supply. We discuss topics that are of paramount importance to our company such as the impact of Compliance, Safety, Accountability (CSA) on our operations, and the ways in which our adoption of PeopleNet's on-board technology help to ensure our efficiency and productivity. Lastly, we are proud to continue our tradition of serving as a voice for the trucking industry. We provide information on the top 10 regulations expected to impact the trucking industry this year, and I offer my personal perspective on the importance of investing in America's infrastructure. I hope that you find the content of this special edition of *RED* to be both meaningful and informative.

The evolution of the company that began with one man and his truck, during the hardest of times in 1932, into the successful, people-centered and vital organization that exists today, is the result of 80 years of hard-working and passionate team members who, every day, work to earn the trust of our customers. I hope you will join me in recognizing and celebrating this milestone anniversary. Our first 80 years have been tremendous, and I can only imagine the exciting and significant developments that the next 80 years will bring.

Sincerely,

A handwritten signature in black ink that reads "John Ruan III". The signature is written in a cursive style with a prominent "J" and "R".

John Ruan III



STRONG ON STEEL

RUAN IS A LEADER IN MANY MARKETS. RUAN REVOLUTIONIZED DAIRY HAULING IN CALIFORNIA. IT HAS VAST EXPERTISE IN RETAIL, GROCERY, CHEMICALS AND INDUSTRIAL GASES. AND, RUAN IS A STRONG FORCE IN STEEL AND OTHER METALS.

Ruan's flatbed steel business goes back decades, and partnerships with companies like O'Neal Steel, Marmon/Keystone, A.M. Castle and Co., Central Steel & Wire, Steel and Pipe Supply and Phoenix Metals have helped change the way steel companies view transportation.

"Working with Ruan gives steel companies a competitive advantage," said Joe Ulrich, vice president of sales at Ruan. "Transporting and delivering these materials is one of the highest costs they have. Our ability to develop more effective, more efficient supply chains can be a major boost to a steel company's bottom line."

Norman Gottschalk, Jr., Marmon/Keystone president, agreed. "Logistics has become so complicated, with all the reports you have to file to satisfy the government, and getting drivers is very tough," he said. "Why not get somebody who has all of this automated to start with? What's more, Ruan has a pool of drivers, so if one quits, we get a new one the next day."

PRIVATE FLEET OUTSOURCING

Transitioning from an in-house fleet to a Dedicated Contract Carriage (DCC) solution with Ruan is a great way to root out inefficiencies. Ruan typically retains about 80 percent of a company's driver force and uses a cost-effective labor strategy to increase driver productivity. Drivers are assigned to one primary route, which helps foster continual supply chain improvement.

Ruan's DCC solution also significantly reduces a steel company's liability and increases their cash flow. That's because all of the trucks are owned by Ruan, so Ruan is responsible for all capital expenditures and insurance costs, and also maintains and repairs the tractors and trailers.

IMPROVED LOGISTICS

Steel customers who choose not to use a DCC solution can still benefit from Ruan's logistics expertise. Ruan works with companies to streamline supply chains and make shipping departments more responsive. Using powerful software solutions, Ruan optimizes routes and loads to reduce costs and improve overall operations.

The company also employs tracking software that allows clients to know where loads are and where loads are needed, any time of day. This is especially important when just-in-time delivery is required.

THE HUMAN ELEMENT

Technology is becoming a large part of the steel supply chain. OEMs are driving the adoption of electronic resource planning (ERP) software so they can better control the raw material costs that their parts suppliers and metal fabricators are paying. These fabricators, however, have no incentive to commit to long-term partnerships with one steel service center or to disclose any internal information that could reduce their ability to negotiate prices. Because drivers — the human element in an increasingly digital supply chain — have established relationships with client customers, they are sometimes able to collect informal market intelligence as they deliver. This level of commitment by Ruan drivers is typical since many feel they are truly an element of the client's team.

"Ruan is an employer of choice and transportation industry leader in terms of service, technology, safety and sustainability," said Dennis Mullen, president and CEO at Steel and Pipe Supply.

"ONE OF THE MOST IMPORTANT FUNCTIONS AND GREATEST EXPENSES WE HAVE IS DELIVERING MATERIAL TO OUR CUSTOMERS. WE WERE LOOKING FOR A MORE ECONOMICAL WAY TO OPERATE OUR TRANSPORTATION FUNCTION WITHOUT SACRIFICING SERVICE AND QUALITY OR ADVERSELY AFFECTING OUR EMPLOYEES. AFTER EXTENSIVE ANALYSIS, ONE COMPANY STOOD HEAD AND SHOULDERS ABOVE THE REST, AND THAT WAS RUAN."

— **Holman Head**

President and Chief Executive Officer, O'Neal Steel

GUARANTEED BRAND AND PRODUCT INTEGRITY

Whatever solution you choose, Ruan's professional drivers and support staff are dedicated to respecting the integrity of your brand and your materials. Your trucks retain their branding, and Ruan drivers even wear your company uniform if meeting customers is a part of their job. Ruan's professional drivers receive continual safety training and, when necessary, specific materials handling training to ensure product integrity.

The result is a steel solution that drives productivity and increases your bottom line.

CSA benefits industry but still requires improvements

By **Lisa Gonnerman** *Director of Safety, Ruan Transportation Management Systems*



Almost a year and a half ago, the first safety scores associated with Compliance, Safety, Accountability (CSA), the federal government's wide-ranging safety initiative, were released to the public. Since then, the transportation industry has tried to adapt to the new rules designed to reduce the number of accidents and fatalities on America's roadways — and some carriers are doing better than others.

The rules are definitely achieving the Federal Motor Carrier Safety Administration's (FMCSA's) goal — to create a whole new level of responsibility for both carriers and individual drivers. Carriers and drivers alike receive scores in CSA's seven Behavior Analysis and Safety Improvement Categories (BASICS): unsafe driving, fatigued driving, driver fitness, controlled substances and alcohol, vehicle maintenance, cargo-related and crash indicator. The program continues to evolve as the FMCSA receives feedback on the program and makes enhancements.

Five years of crash and three years of inspection data are reported in the industry's pre-employment screening program (PSP), and Ruan thoroughly evaluates its potential professional drivers in the system and conducts a review of the driver's background and history. If a driver's PSP score is too high — indicating unsafe driving behaviors — he or she simply is not hired. Any scores that fall into a "watch-out" zone require additional training during on-boarding. Drivers must proactively pay more attention to their driving history because CSA marks the first time they've individually been held accountable.

The 11-person safety team also evaluates the current drivers' CSA scores and sends warning letters if any scores point to unsafe driving behaviors. We've made some tough decisions for those behaviors that don't improve; Ruan and its customers cannot afford to have unsafe drivers on the team. Some carriers, unfortunately, are still hiring and retaining drivers who exhibit unsafe driving behaviors.

Drivers must proactively pay more attention to their driving history because CSA marks the first time they've individually been held accountable.

Since the new reporting system provides invaluable — and potentially disqualifying — data about drivers, the industry is experiencing a shortage of drivers. But Ruan is proud of its driver retention rate (which is five times the industry average), and we do everything possible to raise awareness about CSA requirements, especially as they continue to evolve. This year, we launched our proprietary Megasafe Safe Driving Program, which educates drivers about how certain behaviors can affect their CSA scores — and also teaches safe driving behaviors. This effort will ensure that all of our drivers employ safe driving techniques and keep their CSA scores in the satisfactory range.

