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FROM THE CEO

Jim Gattoni
Landstar President &
Chief Executive Officer

WE HOPE THE COVER of this edition of *The Road to Success*® magazine, along with the stories inside, help illustrate the stellar transportation solutions that Landstar agents and owner-operators provide our customers.

On page 17, you'll find several stories about Landstar agents and business capacity owners (BCOs) who have the experience and expertise to handle mission-critical loads – from the European Space Agency's Orion test article to scientific balloons used for collecting data used to make accurate weather predictions.

In this edition, you'll also read about Landstar's newest technology for agents and BCOs, and for how it's benefitting them.

On page 14, two Landstar agents involved in the pilot test program for our new Transportation Management System answer questions about how our tools reduce time spent processing loads and eliminate the need to leave the system by putting everything necessary to conduct business in one place.

Meanwhile, technology making the search for available loads easier is already live and making a difference for BCOs. Feedback from users of Landstar's new Available Loads mobile app is overwhelmingly positive – see for yourself on page 13.

This edition also tells the story of one particular owner-operator who is very happy to be a part of the Landstar family and even happier to have won Landstar's second truck giveaway of 2017. His story unfolds on page 24.

We hope all of these stories about Landstar, and the people who make up the Landstar network, enhance your understanding of what we do and how Landstar can help you and your own business provide all-star services.



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The Road to Success® magazine is published by Landstar System, Inc. *The Road to Success* is written and published for Landstar contractors, agents and employees.

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The Road to Success

The Road to Success® magazine is published by Landstar System Inc., a worldwide, asset-light provider of integrated transportation management solutions delivering safe, specialized transportation services to a broad range of customers utilizing a network of more than 1,100 independent sales agents, more than 53,000 available third-party capacity owners and employees. All Landstar transportation services companies are certified to ISO 9001:2008 quality management system standards and RC14001:2013 environmental, health, safety and security management system standards. Landstar has been a SmartWay Transport Partner since April 2005. Landstar System Inc. is headquartered in Jacksonville, Florida. Its common stock trades on The NASDAQ Stock Market® under the symbol LSTR.

The Entrepreneurial Spirit

Landstar's road to success is paved with the entrepreneurial spirit. Built on solid, long-term relationships, the company enables thousands to turn their dreams of owning their own businesses into reality. Those operating under the Landstar umbrella enjoy the strength and support of one of the industry's most stable freight transportation companies. This relationship enables independent small business owners to compete with the largest carriers in the industry.

CEOs on Wheels

Landstar considers its business capacity owners "CEOs on Wheels." Unlike other owner-operators, Landstar business capacity owners (BCOs) receive a percentage of the revenue paid for each load they haul. With no forced dispatch, Landstar BCOs enjoy the freedom to choose their own freight and to run where they want to go, when they want to go there.

Landstar's Top Honors in 2017

LOGISTICS MANAGEMENT:

Logistics Management recognized Landstar as a leading transportation logistics provider in its 34th Annual Quest for Quality Awards survey. Landstar was recognized as a leader in the industry in the Third-Party Logistics (3PL) category.

For more than three decades, *Logistics Management* has surveyed a representative sample of its readers to evaluate the transportation logistics service providers that they use. Logistics and supply chain decision-makers cast their votes for the carriers and 3PLs providing outstanding customer service and performance excellence over the past year.

INBOUND LOGISTICS:

Landstar Transportation Logistics companies were again this year recognized by *Inbound Logistics* magazine as among the Top 100 3PLs. This is the 15th year Landstar is on the prestigious list acknowledging 3PL excellence. Landstar also was

recognized by *Inbound Logistics* with a Readers' Choice: Top 10 3PL Excellence Award.

Inbound Logistics editors evaluate submitted information, conduct personal interviews and online research, and then compare that data against their readers' global supply chain and logistics challenges. This year's Top 100 3PLs were selected from a pool of more than 300 companies.

TRANSPORT TOPICS:

The 2017 *Transport Topics*' annual survey of the Top 100 For-Hire Carriers in North America once again ranked Landstar in the top 10. Landstar ranked 9th Overall, 1st in the Flatbed/Heavy Specialized Carriers sector; 4th in the Truckload sector; 7th in the Air/Expedite sector; 13th in Intermodal Drayage; and 38th in the Less-Than-Truckload sector.

Landstar also was ranked in *Transport Topics*' 2017 Top 50 Essential Financial and Operating Information Logistics Companies in the U.S. and Canada.★

Moving Truck-Racing History

The Bandag Bandit is a piece of truck-racing history, proudly displayed at the world's largest truckstop in the Iowa 80 Trucking Museum. Drivers may talk about seeing the truck on display in Walcott, Iowa, but few can boast about hauling the famous racing truck that set a land speed record of 151 mph in 1988.

Little John Transportation Services (TLJ) Account Manager Mike Benthin says when the customer, Bridgestone, contacted him about moving the truck, he knew the Landstar agency could easily arrange the needed transportation services from Iowa to Florida.

"The Bandag Bandit was handled like every other piece of freight that is moved through our agency, with safety, professionalism and care. That's just how we operate," says Benthin.

Landstar business capacity owner (BCO) Jeff Coffman was the lucky BCO to haul the 1978 Kenworth with a 1,300 horsepower twin-turbo diesel



Landstar BCO Jeff Coffman's Truck carrying the infamous "Bandag Bandit."

engine. The BCO, who leased on with Landstar in 2014, says he was surprised with an honor beyond just transporting the truck.

"When I arrived, they realized they didn't have anyone to move the truck into the facility," says Coffman. "It just worked out that I was the only person there who could actually drive it. So, I got to drive a piece of history!"★

Get Social with Landstar

Three great pages to support every piece of the Landstar puzzle...



The Landstar System Facebook page is updated daily with important company & industry information, safety initiatives, and knowledge-based leadership.

The Landstar Owner-Operators (BCOs) Facebook page is packed with news BCOs can use, from road closures and weather alerts to industry regulations and rules.



The Landstar Agents Facebook page is dedicated to helping independent Landstar agents communicate Landstar's customized solutions and supporting them as small business owners.

Not on Facebook? Landstar is everywhere. Follow us on Twitter @LandstarSystem and find Landstar on LinkedIn.★

Hauling a Hospital

The Crosson Agency LLC (GAD) aided FedEx in transporting a mobile field hospital for the global humanitarian nonprofit organization International Medical Corps.

"It is always a good day when we get to be involved with something that rewards others," says independent Landstar Agent Lacey Crosson-Cornelius.

The portable hospital is a fully functioning 60-bed emergency field unit which, when fully deployed, takes up the space of a football field. Each crate hauled contained vital equipment and supplies, which allows the hospital to function as a shelter, surgery and medical care center. Once deployed, the field hospital gives medical professionals a way to provide care in the most remote areas of the world and save lives in emergency disaster situations.

"This haul was special because it involved so many segments of the Landstar system – from the coordination of the loads and business capacity owners (BCOs) to the delivery. We all worked together in an effort that is going to help save lives in the future," says Crosson-Cornelius.

Landstar and the team at The Crosson Agency put together a custom solution, carefully coordinating five Landstar BCOs, who drove in convoy, hauling the mobile hospital 1,756 miles from Hammett, Idaho to Memphis, Tennessee.



Unloading the mobile field hospital and supplies in Memphis, Tennessee

"I had never driven in a convoy like that before," says Landstar BCO Tim Keeney. "It was a massive undertaking and the precise coordination to get five BCOs in the convoy and arriving at the delivery site at the same time was incredible."

When the field hospital arrived in Memphis, the International Medical Corps' cameras were rolling and streaming live on Facebook as the team of Landstar BCOs and professionals from FedEx unloaded the portable unit.

The field hospital is now staged at a more central U.S. location, the FedEx World Hub in Memphis, and is ready to be deployed at a moment's notice.

For more information about the Mobile Field Hospital head to: internationalmedicalcorps.org.★

Agency Receives Core Carrier Service Awards

The Crosson Agency LLC received a FedEx Express Core Carrier Service Award for its excellence in on-time service during the 2017 fiscal year.

Landstar Agent Lacey Crosson-Cornelius and her team based in Gadsden, Alabama were presented a Core Carrier Gold Award for achieving 99.78 percent on-time service for 13,254 shipments hauled for FedEx Express during fiscal year 2017 (June 1, 2016 through May 31, 2017).

"FedEx Express first turned to us 10 years ago

during their peak shipping times. Over the years, we've become one of their top core carriers. The service FedEx Express expects is the service we deliver. We are pleased to receive this award and look forward to another outstanding year of service," said Lacey Crosson-Cornelius.

The agency's excellent performance landed it third overall among FedEx Express' elite group of core carriers.★

Becoming Owner-Operator of the Year



Buchs (left) won top prize of \$25,000 when named 2016 Owner-Operator of the Year

Landstar business capacity owner (BCO) Gary Buchs was overwhelmed when he stood at the podium in March to accept the Owner-Operator of the Year award from the Truckload Carriers Association (TCA) and *Overdrive* magazine. It's an honor, Buchs says, he never dreamed would be possible.

"It was a very surreal experience," says Buchs. "I was standing next to Landstar Vice President of Safety and Compliance Mike Cobb when they announced I had won. I felt my knees give out, and leaned into Mike. It was very emotional – more emotional than I thought it would be."

The announcement was made during TCA's annual meeting in Nashville, Tennessee. On stage, Buchs attributed his success to his family, his wife Marcia, their children and grandchildren. But, especially to his late

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parents, who he says raised him the right way with a "tremendous work ethic," and to have "a caring attitude about life."

"I had prepared the speech, and wanted to shine light on those who helped me become who I am. My parents, who have been deceased for a number of years, gave me such an education about life," says Buchs.

He says he first learned how to drive a truck on his parents' farm in the late 1980s, then started driving professionally in 1990. Since the start of his career as a professional truck driver, Buchs has clocked more than 2.3 million miles on the road.

Buchs, who joined the Landstar family in 2003, is no stranger to the limelight. In 2015, he was honored as one of TravelCenter of America's Citizen Drivers of the Year.

"Customers know who I am because of these honors, it verifies what Landstar is made of and gives agents confidence in me as a business capacity owner," says the 27-year industry veteran who lives in Colfax, Illinois.

To be eligible for the Owner-Operator of the Year contest applicants must first be nominated by their company, then meet a long list of specific criteria including safe DOT highway miles and proof of income. Buchs also submitted three essays and a business plan to TCA as part of the application.

Filling out the nomination portion of Buchs' application, was something Landstar Director of BCO Retention Mark Gillette says was a privilege and a pleasure.

"Gary represents Landstar's finest. From his safety record to his efforts to create a positive image of the trucking industry, he was the best choice for Owner-Operator of the Year," says Gillette. "I know I speak for the entire Landstar family when I say how proud we all are of Gary's accomplishments."★



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LANDSTAR'S NEW AVAILABLE LOADS mobile app, designed to give business capacity owners (BCOs) a better, easier way to find and book loads, is now available for download from your smartphone's app store.

The new app, which has the same loads available as LandstarOnline.com, makes it easy for BCOs to search for loads, view load details, sort search results, save load search parameters, and contact Landstar agents to book the load all through their mobile devices.

Landstar BCOs are already talking about how easy it is to use.

BRIAN SHEESLEY

Leased on to Landstar 2008

"Finding a load is faster with this app. I can plan more efficiently and am able to easily search and pick out a load that is right for me."

"I'm already booked for the next load; that's one of the great advantages of this app. I can work ahead and set my parameters ahead of time for the next load."

ANDY SOUCY

Leased on to Landstar 2001

"I really like this app, there are no issues and no problems – it is simple to use."

"The best parts of it are knowing how old the load is right away, and being able to hide the loads that I've already looked at and don't want to pursue."

DALE AND ROSA BROWN

Leased on to Landstar in 1999

"We really like the app! It is so easy to use."

CRAIG WILLIAMS

Landstar Two Million Mile Safe Driver, leased on to Landstar 1997

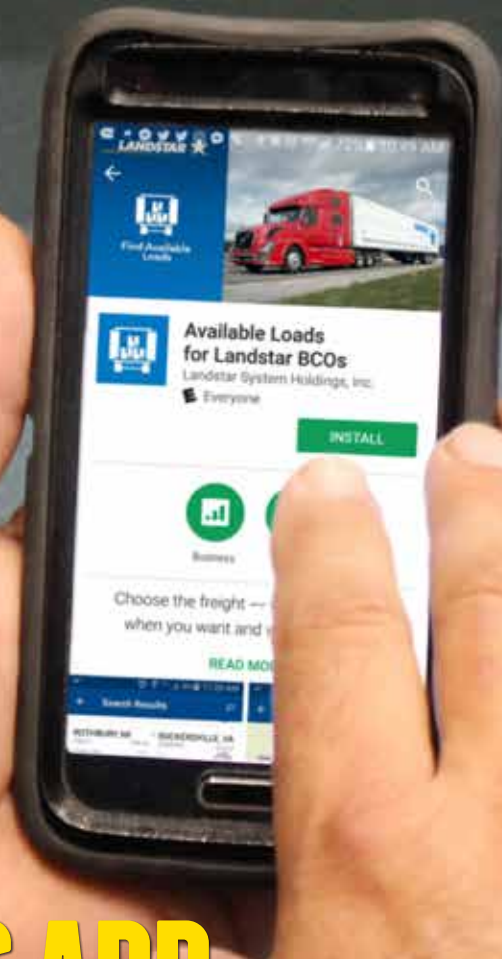
"It's fast and I like how all the loads are listed on one page. I really love the map feature too."

"I like how the app keeps me logged in. Without the app, using LandstarOnline on my phone I had to login over and over if I left the screen up for too long."

JILL KING


Dispatches for Landstar BCO Danny King, leased on to Landstar 1998

"I love how Landstar is embracing technology. This app will save us a lot of time and phone calls, but more importantly it will help make us more money!" ★



AVAILABLE LOADS APP

YOUR MOBILE LOAD BOARD



TREVOR HAGERMAN
Landstar Canada Agent – 12 years
TH Logistics, Sterling, ON

On the new TMS system
since November 2015

LANDSTAR TMS

BETTER TECHNOLOGY, BOLD NEW TOOLS

A TRANSPORTATION MANAGEMENT SYSTEM (TMS) is technology that streamlines the shipping and freight management process. As an industry leader, Landstar is developing a new TMS to help its agents stay at the forefront of industry trends and efficiently meet customer needs. Several Landstar agents are involved in a pilot program transitioning to the new TMS system in stages toward full implementation. This system will increase efficiencies, provide new tools, and enhance business processes for agents, customers and capacity providers. The project is part of the company's overall technology upgrades and enhancements initiative internally referred to as Landstar 2020.

TREVOR HAGERMAN

How do you feel the new TMS system is meeting your business needs?

"Landstar conducted a focus group with agents to ask us what we need to make our lives easier. They've implemented all of that into the new system specifically to meet the business needs of agents for Landstar's unique business model."

What specific TMS feature makes your life easier?

"Not having to leave the system, ever, to go to another software program system or resource in order to look up information makes using it incredibly efficient."

Give an example of how the new TMS makes your agency more efficient.

"In the new system, with the push of one button you're able to reach all of the different capacity

platforms from business capacity owners to approved third-party carriers."

"Our experience has been that the new TMS can reduce the amount of time spent processing a load by up to 30 percent. These efficiency gains will enable us to increase overall revenue by 20 percent without having to hire additional staff."

"With the addition of the new dashboard in September, we believe we will see ever more efficiencies as a result of usability and other upgrades."

What's your biggest concern about Landstar's new TMS?

"We absolutely love the system. My biggest concern with the new system is the fact that we don't have all of our customers on it yet."

"Our agency will be adding an additional customer to the new TMS in September 2017."

JOSH PINSON
Landstar Agent – 20 years
R&B Express, Augusta, GA

On the new TMS system
since October 2016



JOSH PINSON

What are you most looking forward to when every agent is on the new TMS system?

“The fact that we are all going to be in one system – the agents, capacity providers, customers and Landstar employees. With the legacy system it was challenging to simultaneously be in multiple systems (LEADS, Express Trak, etc.) at one time. To be in one system is going to be a huge benefit to the agent family, as well as capacity.”

How do you think Landstar responded to your needs as an independent Landstar agent?

“Landstar took feedback from agents in the focus groups and pilot program, and incorporated that into the functionality, including the carrier bid process and enhanced tracking. So, you can actually see evidence of our suggestions in the system today.

“As with any pilot program, throughout the process there have been challenges. But, as those challenges have come up, Landstar has addressed them immediately – every step of the way.”

Tell us what you’ve discovered after using the new TMS system for nearly a year.

“We’re finding that the new system is going to be able to handle unique customer needs that we weren’t able to handle within the old system.

“Examples include multi-leg functionality – one customer load with multiple carriers – and an enhanced billing feature which allows all the billing to be complete in the TMS without the need to communicate via emails and phone calls.

“Now, all the information we need is in the TMS!”

How has the new TMS system improved your agency’s efficiency so far?

“We estimate that the new TMS has reduced the amount of time we spend to process a load by up to 15 to 20 percent, allowing us to spend more time meeting customer demand and focus resources on exceeding customers’ expectations.” ★

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Landstar Million Mile Safe Driver Dennis Palmer transports the Orion Test Article from a NASA testing facility to Kennedy Space Center in Florida.



MISSION-CRITICAL CARGO

LANDSTAR DELIVERS ON OUT-OF-THIS-WORLD HAULS

WHEN IT COMES to transporting mission-critical freight – from satellites that orbit the earth to rocket engines designed to take cargo and people into outer space – the customer must trust a carrier to do more than just deliver the load safely and on time. Moving mission-critical, often confidential, cargo requires logistics expertise fueled by years of experience and vast resources.

CONFIDENTIAL CARGO

When the European Space Agency said “bon voyage” to its European Service Module (ESM), the planning process to move the Orion test article from a remote NASA testing facility to Kennedy Space Center was already underway. Months before the move, NASA turned to Landstar Agent Jim Robinson who put his team at Specialized Transportation (STR) into motion to start coordinating the confidential move.

“We first established a relationship with NASA 10 years ago,” says Robinson. “We are their first phone call for big moves. That’s because they know we will provide the logistics solution with no margin for error, which is important when you are moving this type of freight.”

Before the move to Cape Canaveral, the test article, which is an essential piece of the space shuttle Orion, was tested for 16 months at NASA’s Plum Brook Station in Sandusky, Ohio. Engineers from around the world conducted a series of tests that verified the structural integrity of the hardware to withstand a launch into space on top of a rocket.

Planetary Alignment

Working closely with the customer, Robinson and his team developed a specific “customer tracking plan” for the haul. The plan called for the use of Landstar Connect® – a freight shipment mobile app that provides customers in-transit visibility of their load – as well as a second tracking technology from NASA. Robinson says the combination plan enabled the customer to watch their freight in real-time as it moved down the road.

“A lot of critical planning went into this,” says Robinson. “Working with NASA, we were able to give them a way to watch the load in real-time detail as it moved from one location to the next.”

Robinson turned to Landstar Million Mile Safe Driver Dennis Palmer, who is Arms Ammunition & Explosive (AA&E) qualified, to transport heavy-haul loads such as this one.

“We planned permitting through each state and had two to three escorts with the load. In some states, we had police escorts as well. This load needed an experienced business capacity owner (BCO) who had previously dealt with a high-security, sensitive move,” says Robinson.

Robinson himself was uniquely qualified to keep a close eye on the Orion test article. In addition to being a Landstar agent, Robinson also is a business capacity owner and a certified escort driver.

“I was one of the escort drivers on this load. The customer knew I was with the cargo the entire time and that gave them peace of mind,” says Robinson.

Mission Accomplished

“Whenever we have wide loads, I turn to Jim Robinson and the expertise of his agency,” says Freight Traffic Supervisor for NASA Sharon Lewis.

In March the Orion test article, extending 70 feet long, 20 feet wide and 16.8 feet high, was loaded onto Palmer’s three-axle, double-drop extendable trailer. Then, the confidential load was covered with a NASA tarp that read “Orion European Space Module,” and the secret was out.

“It definitely turned a lot of heads. This was a load you don’t forget. It was a privilege to be part of the whole process,” says Palmer.

1,200 miles and five days later, the load and its escorts arrived at Kennedy Space Center.

“The move went flawlessly,” says Lewis. “The coordination for this load was smooth, we received updates from the crew the entire time, until it was delivered to Kennedy Space Center.”

INNOVATIVE SOLUTIONS FOR INNOVATIVE FREIGHT

History was made the day SpaceX successfully launched Falcon 9, a rocket designed for the safe, reliable transport of satellites and spaceships into orbit. As the first-ever rocket capable of reflight, the Falcon 9’s successful launch opened a new avenue for companies at the forefront of space innovation with a new way to launch their products into space.

After years of research and development, ORBCOMM, a leading global provider of Machine-to-Machine (M2M) and Internet of Things (IoT) communication solutions, was ready to launch its state-of-the-art second generation (OG2) satellite series into orbit. The ORBCOMM system is the world’s first and only commercial satellite network dedicated to M2M communications.

Before the OG2 satellites could be safely launched into space aboard the Falcon 9, the satellites needed safe and reliable transportation to get from the satellite integration and test facility in Louisville, Colorado to the launch pad in Cape Canaveral, Florida. ORBCOMM turned to Landstar Agent Lori Brackus to transport the innovative satellites because her agency specializes in

high tech, highly secure logistical moves.

“These are telecommunication satellites. The public could not know the freight was moving down the road,” says Brackus who runs CJXL Transport based in Conifer, Colorado. “The highly secure nature of these hauls meant we had to keep them classified until long after they were delivered.”

