

# RED

The **RUAN** Magazine

Number 05 Spring 2011

A group of RUAN drivers in uniform standing in a line on a red background. The drivers are wearing dark uniforms with "RUAN" on the chest and caps. They are looking forward with a professional demeanor. The background is a solid, vibrant red.

## The Finest Fleet

DESPITE STRICT REGULATIONS AND A NATIONAL DRIVER SHORTAGE, RUAN'S PROFESSIONAL DRIVERS ARE OVERCOMING THESE CHALLENGES TO STEER CUSTOMERS' SUCCESSES — AND RUAN'S OWN.

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## A MESSAGE FROM

### John Ruan III, Chairman



Ruan Transportation Management Systems began in 1932 with one professional driver, my father, John Ruan. An 18-year-old entrepreneur, he hauled gravel by day and slept in a tent at night. He prided himself on his integrity and made a name for himself and his business by working hard and providing unparalleled customer service.

Nearly 79 years after the founding of this company, Ruan has grown to employ a team of more than 3,700 professional drivers. And, while the industry has evolved and our drivers continue to face ever-changing challenges and regulations, the same principles of integrity, customer service and commitment to excellence remain at the core of our driving team. Each and every day, Ruan's drivers embrace new demands, learn and adopt improved safety practices and are expected to deliver more than just products for our customers. Our company, our clients and our nation look to these drivers to safely transport the goods and materials that are essential for life.

As such, we are pleased to dedicate this issue of *RED* to the professional truck driver. We celebrate not only the contributions drivers make to our organization and industry, but discuss the present issues impacting the driver pool. In our feature article, we address the anticipated driver

shortage and the steps Ruan is taking to ensure our driver base remains strong and of the highest quality. We share information on new and pending regulations expected to impact both Ruan and our clients, such as hours-of-service (HOS), Compliance, Safety, Accountability (CSA) and the Safe and Efficient Transportation Act.

We are also pleased to share ways in which Ruan team members, including our drivers and local management, have worked tirelessly to earn the trust of our invaluable long time partners. In this issue, we feature Ruan's 30-year partnership with The HON Company, as well as the relationships we have built with our bulk industrial gas clients, including Airgas Merchant Gases. And, we recognize and celebrate Ruan's Driver of the Year, Mr. Doug Quick.

Our professional drivers provide the foundation for Ruan's strength and success. Our heritage began with the dedication of one hard-working driver, and we are so proud to now call the country's most accomplished drivers our team members. I am grateful for their commitment to excellence, and I hope you will join us in celebrating their many significant contributions.

Sincerely,

John Ruan III



HON.

# THE HON COMPANY AND RUAN TAKE SYNERGY ON THE ROAD.



FOR IOWA-BASED OFFICE FURNITURE MANUFACTURER HON, INNOVATION GOES MUCH DEEPER THAN ITS PRODUCTS SUGGEST. THROUGH A BROADENING RELATIONSHIP WITH RUAN, HON IS DISCOVERING UNTAPPED SYNERGY THAT HELPS IMPROVE THE SERVICE OF THE COMPANY.

Ever since HON shipped its first chair in 1947, the company has captured the loyalties of America's businesses, becoming a category standard. The company, headquartered in Muscatine, IA, not only manufactures the world's most useful and durable office furniture, it also designs for maximum ergo-dynamic comfort, style and adaptability. The company's full line features chairs, school and office desks, tables, shelving, workstations and storage units.

Rather than deal with the details of maintaining its own shipping line, HON made an early decision to contract transportation through several outside companies located across the country. HON's unique relationship with fellow Iowa company Ruan Transportation Management Systems, however, has resulted in increased customer satisfaction, greater driver commitment, faster implementation of policies and, perhaps most importantly, lower overall costs.

## A NATURAL EVOLUTION OF SERVICE

As a company, HON is as innovative and inventive as its latest product line. By taking the unprecedented step of inviting Ruan to play an active role within HON's distribution and logistics departments, both companies are rewriting the book on company/vendor relationships by creating seamless inter-corporate synergism.

The integration between the two companies occurred as a natural evolution of their working relationship over the past 30 years. First, however, Ruan had to earn HON's trust by consistently delivering as promised. And, through the years, the relationship has grown stronger and larger, with Ruan's dedicated HON fleet making more than 20,000 deliveries in 2010, sustaining an on-time delivery rate of 99.58 percent.

As Ruan continually proved itself to HON, it also sought, as part of its service-oriented corporate culture, to fulfill small, unassigned areas of the contract relationship. A receptive HON broadened Ruan's role to the point where, in some areas, the lines between the two companies are often blurred. In fact, according to Doug Hoag, HON's logistics manager for more than 24 years, "We don't think of the Ruan team as 'them.' We think of the Ruan team as HON members."

## SUPERIOR DRIVERS ARE THE KEY

Drivers are the most visible — and vital — part of the HON/Ruan relationship. While drivers are technically employed by Ruan, clients frequently assume they are HON employees, as the contracted drivers wear HON-branded clothing and are behind the wheel of a truck whose side panels display the HON logo. As the frontline representatives of the "HON brand experience," drivers must constantly offer the best service possible to be responsible stewards of the HON brand — something that Ruan takes very seriously.

HON depends on Ruan to continually offer superior consistency and reliability, ensuring back-up drivers and vehicles are always available. Drivers also act as HON's eyes and ears in the field, not just driving but reporting key business-related information they may collect on the road and at customer locations. "Our drivers know us, our customers and our product," Hoag said. And many HON customers know the drivers on a first-name basis.

This adoption of a contracting company's values, rules and demeanor is a hallmark of Ruan service. The carrier makes sure its drivers are professionals in every sense of the word — not just behind the wheel, but while serving as employees of the companies they represent. This is made possible, in part, by Ruan's high level of screening, training and retention of its employees.

The repeated interactions between Ruan drivers on HON's behalf with its customers illustrate HON's ongoing trust of Ruan and a mutual understanding that forming positive relationships is critical to customer satisfaction. "Ruan's drivers are extremely dedicated to the HON mission," Hoag said. "So much so that in the category of customer satisfaction, Ruan has consistently been our number one carrier."

Melanie Gray, HON's director transportation services, concurred: "Many of our large dealers ask for their deliveries to be transported on the HON fleet, which is driven by Ruan professionals. I believe that's because the quality of Ruan's drivers has helped HON have one of the best delivery experiences in the industry."

Because a large percentage of HON's products ship partially assembled without the use of pallets, considerable care and attention must be given to loading, transporting and delivering the finished products. Drivers' knowledge of the HON product line is so extensive—and their dedication to HON strong—they will frequently prep and position products according to the specific needs of each client.

Hoag recounted several instances when Ruan managers and drivers demonstrated their strong commitment to HON. Recently, a much-needed portion of a large project had missed its production run for a hospital in Jackson, MS. HON expedited the manufacture of the missing elements, and Ruan re-assigned a driver to the emergency load, moving it from Muscatine to Jackson in a matter of hours.

In another example of the flexibility and sense of service required to be a reliable carrier for HON, Hoag called Ruan Muscatine Terminal Manager Doug Aden late one Friday afternoon with an emergency request for a HON client. Aden, a licensed driver, got in a truck and delivered the product himself. He also un-cartoned the chairs and removed and disposed of the packing materials, leaving the products in showroom-ready condition. "This sense of dedication permeates the HON-contracted fleet and is repeated hundreds of times each week," Gray said.

