

# Emergency Management Institute



## FEMIA

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-00244.b**

**Developing and Managing Volunteers**

*Issued this 1st Day of December, 2018*



*Steven P. Heidecker*

Steven P. Heidecker  
Acting Deputy Superintendent  
Emergency Management Institute