

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that

**CATHLEEN M HAYS**

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 20th Day of December, 2021*



A handwritten signature in black ink, appearing to read "J. Stern", written over a horizontal line.

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