#### SHARING RESOURCES

Ruan drivers are the most visible element of HON/Ruan synergy, but this synergy runs much deeper between the two companies. HON is able to rely on Ruan's vast transportation resources, such as flatbed and brokerage services, to leverage other areas of business for parent company HNI and to run logistical analyses of new business opportunities.

"Ruan, through its analytics and engineering, has helped HON's transportation department identify several areas for improvement and opportunity," Gray said. "Together, we have decreased empty miles by 20 percent, increased third-party usage, begun a design to integrate multiple HNI fleets, as well as synchronize our inbound and outbound loads. We're able to take an analytical and critical look at our business for network optimization."

It's obvious to HON that Ruan isn't simply along for the ride. The company plays an active role in many of HON's corporate transportation decisions. Ruan

personnel are frequently invited to internal meetings to provide insights and input when new programs, processes and procedures are being reviewed and explored.

Perhaps there's no better indicator of the connection between the two entities than the Rapid Continuous Improvement (RCI) lean events held by HON. Rather than being viewed as an outsider, Ruan is invited to participate in these efficiency events, and even lead the discussion as appropriate, gaining a keen perspective of HON's inner operations.

"TOGETHER, WE HAVE DECREASED EMPTY MILES BY 20 PERCENT, INCREASED THIRD-PARTY USAGE, BEGUN A DESIGN TO INTEGRATE MULTIPLE HNI FLEETS, AS WELL AS SYNCHRONIZE OUR INBOUND AND OUTBOUND LOADS. WE'RE ABLE TO TAKE AN ANALYTICAL AND CRITICAL LOOK AT OUR BUSINESS FOR NETWORK OPTIMIZATION."

MELANIE GRAY

HON'S DIRECTOR TRANSPORTATION SERVICES

The managers at Ruan keep HON in mind when business opportunities arise that can further benefit the furniture manufacturer. This led to Ruan independently running a cost-benefit analysis for inbound delivery of raw materials to HON, resulting in lower overall costs for materials.

#### INTANGIBLE SERVICES

Hoag said that Ruan offers many "intangible services" that have made their inter-corporate relationship work so well for so long. "The Ruan team provides so many things no contract can stipulate," Hoag said. "They share important information with us that can alter our operations, there's an ease of communication between the companies at all levels, and the positive, can-do attitude of their drivers and managers are all things that make Ruan important to us and to HON operations."

One such intangible is the ability of HON to speed the implementation of new field policies. The HON daily program and blanket wrap program were tested and launched by Ruan drivers in minimal time. HON has also relied on Ruan to operate pilot and test programs in order to determine where deficiencies lie in the transport chain.

#### CHARITABLE SYNERGY

The HON/Ruan relationship transcends the boundaries of commerce when both companies join forces to benefit charitable causes, such as City of Hope cancer research and treatment center in Duarte, CA, to which the companies donated (and delivered) much needed office furniture.

In another example, for ABC Television Network's *Extreme Makeover: Home Edition*, HON donated a large amount of furniture to a flooded Nashville, TN, school that the program's crew was repairing. Ruan drivers Tom Toops and Joe McWilliams drove the HON show truck to the location and served as HON members, ensuring the truck was well-prepared and photographed properly to best showcase HON's involvement and donations. Together, HON and Ruan's shared values and alliance allow both companies to be better corporate citizens.

#### RUAN GOES THE EXTRA MILE

"When we can deliver a new idea, save a client money or make suggestions to streamline their deliveries, we're one step closer to our goal of being more than a contracted carrier," said Chad Humphrey, Ruan's regional operations manager. "We want to become indispensable to our clients, and we work very hard for that designation."

For Ruan, transportation is more than carrying freight from one point to another. Big-picture thinking is involved. Thinking green. Thinking customer service. Thinking logistically. The wheels on the road is only the physical aspect of what the company attempts to accomplish for its clients.

Companies that desire strong business partnerships, and service that goes beyond contracts, transactions and clearly defined roles, find it in Ruan.

"Ruan has always worked to raise the efficiency of HON's transportation," Hoag said. "It's led to several game-changing moments in our transportation model. With Ruan's assistance and support, we've been able to save and accomplish much more than we could have alone."

What facilitates this synergy? Trust. Trust earned, trust demonstrated every day. A commitment to overachieve, to fill in the blanks of a business relationship with positive experiences. Above all, synergy is an inherent component of Ruan's corporate culture, which instills a desire to see HON and every other Ruan client succeed.

# NEW HON PRODUCTS





**THE THREE CARDINAL RULES OF  
BULK CHEMICAL TRANSPORT:**

**SAFETY,  
SAFETY,  
& SAFETY.**

03/04

*Part three of a special, four-part series  
highlighting Ruan's bulk capabilities*

## THE REASON FOR RUAN'S DESIGNATION AS A LEADER IN CRYOGENIC AND CHEMICAL BULK TRANSPORTATION CAN BE SUMMED UP IN TWO WORDS: **SAFETY FIRST.**

Transporting liquid oxygen, nitrogen, argon and other hazardous materials requires a level of training and professionalism that only come with experience. Everyone at Ruan respects the potential dangers contained in each tanker, which is why Ruan is dedicated to ensuring that each load is transported safely and securely.

### **Experience formed over decades**

Ruan began transporting chemicals and industrial gases in 1965. Over the years, the company has continually fine-tuned its operating procedures, approach to driver training and tractor/trailer technologies. The only thing Ruan hasn't done is stand still.

"Being a category leader does not mean you've finished innovating," said Ralph Arthur, president of Dedicated Contact Carriage (DCC). "If anything, it means the industry looks to you for more ideas, better ideas. And, in cryogenics transportation, these ideas are usually about making things safer for our drivers and safer for the motoring public."

One of the greatest advancements to Ruan's bulk industrial gas service resulted from its core DCC service.

### **Dedicated drivers are safe drivers**

Ruan has the highest standards for professional drivers transporting chemicals and industrial gases. Drivers are required to have a minimum of two years prior experience in like equipment to qualify. And, of this group, Ruan selects the drivers with the best safety records.

Every professional driver receives yearly HAZMAT and Smith System® driver safety training. Typically,

Ruan assigns drivers to one primary account. Familiarity with customers' cargo, their equipment, their route and their specific needs help to reduce the surprises and confusion that are so often the cause of accidents.

### **Getting the most from technology**

Ruan uses every asset at its disposal to increase its safety profile, and technology plays a significant role. Ruan utilizes late-model tractors to ensure drivers are operating the newest, safest equipment. Significant advances in trailer technology are quickly incorporated into the bulk fleet. Advanced software and trained dispatchers find the safest routes for drivers — re-routing them mid-trip, as necessary, to avoid accidents or inclement weather.

Maintenance crews play a key role as well. Ruan performs scheduled 90-day, full-service maintenance on all its equipment, and drivers perform extensive pre-trip and post-trip inspections. Mechanics are trained and certified in sanitary welding, trailer repair and can also install plumbing.

