

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

FREDERIC BROWN

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

IS-01012

Direct Administrative Costs

Issued this 27th Day of November, 2021



A handwritten signature in black ink, appearing to read "Jeffrey D. Stern".

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency