

Certificate of Completion

Emergency Management Academy

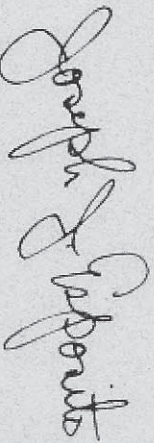
This is to certify that

ROBERT SCARLETT

Has successfully completed the

EMERGENCY MANAGEMENT
CERTIFICATE PROGRAM

September 2, 2015



Commissioner

New York City Emergency Management