The Right Stuff

Coordinating the transport of high-security freight is something Brackus’ independent Landstar agency does on a daily basis. Brackus says she first turned to Landstar’s government services team for assistance with providing an accurate quote to the customer and setting up the additional insurance needed to cover the loads. Then Brackus began searching through Landstar’s network of experienced independent owner-operators for ones with the right equipment and clearance for the hauls.

“With specialized, high-value freight like these satellites, the owner-operators needed to have specific clearance and a temperature-controlled unit,” says Brackus. “I looked for owner-operator teams whose trucks are equipped with video monitoring. Those camera systems allow the customer to have eyes on their freight as it travels to delivery.”

Brackus says, in order to move the freight, the driving teams also had to be Arms, Ammunition & Explosives (AA&E) qualified and have specific military clearance.

From the Road to the Stars

“The two teams of BCOs on this load each ended up doing a few loop runs with these satellites. In total, we moved 18 OG2 satellites from Louisville, Colorado to Cape Canaveral, Florida,” says Brackus.

Landstar owner-operator teams Craig and Lisa Ringelstetter and Jim and Linda Quisenberry made the round trip deliveries to Cape Canaveral over the course of six months.

“When we arrived at Cape Canaveral, we were allowed to enter the SpaceX hangar and see the satellites before they were loaded on to Falcon 9,” says Lisa Ringelstetter. “It’s an honor to be part of

these things, especially something as extraordinary as this.”

Soon after the final delivery, the satellites were loaded on Falcon 9, the rocket blasted off, and the OG2 satellites capable of providing communication to and from fixed and mobile assets in the most remote areas of the world were put into orbit.

“We obviously couldn’t take any photos, but when we saw the video of the launch, it was awesome to see the freight that was once on our truck sent into orbit,” says Ringelstetter.

ROCKET SCIENCE LOGISTICS

After private spaceflight company, Blue Origin, finished assembling its first full-scale BE-4 rocket engine, it needed to be tested. That testing would be crucial to determine whether the BE-4 is ready to be used in a rocket designed to bring cargo and people into outer space.

In order to test the rocket engine, the BE-4 needed to move from Seattle, Washington to Blue Origin’s testing facility in West Texas. For the first-ever move of the engine, Blue Origin turned to Landstar Agent Mike Meyer and his staff at TLG Transport (LMC), who have a reputation for making big proprietary moves happen.

“There was some information for this load that couldn’t be publicized,” says Landstar Agent Mike Meyer. “Details like when it would be transported. The customer didn’t want the public knowing when it would be traveling down the road.”

So the BE-4 engine was carefully secured in a specialized, pre-constructed 20-foot canister provided by Blue Origin that would fit on a Conestoga trailer.

Meyer and his team have over 25 years of experience managing high-value, confidential

freight. Once they were selected for the business, they began the search for the right Landstar owner-operators to haul the valuable cargo.

“The BCOs had to be Arms Ammunition and Explosives (AA&E) qualified. They had to have an excellent record of service, the right equipment, experience and availability to move this load,” says Meyer.

Landstar BCOs David and Karen Puckett, who leased on with Landstar in 2013, met all the criteria. The Pucketts worked as a team with Meyer’s agency and the customer to make the historic move happen. The delivery to Blue Origin’s testing facility was the first transport of the full-sized BE-4 rocket engine, and it was a successful one.

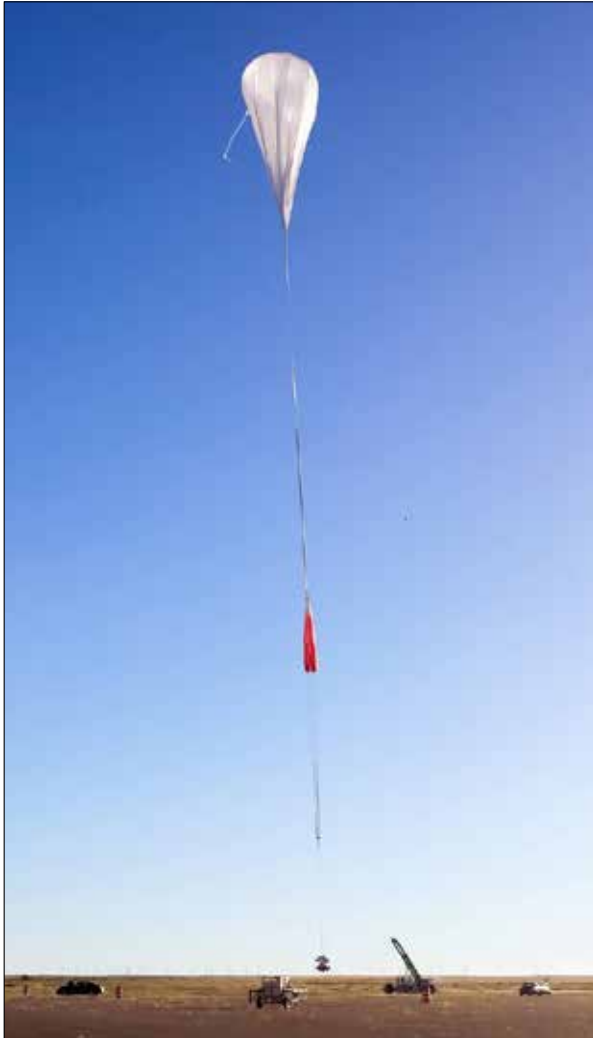
“This is certainly a landmark accomplishment for Blue Origin and Landstar,” says Meyer. “After this initial move, our agency was chosen to provide the transport for all of Blue Origin’s engines. The company expects the engines to be an integral part of the next generation of space flight for satellites, exploration and eventually manned space flight.”

Since the first BE-4 move, Blue Origin has turned to Landstar’s expertise – Meyer’s agency and the experienced, qualified BCOs – to haul more than 100 loads.

“We now service a significant amount of Blue Origin’s transportation needs. As Blue Origin grows,



Landstar Agent Mike Meyer coordinated with Landstar BCOs David and Karen Puckett to move the BE-4 rocket engine across country.



Source: <https://www.nasa.gov/image-feature/goddard/balloon-liftoff-for-hysics-test>
Photo Credit: HySICS Team/LASP



Landstar BCO Jason Mollett hauled the 30,000 pounds of scientific balloons to NASA's launch location.

we are proud to be the transportation provider they turn to for solutions to their unique needs," says Meyer.

A SCIENTIFIC EXPERIENCE

At the forefront of scientific ballooning research, the Columbia Scientific Balloon Facility in Palestine, Texas called on Gwynn Logistics LLC (GWG) in Denton, Texas to coordinate the move of 30,000 pounds of scientific balloons to NASA's Fort Sumner, New Mexico launch location.

Landstar Agent Jamie Gwynn and his agency's Logistics Coordinator Natalie Bohush managed the move for the facility. Once the logistics plan was in place, the freight was loaded in Landstar BCO Jason Mollett's straight van for the trip to New Mexico.

"I do have a heater in my van and it had to be disabled for this load, because of lithium batteries that are associated with the freight," says Mollett.

Mollett, who leased on to Landstar in 2012, also had the right equipment for the haul. Mollett says he runs with a lift gate, pallet jack and various pieces of extra securement equipment so he can always provide the best customer service possible.

"The pallet jack and lift gate came in handy on this haul. When I arrived in Fort Sumner with the freight, it allowed us to safely unload the balloons, which gave the customer peace of mind," says Mollett.

The 400-foot diameter, high altitude research balloons track and recover scientific experiments (payloads) suspended beneath them for NASA centers and universities all over the world.

The standard scientific balloons have a thickness comparable to a sandwich bag, can carry 8,000 pounds and fly up to 26 miles high. Once in flight, the balloons are designed to stay in an area for up to two weeks. The payload attached to the balloon collects data as the balloon floats through the atmosphere. Scientists say it is the easiest, most cost effective way to collect important data about the universe, galaxies, stars and planets.

"Learning about how these things work and what they are capable of was the best part of hauling this load. I get to go home and tell my kids the neat stuff I haul. This is one they won't forget," says Mollett. ★

ASSISTANCE DURING HARDSHIP

THE LANDSTAR BCO BENEVOLENCE FUND

The Landstar BCO Benevolence Fund provides financial assistance to Landstar business capacity owners (BCOs) in hardship situations.

Created in 2005 to help qualified BCOs in times of hardship who do not have assets to meet their existing financial obligations, the fund is designed to assist Landstar BCOs and truck operators employed by Landstar BCOs, and their immediate family members.

Donations to the BCO Benevolence Fund are made throughout the year during Landstar events, safety meetings and by personal donations.

To find out if you qualify or to learn more information about Landstar's Benevolence Fund, contact Landstar BCO Services at 1-800-872-9541 or email: BCOFund@Landstar.com.

The BCO Benevolence Fund Inc., is a nonprofit corporation and is recognized by the Internal Revenue Service as an organization exempt under Section 501(c)(3) of the International Revenue Code. Contributions to the fund are tax deductible. The BCO Benevolence Fund Inc., was founded by Landstar System, Inc. and its affiliated companies ("Landstar"). The fund is a public charity that is separate and independent from Landstar. This announcement is made by and on behalf of Landstar and should not be considered as a solicitation for charitable contributions or on behalf of the BCO Benevolence Fund, Inc.

BCOFund@Landstar.com 1-800-872-9541

LANDSTAR 

FEMMacedo/Albuquerque



2017 ALL-STAR CELEBRATION

NEW ALL-STARS INDUCTED IN NASHVILLE, TN

LANDSTAR PAID TRIBUTE to the best and safest owner-operators during the Annual Landstar BCO All-Star Celebration held this year in Nashville, Tennessee.

The three-day event at the Gaylord Opryland Resort & Convention Center featured food, friends and fanfare – including the second giveaway truck of 2017. During the celebration Landstar revealed this year's BCO Lifetime Achievement Award winner, and honored 12 BCOs who were inducted as Landstar Roadstars, 124 BCOs as One Million Mile Safe Drivers, 11 BCOs as Two Million Mile Safe Drivers and two BCOs as Three Million Mile Safe Drivers. ★



AN AMBASSADOR OF SAFETY

LANDSTAR'S BCO LIFETIME ACHIEVEMENT AWARD

LANDSTAR BUSINESS CAPACITY OWNER,

Roadstar and Three Million Mile Safe Driver Conrad "Ray" Price says he was overwhelmed when he received the company's BCO Lifetime Achievement Award.

"You know, this award, it makes all the hard work worth it. I was extremely surprised and humbled," said Price.

The award was kept under wraps until Price's name was revealed during Landstar's 6th Annual BCO All-Star Celebration in July, which honored the best and safest Landstar owner-operators.

Recipients of this prestigious award must first have achieved Landstar Roadstar status and be at least a Two Million Mile Safe Driver. Recipients must also have consistently demonstrated professionalism by developing a positive reputation with regulatory and enforcement personnel, customers, agents and Landstar employees, as well as through industry recognition.

During the award presentation, Landstar President and CEO Jim Gattoni referred to Price as an "ambassador of safety."