### **Dedicated to continuous improvement**

Cryogenic and chemical companies across the nation have benefited from Ruan's dedication to safety and continuous process improvement. The company partners with leaders in industrial gases such as Linde, Praxair, Airgas Merchant Gases and Air Liquide.

"We found a partner in Ruan that helps us carry out our vision of being safety-centered," said Tom Thoman, president of Airgas Merchant Gases.

Ruan goes beyond safety, however. The company is willing to do whatever it takes to exceed Airgas' expectations. Every Ruan employee is dedicated to increasing efficiencies, striving for 100 percent on-time delivery and making a positive impact on his or her customer's bottom line.

"Ruan impressed us with the staff's willingness, at every level of the organization, to understand our business and our customers," Thoman said. "They free us to focus on our core business so we don't have to spend resources — such as time or staff — on issues like driver management or equipment maintenance."

For Airgas, Ruan's nationwide network of terminals enabled a virtually seamless start-up when the customer expanded operations into Bethlehem, PA. Ruan already operated a facility there for Linde, and with the consent of both companies, Ruan made this a shared operation and formed a unique partnership that suits each company and helps to reduce everyone's costs.

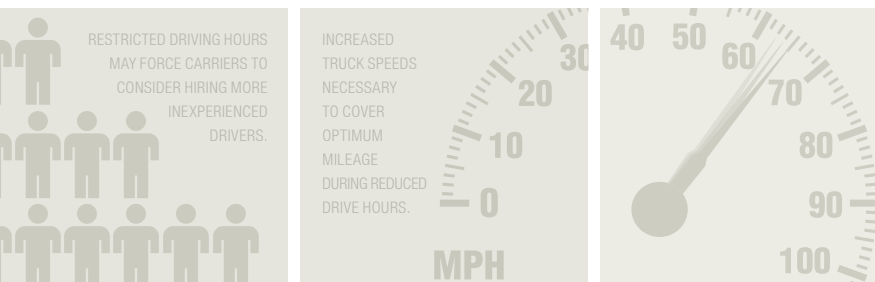
Flexibility, commitment to safety and extensive experience transporting bulk industrial gases are why so many industrial gas companies select Ruan as their bulk transporter.



**FIGHT  
ENSUES  
OVER**

# RULES DICTATING

**TRUCKING'S  
PRODUCTIVITY**



A battle that has been brewing for several years over trucking's hours-of-service (HOS) rules, which dictate the number of hours a driver can be behind the wheel, reached a peak in December 2010 when proposed new rules were offered to the public for comment.

The proposed rules, designed to enhance safety by the Federal Motor Carrier Safety Administration (FMCSA), are seen as an attack on efficiency within the transportation industry. The rules were released December 23, 2010, for public review and comment. The docket closed March 4, 2011.

Public Citizen, a consumer advocacy organization, and other safety groups, including the Teamsters union, have filed repeated lawsuits against the current regulations. A deal was reached with FMCSA that it would develop a new rule by July 26, 2011, and under the agreement, Public Citizen and the other groups have the right to return to court if they do not approve of the rules. *Heavy Duty Trucking* magazine reported that safety groups are mostly supportive of the rules. The trucking industry, however, is not.

The proposal is "overly complex, chock full of unnecessary restrictions on professional truck drivers and, at its core, would substantially reduce trucking's productivity," said Bill Graves, president and CEO of the American Trucking Associations (ATA), in a statement.

The FMCSA created, and is advocating for, the new rules because it says it will make trucking safer. The last change to HOS rules, adopted in 2004, had a positive impact on reducing accidents, and the organization expects similar results with the proposed changes.

"A fatigued driver has no place behind the wheel of a large commercial truck," said Transportation Secretary Ray LaHood in a U.S. Department of Transportation (DOT) press release when the proposed rules were announced in December. "We are committed to an hours-of-service rule that will help create an environment where commercial truck drivers are rested, alert and focused on safety while on the job."

Public Citizen and other groups say that, if anything, the rules do not go far enough. However, the trucking industry argues that the rules are too extreme, especially amid a driver shortage and low capacity following the recession. The ATA said the current administration is trying to fix something that isn't broken by proposing new rules, according to *Heavy Duty Trucking*.

If the rules are adopted, the equipment and drivers who are already in the industry could haul fewer loads. More drivers and more equipment would be necessary to transport America's goods, leading to congested roads and potentially driving up costs that could be passed along to the consumer as carriers may be forced to increase the cost of their service.

One of the most-talked-about proposed changes is the 34-hour restart stipulation that would require drivers to get two nights of sleep during the 34-hour period to reduce fatigue. While proponents for the rule changes say this is an improvement, they would prefer a 48-hour restart period after a driver's weekly 60 or 70 hours on the clock.

The rules would mandate that drivers have two consecutive periods between midnight and 6 a.m. during the 34-hour restart, something that many argue will be a major setback for drivers who primarily work at night. The 34-hour restart modification could mean that many drivers have to be off more than 34 hours, costing them valuable drive time and pay. Some sources estimate it could result in a 4 percent pay cut, according to *FleetOwner*.

To compensate for the setback, some carriers may be forced to increase truck speeds to travel more miles in the day, which could mean more accidents and a negative impact on the environment. It could also cause more trucks to be on the roads during the day, adding congestion and limiting parking for trucks, which is already hard to find.

"Any potential safety benefits that could result from these rules, safety benefits that aren't documented or proven, come at the cost of valuable time and money," said Ruan Director of Safety Lisa Gonnerman.

While the official proposed rules do not include a reduction in the 11-hour daily driving limit,

FMCSA favors the change to a 10-hour limit. But, the groups that oppose the current rules seem unwilling to allow the limit to remain at 11 hours. The transportation industry argues that a one-hour reduction would severely harm productivity.

Most of the comments from the trucking industry assert that a one-hour reduction would have a limited impact on the number of crashes. The FMCSA is looking for data on how the extra hour influences fatigue and crash risks before it makes a final decision. But after the agency made the current rules, it cited a 2008 Virginia Tech

The proposed rules would also mandate a one-hour break during the day by reducing the actual duty time in the 14-hour driving window to 13 hours. The agency asserts this time could be used for a nap or to take care of business that a driver may otherwise complete during his or her 10-hour mandatory break between shifts, cutting into sleep time.

"If the rules, including a 10-hour driving limit and the one-hour break period, are adopted, drivers will only have two hours of on-duty, non-driving time," Arthur said. "This will further limit a driver's productivity and efficiency."

Finally, the proposed rules would limit a driver's consecutive time behind the wheel. A driver would be prohibited from driving if more than seven hours had passed since the last off-duty or sleeper period of at least 30 minutes. A driver could remain on duty after the seventh hour, but he or she could not drive until a 30-minute break was taken.

If the rules are changed, carriers will have to adjust their routes, and technology companies will need to update routing software to reflect the new HOS rules. Carriers will have to invest in additional training for drivers and operations personnel to ensure the rules are understood and followed.

The ATA established a website, [safedriverhours.com](http://safedriverhours.com), to promote the benefits of the current hours and reject the proposals. The ATA encouraged carriers and their

workforce to send letters of opposition to FMCSA, and asked leaders of the House Transportation and Infrastructure Committee to hear from a coalition of carriers and shippers. In March, a coalition of U.S. congressmen asked the administration to abandon the proposed changes, according to *Bulk Transporter*.

