

# 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-00060.b**

**The Homeland Security Geospatial Concept-of-Operations  
(GeoCONOPS) for Planners and Decision Makers**

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*Steven P. Heidecker*

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