

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

ROBERT D ANDREWS

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00242.a

Effective Communication

Issued this 18th Day of April, 2012



A handwritten signature in black ink, reading "Vilma Schifano Milmo".

Vilma Schifano Milmo
Superintendent (Acting)
Emergency Management Institute