## FMCSA Proposed HOS Changes

1. Consider reducing drive time from 11 hours a day to 10 hours.
2. Drivers would be released from duty after 14 consecutive hours.
3. The 34-hour restart period would be modified so drivers would have two consecutive periods off between midnight and 6 a.m.
4. Drivers would get one one-hour break in the day by reducing the on-duty time in the 14-hour work window to 13 hours.
5. The consecutive time behind the wheel would be prohibited to seven hours. A driver could not drive if it was seven hours since his or her last 30-minute off-duty period or sleeper berth.
6. The definition of on-duty would be revised. It would exempt any time spent resting in a parked truck and up to two hours in the passenger seat of a moving truck.
7. For oilfield operations, the waiting time would not be calculated into the driving window.

Source: FMCSA and Heavy Duty Trucking

Transportation Institute study that said that the greatest risk for an accident is in the first hour, and the risk in the second through 11th hour is relatively flat, according to *Heavy Duty Trucking*. Now the agency says the results are not definitive.

"If the drive time was reduced, trucking companies may be forced to hire more inexperienced drivers to compensate for the difference," said Ruan President of Dedicated Contract Carriage Ralph Arthur. "That would increase risk on the road more than the 11th driving hour in the current rules."





Drivers are the transportation industry's most valuable — and limited — asset. Without men and women to operate trucks and transport goods, store shelves would be empty, car lots vacant, gas pumps dry, construction sites idle and medical supplies missing. Professional drivers, essentially, ensure that the lives of Americans continue as usual.

# The Finest Fleet

## THEY UNDERGO EXTENSIVE TRAINING TO HAUL PERISHABLE FOOD PRODUCTS, COMPLEX CHEMICALS AND GASES AND CONSTRUCTION MATERIALS. PROFESSIONAL DRIVERS MUST ADHERE TO A HOST OF BOTH FEDERAL AND STATE LEVEL REGULATIONS DESIGNED TO KEEP TRUCK DRIVERS, OTHER MOTORISTS AND THE GOODS AND MATERIALS THEY CARRY SAFE.

Since Congress passed the Motor Carrier Act in 1935, truckers and trucking companies have had to become very knowledgeable about regulations implemented by the Interstate Commerce Commission, which granted operating permits, approved trucking routes and set tariff rates. More than 30 years later, the Department of Transportation (DOT) was established to oversee an even wider range of requirements such as braking standards, driver licensing standards, maximum work hours and the overall safety fitness of interstate carriers. Even later in 1999, the Federal Motor Carrier Safety Administration (FMCSA) was created with a mission of “reducing the number and severity of large-truck involved crashes through more commercial motor vehicle and driver inspections and carrier compliance reviews, stronger enforcement, expedited completion of rules, sound research and effective commercial driver’s license (CDL) testing, record keeping and sanctions,” according to the Internal Revenue Service’s History of Trucking. As more and more regulations and requirements came into play over the decades, drivers evolved into a specialized class of professionals charged with hauling an increasingly varied and challenging array of products.

### DRIVING DEMAND

The steady stream of regulations designed to ensure safety have disqualified many potential drivers from entering the field, said Tavio Headley, an economist for the American Trucking Associations (ATA). The number of people barred from entering the driving profession, coupled with the number of drivers who

lost their jobs during the thick of the 2007-09 recession, has left the industry to face a severe driver shortage.

The trucking industry shrank significantly during the recent recession due to decreased demand for freight services and, consequently, revenue. Combined revenue for the 50 largest U.S. carriers dropped 17.1 percent in 2009—from \$94.9 billion in 2008 to \$78.5 billion in 2009—the *Journal of Commerce* reported in April 2010.

The trucking industry wasn’t the only industry impacted by the recession. Others, such as construction, manufacturing and retail, also struggled. Consumers tightened their pocketbooks, decreasing demand and, subsequently, the demand for freight shipments. When other industries struggle, so too does the trucking industry.

### COMING UP SHORT

When some 1,700 small trucking companies went out of business in 2009, thousands of truck drivers lost their jobs, according to National Public Radio. And, because of decreased demand for freight services, other carriers reduced their fleets by idling trucks, laying off drivers and cutting pay and benefits across the board. “During the recession, transportation companies cut their workforce because demand for shipments was down 24 percent,” Headley said.

Fortunately, demand is picking up—both in trucking and relevant vertical industries. The ATA reported that truck tonnage has steadily improved; in February 2011, it was up 4.2 percent over the same time last year, according to *Transport Topics*. And in April 2011, the *Journal of Commerce* reported that the top 50 carriers collectively saw revenue rise 9.4 percent over last year. Now that demand is increasing, trucking companies are struggling with capacity restraints.

“Carriers are hunting for drivers,” Headley said. But qualified drivers are few and far between. Compliance, Safety, Accountability (CSA), which is designed to measure carrier safety to reduce the number of highway crashes, injuries and fatalities, is revamping the safety enforcement and compliance framework for transportation companies and making penalties for violations more severe. Consequently, many drivers could be considered liabilities to companies, thus limiting the qualified driver pool further. CSA may force current drivers out of the field as well, creating a larger void to fill.

Many young people who may be interested in trucking are instead opting for construction or manufacturing jobs where they can be home daily and live more predictable lives. And, as fewer young people enter the industry, the Council of Supply Chain Management Professionals (CSCMP) estimates that one in six current drivers is at least 55 years old and approaching retirement.

Headley also said that some drivers who were laid off during the recession have an incentive to remain unemployed. “Right before drivers were laid off, many had their hours and miles travelled reduced, and then they began collecting unemployment benefits,” he said. “For some, the benefits may be more than they were paid after wages were cut.”

Overall, according to CSCMP’s State of Logistics report released in June 2010, the trucking industry needed to hire 200,000 drivers by the end of 2010 and another 200,000 by the end of 2011 to meet increasing demand. However, the level of hiring is unlikely because of the changing demographics, CSA and other regulations and financial constraints of trucking firms. Over the next 15 years, CSCMP estimates the industry will need 1 million drivers to replace retirees and keep up with the normal growth of freight.

During the recession, trucking firms had a surplus of applicants, but now a shortage is likely for several years, even though the nation’s unemployment rate was around 8.8 percent in March 2011. “There are lifestyle issues,” Headley said. “You’re away from home weeks at a time. But for some who don’t want to work 9 to 5 at a desk, they can get out and see the country and make a good living.”

### THE RUAN ADVANTAGE

Ruan’s Dedicated Contract Carriage model allows the company to attract and hire the best drivers in the industry. Ruan is recognized as an employer of choice, providing attractive hours within a dedicated fleet environment, where each driver serves the same customer and hauls the same product on each route, allowing him or her to become an expert in the area.

The company combines this with competitive pay, excellent benefits and frequent communication with the workforce to encourage a healthy lifestyle and work-life balance. Sixty percent of Ruan drivers are home daily, and the remainder have predictable, consistent schedules. This has allowed Ruan to maintain a driver retention rate that is five times the industry average.

“It may be easier for companies with home daily options to attract drivers with families—easier for companies to compete with other industries like construction and manufacturing where workers can be home every night,” Headley said.

Ruan’s recruitment program is superior, thanks to aggressive measures including marketing, online

job applications, a database of 50,000 top drivers and a driver referral incentive program. This sophisticated system allows Ruan to find, qualify and hire the highest quality professional drivers.

“Ruan is taking proactive measures during the current period of limited driver capacity to address the quality and quantity of its driver pool,” said Ron Hanson, Ruan’s vice president of human resources and safety.

Even during a driver shortage, this reputation allows Ruan to be very selective when hiring new drivers. In order for a driver to even be considered for employment, he or she must have two years of verifiable driving experience in like equipment. Ruan works with the DOT’s Driver Information Resource to identify those drivers

with the highest safety ratings, and the only drivers who are hired are those who will represent Ruan and its customers with the highest level of professionalism and reliability.

The company, founded in 1932, knows that it would not exist without its professional class of drivers. Consequently, Ruan annually celebrates its best, most distinguished drivers with a Driver of the Year award ceremony and actively participates in National Truck Driver Appreciation Week.

“In this age of driver shortages, it is imperative that we protect, nurture and recognize our most vital asset: our professional truck drivers,” Ruan’s Chairman John Ruan III said.

## AS MORE AND MORE REGULATIONS AND REQUIREMENTS CAME INTO PLAY OVER THE DECADES, DRIVERS EVOLVED INTO A SPECIALIZED CLASS OF PROFESSIONALS CHARGED WITH HAULING AN INCREASINGLY VARIED AND CHALLENGING ARRAY OF PRODUCTS.







# RUAN ON BOARD FOR NEW CSA REGULATIONS

THE FEDERAL MOTOR CARRIER SAFETY ADMINISTRATION IS ROLLING OUT ITS MOST COMPREHENSIVE AND STRICT SAFETY REGULATIONS EVER — AND RUAN IS PREPARED.



America's trucking industry moves more freight than rail, maritime, pipeline and air. According to the latest government commodity flow survey, conducted in 2007, America's trucks transport 9 billion tons of freight annually, accounting for 69 percent of all tonnage and 1.4 trillion ton miles annually. This indicates an upward trend compared to the same survey conducted in 2002. In the future, it will only continue to increase.

With so many miles being logged by trucks sharing public highways with the rest of the motoring public, accidents are an unfortunate yet often unavoidable part of the process. And, while the number of annual truck-related deaths has declined over the last decade, dipping below 5,000, the rate of the decrease has leveled off, suggesting to the Department of Transportation (DOT) that it should try more effective tactics.

In an effort to further reduce crashes and fatalities, the DOT's Federal Motor Carrier Safety Administration (FMCSA) introduced, and is currently implementing, the new Compliance, Safety, Accountability (CSA) standards, formerly called Comprehensive Safety Analysis 2010. Under CSA, officials come into contact with a greater number of carriers and drivers, allowing them to collect comprehensive data to create more accurate performance measurements for identifying high-risk carrier and driver behaviors. When high risk behaviors are identified, officials are equipped with a wide range of interventions to help correct them before they become chronic or habitual.

The previous compliance review program focused exclusively on carriers, thereby letting drivers elude safety programs by carriers, and allowing carriers to conduct their own driver safety programs without outside review. With CSA in place, FMCSA can directly monitor the safety and performance of drivers, identify problem drivers based on their records across multiple employers and hold both carriers and drivers accountable for their safety performance.

## THE PRE-EMPLOYMENT SCREENING PROGRAM

One separate but complementary program ushered in with CSA is the pre-employment screening program, or PSP, which tracks drivers' crash and inspection histories dating back 36 months, making their records available online to current and prospective employers for the purpose of making informed hiring decisions.

Although participation in PSP is mandatory for drivers, it is voluntary for carriers; however, by using PSP to hire more proven, safety-conscious drivers, a carrier likely improves its overall safety record to avoid intervention and enforcement from FMCSA.

## THE SAFETY MEASUREMENT SYSTEM

Each month, CSA's Safety Measurement System (SMS) publishes updated safety scores based on carrier and driver violations in each of seven Behavior Analysis and Safety Improvement Categories (BASICS) that can most lead to crashes.

This BASICS data is gathered from roadside inspections, including all safety-based violations, state-reported crashes and the FMCSA census for scoring and ranking each carrier. These CSA scores are based on a carrier's two-year history and a driver's three-year history. This allows older violations to be removed over time as safety improves.

## BASICS

### Unsafe Driving

Collected data include driver traffic violations and convictions for speeding, reckless driving, improper lane changes, inattention and other unsafe driving behaviors.

### Fatigued Driving

Collected data include uncovered hours-of-service violations and crash reports where driver fatigue is a contributing factor.

### Driver Fitness

Collected data focus on drivers' lack of training, experience or medical qualification, such as having no valid license or crash reports citing inexperience as a cause.

### Controlled Substances and Alcohol

Collected data include roadside violations and crash reports involving controlled substances or alcohol, positive drug or alcohol test results on drivers and lack of appropriate testing or other deficiencies in a motor carrier's controlled substance and alcohol testing programs.

### Vehicle Maintenance

Collected data include roadside violations for brakes, lights and other mechanical defects, crash reports citing a mechanical failure as a contributing factor and violations uncovered through investigations.

### Cargo-Related\*

Collected data include roadside inspection violations pertaining to load securement, cargo retention, hazardous material handling and crash reports citing shifting loads or spilled/dropped cargo as a contributing factor.

### Crash/Incident Experience\*

Collected data focus on the history of driver crashes and include law enforcement crash reports and crashes reported by the carrier and discovered during on-site investigations.

\* Data has yet to be released by FMCSA because the agency continues to evaluate the best approach for analyzing and reporting the data.



**GOVERNMENT INTERVENTION**

CSA enforcement can be triggered in four ways: through one or more deficient BASICS, a high crash indicator, a complaint or a fatal crash. Early intervention usually involves discussion between FMCSA officials and the carrier to determine ways to resolve issues. If this proves ineffective, enforcement becomes progressively more invasive and severe, through warning letters, targeted roadside inspections, off- and on-site investigations, notices of violation, fines and, ultimately, out-of-service orders.

Apart from government action, carriers' monthly BASICS scores are used by shippers, brokers, insurance carriers and, potentially, juries to judge the safety-consciousness of carriers. Superior CSA scores are now paramount for any carrier's continued success.

**EXTENDED BENEFITS OF CSA**

CSA will save the lives of those on America's highways, and it could have many secondary benefits. CSA regulations will introduce greater safety-consciousness to the trucking industry while saving shippers and consumers money as cargo is delivered in better condition and in a more timely fashion.

For manufacturers and retailers who depend on over-the-road shipping and delivery, CSA will mean lower liability and insurance costs as dangerous drivers are taken off the road. Perhaps the most important element of CSA is making all carriers' safety rankings public so that they may be compared by shippers looking for the safest companies to haul their freight.

Carriers have the most to benefit from CSA — and need to make the regulations a priority. CSA forces a new era of self-regulation onto the trucking industry. Complying with the program can build a carrier's business through lower insurance costs and fewer negative costs while creating a national basis of comparison for diverse carriers.