"The BCO Lifetime Achievement Award is the perfect way to honor Ray's years of service and safe driving. This award is a testament to the values that guide Ray in both his personal and professional life," said Gattoni.

Price, who lives in Cookeville, Tennessee with his wife Donna, leased on to Landstar in 1989 and has driven nearly 3.5 million safe miles with Landstar. In 2000, Price was named a One Million Mile Safe Driver, then in 2006 he achieved 2 million safe miles. In 2012, Price was named a Landstar Roadstar and, in 2013, he reached 3 million safe miles on the road with Landstar. Now that he's received the Lifetime Achievement Award, Price says he has a new goal in mind and is setting the bar high for the future.

"I want to be the first Five Million Mile Safe Driver with Landstar," says Price. "That's my goal and I think I can do it." ★

“WHAT DO YOU DO ABOUT TWO ILLEGALLY PARKED FROGS?”

Landstar Million Mile Safe Driver Dickie Penrod asked while getting his picture taken in front of his brand new Western Star 5700XE.

“They get toad!” Penrod laughed and so did everyone around him. His laughter is infectious. Penrod’s happy-go-lucky personality comes through with every word he speaks.

When Penrod won the red-pearl 2017 Western Star 5700XE during the Landstar BCO All-Star Celebration held in July, the first thing he did was call to his wife who was off stage.

“Leslie, Leslie, get up here. Oh my gosh!” Penrod was breathless from the shock of winning the keys to the Landstar All-Star giveaway truck. He says he was weak in the knees when he realized that he’d won. “I really thought I was going down for a second there. It was just an incredible feeling. I never win, I never imagined anything like this would happen to me.”

Penrod, who just turned 70, is a Veteran of the U.S. Marine Corps and the Army. After he retired with the 82nd Airborne Division, Penrod was recruited by a trucking company, and 14 months later he decided to buy his first truck. A decision Penrod made so that he could become an owner-operator with Landstar.

“In 1999, I was going down the road in Davenport, Iowa when I saw a banner that read ‘Landstar.’ I just pulled in and applied. They called me two weeks later and said, ‘You gotta go buy a truck.’”

Penrod says, he bought a truck and the rest was history. In 2008, less than 10 years after leasing on, Penrod earned 1 million safe miles with Landstar. He smiles when he recalls the phone call he received about the accomplishment.

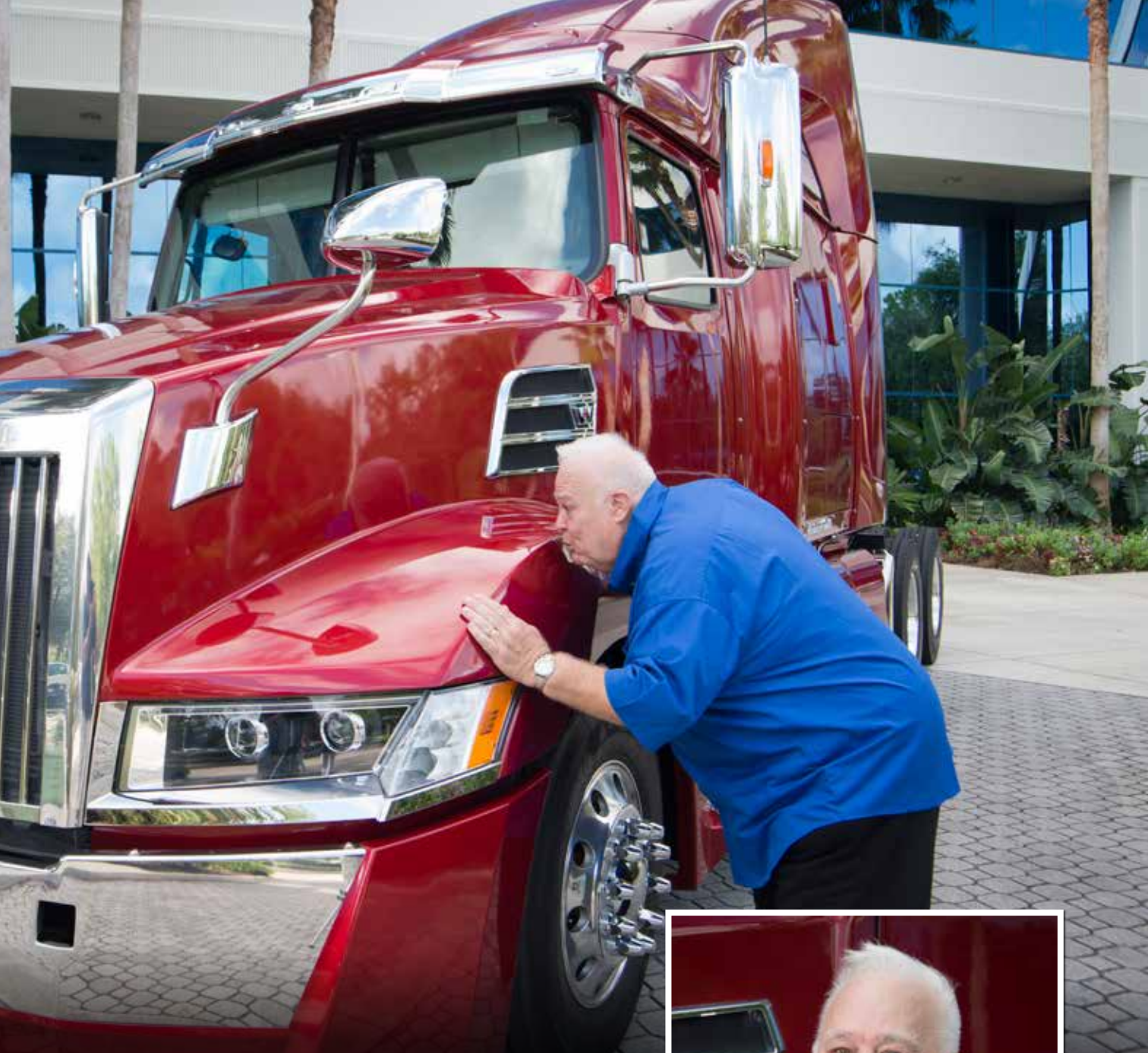
“She said, ‘Are you hands-free?’ I said, ‘Yes.’ And she says, you just reached 1 million safe miles. I asked, ‘Are you going to pay me a dollar per mile?’ She thought that was funny. So I said, ‘Okay how ‘bout a penny a mile?’ No go on that either,” Penrod laughed at the memory.

Now Penrod says, Landstar has given him another memory he’ll never forget – the time he stood on stage at the BCO All-Star Celebration in front of an audience filled with Landstar’s most elite business capacity owners (BCOs) and their families, cheering for him as he held up the keys to his new truck. ★



HAPPY-GO-LUCKY

2017 LANDSTAR ALL-STAR TRUCK GIVEAWAY WINNER



Landstar Million Mile Safe Driver Dickie Penrod was one of eight semi-finalists and one of four finalists selected randomly in the Landstar All-Star Truck Giveaway exclusively reserved for a Landstar Million Mile Safe Driver or Landstar Roadstar, the company's highest honor for business capacity owners (BCOs). The 2017 Western Star 5700XE tractor features a proprietary Detroit powertrain and a 68" High Roof Stratosphere sleeper.





Arnone



Brewer



Brinkman



Brown



Deemer



Donovan



Falloon



Leary



McCandless



Sheckels



Taylor



Whitt

CLASS OF 2016 ROADSTARS

SAFETY, PROFESSIONALISM AND CUSTOMERS FIRST

WHAT DOES IT TAKE TO BE A LANDSTAR ROADSTAR? It takes an exceptional owner-operator who goes the extra mile to deliver professionalism and customer service on a daily basis. But the Class of 2016 Landstar Roadstars says, above all, it takes safe driving – at all times.

The 12 Roadstars were inducted during the Landstar BCO All-Star Celebration in Nashville,

Tennessee in July. All are Million Mile Safe Drivers and received high praises from Landstar agents and employees alike in order to be considered for Roadstar status, one of the company's highest honors for business capacity owners (BCOs).

Below are words of wisdom from the new Roadstars for anyone who gets behind the wheel of a vehicle.

JOE ARNONE

THEODORE, ALABAMA

"I give the same advice my father gave me about safe driving. 'Never tailgate and always follow at a safe distance.'"

JOE BREWER

TRINITY, NORTH CAROLINA

"I tell people to relax. Don't rush. Rushing leads to accidents."

BOB BRINKMAN

COLUMBUS GROVE, OHIO

"Don't tailgate, and be careful when you pass. Always make sure there is enough room between you and the other drivers on the road."

BOBBY BROWN

MAYFIELD, KENTUCKY

"Stay alert at all times and keep a safe distance from other drivers."

GARY DEEMER

BOLIVAR, PENNSYLVANIA

"Always expect the unexpected."

JOE DONOVAN

LANSING, MICHIGAN

"Always look at the big picture on the road. Leave yourself an out and anticipate distracted drivers."

ROGER FALLOON

STANLEY, NEW MEXICO

"Always drive using a hands-free mobile device. Never tailgate, never speed and always watch your mirrors."

MIKE LEARY

ST. PETERSBURG, FLORIDA

"Do not tailgate or follow too closely."

BOBBY MCCANDLESS

CRESCENT, OKLAHOMA

"Get off of the phone and always pay attention to the road."

LINDA SHECKELS

CLARKSVILLE, TENNESSEE

"Put your temper in your back pocket. Always be on guard for what is happening around you."

DONNIE TAYLOR

HALLS, TENNESSEE

"Read the road ahead of you. Always get out of your truck and look before backing."

JEFF WHITT

SOMERSET, KENTUCKY

"Watch your speed, make sure to be at a safe following distance and never drive distracted." ★

WHAT WOULD THEY DO...

IF MEMBERS OF THE CLASS OF 2016 LANDSTAR MILLION MILE SAFE DRIVERS AND ROADSTARS HAD MORE TIME OFF THE ROAD, WHAT WOULD THEY DO WITH IT?

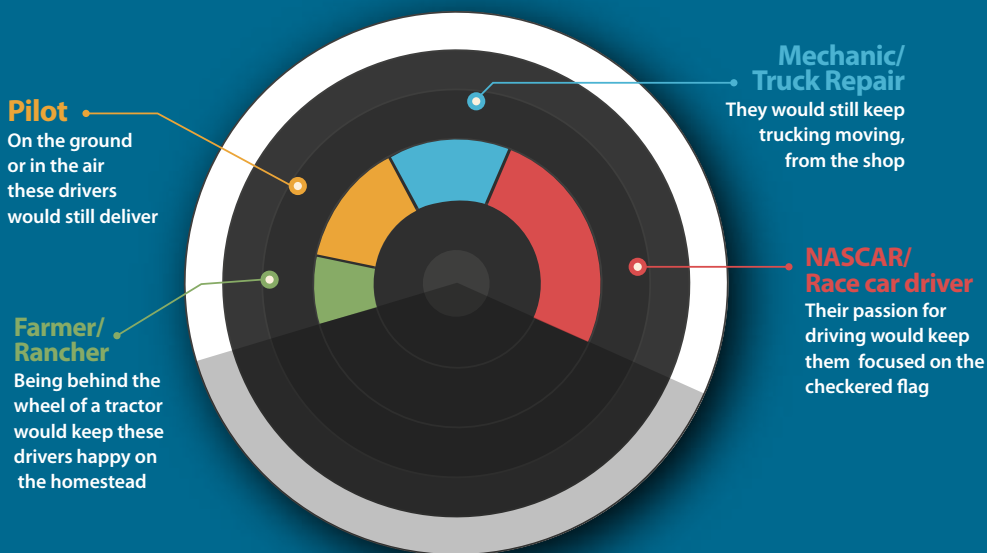
THE PLACES I'D GO...

