

December 15th, 2025

To whom it may concern,

My name is Hunter Cropsey, and I am the Sr. Programs and Community Engagement Manager at the Maine Immigrants' Rights Coalition (MIRC). I am delighted to share my support and recommendation for Caroline Webster as a partner and leader in data products development and data driven strategic planning.

Caroline's ready support for MIRC has gone well beyond that of a traditional consultant. She is a team member—leading with creative ideas, following through with helpful products, and even helping us “plug them in” to our growing programming to ensure smooth integration. She has a unique ability to take messy, start-up programs and data sets, and overlay organizing principles that allow us to assess performance, improve programming, and communicate our value to the public. We are so grateful she found us!

In particular, she has added value to our work in the following ways:

- Complex made Easy - She brings expertise in complex computer engineering concepts, and can translate them into practical systems that improve our data intake, management, and security.
- Built Right the First Time - She leads data collection with forethought, considering design controls and risk management to ensure our data systems are consistent, measurable, and safe at their outset. She came at just the right time in our program design and launch!
- Big Picture - She is comprehensive! Caroline pays attention to broad organizational systems to ensure that her products make sense in the context of the program at hand, and also the overall organizational system.
- Team Player - She adds into our team as an equal member. She is prepared to explain complex concepts, design solutions, and lead implementation herself, with collaborations to support ongoing management.

If you're looking for someone to help get your data off the ground and working for you, please consider Caroline Webster. That's what happened for us, and I have full confidence, she'll get your organization where it needs to be too.

All my best,

Hunter Cropsey
Sr. Programs and Community Engagement Manager
Maine Immigrants' Rights Coalition (MIRC)