



Certificate of Completion

This is to certify that

Rusty Welsh

Has satisfactorily completed an ICMA University Audioconference entitled:

Practical Steps to Successful 311/CRM Services Implementation

November 13, 2008
1.5 hours

A handwritten signature in black ink, appearing to read "Robert J. O'Neill Jr.", written over a horizontal line.

Robert J. O'Neill Jr.
ICMA Executive Director

A handwritten signature in black ink, appearing to read "Felicia C. Logan", written over a horizontal line.

Felicia C. Logan
ICMA Leadership Development

RUSTY WELSH@icma.me