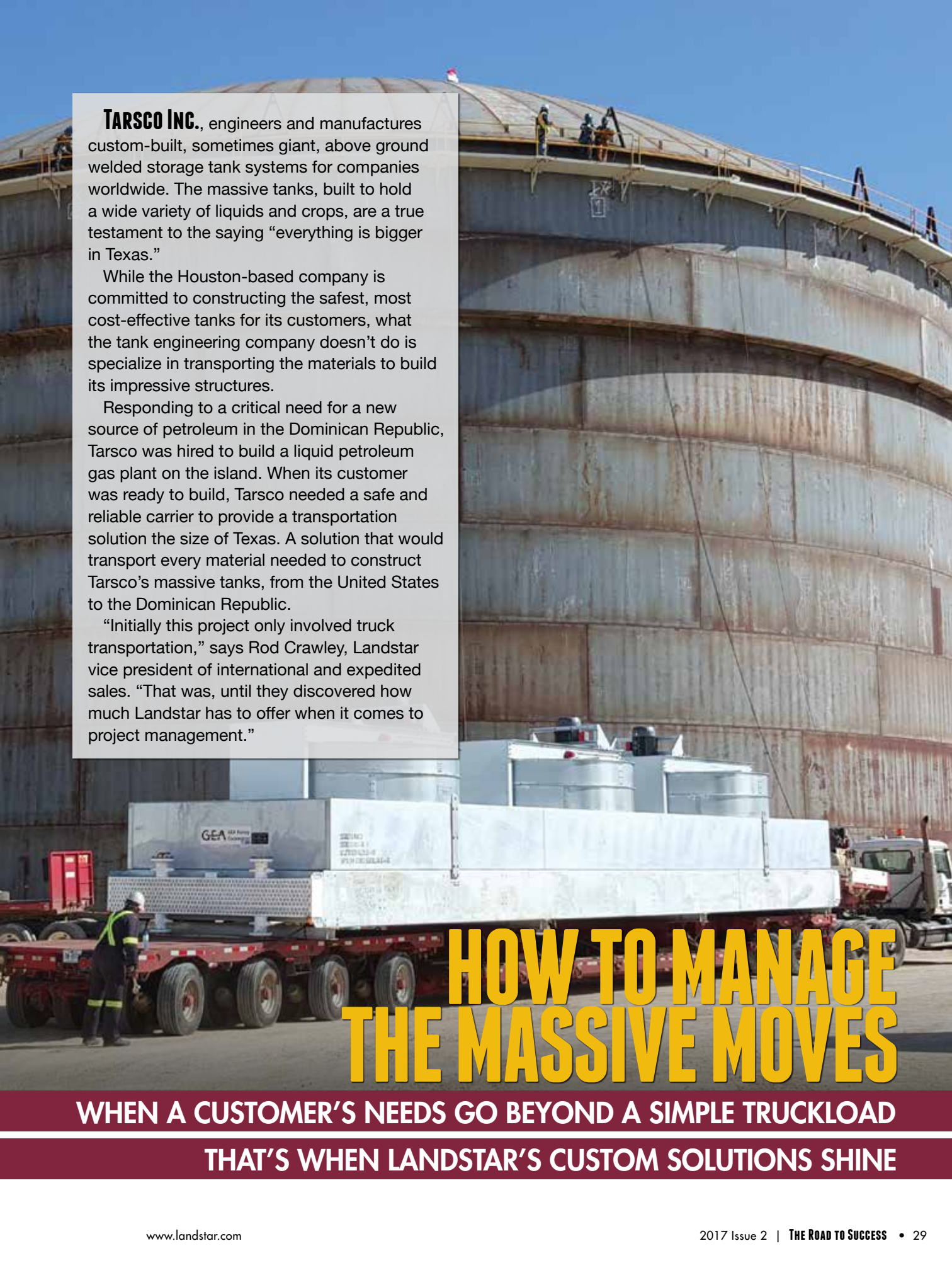
Many of them have already driven through all 50 states, but they say there's more to see in this world than being a professional driver allows. Here are the places the newest inductees want to visit:



IF I WEREN'T A BCO I'D BE...

One of the best parts of being a Landstar BCO is the ability to travel and see our great country. But if they had the chance to start a new career, these are the top professions the Class of 2016 Million Mile Safe Drivers would choose.





TARSCO INC., engineers and manufactures custom-built, sometimes giant, above ground welded storage tank systems for companies worldwide. The massive tanks, built to hold a wide variety of liquids and crops, are a true testament to the saying “everything is bigger in Texas.”

While the Houston-based company is committed to constructing the safest, most cost-effective tanks for its customers, what the tank engineering company doesn't do is specialize in transporting the materials to build its impressive structures.

Responding to a critical need for a new source of petroleum in the Dominican Republic, Tarsco was hired to build a liquid petroleum gas plant on the island. When its customer was ready to build, Tarsco needed a safe and reliable carrier to provide a transportation solution the size of Texas. A solution that would transport every material needed to construct Tarsco's massive tanks, from the United States to the Dominican Republic.

“Initially this project only involved truck transportation,” says Rod Crawley, Landstar vice president of international and expedited sales. “That was, until they discovered how much Landstar has to offer when it comes to project management.”

HOW TO MANAGE THE MASSIVE MOVES

WHEN A CUSTOMER'S NEEDS GO BEYOND A SIMPLE TRUCKLOAD
THAT'S WHEN LANDSTAR'S CUSTOM SOLUTIONS SHINE



Independent Landstar Agent Bob Moudy, who runs Driven Force Inc. (MAB) based in Mobile, Alabama, called on Landstar Agent George Donaldson at Navigator Shipping (NAV) in Jupiter, Florida to join him in a meeting with Tarsco to present Landstar's full capabilities for the project.

"We showed Tarsco that Landstar could manage every piece of the project from start to finish,"

"WE MOVED LIFT EQUIPMENT, CRANES, FORKLIFTS, PIPING AND VARIOUS TOOLS. EVERY NUT, EVERY BOLT, EVERY PIPE, — WE TRANSPORTED IT."

explains Donaldson. "They wouldn't have to turn to any other company. They would have a turn-key solution provided

jointly by our agencies with Landstar's support."

Both Moudy and Donaldson knew collaboration would be key in providing the most complete service to their new customer. So, they called on Fernando Jimenez, part of a third Landstar agency with established cargo logistics connections

on the island.

"We also called executives at Landstar and other agents, knowing this would be a lengthy project and that we would need nearly every aspect of the Landstar system," says Moudy.

With access to dozens of Landstar business capacity owners (BCOs), three major ports in the U.S., the port of San Pedro De Macoris in the Dominican Republic, chartered ships and complete customs clearance, the agents used Landstar's support to strengthen the supply chain for this massive project.

"Everything for Tarsco's construction project had to move to the Dominican Republic," recalls Fernando, of RCF International (MIA) agency. "We moved lift equipment, cranes, forklifts, piping and various tools. Every nut, every bolt, every pipe — we transported it."

All of the materials needed to build the natural gas plant moved via truck, ocean container or plane to the Dominican Republic.

"We did nearly 900 ground loads on this project and had trucks on the ground in the Dominican Republic too," says Moudy. "90-percent of the freight was over-dimensional or heavy-haul. At the



height of this project, it was a 24/7 operation.”

The agents utilized port locations in Houston, Mobile, and Miami, and Landstar’s broad network of fully qualified and approved ocean freight carriers.

“Two entire ships were chartered for the majority of the moves to the Dominican Republic,” recalls Jimenez. “After the full ships moved, we put two or three containers on vessels each week from the ports in the United States to the Dominican Republic.”

When the ships arrived at the Port of San Pedro De Macoris, the cargo was off-loaded immediately.

“We unloaded the vessels right there at the Port of San Pedro De Macoris, then moved to the job site,” explains Jimenez. “That was an important value-added service for the customer. We were able to load the trucks at the port immediately and move to the site to do the customs clearance.”

“Combining our industry experience, with access to the variety of modes needed to complete this transport just made sense. It created one point of contact for the customer and made the process seamless,” said Donaldson.

After two-and-a-half years and a total of 194 shipments to the Dominican Republic by land, air and sea, the offshore total logistics project was complete. Tarsco tanks were delivered, the liquid natural gas plant was built and it became operational in June 2017. The tanks constructed now supply the natural gas needed for cooking and fueling vehicles on the island.

“Looking at the photos of the finished plant, everything there Landstar moved – everything except the poles and power lines,” said Crawley. “Landstar conducted a logistics operation that is unmatched in this industry. The project was a huge success for everyone involved from the Landstar agencies, to the customer and ultimately, to our customer’s customer.” ★

***“COMBINING OUR
INDUSTRY EXPERIENCE,
WITH ACCESS TO THE
VARIETY OF MODES
NEEDED TO COMPLETE
THIS TRANSPORT JUST
MADE SENSE.”***

PROMOTING AND PRACTICING SAFETY-FIRST



LANDSTAR LSO OF THE YEAR, LACEY CROSSON-CORNELIUS

“I HAVE A PASSION FOR SAFETY,” says Landstar Safety Officer (LSO) of the Year Lacey Crosson-Cornelius. “I have a passion for helping our business capacity owners (BCOs) stay safe on the road.” To Crosson-Cornelius that means practicing complete and accurate dispatch, friendly reminders and ongoing conversations about best safety practices.

Running a safety-first Landstar agency is something Crosson-Cornelius has focused on since taking on her father Bill’s agency in 2012. She understands that it’s up to each agency’s safety officer to guide everyone involved in the transport of goods to exercise secure and compliant practices.

During 2016, Crosson-Cornelius invited staff, BCOs and customers to attend more than six safety events at The Crosson Agency LLC in Gadsden, Alabama.

“Throughout the year, we also supported seven BCO meetings in conjunction with Landstar’s monthly Safety Thursday conference call. I think these meetings, and the open discussion that comes as a result, help create a strong community of safe and reliable Landstar BCOs,” says Crosson-Cornelius.

In her effort to spread Landstar’s safety-first message far and wide, each year the independent Landstar agency also sponsors an annual luncheon and safety event open to the public. Crosson-Cornelius says the yearly gathering serves as a way to spread the agency’s safety first message beyond the walls of her agency.

“Communication is key. It’s our responsibility to give our capacity providers, customers and the Gadsden community every opportunity to learn more about highway safety,” says Crosson-Cornelius.

In addition to community outreach, The Crosson Agency works closely with its customers through Landstar’s Mutual Understanding of Safety Together or M.U.S.T. program. During a M.U.S.T. customer visit, the customer agrees to host Landstar for tours, demonstrations and discussions about loading/unloading procedures and transport to further enhance safety practices as related to the customer’s particular needs.

“The M.U.S.T. program allows us to act as a safety coach and mentor to our clients,” says Crosson-Cornelius. “Landstar is really the cream of the crop. Our customers know we have an outstanding safety record and that they can depend on us to be a reliable transportation logistics provider.”

The agency has a history of a very low accident frequency rate based on the number of loads booked. Actively promoting and practicing safety-first is why Crosson-Cornelius was named the 2016 Landstar Safety Officer of the Year during the 2017 Landstar Convention held in Orlando, Florida. ★

THE OVERALL M.U.S.T. CUSTOMER OF THE YEAR

A PROACTIVE APPROACH TO SAFETY

LANDSTAR'S CUSTOMIZED Mutual Understanding of Safety Together, or M.U.S.T. program brings Landstar executives together with customers to ensure the freight is delivered safely, on-time and damage-free. Whether it's a full day safety event with live demonstrations or an informal meeting to answer questions regarding carrier safety records, M.U.S.T. customers directly participate in the fundamentals of Landstar's safety-first culture.

Landstar Agents Trevor and Shelley Hagerman brought the practice of putting safety first to a new level with their customer Toromont Cat, a division of Toromont Industries. Because of the proactive approach to safety taken by the agents and customer in 2016, Landstar presented Toromont Cat with the Overall M.U.S.T. Customer of the Year Award during the 2017 Landstar Convention.

"Safety is a top priority at Toromont Cat. It's apparent whenever you walk through the door of any of its many facilities," says Landstar Agent Trevor Hagerman. "We are honored that Landstar selected Toromont, our customer and such a deserving company, as Overall M.U.S.T. Customer of the Year."

Toromont Cat was among dozens of Landstar customers that participated in a M.U.S.T. customer visit throughout 2016. Since its inception more than a decade ago, the M.U.S.T. program has included an extensive tour of a customer's facility, followed by a discussion of best safety and securement practices.

In July 2016, the Hagerman agency, TH Logistics, Inc. (THE) in Stirling, Ontario, joined Landstar representatives in a M.U.S.T. customer visit to the Toromont Cat facility in Concord, Ontario. After a discussion of safety, compliance and loss



Trevor and Shelley Hagerman with Toromont Cat representative Carla Melo and Landstar President and CEO Jim Gattoni

prevention practices, there was a live demonstration by a Landstar truck owner-operator who loaded and secured the customer's 349 Excavator.

"Toromont Cat's commitment to safety, compliance and security was unmatched during 2016," says Landstar Vice President of Safety and Compliance Mike Cobb. "The M.U.S.T. customer visit at their facility offered a unique and valuable experience for both the customer and Landstar."

The following companies were awarded a M.U.S.T. Customer of the Year award and were in the running for the 2016 overall award:

KONE

Allen, Texas

Landstar Agent Jeff Boyte

Anchor Freight Inc. (CMT)

Sulphur Springs, Texas

SNC - Lavalin

Houston Texas

Landstar Agent Hal Gagliano

GCR Logistics Incorporated (GCR)

Houston, Texas ★

SUCCESSFUL SALES PROFESSIONALS seem to have several shared personality traits and work habits. Landstar's top agents definitely support that theory. Comments by some of Landstar's 2017 CEO Circle inductees are prime examples of how Landstar's independent sales agents put these habits into play every day.

1. ACTIVELY LISTEN – Sales people may like to hear themselves talk, but real pros know how to actively listen to understand the needs of the customer.

Linda Davis, LCD Logistics, Inc. (LCD) – *“I always respond to my customers with honesty and integrity. And we solve their problems.”*

2. GIVE THEIR FULL ATTENTION – The best salespeople give customers their undivided attention. They don't rush off the phone or out of a meeting with an existing customer or prospect.

Doug Chappellear, Romeo Express Inc. (SJX) – *“We treat our customers, both large and small, as the most important customer, because they are.”*

Wade Stern*, Transportation Company LLC (SHM) – *“Sometimes things are uncertain in this industry. We cannot guarantee there will not be a weather problem, but we can guarantee excellent communication.”*

3. SEEK OPPORTUNITIES EVERYWHERE – Successful people know that opportunities are everywhere, they just need to be sought out.

Robby Stewart*, LDS Premier Logistics Inc. (MAX) – *“When opportunity comes, we have a plan and the skill to win business.”*

Bob Carlson & Paul Borra, Cargo Net Transportation Inc. (SJV) – *“We are always open to new ideas and keep looking for new ways to overcome obstacles.”*

4. PLAN – Planning always makes for a better day. Whether it's planning short-term sales tactics or planning long-term goals, successful salespeople always have a plan in place.

Jim Stelts, 2AJ Rigging LLC (HVY) – *“The nature of our business doesn't allow us to plan our days necessarily, so we have to plan to be prepared for anything that comes along. My team knows how to improvise and adapt to every situation.”*



HABITS OF SUCCESSFUL SALESPEOPLE

LANDSTAR CEO CIRCLE

Each year Landstar agents representing the industry's best are inducted into the Chief Executive's Circle during the annual agent convention. Each agent of record inducted has generated a minimum of \$40 million in Landstar revenue over 10 or more consecutive years. CEC Gold level inductees must have a minimum of 15 consecutive years and \$125 million in Landstar revenue.

5. FOCUS ON WHAT MATTERS – The hardest thing to do is to decide what to spend time and attention on. The best salespeople only spend time focusing on things that get them closer to their goals.

David Smugala, Logistics Network Management (SL2) –
“Always keep selling, don't get complacent.”

6. LEARN FROM MISTAKES – Successful people recognize they need to learn from their mistakes and never make the same mistake twice.

Timothy Batt*, S.A. Freight International, Inc. (GDL) –
“I knew I had made it as a Landstar agent when we survived the great recession of 2008.”

7. HELP THEIR CUSTOMERS – Being focused on customers' needs at all times makes a big difference when it comes to protecting the customer and keeping their business.

Randy Owens*, Owens Leasing Inc. (OLI) – “I am constantly striving for excellent customer service as that service brings us new opportunities.”

Ed Molphus, E M Logistics Inc. (OSC) – “We are successful because of hard work, determination, and by constantly meeting and exceeding customer expectations.”

8. MOVE FORWARD AND THINK POSITIVE – Those successful in sales focus on opportunities not obstacles, they put positivity first and believe their best days are still to come.

Bob Moudy*, Driven Force Inc. (MAB) – “We have a dedicated staff, a great corporate staff and we make sure to always have fun.”

Brian Putzke*, Momentum Transportation (JXY) – “My faith, determination and a never give up attitude is what has made me so successful. That's what I focus on.”

Diane Spencer, Adam Spencer, Alex Spencer, Spencer Boys Transportation Inc. (OZR) – “Positivity is a butterfly effect. A positive, results driven attitude gives your customers confidence in you and your team to solve their biggest challenges.” ★

Source: Transportation Marketing & Sales Association (of which Landstar is a member) * Gold level inductees





2016 LANDSTAR ROOKIE OF THE YEAR

JENNIFER PHILLIPS-PAGE

AFTER 22 YEARS in the transportation industry, Jennifer Phillips-Page says the most important thing she has learned is to protect her customers' interests. Her business motto of putting customers first and "making their problems go away," are among the reasons she was named Landstar's Rookie of the Year.

"The root of my success is maintaining relationships with my customers all over the United States," says Phillips-Page. "Talking to them, working closely with them, and helping them to overcome challenges."

When she made the decision to take a new path by joining the Landstar family in 2015, she says she knew exactly what to do to achieve success for her agency and her customers.

"I'm a rookie with Landstar, but not in the transportation industry," says Phillips-Page. "I knew that in order for my agency to be successful, I would have to maintain the relationships I established in my previous career, create new ones and grow my business with the support of Landstar."

For Phillips-Page, Landstar offered more than back-office support, and access to technology and capacity to help her exceed her customers' expectations. The savvy businesswoman understood that she could develop relationships with fellow Landstar agents to help handle the rail side of her customers' shipments, for example, or to provide additional freight services like air and ocean.

Since opening her independent agency, Loadstar Transportation, in Plainville, Massachusetts, Phillips-Page says she is more focused than ever

on building customer relationships via Landstar's safety-first brand.

"We do a lot of flatbed freight and jobsite deliveries. I talk to contractors on site and work closely with customers to ensure their freight is delivered on-time, claim-free and damage-free," says Phillips-Page.

Phillips-Page signed on as a Landstar agent in October 2015. In 2016, her agency moved 2,456 truckloads, with no accidents and no cargo claims. She generated more than \$5 million in Landstar revenue during her first 15 months as an independent agent, making her the 2016 Rookie of the Year. Phillips-Page was presented with the annual award during the 2017 Landstar Convention held in Orlando, Florida.

"The fact that Landstar is a safety-first company pleases my customers, and it assures them that I am working as hard as I can for them," says Phillips-Page, who adds that she will continue to grow her agency with her customer-focused business plan, delivering solutions to "make all of their problems go away." ★

To qualify for Landstar's Rookie of the Year award, agents must have been a part of Landstar for less than two years. Nominees for the 2016 Rookie of the Year Award must have joined Landstar between July 1, 2015 and June 30, 2016. During the agent's first full year in the Landstar system, the nominee must have demonstrated both outstanding revenue performance, and excellence in customer service.

ANYONE INVOLVED in moving heavy or oversize loads knows that some take more effort than others. That was certainly the case with a 94,000-pound scissor-lift platform that stretches 110-feet long and spans 24 feet 6 inches – taking up two lanes of highway. To transport the mobile platform used to repair jet engines, it took three months of planning, coordination with five states, dozens of state troopers, four pilot cars, five permits, one 4-axle removable gooseneck extendable trailer, a 2007 Peterbilt 357, and a Landstar business capacity owner (BCO) with more than 20 years of experience.

The trip from Greenfield, Indiana to Jupiter, Florida, required more than a strategic plan. For months before the over-dimensional load left Indiana, team members of Landstar's heavy/specialized services department plotted the trip and contracted pilot cars to make practice runs, taking

measurements along the way, to be sure they knew exactly what it would take to haul the platform that extends across two lanes of traffic.

THE PLANNING

Planning started in August 2016 with a logistical meeting between Landstar's Vice President of Specialized Transport Sales Mark McCoy, Sean and Daniel Raymond's agency Global Liaison Connections LLC (YUM), Landstar BCO Doug Middleton and the customer Bastain Automation Engineering.

The goal was to move Bastain Automation Engineering's super load to Jupiter, Florida for its customer Pratt & Whitney, a United Technologies company.