**RUAN AND HIGHWAY SAFETY**

Lisa Gonnerman, director of safety for Ruan, said that long before CSA rules were implemented, Ruan had initiated and operated its own effective safety program and fostered an entire corporate culture based on safety.

This proprietary Ruan program measures and reviews safety and driver performance, in conjunction with the new CSA initiatives.

Ruan is using the pre-employment screening program to review the safety records of drivers applying for work. PSP allows Ruan to see an individual driver's crash and safety violation histories to aid in selecting new hires. The program is voluntary but has been beneficial for Ruan in making solid hiring decisions ensuring that each driver who represents Ruan fully meets the company's rigorous safety criteria.

Under the CSA program, Ruan can review its own safety ranking as well as that of other carriers. This knowledge, paired with natural business competitiveness, can lead to a greater emphasis on safety and self-improvement.

Since the first CSA scores were released to the public in mid-December of 2010, Ruan has proven to be among the most safety-conscious carriers in the nation. This review allows Ruan to concentrate on driver performance in new ways, ensuring Ruan develops and implements new policies and actions that are consistently focused on maintaining and improving safety.

**CSA WILL SAVE THE LIVES OF THOSE ON AMERICA'S HIGHWAYS, AND IT COULD HAVE MANY SECONDARY BENEFITS. CSA REGULATIONS WILL INTRODUCE GREATER SAFETY CONSCIOUSNESS TO THE TRUCKING INDUSTRY WHILE SAVING SHIPPERS AND CONSUMERS MONEY AS CARGO IS DELIVERED IN BETTER CONDITION AND IN A MORE TIMELY FASHION.**

**SAFETY: A PARTNERSHIP BETWEEN SHIPPERS AND CARRIERS**

Shippers are concerned about safety and liability issues, so it is in their best interest that a carrier be safe and legal at all times. A shipper's image is at risk when its brand image, emblazoned on the trailer, is involved in an accident. A shipper also wants to make sure its service is not going to be impacted by a carrier that may be deemed unfit for operation. Therefore, it is critical that those

representing any shipper take responsibility for the safety of their cargo, themselves and others on the road.

CSA offers many positive benefits to motorists, shippers, carriers and drivers. Dangerous drivers are forced off the roads; hazardous loading procedures are righted; and unmaintained trucks are repaired. Motorists avoid accidents. Cargo is safely delivered on time. And carriers are given superior resources for identifying problem areas, fixing them and evaluating their safety standing within their company and the trucking industry.

[www.ryan.com/csa](http://www.ryan.com/csa)



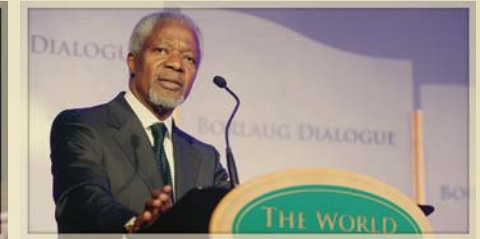
**Want to learn more about CSA?** Visit the link above to view the webinar addressing the changes affecting the transportation industry.



Jo Luck and David Beckmann accepting their prize. Presented by Dr. M.S. Swaminathan, the first World Food Prize laureate and chair of the Selection Committee, and John Ruan III, chairman of the World Food Prize Foundation.



Ministers' Roundtable discussion; Afghanistan Minister of Agriculture Mohammed Rahimi, U.S. Secretary of Agriculture Tom Vilsack and Pakistan Minister of Agriculture Nazar Gondal.



Kofi Annan, former UN Secretary General and now chairman of the Alliance for a Green Revolution in Africa, spoke at the 2010 World Food Prize Borlaug Dialogue.

# Beckmann and Luck Honored During World Food Prize Ceremony

David Beckmann and Jo Luck received the 2010 World Food Prize for their landmark achievements in building Bread for the World and Heifer International, respectively, into two of the world's foremost grassroots organizations leading the charge to end hunger and poverty for millions of people around the world. The laureates accepted the prize on October 14 during a ceremony held at the Iowa State Capitol.

The ceremony included a taped message from former President Bill Clinton, for whom Luck once worked when he was governor of Arkansas. Clinton said he knew that Luck would "go on to do as much for our world as she's done for Arkansas."

In the message, Clinton also said that Beckmann "has moved thousands of people to get involved" in building support for anti-hunger programs.

U.S. Agriculture Secretary Tom Vilsack used the ceremony to announce new youth internship programs within his department. One program will be named for Henry A. Wallace, the Pioneer Hi-Bred founder who revolutionized government farm policy as agriculture secretary in the 1930s, and one for scientist George Washington Carver.

The ceremony also included a tribute to John Ruan, founder of the World Food Prize Foundation, who passed away in February 2010. The tribute highlighted Ruan's longstanding

commitment to agriculture and the fight against world hunger, as well as his partnership with World Food Prize founder Dr. Norman Borlaug. "Norman Borlaug would have been the first to say that there would have been no World Food Prize without John Ruan," said Amb. Kenneth Quinn, president of the World Food Prize Foundation.

By tradition, musical performances were included to honor the laureates. This year's performers included singer Eleasha Gamble from Washington's Signature Theater, a favorite spot of Beckmann's. She sang "Go Light Your World."

The Philander Smith Choir, a small collegiate troupe from Arkansas, performed an African song for Luck, who is from Arkansas.

Nearly 60 farmers brought in from around the world for the World Food Prize symposium were part of the audience, along with international scientists, dignitaries and activists.





# Going green by going big

Congress froze the maximum allowed weight of tractor-trailers at 80,000 pounds in 1991. Now, for the first time in nearly 20 years, bills have been introduced that could raise this limit.

The Safe and Efficient Transportation Act is backed by a number of shippers and trucking companies, as well as the American Trucking Associations (ATA). The bill seeks to raise the weight limit to 97,000 pounds, provided the trucks have six axles and the weight on any one axle does not exceed 20,000 pounds. This increase has the potential to reduce fuel use and carbon emissions by allowing more cargo in fewer trucks.

Naturally, the increased weight of the vehicles is of concern to highway safety advocates. They point to weight as a major component of injuries and fatalities when collisions occur between trucks and passenger cars. But, recent studies tend to show that motorist safety is a function of semi-trailer density rather than weight. In 2002, the Automobile Association of America (AAA) found

that 80 percent of accidents between cars and tractor-trailers were caused by car drivers. Similarly, a Virginia Tech study conducted in 2006 found that 78 percent of all accidents were caused by cars.

Reducing the number of heavy trucks on the road, then, whatever their weight, would logically make motorists safer.

In addition, the proposed regulation requires an increase from five to six axles—a configuration that increases brake capacity and improves stopping performance. A study by the Soy Transportation Coalition estimates that this improved braking capacity could potentially reduce crash rates by 5 percent.

For its part, Ruan believes that larger trailers will positively impact its customers' businesses, and that the safety issues can be controlled. "Ruan's commitment to Safety First means that if this change happens, we will ensure all our affected drivers are properly trained with the larger trailers," said Lisa Gonneman, director of safety. "But, if larger trailers are found to increase accidents, Ruan will be the first company advocating for lower weight limits."

97,000 LBS.  
↑  
80,000 LBS.



