

# CASE STUDY

## Collaborating to Reduce Violent Crime: A Case Study on Compton, California

### INTRODUCTION

In September 2015, Compton was selected to be part of the US Department of Justice's (DOJ's) National Public Safety Partnership (PSP). The PSP is a DOJ-wide program that enables cities to consult with and receive coordinated training and technical assistance (and an array of resources) from DOJ to support violence reduction strategies as part of a three-year engagement. The PSP facilitates the development of data-driven, evidence-based strategies tailored to the unique local needs of participating cities to address serious violent crime challenges. Compton was part of the PSP initiative through September 2018.



Los Angeles Sheriff's Department Compton Station Vehicle

In order to strategically focus efforts in Compton, in February 2017, the local and federal partner agencies developed a PSP Compton Strategic Plan, focusing on reducing crime to the lowest levels, increasing community collaboration, and promoting locally driven economic growth in Compton. Three violence reduction focus areas were identified: gang violence, domestic violence, and human trafficking. In order to meet the goals of the strategic plan, Compton leveraged federal and local partnerships fostered through PSP participation.

Compton's participation in PSP has increased collaboration and information sharing among local and federal agency partners. Compton Station police officers participate in regular monthly PSP meetings with all federal and local law enforcement partners to discuss violent crime strategies, operations, and cases. Information sharing across partners is also achieved through weekly Compton PSP Stats Tracking of crime statistics and operations data. The Compton Collaboration includes the following:

- US Attorney's Office for the Central District of California (USAO)
- US Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
- US Drug Enforcement Administration (DEA)
- US Marshals Service (USMS)
- Federal Bureau of Investigation (FBI)
- Los Angeles District Attorney's Office (LADA)
- Los Angeles Sheriff's Department (LASD) Compton Station
- Los Angeles County Probation Department
- Compton Unified School Police



A Compton PSP logo supported by all partners was also created for community outreach. Each partner agency contributes to the three Compton PSP violence reduction focus areas. The site has demonstrated increased collaboration through federal and local law enforcement partnerships, assistance training, and task forces.

## FEDERAL PARTNERSHIPS, TRAINING, AND ASSISTANCE

Compton Station has received training and assistance from the ATF, DEA, FBI, USAO, and USMS to enhance policing through improved crime investigations and analysis. These law enforcement partners are also involved in community engagement efforts in Compton. The numerous collaborative policing efforts that Compton engages in with law enforcement partners are highlighted below.

### ATF

The ATF provided Compton Station with assistance on cases involving street gangs, firearms trafficking, and illegal possession of firearms. To promote sustainability of the PSP collaboration, the ATF intends to continue supporting Compton through efficient operation of intelligence-led firearms enforcement strategies and optimization of the Crime Gun Intelligence Center (CGIC) in firearms enforcement.

### TTA and Resources

In response to recommendations from a PSP-provided technology assessment, Compton Station has engaged in a number of collaborative policing endeavors with the ATF. In October 2015, the ATF provided National Integrated Ballistic Information Network (NIBIN) and ShotSpotter Training to Compton PSP partners. During the training, the ATF shared how ShotSpotter increased the Denver Police Department's awareness of unreported shooting incidents, which led to improved firearm-related evidence recoveries and NIBIN entries. Compton works closely with the ATF on crime gun intelligence and ATF provides ballistic processing assistance to Compton Station. ATF has agreed to process evidence items that were not previously processed by the LASD Crime Lab, including all rifles, shotguns, rifle casings, shotgun casings, and casings smaller than .25 automatic ammunitions. All firearms recovered by the Compton Station are now submitted through eTrace with the help of ATF to establish firearm trafficking trends or straw purchase<sup>1</sup> indicators. ATF worked with Compton Station to develop a memorandum of understanding (MOU) to facilitate NIBIN information-sharing between both agencies and a "Compton PSP Sticker" to increase processing efficiency of Compton firearm evidence. All firearms with a Compton PSP sticker are processed within 24 hours. Compton Station is collaborating with ATF to develop a CGIC.