"The planning and coordinated effort between all the parties involved is what made this haul



EXPERIENCE COUNTS

**6 DAYS OF TRAVEL, 5 STATES, 4-AXLE TRAILER,
3 MONTHS OF PLANNING, 2 LANES, 1 SUPER LOAD**

happen,” said Global Liaison Connections LLC Executive Director of Operations Sean Raymond. “Landstar BCO Doug Middleton actually brought his equipment to Bastain Automation Engineering in Indiana to show them what he would be using to haul the oversized equipment and that it would be possible to move the freight without incident.”

Landstar, the agency and the customer teamed up to develop and execute a plan that would take the freight through five states. Landstar Supervisor of Heavy Specialized Customer Support James Simpson worked closely with state officials along the path to ensure a smooth, flawless delivery of the giant platform by October 31.

“We had to meticulously measure the platform for planning, and we had to make sure it would fit on the roads we needed to travel,” said Simpson. “The path we originally planned had to change because of construction on the route.”

Throughout the summer, Landstar researched the route the over-sized freight could travel and then made sure the specific guidelines for the haul were met in each state along the superload’s course.

“Each of the five states has different requirements and permits to travel through that state with the oversized freight. We worked closely with authorities to ensure we had the proper permits and route surveys so the superload would be able to travel without disrupting traffic patterns and causing any issues,” explained Simpson.

After dozens of routes were surveyed, a final plan was put into place. The trip from Greenfield, Indiana to Jupiter, Florida would take an average vehicle 1,139 miles to complete or roughly 16 hours and 30 minutes. But it would take Landstar BCO Doug Middleton six days to travel 1,209 miles with the oversized load.

THE ROUTE

Landstar BCO Doug Middleton started his journey south hauling the mobile scissor-lift platform on October 18, 2016. The trip would take him across five states in a zig-zag pattern down to Jupiter, Florida to deliver by October 31.

“In Indiana, we could only run between 9 a.m. and 3 p.m. In Kentucky, we had to have four private escorts. Then in Tennessee, we could only move at night. Georgia officials would only let us move on a Sunday and Florida required us to have four highway patrol troopers as well as escorts,” said Landstar BCO Doug Middleton as he explained the

basics of what it took for him to drive through each state with the over-dimensional load.

“We took up two lanes in width on the interstates and in some areas, traffic was backed up for miles. When it was safe, we would stop and let traffic go by,” said Middleton. “In the spots where we took up the entire roadway and had to drive between 20 and 25 miles per hour, there were highway patrol troopers far enough ahead to direct people out of our path, so that everyone was safe.”

THE DELIVERY

After six days on the road, traveling at 55 miles per hour or less, Middleton and his escorts made it to Jupiter, Florida for delivery.

When the load arrived at the Pratt & Whitney facility, there was one final obstacle to overcome – train tracks. Middleton couldn’t pull the combined weight of his trailer and the 140,000-pound load over the tracks at the location.

The Landstar team had two alternative places where the platform could be pulled into the facility, and offered to build a ramp that would fit over the tracks and hold the weight of the truck, trailer, and over-dimensional freight.

“Landstar was able to save the customer money. Instead of building a ramp, we found another way to get the freight to Pratt & Whitney,” said Raymond. “Overcoming this obstacle during delivery was another example of the teamwork that took place during this haul – and what made it a successful delivery. We worked 100 percent as a team to make every aspect of this monster haul happen.” ★



The 94,000-pound scissor-lift platform stretched 110-feet long and spanned 24 feet 6 inches – taking up two lanes of highway.



GROWING YOUR BUSINESS WITH A P&L STATEMENT

BY SEAN BRYANT, ATBS

WHEN YOU MADE THE CHOICE to become an owner-operator, you probably spent a lot of time weighing your decision. You wanted to have the freedom of being your own boss, and you wanted the opportunity to make more money. But you also understood that this comes with more responsibility.

Being an owner-operator is much more than just driving. You're now a small business owner. That means it's critical to stay on top of how your business is performing. Understanding both how much you are earning and the makeup of your expenses can make the difference between success and failure. Having a profit and loss (P&L) statement gives you the roadmap you need to make sure you're headed down the right path.

WHAT IS A PROFIT AND LOSS STATEMENT?

If you haven't created a P&L in the past, then you might not understand what it is, and how it can be beneficial. A P&L is a financial statement that helps summarize the revenue and expenses of a business. These statements are commonly generated over a certain period of time. While a P&L can be done quarterly or yearly, a monthly P&L is generally more effective. Looking into the performance of your business each month allows you to be more proactive, and easily spot areas where you can increase profits.

Frequently, new clients at ATBS tell us they aren't earning as much as they'd like. Once we have the chance to go through a few months of financials with them, we find that they are spending more than other drivers on fuel, maintenance, or other variable

expenses. This insight helps us make suggestions that allow them to boost fuel efficiency and increase their monthly profit.

WHAT INFORMATION IS NEEDED FOR A PROFIT AND LOSS STATEMENT?

You want to have as much information as possible to fully understand your business. Begin by listing the total miles driven for the month, both loaded and unloaded, and your revenue for the month. The next section should identify all the expenses that your business incurs, both variable and fixed. This includes your truck payment, insurance, fuel, maintenance, and other business related expenses.

Once you've calculated your total expenses, you can calculate your net income. You can use this information to determine the revenue you require, and how many miles you need to drive to break even each month.

Because we work with thousands of other owner-operators, ATBS also has the ability to benchmark your performance against your peers. This allows us to tell you where you are doing well, and where you might need a little extra work.

WHO SHOULD CREATE YOUR P&L?

There is a lot of information that goes into a P&L, and putting it together can be very time consuming. Working with a team of professionals that understands the process is important. It will allow you to get back to what you love the most...driving.

Sean Bryant works at ATBS, the largest accounting, bookkeeping, and tax company for professional truck drivers.

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ON THE ROAD

WORD SEARCH

Locate the hidden words from

MISSION-CRITICAL CARGO on page 17

B J Q F X W D E I F I L A U Q E L C P G
Z L F E T I L L E T A S O G X Q A C U Z
E X C L N B U D E C Z R E P Q R T R L U
T T H G I E R F S Y B Q E N G A L M Z C
T E K C O R J Y R I U R N O I T O M G W
P F H K J R M O T I I L O G I S T I C S
G R R Q O Y T E P E X L N O I S S I M S
O Y O A L S W M N X W R Q F O Y G W C Z
H J D P I P E C O N F I D E N T I A L W
Z H A H R N E E W I D Z C E N P X S I M
V F T Y T I L I B A L I A V A G S S T H
E Z A E B B E Y O G H Y M E A E I X X A
R V Y C A F A T L J T P X T C U V N G A
N S O U I W J F A I J C Z O R A L G E T
X U L M R L F P R R E V R C D O L E S S
F A Z E E N I U R L Y P A A A O C F L O
V R D Q Z A C T L A G C O D B A L S C X
C N N D J E B E Y Q T P W A P R U D E H
U D C E S C N B T A D R L S X E A M K R
J V Z E R T T H G I L F M H H L H U A E

AVAILABILITY
CARGO
CONFIDENTIAL
ENGINES
EQUIPMENT
ESCORT
EXCELLENT
EXPERIENCE

FACILITY
FLIGHT
FREIGHT
GLOBAL
HAUL
HISTORY
LOAD
LOGISTICS

MISSION
MOTION
MOVE
ORBIT
PROCESS
PROPRIETARY
QUALIFIED
ROAD

ROCKET
SATELLITE
SECURITY
SPACE
TARP
UNDERWAY
VALUABLE

CHECK YOUR ANSWERS ON PAGE 45

Environmental, Health, Safety & Security

Landstar's environmental, health, safety & security (EHS&S) program is the right thing to do. It enhances the value of the organization to Landstar customers and the environment we operate within through the supportive actions of its agents, employees and capacity providers.

Landstar's pledge is to be a positive influence within the transportation and logistics industry.

Landstar's commitment is to:

- Reducing, and where feasible, eliminating the generation, discharge, disposal or spilling of hazardous materials.
- Train its employees on how to conduct their activities in an efficient, responsible manner, consistent with this policy.
- Meet or exceed the environmental, health, safety & security requirements of regulatory agencies and strive to meet other requirements as known to Landstar.
- Monitor its performance to determine progress toward the achievement of EHS&S program goals and objectives through appropriate measurements and internal audits.
- Conduct regular meetings of management to review performance with respect to EHS&S programs.
- Promote and communicate its EHS&S programs to Landstar customers, agents, employees and capacity providers.
- Encourage its customers, agents and capacity providers to institute sound practices consistent with these objectives.
- Work to continuously improve its management practices with respect to EHS&S.

Landstar's pledge is to be a positive influence within the transportation and logistics industry and we accept the responsibility to do so.

Revised: 05/14



Commitment to Quality

Landstar's Commitment to Quality is the cornerstone of the planning process for its Landstar Management System.

It is the basis for continuous improvement and to establishing goals and objectives that support the company's Critical Success Factors, which then flow to all Landstar departments. This commitment starts with executive leadership and flows throughout the entire Landstar organization.

Landstar expects to be recognized by its customers as the provider of superior transportation logistics services and transportation management solutions.

- Create and maintain an environment in which continuous improvement is encouraged and expected by everyone within the organization.
- Involve each Landstar employee and strive to influence the actions of its third-party capacity providers, agents and key vendors in the process.
- Conduct regular meetings of management to review performance of the company's Critical Success Factors, key initiatives and improvement opportunities.
- Identify and understand the requirements of its customers and strive to offer innovative solutions to challenges.
- Ensure that all Landstar employees fully understand the requirements of their job and the role their job plays within Landstar.
- Provide transportation services and transportation management solutions that meet or exceed the requirements of its customers.

To do anything less is unacceptable to Landstar and its customers.



Revised: 02/14

Exclusive **LANDSTAR** BCO Fleet Workers Compensation Plan.

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- Program sold and administered through Insurance Office of America



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Easy to maintain!

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- No Down Payment
- Superior Service

www.ioausa.com

An enrollment form is required to initiate coverage. You may obtain the applicant enrollment form from Landstar's qualification centers or from the IOA web site, which is a hyperlink on www.LandstarOnline.com. Complete, sign and date the enrollment form and forward it to your qualification center.

If you have any questions about this program please contact Dan Robertson or Tom Scalise at Insurance Office of America.

Phone: 1-800-243-6899 Dan ext. 4268, Tom ext. 4112 • Fax 1-800-788-2324 • E-mail: dan.robertson@ioausa.com
tom.scalise@ioausa.com



Joe Beacom
Landstar Vice President
and Chief Safety &
Operations Officer

IN THE SPOTLIGHT

DIGITAL FREIGHT MATCHING VS. MANAGEMENT

WHAT IS DIGITAL FREIGHT MATCHING?

