



PARTNERS
IN CARE

PARTNERS IN CARE
O'ahu Continuum of Care

Our mission is to eliminate homelessness through open and inclusive participation and the coordination of integrated responses.

Statement of Qualification & Expression of Interest

Submitted by Partners In Care (PIC)

1. Organization Information

Name of Firm: Partners In Care (PIC) – O'ahu Continuum of Care (CoC) Lead Agency

Principal Place of Business: 200 N. Vineyard Blvd., Suite A-210, Honolulu, Hawai'i 96817

Contact Information:

- **Executive Director:** Laura E. Thielen
- **Phone:** (808) 380-9444
- **Email:** laurat@partnersincareoahu.org
- **Website:** www.partnersincareoahu.org

2. Age of the Firm & Staffing

- **Year Established:** 1998 (incorporated as a nonprofit 501(c)(3) in 2019).
- **Average Number of Employees (past five years):** 12–22 full-time staff, supported by consultants, volunteers, and contractors depending on funding cycles.
- **Current Staffing:** 22 FTEs, 2 PTEs, including executive leadership, program managers, systems coordinators, finance staff, and frontline engagement staff.

3. Education, Training, and Qualifications of Key Staff

PIC's leadership team brings extensive experience in nonprofit management, housing systems, social work, and data governance. Key employees include:

- **Laura E. Thielen, Executive Director**
 - BA Political Science, Dominican College, CA
 - Masters Degree Social Work, UH Manoa
 - 30+ years of leadership in nonprofit governance, public policy, and housing systems.
 - Oversees strategic planning, HUD compliance, CoC governance, and contract administration.
- **Josh Fuentes, HMIS Manager, MA**



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- Certificate in Digital Media, HAWCC
- BA Communications, UH Hilo
- Masters degree in Communication, UH Manoa
- 6 years at PIC non profit, management of Homeless Management Information System (HMIS)
- **Josh Roach, HMIS Training Specialist**
 - 5 years at PIC non profit, HMIS Training Specialist
 - BA Communications, Montclair State University, NJ

Staff qualifications align with **HRS 103D-304** professional service standards and the U.S. Office of Personnel Management's GS-Professional Qualification Standards.

4. Recent Projects & References

Representative Projects (past 3 years):

- **Homeless Management Information System (HMIS) Administration** – HMIS and CES Lead Agency for the Oahu Continuum of Care Oversight of more than 600 system users, ensuring HUD-compliant data collection and evaluation.
- **O'ahu Housing Now (Rapid Rehousing Initiative)** – Administered \$12M federal relief funding to rapidly rehouse families and individuals during the COVID-19 pandemic.
- **Landlord Engagement Program (LEP)** – Ongoing initiative to expand housing opportunities, negotiate incentives, and increase Section 8 acceptance across O'ahu.
- **Matching for Appropriate Placement (MAP) Tool Development** – Collaborated with UH researchers to replace VI-SPDAT with a culturally responsive assessment tool.

Client References (contact available upon request):

1. Tanya Brown, Oahu Continuum of Care Chair, US Vets, 808-341-7833, tbrown@usvets.org
2. Heather Lusk, Former Oahu Continuum of Care Chair, Hawaii Health and Harm Reduction Center, 808-393-4624, hlusk@hhrc.org

5. Promotional / Descriptive Literature

Partners In Care is the HUD-designated **Continuum of Care Lead Agency for O'ahu**, responsible for coordinating homeless response efforts across more than 50 member organizations. PIC administers federal and local grants, convenes community providers, operates



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data systems, and advances housing-focused solutions through collaboration, advocacy, and lived-experience leadership.

Our mission is simple yet powerful: to end homelessness through system-wide coordination, housing-focused programs, and the promotion of equity and dignity for all people experiencing housing insecurity.

