

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that

**RUSSELL WELSH**

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

**IS-156:**

**BUILDING DESIGN FOR HOMELAND SECURITY FOR CONTINUITY OF OPERATIONS**

*Issued this 15th Day of October, 2023*

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Superintendent  
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