While CSA is benefiting the industry and bringing positive changes, there are still some kinks that

must be resolved. Perhaps the largest unresolved issue is the crash indicator. As the crash indicator category stands today, there is no distinction between preventable and non-preventable accidents. But because some accidents are deemed non-preventable, they should be evaluated differently than preventable accidents. We hope to see the methodology changed in the near future.

There is also a proposed change under review and open to comment at this time. Currently, the cargo securement BASIC includes both cargo securement and hazmat violations. The proposed change would remove the cargo securement violations and put them into the vehicle maintenance BASIC. Hazmat violations would then have their own category.

We're still waiting to see how the safety rating system will change. The current ratings are satisfactory, unsatisfactory and conditional. The last report indicated that the new CSA ratings, which could be released this year, may be unfit, marginal and continue to operate. It is unclear how the ratings determination measurements will change and impact the industry. It's also important that Department of Transportation (DOT) officers continue to be educated about CSA so they more fully understand both the requirements and how their reports impact carriers and drivers.

Despite the changes still to come, I'm pleased with the CSA regulations. Across the industry, there is a renewed focus on safety and heightened level of awareness for both drivers and carriers. As education efforts continue, I only see this positive trend improving.



RUAN GETS ON BOARD WITH PEOPLENET

Although the Federal Motor Carrier Safety Administration (FMCSA) rule regarding electronic on-board recorders (EOBRs) has been held up in court and faces some opposition, Ruan knows that the technology can help improve safety, reporting and productivity.

Because of that, the company recently strengthened its strategic partnership with PeopleNet and is moving rapidly to implement a solution in all its tractors.

“With PeopleNet, we’re making a multi-million dollar investment for on-board computers that give us better visibility to what our drivers and vehicles are doing on a minute-by-minute basis,” said Darin Endecott, Ruan’s vice president of quality.

The PeopleNet solution automates the tracking of hours of service, an important regulatory and safety concern for transporters. The system activates time tracking once the truck is put into motion and provides an automatic arrival time when the truck arrives at its delivery point — information that can be sent in real time to customers and to Ruan. The driver’s

drive time, on-duty time and total number of hours worked per week are all recorded by the PeopleNet system. Therefore, it is easy for the driver to see when he or she is approaching the Department of Transportation’s (DOT’s) hours-of-service limits.

Many competing EOBRs provide similar functions, but Ruan chose the PeopleNet solution because it is a single platform that offers several additional capabilities, including data capture and communication, ECM integration, driver monitoring and GPS.

“This platform facilitates electronic log compliance and electronic DVIRs, but it can also compare vehicle speed to posted speed limits, and ECM integration lets us monitor at-risk behavior like hard braking or instability,” said Lisa Gonnerman, director of safety. “The device continually monitors the engine to identify fault codes that need immediate attention. And, it provides two-way communication with the driver without the use of a cell phone — a key safety feature.”

Upgrading Ruan’s current on-board recorders to the PeopleNet units is a significant investment, but the company believes the improvements to Ruan’s safety and risk performance will far outweigh the cost. The devices also should improve equipment performance and efficiency.

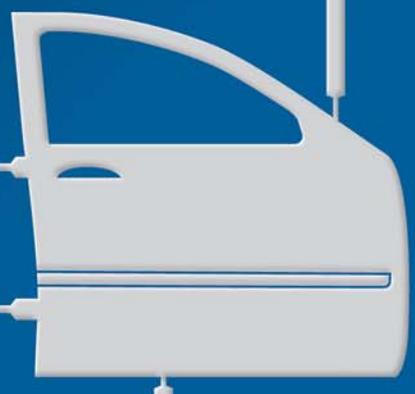
“It provides us the ability to monitor our equipment’s performance — which basically comes down to miles per gallon,” Endecott said. “We’ll be able to evaluate idle times, shift points, hard accelerations and other driving behavior that we can discuss with drivers and work to improve.”

Time savings are another huge advantage. Ruan is conservatively estimating that drivers and terminal personnel will gain 50 hours per year per driver solely based on time savings associated with electronic logs.

“We’re also excited about the system’s ability to integrate with our RTMS2.0 software,” said Marty Wadle, vice president of logistics solutions. “We can offer customers additional features like signature capture, photo capture of damage and other custom, form-driven information captures. PeopleNet is a key component of our effort to make the transportation process paperless.”

Ruan is working closely with terminal managers, safety leaders and its customers to build an aggressive implementation plan that maximizes benefits and maintains customer commitments while meeting the target of installing PeopleNet units in its tractors by the first quarter of 2013.

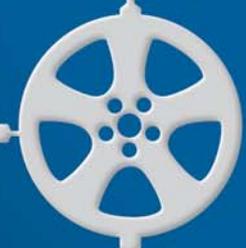




THE



GOOD PARTS



When international automotive recycler LKQ selected Ruan DCC, it found a fellow innovator and like-minded partner.

In a struggling economy, people tend to vacation less, dine at home more and repair their current vehicles rather than commit their finances to new models. Household cutbacks like these can strike fear in many businesses, but for Ruan Dedicated Contract Carriage (DCC) customer LKQ Corporation (a \$4 billion company headquartered in Chicago), the current economic climate couldn't be more encouraging; sales have increased approximately 10 percent annually since 2008.

The reason for this success? LKQ is the nation's largest and most strategic provider of recycled and refurbished automotive parts including wheels, bumper covers and lights, collision and mechanical replacement parts and remanufactured engines. The company currently operates nearly 450 locations in the U.K., U.S. and Canada offering both mechanics and do-it-yourselfers parts for 20 to 50 percent below the cost of new OEM equipment, a blessing for many cash-strapped motorists. LKQ also recycles and sells component and replacement parts for light- to heavy-duty trucks and markets new aftermarket parts under its Keystone brand, which is distributed by its subsidiary, Keystone Automotive Industries.

Ruan DCC

Transporting raw materials and end products is an important part of the process for many companies — like it is for LKQ. Ruan's DCC solution reduces transportation costs by an average of 15 to 20 percent while also increasing a company's reliability, safety and flexibility.

"We work collaboratively with our customers to drive down costs, decrease empty miles and develop an equipment and maintenance strategy to keep the fleet running efficiently," said Ralph Arthur, Ruan's president of Dedicated Contract Carriage. "Ruan works hard every single day to make the transition and start-up process seamless for our clients."

After converting private fleets to Ruan DCC, many companies discover that being in the trucking business in the first place was not the most effective solution. They find they are much better off trusting Ruan DCC to handle those elements on their behalf, allowing them to concentrate their efforts on running their core businesses.

With Ruan providing the fleet and seasoned, professional drivers, companies partnering with Ruan enjoy an elevated level of transportation service. Deliveries are on time, insurance costs are decreased, driver screening and other HR matters are alleviated, and truck maintenance and liability are not distractions. Department of Transportation (DOT) compliance is ensured, and by eliminating the high investment costs associated with buying and maintaining a fleet, companies have extra capital to invest in more profitable areas.

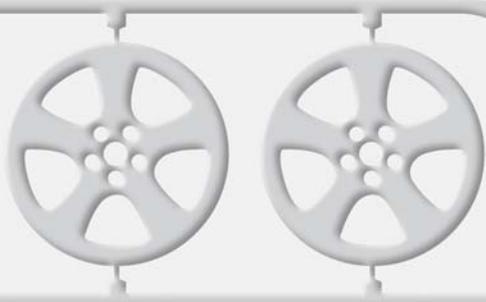
A Flourishing Partnership

In 2008, after a careful analysis of LKQ's transportation situation in Janesville, WI, and Hustisford, WI, Ruan presented a multi-faceted solution involving DCC that would provide the infrastructure to manage LKQ's transportation needs. The plan would also strengthen the company's aggressive pattern of growth, free LKQ management to focus on core competencies and provide LKQ with an efficient equipment strategy and continuous improvement initiatives related to distribution.

After being awarded the Wisconsin contract, Ruan DCC tractors, trailers and drivers began transporting LKQ cargo at several locations in the Midwest, including Minneapolis, MN, Albert Lea, MN, Plainfield, IN, Davenport, IA, Des Moines, IA, and Winnipeg, Manitoba, Canada. Ruan also began hauling for the York, PA, distribution center.

With Ruan professional drivers behind the wheel, the relationship proved fruitful for both partners, and Ruan's share of LKQ's DCC deliveries have expanded each consecutive year since 2008. Ruan currently drives for 14 of LKQ's locations.

This relationship runs much deeper than a financial agreement, however. "We have incredible relationships with Ruan's terminal managers, drivers and management. In fact, we've come to think of them as our own LKQ team members. They're friendly, have can-do attitudes, and they've really gotten to know our business and care about our success," said Mike Lahr, director of logistics for LKQ. "Ruan personnel represent our brand extremely well on and off the road. They really understand our brand and culture and fit in seamlessly."



“Ruan’s employees are engrained in our system, but they’re not there to protect their share of the business; they’re there sharing their expertise to improve the shipping part of our business, suggesting ways to keep costs low and become more efficient. It’s because of this close partnership that Ruan consistently comes to us with great ideas.”

— Mike Lahr
Director of Logistics, LKQ

Like-Minded Companies

Ruan understands LKQ well because the companies share several distinct qualities that place them in high esteem within their respective industries. Both have a long history of self-made success, and both concentrate on their customers’ satisfaction, which is directly influenced by their focus on innovation. They also share a strong interest in expanding their operations and promoting a philanthropic corporate culture that strives to improve lives. They both also happen to be industry leaders.

Green Pioneers

Both companies also share a strong commitment to the environment. Recycling cars and trucks is a green industry in itself, but LKQ takes extra steps to protect the environment, such as removing all potentially hazardous fluids from salvaged cars and safely recycling them. The company continually explores newer and better ways to recycle, and its successes have allowed LKQ to divert, on average, 82 percent of a used vehicle, by weight, from landfills.

LKQ takes its environmental commitment further by incorporating energy-efficient lighting, heating and cooling throughout its facilities nationwide. LKQ installs two different light settings in offices and incorporates skylights and energy-efficient T5HO lighting in new warehouses.

Ruan’s demonstrated commitment to the environment was a strong factor in LKQ’s decision to partner with the transportation company. Among the many green initiatives Ruan encourages are the use of biodiesel to reduce 86 percent of the emissions released by petroleum diesel, 99 percent reduction in paper use, lighter, more aerodynamic equipment to improve fuel consumption, auxiliary power units (APUs) in trucks to reduce engine idle time and simply reducing highway speeds to save fuel.

More Than a Vendor

Ruan’s overriding goal since 1932 is to do whatever it takes to meet the demands and challenges of its clients’ businesses. This not only includes driving and deliveries, but also exploring new ways costs can be reduced, safety can be improved and efficiencies can be added. Its close working relationship with DCC clients allows Ruan to understand each company in depth, and to use its team of transportation experts to explore and offer innovative solutions based exclusively on each company’s individual needs.

LKQ and Ruan enjoy this synergistic relationship, and Ruan is invited to take an active role in LKQ’s business, a role that Ruan highly values. “For me, one of the biggest benefits of being with Ruan’s DCC division is being able to get involved with our clients, analyzing their needs and using our resources to introduce ideas that can save them money or time,” Arthur said.

One such recent idea was Ruan’s continuous quality improvement initiative of Key Performance Indicators (KPIs), implemented when the company added the York, PA, distribution center. KPIs consistently track performance results, leading to greater employee awareness of their actions and more attention to efficiency, safety, schedule adherence, security, etc. Ruan also developed quality training programs and sustainable practices to help meet LKQ goals.

“Ruan’s employees are engrained in our system, but they’re not there to protect their share of the business; they’re there sharing their expertise to improve the shipping part of our business, suggesting ways to keep costs low and become more efficient,” Lahr said. “It’s because of this close partnership that Ruan consistently comes to us with great ideas.”



By John Ruan III

Chairman

U.S. Chamber of Commerce

Ruan Transportation Management Systems



The Aging of America's Infrastructure

The United States is a relatively young nation that is starting to look very old. I'm not talking about its people; I'm referring to its infrastructure. In need of more than just a shot of Botox or a facelift, our nation's infrastructure requires an extreme makeover.

In the first few decades following World War II, America wowed the world with its infrastructure boom, which included the construction of our vast interstate highway system. But the days when the United States was a model for progress and engineering magnificence are fading.

Today, there is near universal recognition that our infrastructure has outlived its useful life even as our competitors around the globe, especially countries in Asia, are making significant investments. According to the World Economic Forum's (WEF's) latest Global Competitiveness Report, the United States' infrastructure ranked 23rd, behind that of Malaysia and Barbados.

Our infrastructure challenges extend from roads, bridges and highways to electricity transmission lines, oil pipelines, drinking water and wastewater infrastructure, and ports, locks and inland waterways. An aging infrastructure translates into lost productivity, lost jobs and diminished competitiveness.

Washington policymakers have proven themselves incapable of adequately addressing this significant challenge. In Congress, multi-year highway and transit

funding legislation has proved elusive for years. Federal agencies are holding up much-needed energy infrastructure projects, and the administration recently blocked the construction of the Keystone XL oil pipeline that would transport oil from Canada to Gulf Coast refineries, immediately creating 20,000 jobs.

According to the World Economic Forum's (WEF's) latest Global Competitiveness Report, the United States' infrastructure ranked 23rd, behind that of Malaysia and Barbados.

We need a long-term vision for infrastructure that is carried out by legislation that boosts revenue streams (including a modest increase in user fees to bolster the Highway Trust Fund), leverages private investment, streamlines the permitting process and prioritizes projects.

America cannot afford to settle for being a has-been. With a strong commitment to modernizing our infrastructure, we can continue to lead the world throughout the 21st century.





80 years.

233 facilities.

3,300 tractors.

5,900 trailers.

5,070 team
members.

1 vision.



The story of how John Ruan started his company with one hand-loaded shipment of gravel has been told and re-told over the past 80 years.

What hasn't been told is that Mr. Ruan was not alone.

Looking back over the histories of some of America's largest transporters, you find that they too began operations in 1931, 1932, 1934. It was a good time to get into trucking, even if you had only a small amount of money. Mr. Ruan traded his family's car to purchase his first truck, and one can imagine new trucking companies springing up all around the country as young men — having difficulty finding jobs during the Great Depression—decided to become entrepreneurs.

So why did some companies make it and others drive off into the history books?

The companies that made it had a vision for the future — like Ruan.

Ruan has always focused on the future: developing long-term partnerships; seeking sustainable solutions; investigating newer, better technologies; continually striving to improve quality; and creating a Megasafe environment.

As Ruan looks to the future, these are the values and areas that it will continue to emphasize.

A Commitment to Service

Ruan has always been committed to providing the highest customer service and operating with integrity. Every Ruan team member is dedicated to maximizing the efficiency of their customers' supply chains — adding value and improving the bottom line.

"My father believed that hard work, integrity and a customer-focused approach would help develop long-lasting relationships, and this enduring philosophy has led Ruan to become one of the largest privately owned transportation service companies in the nation," said Chairman John Ruan III.