## Doug Quick Named Driver of the Year



DOUG QUICK  
DRIVER OF THE YEAR

Quick has been with Ruan for 23 years and has served as a professional truck driver for 29 years. He was selected from a pool of more than 4,100 professional drivers.

Professional driver Doug Quick, who operates out of Tampa, FL, was honored as Ruan Transportation Management System's Driver of the Year in July 2010. The Ruan Driver of the Year Award is presented to the driver who best embodies the Ruan values of service, safety, integrity and commitment to excellence.

Quick has been with Ruan for 23 years and has served as a professional truck driver for 29 years. He was selected from a pool of more than 4,100 professional drivers.

"Remembering to make safety first and never hurry is my philosophy," Quick said. "It's important to realize that others rely on you to be a driving professional."



Ruan began the search for its Driver of the Year when 117 drivers from Ruan's 162 terminals were named region finalists. This list was narrowed to 12 region winners who traveled to Des Moines, IA, for a ceremony and other festivities during Ruan's Founder's Days. Of the 12 finalists, Quick was selected by Ruan's executive committee and awarded a trophy, cash prize and the Driver of the Year title on the field before the Iowa Cubs vs. Omaha Royals minor league baseball game at Principal Park.

"I believe there is no better time to celebrate our best, most accomplished professional drivers than on the anniversary of our company's founding, when Ruan was the promising business of one determined, hard-working driver," Ruan's Chairman John Ruan III said.

## Ruan team members support local non-profit organizations

To honor the philanthropic spirit of Ruan's founder, John Ruan, team members diligently volunteered their time and money in 2010 to help a variety of causes.

During the company's Founder's Days, celebrating 78 years of business, corporate team members offered their time each Friday in July to assist local non-profit organizations by landscaping, building sets for a community theater production company and interacting with underprivileged children. The beneficiary non-profit organizations included Youth Emergency Services and Shelter of Iowa, the Des Moines Botanical and Environmental Center, Orchard Place, which works with children and youth with mental health and behavioral challenges, and the Des Moines Community Playhouse.

Ruan terminals across the nation also participated in local Founder's Days activities.

"Although we lost our founder in February, John Ruan's legacy and the values for which he stood remain a core part of our organization," said John Ruan III, Ruan chairman. "This month-long commemoration was intended to honor all Ruan team members, beginning with my father, for their dedication to their work, their families and the communities in which they live."

In October and November, Ruan completed its most successful United Way campaign to date with 91 percent corporate employee participation.

During the campaign, which took place during Halloween, approximately 30 three- and four-



**Left:** Kent Patterson, Brenda Wahlert and James Ransom trim the foliage at the Orchard Place Campus. **Above Middle:** T095 dispatcher Chris Stabler and transportation supervisor Melanie Patterson participated in the Founder's Days blood drive. **Above Right:** Ruan's human resources department earned first place in the United Way Halloween decorating contest for their "Wizard of Oz" theme. Pictured (L to R): Vera Johnson, Jim Windust, Kristi Rowland, Jill Kolars, Nathan Schmidt, Lisa Arnold-Harvey, Tracy Aukes, Tim Waugh, Lana Hinderks and Rachel Amundson.

year-old children from Children and Families of Iowa's Child Development Center flooded the halls of Ruan's corporate offices to trick or treat. The kids, donning a variety of Halloween costumes, made their way around to festively-decorated departments where costume-wearing team members distributed candy.

"Despite the economic challenges of 2009 and 2010, Ruan team members once again surpassed expectations and generously contributed their time and money in record numbers," Ruan said. "We're very pleased that we can continue helping our community in a way that would make my father proud."



## An Advocate for Business Growth and Prosperity



The U.S. Chamber of Commerce named John Ruan III its vice chairman for 2010, and he will soon be named chairman in June 2011. The U.S. Chamber of Commerce

is the world's largest business federation representing the interests of more than 3 million businesses of all sizes, sectors and regions, as well as state and local chambers and industry associations.

"John Ruan's selection as vice chairman of the U.S. Chamber of Commerce speaks to his leadership ability and the respect he commands from his peers," American Trucking



Associations President and CEO Bill Graves said. "It is a tremendous honor for the trucking industry to have one of our leaders in line to become chairman of the leading business organization in the nation."

As a transportation executive who works with a diverse range of companies and industries, as well as a director, president and/or founder of many other ventures, John Ruan III is in an ideal position to understand the business needs facing the nation today—and he looks forward to the challenge.

"The key to improving our current economic situation rests on the prosperity of business," said John Ruan III. "I'm honored to serve on the U.S. Chamber Board of Directors to help steer the way to continued recovery and provide strong advocacy for American business."

## Refreshed Ruan.com is Launched

In January, Ruan's marketing and communications team launched a refreshed ruan.com. The website features an updated look, new content and imagery, upgraded navigation structure and functionality improvements.

"Ruan.com is an extremely important sales and employee recruitment tool. The goal of the refreshed site is to position Ruan as an industry leader and employer of choice," said Tara Meier, vice president of marketing. "By keeping the site fresh and updated with the latest company information, visitors can fully understand our rich heritage, services, values and commitment to safety."



Some of the upgrades in functionality include a complete revamp of the employment system in which the Ruan human resources team can easily manage, sort, organize and manipulate the employment listings. With the new system, users are able to navigate a map to locate a terminal near them along with the terminal's contact information. The new site is also search engine optimized, which improves the visibility of the site and makes it easier for clients and prospective team members to find Ruan online.

To view the new site, visit [www.ruan.com](http://www.ruan.com).

## O'NEAL STEEL SELECTS RUAN AS DEDICATED CONTRACT CARRIER

Ruan Transportation Management Systems and O'Neal Steel, Inc., announced in February a partnership where Ruan will become O'Neal's dedicated contract carrier, providing transportation and logistics support for the nation's largest family owned metals service center.

The partnership will allow O'Neal Steel to better manage its transportation costs and focus on its core business of providing a wide-range of metals and specialty metals. O'Neal will be able to lower risk, reduce overhead and eliminate associated insurance, maintenance, procurement and disposal costs. Ruan, the only transportation company that is a member of the Metals Service Center Institute (MSCI), a trade association whose members constitute the largest single group of metals purchasers in North America, will hire the company's qualified drivers, who will continue to use O'Neal equipment and uniforms and generally serve the same customers.



"One of the most important functions and greatest expenses we have is delivering material to our customers," said Holman Head, president and chief executive officer of O'Neal Steel. "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."

As a dedicated contract carrier, Ruan will be able to offer operating efficiencies, route optimization systems, focused attention on safety and regulatory issues, investment in the latest technology, resources for driver education and training and, ultimately, optimal customer service.

"We are very pleased to provide dedicated contract carriage to O'Neal Steel," said John Ruan III, Ruan chairman. "As a family owned business as well, Ruan understands the importance of being client-driven, employee-focused and maintaining a culture that creates innovation."

## Ruan Named Industry Leader by Six Publications

For the past 27 years, *Logistics Management* magazine has conducted an industry-wide survey to determine the best providers of transportation services and logistics. Once again, Ruan was recognized by its peers in the survey and won the Quest for Quality award in the Bulk Motor Carriers category. Additionally, Ruan landed the 11th spot on *Logistics Management* magazine's list of the top 25 truckload carrier 2009 revenues (including fuel surcharges).