PARTNERS IN CARE- O'ahu Continuum of Care

200 North Vineyard Boulevard • Suite A-210 • Honolulu, Hawaii 96817 • www.PartnersinCareOahu.org



OFFICE OF HOUSING & COMMUNITY DEVELOPMENT

Project Proposal 2025-2026

Prepared for the County of Hawai'i
by Partners In Care -
O'ahu Continuum of Care



**PARTNERS
IN CARE**

September 1 2025

OHCD & PIC PARTNERSHIP

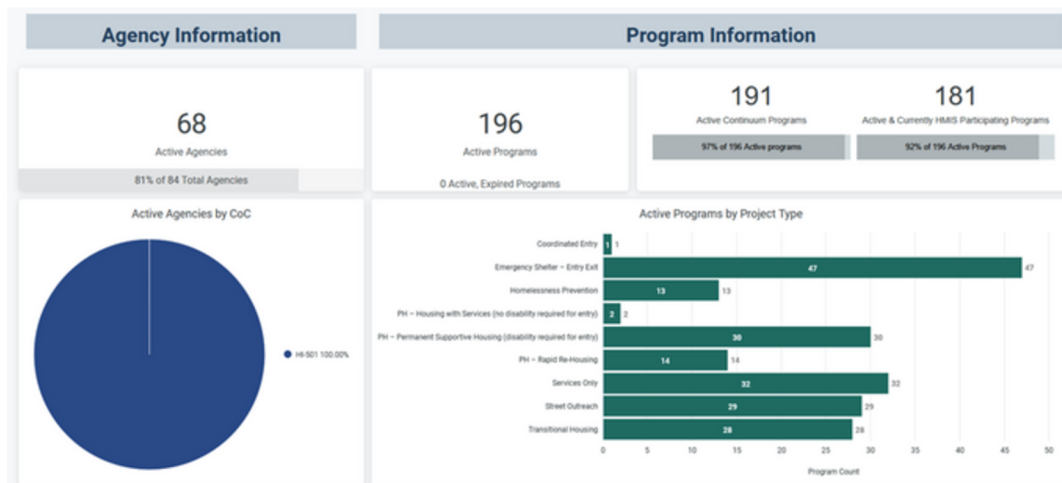
PROPOSAL SUMMARY

Partners in Care (PIC), the HMIS (Homeless Management Information System) Lead for the O’ahu Continuum of Care, proposes an innovative collaboration with The County of Hawai’i Office of Housing and Community Development (OHCD) to collaborate on the development, configuration, and operational support of a cloud-based database system, nicknamed the Housing Assistance Tracker for County of Hawai’i (HATCH) - tailored to Hawai’i Island’s diverse needs. Similar to a standardized database like HMIS, the HATCH system will support the coordination of key players working to solve the local housing crisis by establishing a fully standalone database instance for Hawai’i County. This proposal outlines the feasibility, staffing, cost, and system management.

BACKGROUND AND CONTEXT

Partners in Care currently manages the HMIS for the CoC as the designated HMIS lead for O’ahu using a software solution provided by the platform vendor Bitfocus Clarity, supporting over 60 agencies of varying organizational types and sizes - with a combination of HUD-compliant configuration and customized, community-driven design. Hawai’i County has identified a need to establish a platform to enhance coordination, service tracking, and system reporting. This proposal outlines collaborative system setup to be configured and operated by PIC for the contract period.

The current PIC HMIS team supports 455 active system users (as of August 2025), 68 active agencies, and 191 active programs for the CoC. PIC HMIS has configured 12 unique user roles that dictate how staff interact and participate in the database.



Snapshot of System Stats from PIC HMIS Clarity

OHCD & PIC PARTNERSHIP

Building upon this foundation, Partners in Care brings both the technical expertise and practical experience necessary to guide Hawai'i County in establishing its own platform. Our team has successfully navigated the full lifecycle of system implementation — from vendor procurement and system migration to the customization of workflows, data standards alignment, and user adoption. Most notably, PIC transitioned O'ahu's CoC to the Bitfocus Clarity platform through a large-scale data migration, ensuring historical data integrity while standing up a fully operational and HUD-compliant database. This experience directly positions us to anticipate and address the complexities of standing up a new system,

In addition to technical knowledge, the PIC team brings a proven record of collaborative system design. By balancing HUD's federal compliance requirements with locally defined needs, we have configured Clarity HMIS to serve a diverse network of agencies and programs with flexibility and reliability. Our ability to translate community priorities into technical solutions — while maintaining reporting accuracy for stakeholders — demonstrates the type of attention to detail and system stewardship that Hawai'i County can expect. With the same vendor platform and similar implementation requirements, PIC is well positioned to deliver a stable, efficient, and user-friendly system that meets the County's needs from day one.