The company also strives to provide team members with a healthy work-life balance. Sixty percent of Ruan's drivers have schedules that enable them to be home daily. Others are only out for a couple days a time — not weeks on end. As a result, Ruan has a turnover rate one-fifth the industry average. Drivers want to work for Ruan, and in an industry faced with driver shortages, that's a good position to be in.

More experienced professional drivers are of immense benefit to Ruan's customers as well. Most of Ruan's business is repeat business — driving the same route for the same customer — and its drivers are assigned to one primary account. That means they get to know a customer's route, their needs, their delivery procedures and other intangibles. Because of this, Ruan's drivers often offer valuable suggestions for improving the supply chain and increasing efficiency.

A Megasafe Culture

Safety has always been a moral imperative at Ruan, but it is also a competitive advantage. Fewer accidents mean longer uptime, lower insurance rates, fewer repair costs and lower overall transportation costs. Ruan has enjoyed a stellar safety record for decades, and it continues to find new ways to improve its safety record.

The latest effort is Megasafe, Ruan's proprietary safety program. The program emphasizes defensive driving but also includes specialized training, boot programs, safety awards, etc. The main component of Megasafe is the Megasafe7 Rules of Safe Driving, in which drivers are trained in skills and habits that enable them to prevent accidents. Because Ruan cares about the safety of all team members, everyone — from vice presidents and terminal managers to dispatchers and office staff — has been trained in Megasafe7.

Developing Ruan's own safe driving program was key to improving its safety record. "There are many great training programs on the market," said Lisa Gonnerman, director of safety, "but as we reviewed our accident results and trends against the available systems, we always felt that one piece was missing."

Because Megasafe7 uses Ruan drivers and equipment exclusively in the DVDs and literature, the program is more personal to Ruan drivers and contributes to buy-in.

Ruan's overall goal is to become best-in-class for safety. "With Megasafe, we've already seen a decrease in our accident trends in our four-year first quarter comparisons," Gonnerman said. "Each quarter, our driver training focuses on an accident trend we're seeing. That lets us do a deeper dive into the appropriate rule so we can adjust the results that we're seeing.

"I'm really proud of the safety team," she said. "They're doing a great job getting out into the field to do driver training and really partnering with the terminals."



Looking to the future, Gonnerman has a long list of things she'd like to do. She'd like to expand the driver awards program, evolve and improve the Megasafe7 program and even develop a behavior modeling tool that could determine which drivers have a higher risk of accidents, and then prescribe proactive training before that accident occurs.

Technology and the Supply Chain

Investing in technology is a major part of Ruan's strategy as it looks toward the future. Technology

offers many advantages to the supply chain: increased efficiency, improved customer service, improved safety and more sustainability.

Two major technology projects that Ruan is currently implementing are RTMS2.0, a total redesign of the Ruan transportation management system, and the installation of PeopleNet electronic on-board recorders (EOBRs) in all Ruan tractors.

"From a continuous improvement and quality standard, having a standard transportation management system like RTMS2.0 allows us to provide a better solution to our customers," said

Darin Endecott, vice president of quality. "We're moving away from green screen technology—a dying technology that requires very specialized programming—into this new, modern framework that lets us innovate in a better way."

The PeopleNet EOBR device integrates seamlessly into RTMS2.0, offering customers timely information and moving Ruan further toward its goal of a paperless delivery process.

"Many drivers will have a detachable tablet as part of their EOBR," said Marty Wadle, vice president of logistics solutions. "The PeopleNet tablet computer



In 1982, Jan Gillum honored John Ruan with his 50 years of service award.

located in the renovated Standard Oil Building on 3rd Street and Keo Way in Des Moines, IA.

"Most of the time, I was terrified of working for Mr. Ruan," Gillum said. "He complained that he couldn't hear me on the phone, but I was so scared I didn't talk very loud. My palms got sweaty just holding the phone!"

However, over the years, Gillum and Mr. Ruan developed a special friendship and ease of working together. In 1982, she was even able to make the 50-year award presentation to Mr. Ruan and his wife, Betty—but it wasn't without a sleepless night and a good story.

"It was July 16, 1982—the day before the company's 50th anniversary celebration at Adventureland—and I was sound asleep," she said. "It was 10 p.m., and the phone rang. Keep in mind, I had four teenagers at the time, so my heart stopped thinking something was wrong. Instead, it was none other than Larry Miller, the president of the company at the time.

"Larry was with John Ruan III, and they were trying to decide which one of them was going to make the 50-year award presentation to Mr. Ruan and Betty. As a committee of two, they decided I should do it. Needless to say, I didn't get much sleep that night as I was up making notes for my imminent speech. And, I wasn't able to train for my upcoming marathon like I'd planned."

So on July 17, 1982, Gillum stood in front of the Ruan team and gave the 50th anniversary speech about her long-time boss.

"I consider it a real privilege to be a part of the Ruan organization and, most of all, to be our boss's secretary," she said to the crowd. "From where I sit outside this man's office, I can certainly understand why we are celebrating John Ruan's 50-year anniversary in business. You all wonder why I run so many miles. I have to run to keep in shape so I can keep up with him. His brain never quits."

After this speech, Gillum continued to be a loyal team member. When Mr. Ruan retired, she took over as John Ruan III's secretary, a position she holds to this day.

Many people wonder when she'll throw in the towel and retire.

"Don't hold your breath," she said.

Jan Gillum, 51 Years

Executive Assistant to the Ruan's

Jan Gillum is Ruan's longest-serving team member. Nearly 51 years ago in 1961, Gillum began work as the attorney's assistant at the old Ruan office south of Des Moines.

"You would go home every night smelling like diesel fuel and cigarette smoke down to the last stitch of clothing," Gillum said of the office that doubled as a terminal and shop.

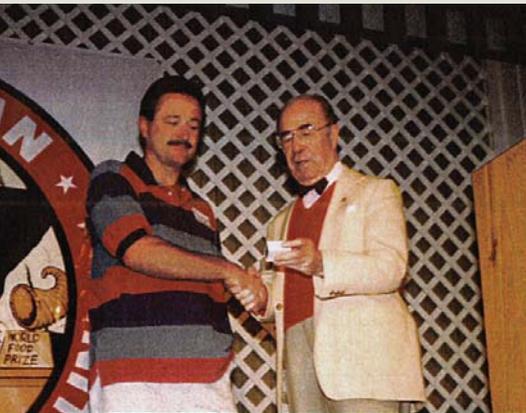
Gillum continued to work for several people until one day in 1966. On May 3, Gillum became John Ruan's personal secretary, a position she would keep for the next 36 years until Mr. Ruan retired.

"I always arrived at the same time as Mr. Ruan running up the steps at 6 a.m.," she said. "I was there any time Mr. Ruan was, including most Saturdays."

