

PM-25  
(Rev. 1/95)

**SERVICE DATE**  
**April 23, 1996**

FEDERAL HIGHWAY ADMINISTRATION

LICENSE

MC 298621 SUB 0 B

EFFECTIVE LOGISTICS MANAGEMENT, INC.  
W. Bridgewater, MA

This license is evidence of the applicant's authority to engage in operations, in interstate or foreign commerce, as a **broker, arranging for transportation of freight (except household goods) by motor vehicle.**

This authority will be effective as long as the broker maintains insurance coverage for the protection of the public (49 CFR 1043) and the designation of agents upon whom process may be served (49 CFR 1044). Applicant shall also render reasonably continuous and adequate service under this authority. Failure to maintain compliance will constitute sufficient grounds for revocation of this authority.

JOHN F. GRIMM  
Director, Office of Motor Carrier  
Information Analysis