It is one of the new phrases (and there are others) that refer to the use of technology and digital platforms to match shipper loads (demand) with available capacity (supply) via an app. Why the new terminology? Several technology-based start-up companies see the freight transportation marketplace as an opportunity for this technology

Technology alone
does not make a
transportation provider
or a satisfied customer.

to favorably impact a shippers costs and ability to tap into truckers while simultaneously improving the truckers' productivity.

These start-ups have created various labels to market the concept.

Does this technology attempt to do the same thing as Landstar's Load Alerts®, as well as available loads, available trucks, etc.? Yes, it does. Hasn't Landstar been sending customized available loads to truckers' cell phones for more than 10 years? Yes, we have.

Is the intent of these tech companies to have this

technology used similar to the ride sharing apps that now compete with taxi cab companies? Yes, it would appear so, however significant differences exist between the two industries, such as:

- Idle personal cars that were able to add a significant supply of rider capacity with very little overhead cost to the owner of the car, which does not exist in the truck transportation business.
- Only professional truck operators, already in short supply today, are able to operate commercial motor vehicles.
- Technology alone does not make a transportation provider or a satisfied customer.

While technology is an important component, and one that Landstar is transforming, it is just one of many aspects to consider in servicing the transportation marketplace. It's **Digital Freight Management**, not mere matching, that uses technology in a way that truly meets the industry's needs. Landstar's scale, systems and support are industry leading. Knowing the customers' expectations, being equipped to provide shipment visibility, handle exceptions and anticipate challenges is the "management" aspect that is the strength of the Landstar model, where agents, business capacity owners (BCOs) and employees work together to provide unparalleled value. ★

DRIVE FOR FIVE

WHEN IT COMES TO SAFE DRIVING, Landstar believes it is important to expect the unexpected and always have an "out." Maintain sufficient space around your vehicle.

Check your blind spot mirrors, using the lean and look method every 3-5 seconds.

Choose to drive safe and legal. Protect the zones around your truck and

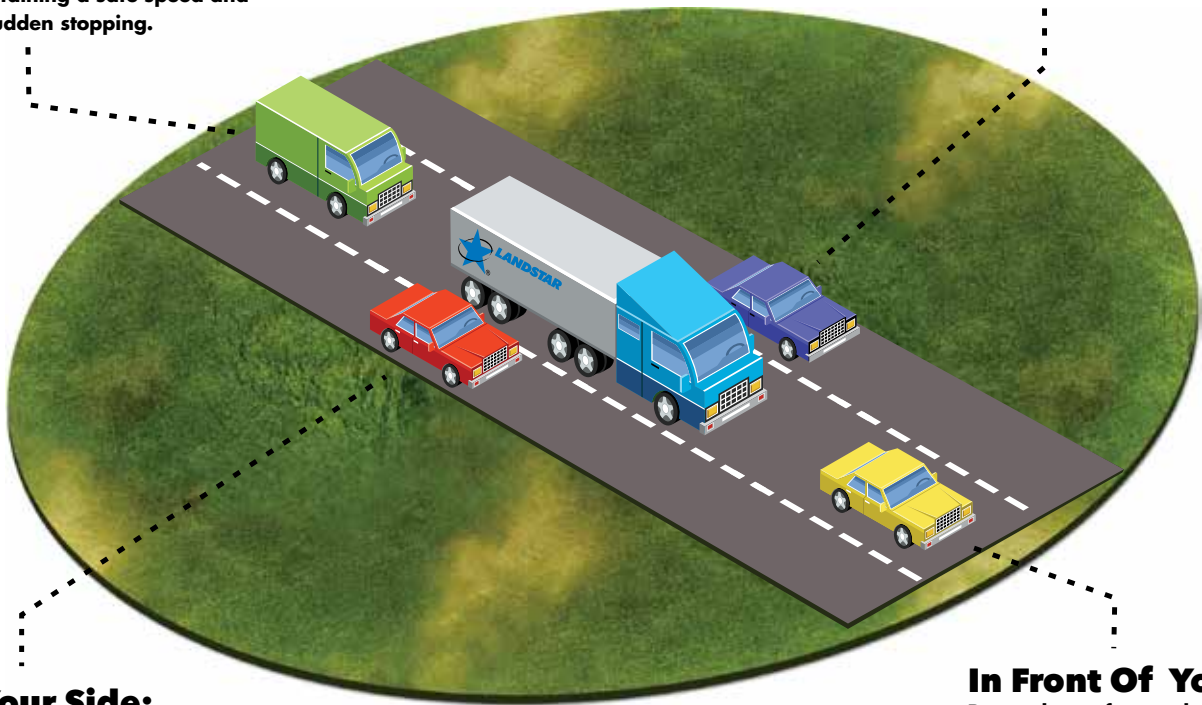
DRIVE FOR FIVE - yourself, and the vehicles directly in front of and behind you, and to each side of you.

Behind You:

Help prevent rear-end collisions, by maintaining a safe speed and avoid sudden stopping.

On Your Side:

Limit changing lanes and stay in the right lane whenever possible.



On Your Side:

To prevent sideswipe collisions when changing lanes, signal early, wait and look before making a move.

In Front Of You:

Remember safe speed and proper following distance prevent rear-end collisions and jackknife accidents.

Just imagine family and friends occupying those other vehicles around you.



SAFETY THURSDAY

YOU'RE INVITED TO PARTICIPATE!

Landstar's monthly safety call

Each month, Landstar holds a Safety Thursday Conference Call and various safety events at agencies and truck stops across the country. Every faction of the Landstar family participates in the monthly safety call – including our President and CEO Jim Gattoni, business capacity owners (BCOs), agents, employees, third-party capacity providers, state and federal DOT officials and other interested parties, like Landstar customers. Everyone is invited to participate.

Landstar's Safety Thursday Conference Call is always on the third Thursday of the month at 12 p.m. (noon) ET. On Safety Thursday, dial 877-717-5921.

Go to LandstarOnline to listen to replays of past Safety Thursday Conference Calls. You'll find the podcasts under Safety and Security – just click on Safety Call Recordings.★

UPCOMING EVENTS

2017/2018

October

19: Safety Thursday

November

16: Safety Thursday

23-24: Thanksgiving
Holiday Observed

December

21: Safety Thursday

25-26: Christmas
Holiday Observed

January 2018

1: New Year
Holiday

18: Safety Thursday

February

15: Safety Thursday

March

8-9: Landstar BCO
Appreciation Days
Ft. Worth, TX

15: Safety Thursday

Note: Dates of events are subject to change.
Visit www.landstar.com/corporate-information
for up-to-the-minute information.

ON THE ROAD PUZZLE ANSWERS - from page 41

B J Q F X W D E I F I L A U Q E L C P G
 Z L F E T I L L E T A S O G X Q A C U Z
 E X C L N B U D E C Z R E P Q R T R L U
 T T H G I E R F S Y B Q E N G A L M Z C
 T E K C O R J Y R I U R N O I T O M G W
 P F H K J R M O T I I L O G I S T I C S
 G R R Q O Y T E P E X L N O I S S I M S
 O Y O A L S W M N X W R Q F O Y G W C Z
 H J D P I P E C O N F I D E N T I A L W
 Z H A H R N E E W I D Z C E N P X S I M
 V F T Y T I L I B A L I A V A G S S T H
 E Z A E B B E Y O G H Y M E A E I X X A
 R V Y C A F A T L J T P X T C U V N G A
 N S O U I W J F A I J C Z O R A L G E T
 X U L M R L F P R R E V R C D O L E S S
 F A Z E E N I U R L Y P A A A O C F L O
 V R D Q Z A C T L A G C O D B A L S C X
 C N N D J E B E Y Q T P W A P R U D E H
 U D C E S C N B T A D R L S X E A M K R
 J V Z E R T T H G I L F M H H L H U A E

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TRACKING THE BATMOBILE



DRIVER/VEHICLE EXAMINATION REPORT		Acct# 3 0 0 17									
 Florida Highway Patrol Office of Commercial Vehicle Enforcement 2900 Apalachee Parkway MS56 Tallahassee, FL 32395 Phone: (904)961-7300 Fax: (904)917-5060		Report Number: [REDACTED] Inspection Date: 05/18/2017 Start: 12:15 PM ET End: 12:57:32 PM ET Inspection Level: IS - Driver Only HM Inspection Type: None									
LANDSTAR INWAY INC 13410 GUTTON PARK DRIVE SOUTH JACKSONVILLE, FL 32224-5270 USDOT#: 00216939 Phone#: (800)872-9400 MCMXR#: 161864 Fax#:		Driver: TURNER, JOHN B License#: [REDACTED] State: FL Date of Birth: [REDACTED] Co-Driver: [REDACTED] State: [REDACTED] License#: [REDACTED] State: [REDACTED] Date of Birth: [REDACTED]									
Location: I-10 EB Highway: SR5 County: SUWANNEE, FL	MilePost: 293 Origin: TALLAHASSEE, FL Destination: KISSIMMEE, FL	Shipper: [REDACTED] Bill of Lading: [REDACTED] Cargo: BATMOBILE TUMBLER CAR									
VEHICLE IDENTIFICATION											
Unit	Type	Make	Yr	State	Class #	Equipment	Wt	GVWR	GVSA #	GVSA Issue #	GVSA Short
1	TT	KW	2011	FL	2000	None	45,000				
2	BT	TRLR	2005	FL	2000	None	20,000				
BRAKE ADJUSTMENTS: No Brake Measurements Required For Level 3											
VIOLATIONS: No Violations Were Discovered											
HazMat: No HM Transported											
Special Checks: No Data for Special Checks											
<small>*ATTENTION DRIVER: This report must be provided to the motor carrier within three days of the end of trip.</small>											
<small>*If you have a comment on this report, please call (904)961-7300. It is not necessary to sign and return this report. The motor</small>											

EVEN A SUPERHERO like Batman needs a little help now and then. So, when a replica of the Batmobile needed a fresh coat of paint, Dandera Entertainment, in conjunction with Rich Boys Toys Inc., turned on the bat signal. A Landstar agency based in Stillwater, Minnesota answered the call to move the vehicle to a paint shop in Kissimmee, Florida.

“This load had to be monitored closely even though it was only going across the state,” says Dan Mitchell who manages the DCR agency under Landstar Agent Bobby Schlieske. “The customer was really impressed with the freight tracking we offered through Landstar Connect® and knew

exactly where the Batmobile was at all times.”

The replica of the Rambler Batmobile from the Christopher Nolan Batman film trilogy was secured behind Landstar BCO John Turner’s Kenworth T-700. Turner drove the load from Tallahassee to Kissimmee, Florida. The heavy-haul solo driver says the load turned a lot of heads on the highway.

“I was actually pulled over by a Florida Highway Patrol Officer on the way to deliver, but not because there was a problem,” laughed Turner who leased on to Landstar in 2013. “He said he just really wanted to write ‘Batmobile’ on an inspection report.” ★

A man wearing a black cap, sunglasses, and a grey polo shirt is driving a truck. He is looking out the window with a slight smile. The interior of the truck is visible, including the steering wheel and dashboard.

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