Fortunately, they worked at the new (and less smelly) Ruan offices, which were, at the time,

50 Year Anniversary 7-17-82 Adventureland
I'M SURE THIS IS A SURPRISE TO A LOT OF PEOPLE - MAYBE ALMOST EVERYONE BUT YOU WHO KNOW I'M A SECRETARY AND IF I WOULD QUOTE HIM IT WOULD BE "I'M SURE THIS IS A SURPRISE TO ME..."
IN THIS ROOM - AND FIRST OFF I THOUGHT NO JAN YOU JUST CAN'T DO IT - I THOUGHT WHAT-FINE-HECK - PASS UP AN OPPORTUNITY LIKE THIS - A CHANCE TO STEAL SOME OF THE BOSS'S' THUNDER.
JOHN RUAN HAS MADE A STATEMENT SEVERAL TIMES IN THE 17 (WELL ALMOST 18) YEARS I'VE BEEN HIS SECRETARY AND IF I WOULD QUOTE HIM IT WOULD BE "VERY LADY LIKE SO I'LL SAY IT AS BEST I CAN - "I CAN'T STAND TO ANSWER MET ON MY LEET" - WELL HE KNOWS BETTER WHERE I'M CONCERNED HE KNOWS I'VE GOT FEELING FOR HIM - I'M VERY TRUTHFUL, I AM!
I WANT HIM TO KNOW FIRST OFF I BELIEVE IN GIVING RECOGNITION WHEN RECOGNITION IS DUE - THERE IS SOMEONE IN THIS ROOM BESIDES THE GUY THAT JUST RECEIVED THEIR AWARDS AND (HEM INCLUDED) THAT SHOULD BE MANY ATTRIBUTES TOO NUMEROUS TO MENTION BUT FIRST AMONG ALL - SHE HAS TO BE ONE OF THE MOST UNDERSTANDING WOMEN AROUND - THE NUMBER ONE MEMBER OF THE JOHN RUAN FAN CLUB - BOY SHE MUST BE THIS GUY - IF YOU WOULD GIVE HER THE KIND OF MEDAL SHE DESERVES IT WOULD BE TOO HEAVY TO CARRY - LET ALONE WEAR AROUND HER NECK - HAVE SOMETHING SPECIAL FOR HER TODAY - A SPECIAL SERVICE AWARD - FOR EVERY ONE OF THE YEARS OF THE 50 SHE HAS PUT UP WITH HIM - BE THE WOMAN BEHIND THIS MAN - THANK YOU BETTY FOR YOUR LOYAL YEARS

Jan Gillum stayed up almost all night working on her unexpected 50th anniversary speech.



In 1992, driver Steve Millang received his 10-year service award from founder John Ruan.

Steve Millang, 30 Years

Professional Driver, Des Moines, IA

During his 30 years as a professional Ruan driver, Steve Millang has covered a lot of ground. Millang, who operates his routes out of Ruan's Des Moines, IA, terminal, is one of Ruan's most tenured drivers.

Since he was hired in 1982, he's never looked back. Millang hauled cement for 25 years, then switched to milk five years ago.

"Ruan is great," Millang said. "I enjoy driving and not sitting in one spot. Ruan allows me to do that, and I feel like an important part of the team."

And during his career, Millang has done some pretty important things.

In 2004, he served as the support driver for the Polaris International WOW Relay for Breast Cancer Awareness, in which women across the country drove snowmobiles for charity. As the support driver, he was on the road for more than a month and a half hauling and maintaining the snowmobiles at the various Relay locations.

He started in Washington state and made his way to Minnesota to the Polaris warehouse in Brooklyn Park, which Ruan operates.

"It was very rewarding," Millang said, "but also sad to hear some of the women's stories."

has signature capture, barcode scanning and a digital camera. This allows us to send our customers proof of delivery in real-time."

The PeopleNet solution also promises to be a real boon to fuel mileage. Its ECM integration means Ruan can track and evaluate such engine statistics as idle time, shift points and acceleration curves, and work with individual drivers to develop more fuel-efficient driving strategies.

Continuous Quality Improvement

Ruan has been focused on quality improvements since the 1990s. During that decade, it was heavily involved with Deming Principles, a quality system created by W. Edwards Deming. Recently, however, Ruan made the decision to switch to Lean Sigma.

"This switch was driven by several of our largest customers," Endecott said. "They have ongoing Six Sigma and Lean Sigma initiatives, and we wanted to speak the same language. We launched this by taking a focused approach and teaching 40 Ruan team members the Lean Sigma methodologies."

Lean Sigma is all about taking waste out of Ruan's processes and out of its customers' processes, Endecott said, as well as delivering a very consistent solution, day in and day out. The Ruan team members trained in Lean Sigma are currently leading more than 60 projects.

"We typically put a financial value on these projects," Endecott said. "Some of them range from \$600,000 to \$700,000 in savings to the customer, and some of them provide zero customer savings — but a great increase in customer satisfaction."

Moving forward, Ruan expects to train more team members in Lean Sigma methodologies and initiate quality projects with more customers.

Always Getting Greener

Ruan was creating sustainable solutions years before "sustainability" was a term, actively developing environmentally friendly technologies, such as longer-lasting, lower-emitting engines.

Today, Ruan is a member of the U.S. Environmental Protection Agency's (EPA's) SmartWaySM Transport Partnership, which seeks to increase energy efficiency while significantly reducing greenhouse gases and pollution. Ruan co-chairs the E-SMART initiative, a partnership with the Innovation Center for U.S. Dairy. The E-SMART initiative developed dairy-specific transportation guidelines to cut carbon dioxide emissions by 165,000 metric tons annually, potentially saving 16.5 million gallons of diesel fuel. Ruan is also working with other trucking companies to reduce greenhouse gas emissions for fluid milk transport by 20 percent by 2020.

The company is initiating newer, more innovative sustainability projects as well. "Right now, we are operating compressed natural gas (CNG) tractors at one of our large dairy bulk operations in Indiana," Wadle said. "We have the dairy taking the waste — the manure — from their 32,000 cows and converting that to methane. We pump that gas directly into our tractors and then haul the bulk milk to three different locations in Indiana and Kentucky."

Biodiesel is another of the company's big initiatives. "We are running about 5 million gallons of biodiesel through our trucks per year," Wadle said, "and we're trying to increase that."

Commitment to the Community

Community service is a large part of Ruan's corporate culture. Ruan team members are heavily involved in United Way volunteering, and team members are encouraged to volunteer and be a real part of every community in which Ruan has a presence. In fact, in November 2011, 96 percent of Ruan's corporate team members contributed during the United Way fundraiser.

During Founder's Days each July, team members across the country volunteer at local non-profits performing services as diverse as planting trees and flowers to providing meals to seniors and shelters.

The Ruan family and Ruan team members are also dedicated to furthering the World Food Prize, the foremost international award recognizing the achievements of individuals who have advanced human development by improving the quality, quantity or availability of

food in the world. The company has made a substantial monetary commitment to the World Food Prize and will continue to support this important work in the years to come.

"Witin the communities we serve, Ruan is a vital partner," John Ruan III said. "We are pleased to sponsor and participate in a wide variety of civic initiatives, and we are proud to lead the fight against hunger with our endowment of the World Food Prize."

Embracing the Future

What started with one truck and one vision has grown into a nationwide transportation institution — still with one vision. The vision to drive innovation and safety; the vision to be a force for good in the environment, local communities and the world; and the vision to continually — relentlessly — develop better solutions for customers.

For 80 years, Ruan has been driving America. Its heritage and experience has Ruan perfectly positioned to be a leader for many years to come.

Steve Larsen, 15 Years

Procurement Specialist, Des Moines, IA

Back in 1995, I remember going through Deming / Statistical Process Control training. This really was a show of support for quality concepts. Other companies may have been talking about quality, but Ruan committed the time and money to put every employee through a multiple-month course. In addition to setting process improvement foundations that I still apply in my work today, it was also a good way to establish connections with other team members — or classmates.



"When we talk about safety, we're not talking about trucks or other equipment that can be replaced; we're talking about human lives. Nothing is more important. Let's keep safety uppermost in our minds. Don't take a chance. Your life, and the lives of your fellow workers, depends on what you do. Remember, our people, not trucks, are Ruan's biggest asset."

John Ruan in an excerpt from "Our People" Ruan News, 1974

Jimmy Warren, 19 Years

Service Leader, Portland, OR

My story starts 19 years ago when I was hired as a mechanic at the Ruan Portland terminal working on the Land O'Lakes account. Shortly after starting with Ruan, I was sent to Des Moines to the corporate office for manager training and to meet everyone at corporate.

I was returning from lunch one day, and to my surprise, Mr. John Ruan, bow tie and all, joined me on the ride up the elevator to the 30th floor. I thought to myself he would never know who I was. I'm just a mechanic from a little shop in Oregon, and there are over 400 mechanics. I was very surprised to learn he knew everything about our little two-mechanic shop and was very interested in me personally. I would have to say in all my 14 years with Ruan Leasing and four years with Ruan Transport, it was truly the most memorable. It was the best experience meeting Mr. Ruan.

I know that John Ruan is up there looking down on all of us to keep us safe and profitable.

Thank you for all the wonderful years, and I'm looking forward to many more.



10 in
2012

THE TOP 10
REGULATIONS
IN 2012

Transportation is a highly regulated industry. At Ruan, teams across the company stay abreast of potential and impending regulatory changes that could affect operations. By staying up-to-date and being proactive, Ruan ensures regulatory compliance and customer satisfaction. Here are the 10 most significant regulations expected to affect the industry in the next year.

01

Hours-of-Service Rules

Though the Federal Motor Carrier Safety Administration (FMCSA) handed down strict new hours-of-service regulations in December 2011, the battle is far from over. Both the transportation industry and safety advocate groups have filed lawsuits challenging the rules, which are set to go into effect July 1, 2013. The transportation industry argues that the rules are a solution in search of a problem and contends that the current rules have made significant improvements in safety. The industry asserts that the new rules would do nothing but limit productivity and efficiency. Safety advocates and union groups, however, charge that the rules do not go far enough to improve safety by reducing driver fatigue, particularly because the 11-hour daily drive time was not reduced to 10 hours as anticipated.

The transportation industry's largest grievances against the new rules include the 34-hour restart provision requiring that it include two periods between 1 a.m. and 5 a.m.; the stipulation that the restart may only be used once in a seven-day period; and the requirement that drivers not be allowed to drive for more than eight hours without taking a 30-minute break. Regardless of the potential changes the lawsuits may bring, the hours-of-service rules will certainly change in July 2013. Now, carriers are beginning to evaluate their routes and make necessary changes to comply with the rules and still meet shippers' needs. If drivers or carriers violate the rules, they face serious fines.

02

Highway Reauthorization

On March 30, the current highway bill, which funds infrastructure spending and sets transportation policy, was extended for the ninth time. Now, the transportation industry is leaning on Congress to pass a new bill that increases transportation spending before the current extension expires June 30, 2012. In the meantime, states will continue to delay infrastructure projects as they await future funding guarantees.

The Senate proposed a \$109 billion, two-year transportation bill, while the House of Representatives called for a more long-term transportation solution. While both chambers generally agree on reforms to the Department of Transportation (DOT), they differ significantly on how infrastructure spending should be funded. Some argue the U.S. should generate funding by drilling for more oil in the United States, and some call for an increase in the gas tax, which has not been raised since 1993. But because 2012 is an election year, politicians likely will not call for any extreme new funding mechanisms.

Whether a new highway bill is passed or the current bill is extended for the 10th time before June 30, it is unlikely infrastructure spending will be increased to a level recommended by industry experts to improve or even maintain America's deteriorating highways, railroads, ports, waterways and airports.

03

Electronic On-board Recorders

It could soon be mandated by the FMCSA that all heavy-duty trucks be outfitted with electronic on-board recorders to ensure DOT hours-of-service compliance. Originally proposed in January 2011, these rules would go into effect three years after they are final, allowing carriers to prepare for installation and stagger implementation costs among their fleets. Some carriers — including Ruan — already voluntarily install EOBRs for compliance and to ensure productivity and efficiency. See page 07 for Ruan's EOBR strategy.

04

Union Elections

The National Labor Relations Board (NLRB) issued a rule in December 2011 that alters the rules governing union-representation elections. The rule shortens the time — by at least half — during which employers can respond to representation petitions. The previous time lapse was 42 days, but this rulemaking cuts it to as few as 10 days. Opponents argue that the so-called “ambush rule” allows unions to spring elections on employers and workers before they have a fair chance to learn their rights. The NLRB contends that the rule — which went into effect April 30 — will limit unnecessary litigation in representation cases.

Members of both chambers in Congress are working to pass laws to counteract the NLRB's rulemaking. In November 2011, the House passed the Workforce Democracy and Fairness Act, which would, among other things, allow employers at least 14 days to prepare their case and guarantee that no union election could take place in less than 35 days.

05

Stability Controls

The National Highway Transportation Safety Administration (NHTSA) recently proposed a rule that mandates electronic stability controls on new commercial vehicles. The proposed electronic stability rule would help to curb rollovers and

accidents involving loss of control. According to the NHTSA, rollover and loss-of-control crashes involving heavy trucks are responsible for 304 deaths and 2,738 injuries each year. Based on NHTSA data, requiring the devices on heavy-duty vehicles could save as many as 60 lives each year and as much as \$26 million in property damage per year. The agency says it has thoroughly evaluated new technologies, conducted a cost and benefits analysis, and studied manufacturers' production plans for the devices, concluding that stability controls are necessary for large truck safety.

The new rules, therefore, will likely establish a way to determine safety fitness based on safety data, including crashes, inspections and violation history. Using this equation, more carriers would receive a fitness determination. Carriers with poor fitness determinations could be put out-of-service, therefore potentially reducing crashes and fatalities.

06

Weight Limits

In part due to driver and equipment capacity shortages and environmental concerns, there is a push from trucking companies and agricultural organizations to increase interstate highway weight limits so freight continues to move efficiently. The House of Representatives

included a condition in a draft of its highway bill that would allow heavier and potentially longer trucks to operate on interstates by giving states the option to increase their vehicle weight limits from 80,000 pounds to 97,000 pounds for six-axle trucks. While the bill did not pass, the transportation industry will not let the issue drop.

Proponents argue that higher weight limits would decrease the number of trucks leaving docks half full and, in effect, reduce the environmental impact, easing the flow of goods and improving safety. Additionally, more goods could be hauled on fewer trucks, limiting congestion. Opponents, including railroads and some safety advocates, however, contend that a weight increase would lead to more accidents and cause harm to America's deteriorating roadways, especially bridges.

07

Speed Limiters

The NHTSA this year will release a proposed rule that would require all trucks to be outfitted with speed limiters, eliminating a truck's ability to go above a set speed. In March, the FMCSA issued a study indicating that speed is the number one cause of accidents on America's

roadways. The American Trucking Associations (ATA) supports the use of speed limiters, and the NHTSA insists that the devices would be of minimal cost to carriers. The ATA would prefer a maximum speed of 65 MPH. Many carriers already govern their trucks at a certain speed, but a federal mandate for speed limiters would require that all trucks, including those driven by owner-operators, travel under a set speed.

08

Drug/Alcohol Clearinghouse

This year, the FMCSA plans to release a rule creating a clearinghouse of drug- and alcohol-related violations for those with a commercial driver's license. This central database would house

verified positive drug and alcohol tests, as well as names of drivers who refuse to be tested. Carriers would be required to report positive test results and refusals-to-test into the database. Employers would be able to access this database when looking to hire potential drivers. The clearinghouse would likely have the positive consequence of removing drugged and drunk drivers from the industry.

09

Compliance, Safety, Accountability Carrier Fitness Determination

The Carrier Safety Fitness Determination is the last major piece of Compliance, Safety, Accountability (CSA) yet to be activated. When it is released, it should contain a carrier safety fitness scoring system and an explanation of how the scores will be used. Currently, fitness determinations are based on on-site compliance reviews. Because these reviews are time consuming and expensive, only about 12,000—out of more than 500,000—carriers receive a safety fitness determination each year.

The new rules, therefore, will likely establish a way to determine safety fitness based on safety data, including crashes, inspections and violation history. Using this equation, more carriers would receive a fitness determination. Carriers with poor fitness determinations could be put out-of-service, therefore potentially reducing crashes and fatalities.

However, before the carrier fitness determination equation—which could include scores from all seven Behavior Analysis and Safety Improvement Categories (BASICs)—can be created, the FMCSA must complete its changes to the crash and cargo securement categories.

For more information on Ruan's take on CSA and other changes, please see Director of Safety Lisa Gonnerman's article on page 06.

10

Driver Health Issues

Driver health is a serious concern in the industry and is the driving force behind several potential federal rules. The first rule from the FMCSA would create the National Registry of Certified Medical Examiners. It would also establish training, testing and certification standards for medical examiners; the examiners who meet the standards would be entered into the registry. Some examiners could be disqualified, limiting the number of doctors certified to perform DOT physical exams and issue medical certificates. But, the certified examiners would learn and report signs of unhealthy habits or behaviors, which could force drivers to improve their health in order to be certified to drive.

Another issue that is only in the recommendation stage is about sleep apnea, a serious medical condition that affects 28 percent of CDL drivers. People who suffer from sleep apnea experience short interruptions in breathing during sleep. Some of the signs of sleep apnea include daytime sleepiness and falling asleep at inappropriate times. Because falling asleep at the wheel is a serious concern, the Medical Review Board and the Motor Carrier Safety Advisory Committee recommended that the FMCSA issue a rule requiring DOT-certified medical examiners to evaluate drivers with a body mass index (BMI) of 35 or higher for sleep apnea. A higher BMI is often linked to sleep apnea. If a driver had previously fallen asleep at the wheel or caused a crash from being fatigued, he or she would be disqualified from driving while being evaluated and treated for sleep apnea.

John Ruan Named Transportation Hero

Ruan founder John Ruan was recently honored with another accolade for his significant contributions to the transportation industry — he was named a Hero of Industry and Technology and inducted into the Spaulding Center for Transportation's Heroes Center.

At the May 18 ceremony, held at the Spaulding Center for Transportation's Iowa Transportation Museum in Grinnell, IA, Ruan Chairman John Ruan III accepted the award for his late father.



Chairman John Ruan III (center) accepted the Hero of Industry and Technology award for his father from the Spaulding Center for Transportation's Board President Gerry Schnepf (left) and Executive Director Chuck Brooke (right).

"I know my father would be proud of this award," John Ruan III said. "He was very deserving of it, and I thank you for the recognition."

John Ruan, who founded the company 80 years ago during the Great Depression, was celebrated — in part — for implementing the industry's first formal safety program.

"Mr. Ruan believed in safety first. He viewed safety as a moral imperative for the well-being of his employees," said Iowa Transportation Museum board member Jim Kottmeier, who presented the award.

Launched in 2009, the Transportation Heroes Center is an educational, web-based exhibit that pays tribute to individuals who have made significant contributions to Iowa's rich transportation heritage.



OUR GREATEST ASSETS

Ruan Honors Driver of the Year Region Winners



I am very pleased to announce the names of our 2011 Driver of the Year Region Winners. These professional drivers represent our safest and most dedicated team members and have earned the respect and admiration of the entire Ruan team. We look forward to celebrating this distinguished group in July during Ruan's 80th anniversary celebration, which will be an ideal time to recognize the individuals who best embody our company's long-held values of dedication, integrity, safety and superior service. It is also during this time that one of these professional drivers will be announced as Ruan's 2011 Driver of the Year.

Below you will find the complete list of region winners. These 13 individuals are role models for our organization and our industry. We extend our sincerest gratitude for their contributions to Ruan and our customers.

Sincerely,



John Ruan III, Chairman

Terminal	Region Winner	Location	Customer	Total Years Driving
T538	Bryan Czepiel	Canby, OR	Johnson Controls	13
T007	Robert Liverpool	Chester, VA	Airgas	18
T613	Steve Walker	Muscataine, IA	HON	25
T010	Earney Dobbs	Seattle, WA	Unified Grocers	24
T050	Keith Golliday	Martinsburg, WV	Ecolab	41
T206	Harry Dunnington	Landover, MD	Whole Foods	42
T314	Paul Silva	Tulare, CA	Farm pickup	9
T305	David Areias	Turlock, CA	Farm pickup	41
T300	Ignacio Quintero	Roswell, NM	Farm pickup	25
T552	Steve Felker	Phoenix, AZ	Flowers Foods	27
T059	Rick DeVolder	Cedar Falls, IA	Target	31
T128	Robert Schroud	Madison, WI	Airgas	35
T068	Shaun Anderson	Ankeny, IA	Airgas	15

Ruan named fourth largest tank carrier in the country

Ruan again earned the number four spot on *Bulk Transporter's* Tank Truck Carriers 2011 Gross Revenue Report with revenue of \$246,818,000 in the bulk division.

The tank sector of the trucking industry is experiencing the swiftest economic recovery, according to *Bulk Transporter*, with tank fleet activity growing 20 percent in 2011.

Of the carriers listed in the Revenue Report, nearly 65 percent experienced higher revenues in 2011, but only 38 percent saw improved operating ratios, which *Bulk Transporter* attributes to higher-than-expected fuel prices, higher equipment costs and the driver shortage.





RUAN ANNIVERSARIES

30 Randy Adams, Des Moines, IA | Eduardo Rodríguez, Tulare, CA | John Kennedy, Des Moines, IA | Steve Millang, Des Moines, IA

25 Terry Moore, Madison, WI | Billy Sherrill, Tulare, CA | Randall McClafflin, Des Moines, IA | Gary Berding, Aviation | Travis Chadwick, Foreman, AR | Jody McElhannon, Foreman, AR | Jimmy Sanders, Foreman, AR | Conrad Cervantes, Turlock, CA | Richard Hawkins, Phoenix, AZ | William Wallace, Memphis, TN

20 John Gehring, Orland, CA | Phong Le, Los Angeles, CA | Jason Traphagan, Manteca, CA | Luis Delatorre, Turlock, CA | Brian Gill, Manteca, CA | Bruce Marach, Wisconsin Rapids, WI | Lawrence Zarda, Appleton, WI | Randal Ambrozic, Controller | William Cameron, Tyler, TX | Craig Lyons, Ripon, CA | Jon Robbins, Indianapolis, IN | Roger Arvin, Foreman, AR

15 Stephen Crabtree, IT | William Gonzales, Project Manager | Clark Jones, St Joseph, MO | Mark Trautman, St Joseph, MO | David Wright, Sioux Falls, SD | Todd Cosner, Customer Service | Michael Kissinger, West Burlington, IA | Sonny Anaya, Tulare, CA | Kathy Brugioni, IT | Edward Fisher, Wisconsin Rapids, WI | Jesse Reyes, City of Industry, CA | Samuel Ryan, Des Moines, IA | Jay Schwartz, Sioux Falls, SD | Rachel Amundson, Human Resources | Keith Ray, Tyler, TX | James Wolfe, Phoenix, AZ | Rodney Stibb, Madison, WI | Thomas Semsch, Muscatine, IA | David Murphy, Phoenix, AZ | Karen McDonnell, Warehouse Region | Ahmed Khattab, El Monte, CA | Charles Fulco, Geneva, IL | Daniel Ferrel, Turlock, CA | Augusto DeCastro, Jr., Tulare, CA | Charles Bolle, City of Industry, CA