For the third year in a row, Ruan earned the number four spot in *Bulk Transporter* magazine's Gross Revenue Volume Report for tank carriers.

*Food Logistics* magazine named Ruan one of 85 top 3PLs that are helping food, beverage and CPG companies gain a competitive logistical advantage throughout the supply chain. Announced in *Food Logistics*' July/August 2010 issue, the 85 companies, which are not ranked, offer a broad scope of services and capabilities that enable food companies to

reduce costs, increase flexibility and improve service levels.

Ruan again demonstrated year-to-year growth in *Transport Topics*' Top 100 For-Hire Carriers list for 2010 as it climbed to number 30 from the number 31 spot in 2009. *Transport Topics* also ranks the top for-hire carriers by sector, and Ruan was awarded the number four spot in dedicated contract carriage and the number four spot in the tank/bulk sector.

Ruan landed in *Inbound Logistics* magazine's unranked list of the Top 100 3PL Providers, which were assessed on logistics services and capabilities, geographic coverage and revenue generated from logistics activities.

Ruan also made its inaugural appearance in the 17th annual *Waste Age 100*, a ranking of the top 100 North American refuse firms operating in the private sector based on previous year's income. Ruan took the 98th spot on the list.

## Target recognizes Ruan partnership and commitment



Ruan Team,

As we approach the end of the year, I wanted to reach out and let you know how much I value and appreciate Ruan's partnership and commitment to the Cedar Falls campus. I continue to be impressed with the team's professionalism, brand and desire to do business the right way. You have continued to exceed my expectations in almost every area, and I wanted you to know how much I appreciate having Ruan as a supply chain partner, especially in food! Despite challenges with weather, automation or other external issues, I know that I can count on Ruan's unwavering commitment to take care of the needs of our guests.

Matt, Bryan and team are incredible partners and do a tremendous job of representing your organization. I am honored to work alongside of them on a daily basis and value the insight and expertise that they consistently bring to the table.

I hope that this note is received warmly and that the entire Ruan family has a very Merry Christmas and a safe new year!

Thanks again,  
Randy Draper  
Senior Group Leader  
Target Corp.

## RUAN ANNIVERSARIES

25 Gordon Rasmussen, Turlock, CA

15 Clarence Sisson, Cedartown, GA | Scott Phillips, Springfield, MO | Gene Carlson, Ruan Center | Robert Pinnell, Jr., Ruan Inc. | Richard Beck, Spencer, WI | Terry Whitfield, Tulare, CA | David Kuhn, Decatur, IN | Martin Wadle, VP Logistics Solutions | Howard Key, Holstein, IA | John Scholl, Des Moines, IA | Thomas Warren II, Manteca, CA | Grover Reiser, Holstein, IA

10 Dennis Hankins, Bellevue, OH | Carlos Sandoval, Ripon, CA | David Alfaro, Los Angeles, CA | David Northup, Logistics Design & Solutions | Zachary Beske, Madison, WI | George Cuoto, Turlock, CA | Jackie Edwards, Tyler, TX | Louis Nady, Systems & Programming | Luther Plunkett, Columbus, MS | Nelson Valdizon, Ripon, CA | Phillip Crusan, Jr., Phoenix, AZ | Ivica Petric, Phoenix, AZ | Daniel Schrant, Phoenix, AZ | Steven Felker, Phoenix, AZ | William Woolstenhulme, Phoenix, AZ | Robert Loker, Phoenix, AZ | Ulysses Owens, Phoenix, AZ | Scott Hogan, Phoenix, AZ | Russell Olson, Phoenix, AZ | Josue Vallejo, Turlock, CA | Paul Hess, Ft. Wayne, IN | Eugene Roberts, Phoenix, AZ | Jody Thornton, Tyler, TX | Dennis Reed, Ruan Center | Lazaro Gallardo, Phoenix, AZ | Audrey Downing, Ripon, CA | Stephen Schorzman, Tulare, CA

5 Manuel Balderrama, Fernley, NV | David Rae, San Francisco, CA | Louis Newbern, Phoenix, AZ | Teresa Baker, Driver Recruiting | Katy Furne, Muscatine, IA | Emma Hutcherson, Hagerman, NM | Jose Ochoa, Tulare, CA | Mike Regenold, Cedar Falls, IA | Brad Knoll, Fernley, NV | Duane Flom, Madison, WI | Heriberto Giles, Chicago, IL | James Jewett, Tyler, TX | David Beyer, Geneva, IL | Benny Breedlove, Midlothian, TX | Robert Castillo, Rialto, CA | Earnest Grizzle, Chanute, KS | Daniel Kuckkahn, Madison, WI | Mike Lofquist, Middletown, DE | Craig Telecky, Meridian, ID | Raul Espinoza, Acampo, CA | Timothy Mendoza, Wilton, NY | John Dee, Shelbyville, IN | Rafael Castaneda, Chicago, IL | Jennifer White, East Chicago, IN | Kevin Williams, Orland, CA | David Jole, Appleton, WI | William Sirris, Phoenix, AZ | Stacy Albright, Midlothian, TX | Richard East, Tulare, CA | Francisco Contreras, Phoenix, AZ | Robert James, Tampa, FL | Robert Ray, Tyler, TX | Marco Pantoja, Tulare, CA | Aldofo Cortez, Jr., Tulare, CA | Edward Mackiewicz, Bloomington, MN | Michael Mackie, Ruan Aviation | Dan Montgomery, Madison, WI | David Clark, Tulare, CA | James Allen, Phoenix, AZ | Salvador Flores-Campos, Tulare, CA | Paul Tonini, Tulare, CA | Steve Haas, Wisconsin Rapids, WI | Stephen Scott, Tulare, CA | John Berg, Madison, WI | Bridget Marshall, Phoenix, AZ | Thomas Hinman, Medina, MN | Roger Alcaparras, Jr., Tulare, CA | John Souza, Chester, VA | Sean Berquist, Phoenix, AZ | Kyle Carrier, Cleburne, TX | Juan Dorado, Tulare, CA | Michael Creighton, Mira Loma, CA | Pedro Alonzo, Des Moines, IA | Eduardo Rodriguez V, Tulare, CA | Raul Peral, Turlock, CA | Adolfo Pulido, Turlock, CA | Fernando Garcia, Tampa, FL | William Winn, New Mexico Region | Robert Howell, Chester, VA | Alva Priest, Foreman, AR | Randall Tate, Tulare, CA | William Knipp, Tampa, FL | Pablo Ceconello, Phoenix, AZ | Woodrow Walker, Turlock, CA | Rene Calderon, Turlock, CA | Gary Mullins, Phoenix, AZ | Keith Wall, Seattle, WA | Raul Aguilar, Turlock, CA | Jose Rosales, Tulare, CA | Gordie Hilgart, Springfield, MO | Glenn Hillestad, Phoenix, AZ | Paul Greenwood, Tulare, CA | Simon Wardeh, Turlock, CA | Robert Tapp, Canby, OR | Shane Bean, Topeka, KS | Javier Ochoa, Jr, Tulare, CA | Brian Hvolboll, Fernley, NV

List as of March 2011.



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).



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