Compton Station and ATF also collaborated on a number of investigative policing efforts. ATF, working with DEA, conducted a yearlong investigation focused on criminal street gangs involved in trafficking significant quantities of firearms and narcotics in Compton. ATF also undertook controlled enforcement efforts as part of investigation into firearm trafficking activities by several entities, including the Mona Street Gang and Compton Varrio Tortila Flats. Additionally, the ATF investigated illegal possession of explosives, worked with DEA on investigations of illegal drug distribution, and worked with USMS on a fugitive task force.

### Outcomes

ATF-Compton Station collaborative activities have been very successful. In July 2016, an ATF-led investigation led to indictments against 9 accused of illegal firearms and narcotic sales in and around Compton and Mona Park in Willowbrook, on the city's northern border. During the course of the year-long investigation, authorities took more than 100 illegally trafficked firearms off the streets. As a result of ATF-



*Firearms seized by LASD, ATF, DEA and the FBI.  
Source: The Bulletin, September 12, 2018.*

**ATF indicted 58 defendants, seized/purchased 298 firearms, seized/purchased approximately 20 pounds of illegal drugs, and seized approximately 80 pounds of explosive material since partnering with Compton at the beginning of the PSP engagement through August 2018.**

<sup>1</sup> A straw purchase is a criminal act in which something, especially a firearm, is bought by one person on behalf of another who is legally unable to make the purchase themselves.

Compton Station collaboration, in 2017, ATF and the Compton Station have traced approximately 237 firearms recovered from Compton Station's geographic area of responsibility. In addition, ATF and DEA have indicted 23 gang members on federal drug and firearms charges; 22 of which have already received felony convictions. During an approximate 10-month period in 2018, ATF conducted 40 controlled enforcement operations, during which an informant bought approximately 100 firearms and small quantities of narcotics from numerous gang members.

## DEA

The DEA provided Compton Station with training and technical assistance around investigations and technology, as well as assistance on cases involving drug trafficking. To promote sustainability, DEA intends to continue with the support they provide on drug trafficking cases.

### TTA and Resources

Representatives from Compton Station and DEA visited the DEA El Paso Intelligence Center (EPIC) in January 2016 to examine crime analysis resources. DEA EPIC provided training at the LASD spring management conference in May 2016. DEA also conducted a Cell Phone Analysis Training in February 2016. The training involved a three-hour session in two parts. The first part of the training covered what to do with a number or phone, tracking mobile pay users, and obtaining historical location data. The second part of the training covered social media. LASD units, USMS, ATF, and Probation attended the training. In addition to trainings, DEA partnered with Compton on investigative efforts for drug trafficking cases through wire taps and operations. In 2016, DEA representatives also participated in youth engagement activities at local Compton schools in collaboration with the Youth Athletic League. During these events, DEA did law enforcement demonstrations with mobile command centers, canines, and helicopters to share information about a careers in law enforcement, perils of drug use, and positive decision making. The DEA participants and children both enjoyed the experience.

### Outcomes

From January to July 2016, DEA Task Force operations resulted six arrests and in the seizure of approximately 12 pounds of methamphetamine, 3 kilograms of cocaine, and 2 kilograms of black tar heroin. These operations included the identification of a Mexican-based methamphetamine source of supply directing the transportation of methamphetamine into and through Compton and a Whittier-based poly-drug distribution network directing couriers operating in Compton, Paramount, and Downey. The operation also led to several arrests of subjects with extensive criminal histories for narcotics trafficking and violence-related offenses.

The DEA also dedicated two agents as part of the PSP law enforcement task force to assist with case adoption leading to federal indictments and developing cases aimed at disrupting narcotics trafficking into Compton. The DEA and the USAO have also collaborated to adopt narcotics cases in Compton and use federal prosecution against violent gang members. DEA also established a National Youth Dance Program at Davis Middle School in August 2016.

