

# 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-00546.a**

**Continuity of Operations (COOP) Awareness Course**

*Issued this 24th Day of November, 2018*



*Steven P. Heidecker*

Steven P. Heidecker  
Acting Deputy Superintendent  
Emergency Management Institute