DEVELOPING A STANDALONE SYSTEM FOR HAWAI'I COUNTY

PIC's implementation approach is predicated on OHCD contracting with Bitfocus Clarity as the database vendor for a dedicated platform solely used by Hawai'i County providers and partners, along with participation in governance and system administration from OHCD leadership. OHCD would be solely responsible for the contract and renewals with the vendor, but PIC will support as a consultant to the implementation and fulfillment of the contract. This provides the direct advantages of:

- Collaborative control and shared oversight for transparency
- Customized system workflows distinct to the county and community needs
- Avoids inter-CoC governance challenges
- Simplified hand-off if County chooses to operate more independently from PIC in the future

OHCD & PIC PARTNERSHIP

KEY GOALS OF HOUSING ASSISTANCE TRACKER FOR COUNTY OF HAWAI'I

- Operate a Centralized, Secure, and Collaborative System – Offers providers a comprehensive set of tools to store data securely, integrate bed/unit inventory and service tracking with options for prioritization and referral, and enable seamless cross-agency collaboration between participating community agencies.
- Support a Deeper Understanding of Local Conditions – Capture accurate, real-time information on individuals and families, track entries, lengths of stay, and exits, identify risk factors and trends, and map system resources and gaps to inform planning.
- Improve Program Delivery – Standardize data collection and workflows, eliminate duplication across data sources, strengthen data quality and accessibility for timely data entry, and apply data to evaluate and enhance program effectiveness.
- Let Data Drive Policy and Public Awareness – Deliver user-friendly reports, provide data for advocacy, funding decisions and strategic interventions, promote accountability through transparent reporting, and reduce stigma by sharing clear, evidence-based insights.

PATHWAY TO MEET PROJECT GOALS

System Development & Implementation

PIC will configure HATCH to align with HUD data standards and community priorities, set up user roles and permissions, and establish policies that ensure secure and effective system use. Working closely with the County and their partners, we will launch a data platform to streamline coordination.

System Management & Administration

Dedicated staff will oversee day-to-day operations, including user account management, troubleshooting, system updates, and security protocols. Regular maintenance, quality checks, and documentation will ensure the system remains reliable, secure, and well-governed.

Training & Technical Assistance

PIC will provide comprehensive onboarding and ongoing training for all user levels, supported by responsive helpdesk services. Refresher training, user forums, and updated resources will keep providers equipped to use the system effectively as it evolves.

Compliance, Reporting & Data Quality

HATCH will be maintained to meet all HUD and applicable local requirements. PIC will support required reporting and produce County-specific performance reports. Data quality will be monitored through audits, error checks, and continuous improvement processes to ensure accuracy and reliability.

Coordination & Stakeholder Engagement

PIC will collaborate with County agencies, service providers, and partners to promote coordinated use of the system. Through active participation in governance and technical consultation, we will help the County leverage data for decision-making and support community-wide strategies to reduce homelessness.

OHCD & PIC PARTNERSHIP

STAFFING AND CAPACITY ALLOCATION

The O'ahu HMIS team currently includes 5 FTEs:

- HMIS Manager (city-funded)
- HMIS Training Specialist (city-funded)
- HMIS GIS Specialist (CoC-funded)
- HMIS Data Analyst (CoC -funded)
- Youth Specialist (YHDP-funded)

For an HMIS to run smoothly, the common HUD rule of thumb is 1 FTE per 70 users. PIC meets this recommended threshold, so in order to support Hawai'i County adequately, we propose hiring potentially two full-time HATCH Specialists, along with hours relegated as necessary from the O'ahu staff. Time shown in the budget table (p. 5) to be partially allocated by Hawai'i County.