**One DEA agent and one DEA Task Force Officer (TFO) have been assigned to Compton Station since the beginning of Compton's PSP engagement. Throughout the PSP engagement (September 2015-- August 2018), these two agents have provided over 15,000 hours of labor to PSP-related cases. This work has resulted in 18 arrests (12 federal and 6 state) and the seizure of 370 pounds of methamphetamine, 35 kilograms of cocaine, 8 kilograms of fentanyl, 3 kilograms of heroin, \$470,000, and 120 firearms.**



*DEA representatives present information on the agency at a community event*



*Local youth attend a presentation from the DEA*

## FBI

The FBI provided Compton Station with training, technical assistance, and assessments as well as investigative support through task forces.

FBI embedded two agents with the Compton Station Operations Safe Streets Bureau to coordinate gang- and firearms-related matters.

## TTA

The FBI provided numerous trainings to Compton Station, including FBI Digital Imaging Video Response Team (DIVRT) training, Cellular Analysis Survey Team (CAST) training, and FBI Violent Crime Coordinator (VCC) orientation. Compton Station sent a representative to DIVRT training to increase skills regarding the production of crime commercials for social media and traditional media using video evidence. The VCC Orientation taught Compton Station attendees about available FBI resources, such as laboratory services, analytics, the Evidence Response Team, and the Computer Analysis Recovery Team. The FBI also provided training to Compton Stations' crime analyst and connected the analyst with the FBI for intelligence resources.

The FBI conducted a gang threat assessment for the City of Compton. The goal of the threat assessment was to provide operational awareness and to identify and prioritize the most violent gangs in Compton to effectively direct resources toward gangs posing the most immediate threat. The Compton Station, LADA, and other local and federal law enforcement partners are using this assessment to target gang intervention and prevention strategies to promote public safety and prevent victimization. They also produced a public version of the assessment, with law enforcement sensitive information redacted, which has provided the public with a realistic view of the effects of gangs on their communities.

In addition to trainings and assessments, the FBI established the Safe Streets Task Force, consisting of seven task force officers and three FBI agents, in October 2015. The FBI has embedded two agents with the Compton Station Operations Safe Streets Bureau to coordinate gang- and firearms-related matters. The task force aims to grow efforts to recover and seize firearms, identify and prosecute chronic offenders, and further investigative interest of state and local partners. FBI also now has an agent assigned to working on a long-term Racketeer Influenced and Corrupt Organizations (RICO)/Continuing Criminal Enterprise investigation in Compton, with the support of the USAO.

## Outcomes

The FBI Operation Safe Streets Gang Task Force resulted in the execution of 15 search warrants, eight arrests, six firearm recoveries, and one silencer recovery. As of March 2018, the FBI has supported in the execution of over 25 state search warrants and the recovery or seizure of nearly 30 firearms.

## USAO

The USAO provided Compton Station prosecution support and participated in community engagement efforts. To promote sustainability, USAO intends to continue attending PSP meetings and maintain a pipeline for firearm and narcotics cases.

## TTA

Compton station embedded an Assistant US Attorney to support coordination of PSP activities among local and federal partners. This addition is unique among PSP sites. The USAO attends the LASD Human Trafficking Taskforce meetings to facilitate coordination on specific issues in Compton. The USAO also played an importance role in facilitating and participating in youth engagement activities. For example, it worked with Compton schools and federal law enforcement agencies to organize training and events to teach the community and youth about digital citizenship, cybersecurity, constitutional rights,

**The USAO has strengthened their relationships with LASD-Compton Station, LADA, and the federal partners which has increased information sharing among the partners to expedite decision-making processes regarding appropriate prosecution avenues (i.e. federal or state). As a result of these partnerships, the USAO has successfully prosecuted long-term multi-agency gang, firearm, and narcotics cases.**

and gang and youth violence prevention (to include programs such as Kops and Kids, Gang Resistance Education and Training (G.R.E.A.T.) Program, and Project Restoration). Furthermore, as part of the PSP and to promote crime prevention with youth, the USAO collaborates with the Southern California Tennis Association, the National Juvenile Tennis League, the Pete Brown Scholarship Fund, and the City of Compton to provide yearly tennis classes at Lueders Park in the city.

