

# 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-242.C:  
EFFECTIVE COMMUNICATION**

*Issued this 16th Day of October, 2023*



0.80 IACET CEU

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