HATCH Specialists (max of 2 based on estimate of 150 users) will be hired, on-boarded, trained, and managed by the PIC HMIS Manager and team, along with providing day-to-day support, monitoring, and system upkeep. The proposed salary for a FTE is on the included table (\$63,000), along with fringe costs for a 1 year period. Other costs will include equipment for the HATCH Specialists, and travel for PIC HMIS staff to conduct in-person training for HATCH end users.

ROLES & RESPONSIBILITIES

Partners in Care (PIC) will retain oversight for all system configurations, vendor relationship, and compliance management. Key responsibilities of dedicated staff include:

- PIC HMIS Manager: Acting system admin to Oversee project implementation, vendor coordination, system setup and configuration, compliance tracking, and staffing of HATCH team.
- Training Specialist: Develops and delivers user training and help desk support.
- GIS Specialist: Configures outreach projects and supports housing inventory and mapping needs.
- Data Analyst: Supports report development, performance metrics, dashboard design, and general reporting needs.
- HATCH Specialist: Local support staff for project management and ongoing on-boarding and training of future users, agency liaison between projects, operation of help desk for issue resolution, data requests and reporting - supported and supervised by PIC HMIS Manager and team.

OHCD & PIC PARTNERSHIP

GOVERNANCE AND COMPLIANCE

Strong governance and compliance structures are critical to ensuring the integrity, impartiality, and effectiveness of the Hawai'i County database. To achieve this, Partners in Care (PIC) will serve as an independent third-party administrator, ensuring that all data practices are consistent with HUD HMIS Data Standards, federal privacy and security protocols, and relevant state and local requirements. This arrangement provides transparency and safeguards against real or perceived conflicts of interest by positioning PIC—not OHCD—as the entity responsible for enforcing compliance and protecting data integrity.

Key elements include:

- **Independent Governance Role** - PIC will establish a governance structure specific to Hawai'i County's database, functioning as an impartial third party. This framework will ensure consistency with national best practices, while enabling OHCD and participating providers to engage in policy review and feedback without having unilateral control over compliance functions.
- **Participation Agreements and Data Sharing Protocols** - PIC will manage provider participation agreements and oversee data sharing protocols. This ensures all partners operate under standardized rules for data entry, quality, and confidentiality. Data release or external sharing will follow strict approval processes to prevent manipulation or misuse.
- **Standardized Training and Security Certification** - PIC will deliver and track required training on privacy, security, and data quality. User access will only be granted—and maintained—through successful completion of training and annual recertification. This provides assurance that all users meet impartial, consistent standards for data stewardship.
- **Policies and Procedures** - PIC will adapt its existing HMIS policies and procedures into a Hawai'i County-specific manual. These policies will be enforced by PIC, with OHCD and provider input incorporated into their development and approval. This ensures alignment with HUD requirements while maintaining independent oversight.

Through this model, OHCD ensures that governance is carried out by an experienced, neutral third party—providing confidence to funders, providers, and the community that the system is managed with transparency, impartiality, and accountability.

COST

The following financial breakdown includes a max of 2 dedicated FTE and support hours from current PIC HMIS Team. OHCD will be responsible for contract payment with vendor. OHCD will act as funder, contracting PIC as a third party project manager.

