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To Whom It May Concern,

My name is Daniel West, and I'm a teacher and volunteer firefighter who is proud to personally recommend Michael Cupp. I have known Michael in a variety of capacities for many years. He is a close neighbor of mine as well as a former coworker and immediate supervisor on the fire department.

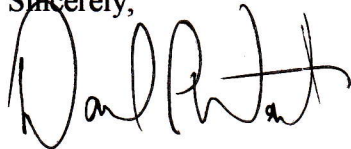
As mentioned, I have gotten to know Michael quite well and can thoroughly vouch for his character and abilities. Michael is a pleasure to work with because of his pleasant and positive attitude. He also has the keen ability to make any work endeavor seem interesting and engaging. After working on the fire department for several years, Michael became our acting lieutenant and was instrumental in advancing and leading the station during some crucial and influential time periods.

As a supervisor, Michael was easily approachable and always handled the position fairly by making sure everyone felt needed and acknowledged. His communication skills, both written and verbal, are excellent. While leading the fire station, Michael established clear and concise expectations that made the operation of the station much more efficient and timely. He also has an innate, special knack of being able to get everyone to work cohesively and to the best of their ability. These types of leadership qualities are often rare but seem to come quite naturally to Michael.

In summary, I highly recommend Michael for any position or endeavor that he may seek to pursue. He will be a highly valuable asset for any organization.

If you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel West", written in a cursive style.

Daniel P. West