10 Gerardo Davila, San Antonio, TX | Gary Goldner, Phoenix, AZ | Lisa Keenan, Medina, MN | Michael Murphy, Franklin Park, IL | Donald Davis, Myrtle Point, OR | Juan Gamez-Amaya, Los Angeles, CA | Esteban Zepeda, Tulare, CA | Angie Carrasco, Tulare, CA | Benji Collie, Columbus, MS | Levi Kleinsasser, Tulare, CA | Frank Lima, Tulare, CA | Joaquin Lopez, Turlock, CA | Enrique Ruvalcaba, Turlock, CA | Jorge Vazquez, Turlock, CA | Clarence Strampe, Sioux Falls, SD | James Brinkman, Toledo, OH | Mark Brooks, Carthage, MO | Joseph Cotter, Turlock, CA | Matthew Dirksen, Mason City, IA | Enrique Fuentes, Ripon, CA | Salvador Gutierrez, Turlock, CA | Stacey Nixt, Tulare, CA | Cirilo Relatorres, Ruan Center | Joel Calderon, Turlock, CA | Candy Clausen, Finance | Rony Hernandez, Alhambra, CA | Steven Lake, Des Moines, IA | Randy Meers, St Joseph, MO | Anthony Montalbano, Phoenix, AZ | Michael Oprisko, East Chicago, IN | Santiago Ornelas, Ripon, CA | Juan Padron, Jr., Tulare, CA | Bernardo Renteria, Turlock, CA | Roger Rincon, Tulare, CA | Derek Whitfield, Tulare, CA | Mitchell Whittaker, San Antonio, TX | Teresa Williams, Ruan Center | Jesus Sanchez, Phoenix, AZ | James Martelli, Phoenix, AZ | Terry Kandoll, Canby, OR | Jose Diaz, Ripon, CA | Carl Anderson, Phoenix, AZ | Alfredo Amezcua, Ripon, CA

5 Donald Altmann, Baraboo, WI | Charles Andrews, Rialto, CA | Jeffrey Auth, Lino Lakes, MN | Michael Bowlby, Fort Worth, TX | Jason Bradford, Charlotte, NC | Steven Brown, McConellsburg, PA | Lee Dahlen, Charlotte, NC | Xavier

Dean, Temperance, MI | Marvin Erickson, Phoenix, AZ | Fred Estelle, Spring Valley, IL | Pablo Friend, Spring Valley, IL | Richard Higgins, Southampton, MA | Lila Houghton, Phoenix, AZ | Byron Jennings, Tampa, FL | Tim Kacer, Phoenix, AZ | Rodney Mann, Columbus, MS | Natalie Martin, Corporate | Michelle Menchyk, Butler, PA | Robert Miller, Atlanta, GA | Robert Moe, Brooklyn Park, MN | Roberto Monterrubio, Turlock, CA | Gerald Ortlepp, Lino Lakes, MN | Larry Palmesano, Rochester, NY | Robert Purvis, Birmingham, AL | Mark Putman, Temperance, MI | Joaquin Reyes, Ripon, CA | Mitchell Rosset, Franklin Park, IL | J.L. Sawyer, Phoenix, AZ | Jimmy Schell, Birmingham, AL | Robert Scott, Jr., Spring Valley, IL | Paul Sharrar, Jr., Temperance, MI | Richard Steele, Orland, CA | David Thomas, Charlotte, NC | Gary Tuck, Butler, PA | Marvin Turner, Spring Valley, IL | Dave Vanbrabant, Phoenix, AZ | Vicente Villicana, Orland, CA | Daniel Wallace, Houston, TX | Ann Wieck, Iowa Import/Export | Jeffrey Baker, West Burlington, IA | Hector Calderon, Turlock, CA | Noemia Cassara, Turlock, CA | Harold Cecil, Kansas City, MO | Penny Ramsay, Neosho, MO | Christopher Czerwinski, Atlanta, GA | Theodore Gillham, Muscatine, IA | Donald Hill, Muscatine, IA | Benjamin Howard, IT | Brian Hyatt, Phoenix, AZ | David Inabnit, Seattle, WA | Gregory Jones II, Kansas City, MO | Tony Keisel, Salt Lake City, UT | Samuel Krunsborg, Salem, VA | Rodrigo Munoz, Phoenix, AZ | Corey Oatey, Fair Oaks, IN | Lawrence Parrett, Topeka, KS | James Peak, Salt Lake City, UT | Michael Perez, Pomona, CA | Stanley Ratliff, East Chicago, IN | Ramon Rojas, Reno, NV | Manuel Rojas, Acampo, CA | David Schlueter, Neosho, MO | Rodney Smart Clovis, NM | Richard Snyder, Butler, PA | Gerald Soble, Butler, PA | Scott Treptow, Seattle, WA | John Troester, Neosho, MO | Barry Twing, Tulare, CA | David Van Riper, Avis | Alex Vashchenko, Canby, OR | Robert Waters, Topeka, KS | Jorge Avalos, Tulare, CA | Brian Bundy Canby, OR | ReManard Castro, East Chicago, IN | Arturo Contreras, Phoenix, AZ | Jack Cooper, Phoenix, AZ | Randy Cota, Canby, OR | Mark Davidson, Des Moines, IA | Jeffrey Davis, Phoenix, AZ | Keith Hale, Canby, OR | Joshua Harvey, Des Moines, IA | Jimmie Higgins, Phoenix, AZ | Jesse Martinez, Clovis, NM | Adrian Mihaliovici, Phoenix, AZ | Salvador Pena, Ripon, CA | Danny Rice, Roswell, NM | Alma Rodríguez de Ayala, Ripon, CA | Roberto Rojas-Garcia, Victorville, CA | Adam Russo, Sales | Eugene Tomaszewski, Indianapolis, IN | Martin Vallance, Tyler, TX | Steve Wacht, Phoenix, AZ | Timothy Weed, Phoenix, AZ | Thomas Wilson, Des Moines, IA | Mario Aguirre, Rialto, CA | Souren Babaoshanazoumalan, Turlock, CA | Michael Blasband, Phoenix, AZ | Marshall Bruns, Lincoln, NE | Bryan Butler, Ft. Wayne, IN | Luis Canales, San Francisco, CA | Efrain Canchola, Ripon, CA | Jerry Carlson, Othello, WA | Michael Casey, Acampo, CA | John Creel, Fort Worth, TX | David Denham, Sacramento, CA | Karamjit Deol, Ft. Wayne, IN | Laura Dolan, Wilton, NY | Donovan Dufrene, Oklahoma City, OK | Gregory Eades, Fort Worth, TX | Timothy Everhart, Martinsburg, WV | Michael Fleming, Fort Worth, TX | Scott Fredrick, Plymouth, MN | Pedro Giles, Chicago, IL | Grant Goebel, Portland, OR | Harold Guimarin III, Fort Worth, TX | Richard Israel, Salem, VA | Gary Jeffords, Charlotte, NC | Barry Lamar, Fort Worth, TX | Igor Leshkovich, Brooklyn Park, MN | George Long, Gonzales, TX | Custodio Marin, Ripon, CA | Benjamin McLean, SVP

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