OHCD & PIC PARTNERSHIP

AGENCY:	Partners In Care - Oahu Continuum of Care			
PROJECT:	PIC and County of Hawai'i - HMIS			
PROJECT PERIOD:	01/01/2026-12/31/2026			
ADMINISTRATION - SALARIES & WAGES				
Position	Full Time (FTE)	# of PP	salary/bi-mo.	Annual Total
HATCH Specialist	1.00	26	\$ 2,423.08	\$ 63,000.00
HATCH Specialist	1.00	26	\$ 2,423.08	\$ 63,000.00
	2.00			
Total Salary & Wages				\$ 126,000.03
ADMINISTRATION - FRINGE BENEFITS				
FICA/Medicare	0.076500	salaries	\$ 126,000.03	\$ 9,639.00
FUTA	0.060000	salaries	\$ 126,000.03	\$ 84.00
State Unemployment Insurance	0.041900	salaries	\$ 126,000.03	\$ 5,279.40
Workers Compensation	0.002870	salaries	\$ 126,000.03	\$ 361.62
Temporary Disability Insurance	0.004780	salaries	\$ 126,000.03	\$ 602.28
Health Care-Cost per employee per month:	\$ 500.00	# of PP	26	\$ 26,000.00
401K	0.04		\$ 126,000.03	\$ 5,040.00
NOTE:				\$ -
Total Fringe Benefits				\$ 47,006.30
Total Salary, Wages, and Benefits				\$ 173,006.35
Program Cost				
Description of services provided.				
Rent (\$5,572.38/month)				\$ 5,142.19
CAM (\$5,184.46/month)				\$ 4,784.22
Software - Microsoft 365 Licenses (\$146.46/month)				\$ 135.15
Software - Adobe (\$220/month)				\$ 203.02
Technical - Nimble Solutions (\$1267.02/month)				\$ 1,169.21
Utilities - Hawaiian Tel (Landline and Internet Services) (\$1210.95/month)				\$ 1,117.46
Phone stipend (\$40/month)				\$ 960.00
Equipment				\$ 6,000.00
Travel				\$ 5,000.00
Software - Data Integration Tool (DIT)				\$ 7,200.00
Training				\$ 6,000.00
Total Stabilization Services				\$ 37,711.25
INDIRECT COSTS (choose and fill in only one line)				
	Choose One (x)	Rate		
Not Requesting Indirect Costs		0%	\$	-
Federally Negotiated Indirect Cost Rate		0%	\$	-
10% De Minimis - Modified Total Direct Costs as Base	x	10%	\$	21,071.76
Total Indirect Costs				\$ 21,071.76

Total

231,789.37

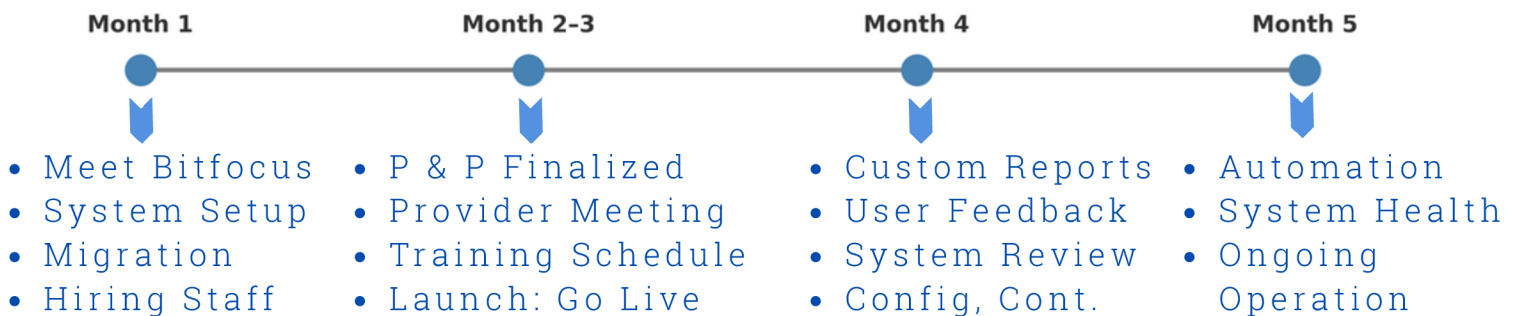
OHCD & PIC PARTNERSHIP

DELIVERABLES FOR INITIAL PROPOSAL PERIOD

In alignment with Hawai'i County's goals, Partners in Care will provide the following first-year deliverables to establish a strong HMIS foundation and ensure sustainability:

- **Implementation Plan & Timeline** – A detailed roadmap for system setup, including configuration, migration, and launch milestones.
- **Policies & Procedures Manual** – A comprehensive guide covering system administration, user roles, access protocols, and data governance.
- **Training Curriculum & Materials** – Initial and ongoing training modules tailored for front-line staff, managers, and administrators, supported by updated reference materials and user forums.
- **Quarterly Data Quality & Compliance Reports** – Regular reports highlighting system performance, data accuracy, and compliance with HUD, State, and County requirements, with recommendations for corrective action if needed.
- **Annual System Evaluation & Recommendations** – A year-end evaluation of operations with actionable recommendations to strengthen system performance, data use, and alignment with County priorities.

General Roadmap (detailed roadmap to be developed in consult with County and Vendor)



This proposal covers the first contract year, designed to launch a secure, functional, and user-ready HMIS. Partners in Care recommends structuring the contract for annual renewal, enabling the County to build on the Year One foundation. Renewal years can expand reporting capabilities, enhance analytics, integrate new data sources, and evolve the system based on County priorities and community feedback.

APPENDICES

- **Appendix A:** Sample Job Description – HATCH Specialist (Hawai'i County)
- **Appendix B:** Sample Governance Language / MOU Outline
- **Appendix C:** Summary of Bitfocus Capabilities

APPENDIX A: SAMPLE JOB DESCRIPTION – HATCH SPECIALIST

Position Title: HATCH Specialist – Hawai'i County

Reports To: HMIS Manager & Partners in Care Executive Team

FTE: Full-time (1.0 FTE)

Location: Based in Hawai'i County (Remote/Hybrid options available)

Position Summary:

The HATCH Specialist will serve as the primary point of contact for all HATCH-related activities in Hawai'i County. This position will be responsible for coordinating system access, training, troubleshooting, and data quality efforts in alignment with HUD's standards, best practices, and local County goals.

Key Responsibilities:

- Support agency on-boarding and user account management
- Coordinate and deliver training to local providers
- Monitor data quality and collaborate on corrections
- Liaise with Bitfocus and Partners in Care staff for issue resolution
- Prepare regular local reports and dashboards

Preferred Qualifications:

- Bachelor's degree in social services, public administration, or related field
- Experience with HMIS or other case management systems
- Excellent organizational and communication skills
- Familiarity with HUD programs and data standards

APPENDIX B: SAMPLE GOVERNANCE LANGUAGE / MOU OUTLINE

This section outlines suggested content for a Memorandum of Understanding (MOU) between Partners in Care and the County of Hawai'i regarding HMIS governance.

**Memorandum of Understanding
Between
Partners in Care (O'ahu Continuum of Care)
and
County of Hawai'i – Office of Housing and Community Development
(OHCD)**

Effective Date: [Insert Date]

Term: [Insert initial term, e.g., 1 year, with annual renewal option]

I. Purpose and Scope

This Memorandum of Understanding (“MOU”) establishes a collaborative agreement between Partners in Care (PIC), acting as the HMIS Lead Agency for O’ahu, and the County of Hawai'i Office of Housing and Community Development (OHCD) to implement and manage a customized data system based on the Bitfocus Clarity platform. The system will support OHCD’s coordinated data collection, reporting, and program management needs for homelessness and housing services. While the platform leverages PIC’s existing infrastructure and expertise, the Hawai'i County database will be maintained as an operationally independent environment with defined governance, access, and reporting authority residing with OHCD.

II. Roles and Responsibilities

Partners in Care (PIC) shall:

1. Work with Bitfocus on behalf of Hawai'i County to provision a customized database instance for OHCD.
2. Provide system administration, account management, and user support.
3. Deliver training, technical assistance, and onboarding for OHCD providers.
4. Ensure data privacy, security, and compliance with applicable HUD and County requirements.
5. Provide quarterly data quality monitoring and annual evaluation reports.
6. Allocate PIC HMIS staff time for shared services while dedicating at least one FTE to Hawai'i County system administration.

APPENDIX B: SAMPLE GOVERNANCE LANGUAGE / MOU OUTLINE

County of Hawai'i – OHCD shall:

1. Designate a Data Lead to serve as the primary liaison to PIC.
2. Define local governance policies, including project setup, user approvals, and reporting priorities.
3. Ensure provider participation, compliance, and timely data entry.
4. Provide funding to support database licensing, dedicated staffing, and allocated shared resources.
5. Participate in regular performance review meetings with PIC.

III. Data Ownership, Privacy, and Security

1. All data entered by Hawai'i County providers shall be owned by OHCD.
2. Data shall remain segregated from O'ahu HMIS data, with strict access controls preventing cross-CoC visibility.
3. PIC shall enforce vendor security protocols, confidentiality standards, and user agreements.
4. Data sharing with PIC or external entities shall occur only with OHCD approval and in compliance with applicable laws.

