

# United Steam Fire Engine Co. No. 3, Inc.

## Established 1845



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Frederick, MD 21701

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January 4, 2022

Paul E. Sullivan, Jr., Past Chief  
Middle River Volunteer Fire & Rescue  
7305 Gunpowder Road  
Baltimore, MD 21220

United Steam Fire Engine Company No. 3, is pleased to endorse you for the Office of Second Vice-President of the Maryland State Firemen's Association (MSFA) in 2022.

Our members feel that your proven involvement and leadership within the fire and rescue service and your community will move the MSFA in a positive direction. In order to sustain the strength of the MSFA, future leadership must engage the core active membership within the volunteer service. Recruitment, and more importantly, retention of volunteer members remain a core challenge. Mental and physical health and safety must be a continuous focus, along with providing the best training possible.

United is confident that you will encourage and improve upon diversity, equity, and inclusion, while addressing the ever-mounting challenges faced by today's volunteer fire and EMS services. Our members are confident that your passion for emergency services will invigorate positive change and success for the MSFA in the future.

Thank you for your willingness to serve.

A handwritten signature in black ink, appearing to read "McNeal".

Marc E. McNeal, Fire/Rescue Chief

A handwritten signature in black ink, appearing to read "James K. Graham".

James K. Graham, President