

# 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-00277.a**

**Benefit- Cost Analysis (BCA): Entry Level**

*Issued this 16th Day of December, 2017*



A handwritten signature in blue ink, appearing to read "Tony Russell".

Tony Russell  
Superintendent  
Emergency Management Institute