IV. Funding and Cost-Sharing

1. OHCD shall provide funding for:
 - Bitfocus licensing and system costs.
 - Salary and benefits of dedicated HMIS/database administrators.
 - Allocated costs for shared PIC HMIS team services (e.g., training, data analysis, GIS support).
2. PIC shall manage invoicing and provide transparent accounting of all cost allocations.

V. Reporting and Performance Review

1. PIC shall provide OHCD with quarterly reports on data quality, utilization, and compliance.
2. An annual system evaluation shall include recommendations for improvement.
3. PIC and OHCD shall meet quarterly to review performance, system functionality, and upcoming priorities.

APPENDIX B: SAMPLE GOVERNANCE LANGUAGE / MOU OUTLINE

VI. Governance and Authority

1. OHCD shall retain full governance authority over its database instance, including approval of users, projects, and policies.
2. PIC shall retain governance over O’ahu HMIS and shall not exercise decision-making authority over Hawai’i County’s database.
3. Vendor contract specifics shall be the purview of OHCD with consultation provided by PIC to ensure cost efficiency while preserving operational independence of both systems.

VII. Dispute Resolution

1. Any disputes shall first be addressed through good-faith negotiation between PIC and OHCD staff leads.
2. If unresolved, disputes will be escalated to executive leadership of both parties.
3. If still unresolved, the parties may pursue mediation prior to termination of this MOU.

VIII. Amendments

This MOU may be amended in writing with mutual agreement of both parties.

IX. Termination

Either party may terminate this MOU with [90 days’] written notice, subject to fulfillment of financial obligations incurred prior to termination.

Signatures

For Partners in Care

Name: _____
Title: _____
Date: _____

For County of Hawai’i – OHCD

Name: _____
Title: _____
Date: _____

APPENDIX C: SUMMARY OF BITFOCUS CAPABILITIES

Clarity Human Services, offered by Bitfocus, is a leading cloud-based Homeless Management Information System (HMIS) used by community organizations, Continuums of Care (CoCs), government agencies, and nonprofits to coordinate care for people at risk or experiencing homelessness.

Key capabilities include:

- **End-to-end care coordination:** Supports intake, case management, referrals, and reporting from outreach through housing placement.
- **Mobile-friendly outreach tools:** Enables real-time engagement by outreach teams via mobile or tablet devices.
- **Coordinated entry system:** Custom assessments, scoring tools, referral tracking, and geospatial mapping to prioritize individuals based on need.
- **Case management:** Customizable screens, role-based access, secure messaging, document uploads, and goal tracking with an intuitive interface.
- **Inventory management:** Tracks housing unit availability to expedite housing placements and optimize utilization.
- **Reporting & analytics:** Over 175 pre-built reports, customizable dashboards, a data warehouse under development, and API support for data integration and analysis.
- **Compliance & security:** Built-in compliance reporting for HUD and other federal programs (e.g., CoC, ESG, VA, PATH) and robust security measures, can also be configured to meet HIPAA compliance requirements.
- **Support ecosystem:** Includes training, Help Center resources, Slack community, and an annual conference (Clarity Connect).

APPENDIX C: SUMMARY OF BITFOCUS CAPABILITIES

Tailoring Clarity to Community Needs

Clarity supports deep customization to align with local contexts:

·Custom fields & screens: Communities can create their own data fields beyond default HMIS standards to track unique local indicators via a flexible field editor.

- ·Configurable workflows & assessments: Screening tools, eligibility criteria, scoring, and referral pathways can be tailored to local protocols and client populations.
- ·API and integration tools: CSV/XML imports, operational and analytics APIs, and a data warehouse allow integration with local legacy systems, unique programs, or partner databases.

Clarity is a highly configurable, community-centric case management and data platform. Its strengths include:

- ·Broad functional coverage—from outreach to housing placement to analytics.
- ·Deep adaptability: customizable fields, workflows, assessments, reporting, and APIs.
- ·Strong support and training ecosystem.
- ·Proven results in improving coordination, data-driven decision-making, and operational efficiency across diverse communities.