The USAO plays an important role in the federal prosecution of violent crime and firearms cases. The USAO established prosecution guidelines for most charges, including firearms. For gun cases, the ATF does a preliminary screen of all gun cases and refers potential cases. The USAO considers all cases that are deemed chargeable at federal level. For the most part, offenders with a history of violence or serious drug trafficking history are adopted by the USAO. The time frame for the USAO to indict cases depends on many factors. Once there is a federal arrest, the time frame is set by statute at 10 or 20 days. If there is a state arrest, it varies depending on coordination with state district attorneys.

### Outcomes

Collaboration, facilitated by PSP resulted in a strengthened relationship for the USAO with LASD, LADA, and federal partners. USAO experienced increased information sharing with partners to expedite decisions on how to proceed with cases, resulting in the successful prosecution of several firearms and narcotics cases during Compton's PSP engagement. Additionally, the USAO has also been involved in multi-agency long term gang investigations.

### USMS

USMS provided Compton Station assistance in apprehending fugitives through tasks forces and other technical assistance. To promote sustainability, USMS intends to continue provide the same level of support as Compton graduates from the PSP. In collaboration with the LASD Gang Surveillance Unit, USMS will continue to identify the "worst of the worst" and dedicate resources to locate and apprehend those individuals.

### TTA

USMS assists the LADA and Compton Station in the apprehension of numerous felony defendants with outstanding arrest warrants. USMS also works with United States Probation in the Central District of California to focus enforcement efforts and crime analysis trends in the City of Compton for PSP. USMS also sponsored an LASD Sex Crimes Detective to attend a one-week course at the National Sex Offender Targeting Center in Arlington, Virginia, and provided Compton Station with VirTra training, which is scenario-based firearm simulator training that offers a 300-degree field of view experience.

## TRAINING AND TECHNICAL ASSISTANCE PROVIDED TO THE COMPTON PSP SITE

### ATF

- National Integrated Ballistic Information Network (NIBIN) and ShotSpotter Training (October 2015)
- NIBIN Assistance and MOU
- Crime Gun Intelligence Center Assistance
- Investigative and enforcement partnerships

### DEA

- DEA El Paso Intelligence Center (EPIC) (January 2016)
- DEA Emerging Technologies (cell phone analysis) Training (February 2017)
- Investigative and enforcement partnerships

### FBI

- DIVRT Training (December 2015 and May 2018)
- Cellular Analysis Survey Team (CAST) Training (January 2016)
- FBI Violent Crime Coordinator (VCC) Orientation (February 2016)
- Gang Assessment (June 2017)
- IHIA Basic Homicide Investigators Course (October 2017)
- Cold Case Assistance (August 2018)
- Embedded agents in the Safe Streets Gang Task Force

### USAO

- Embedded Assistance United States Attorneys

### USMS

- Hosted law clerks from the LADA Office at the national training center (July 2016)
- Warrant Task Force
- Fugitive sweeps

**From September 2015 through August 2018, the multiagency USMS Warrant Task Force arrested 217 individuals (128 were documented gang members), seized 57 weapons, conducted 238 parole searches, executed over 20 search warrants, and seized various types of narcotics (154 pounds of marijuana, 3.9 pounds of methamphetamine, 11 pounds of cocaine, and 6 pounds of heroin).**

USMS hosted law clerks from the LADA Office at the national training center in July 2016. The visit provided students from all five of the local law schools with the opportunity to learn about USMS and participate in a simulation of an officer-involved shooting. This opportunity gave them a true appreciation and perspective of the stresses and activities of officers, which the LADA Office hopes students will share with their school colleagues.

USMS also participated in youth engagement efforts at local Compton public schools, including the Roosevelt Elementary School and Lincoln Elementary School in late 2016. The purpose of these efforts were

to establish positive relationships with law enforcement and promote career opportunities with students. During the visits, USMS representatives shared with students the work USMS does and pushed the positive message of staying in school, being responsible, and being good students. Students also got to see USMS tactical gear and interact directly with USMS personnel.

A USMS Warrant Task Force was created in December 2015 as a joint operation between the LASD, the LADA, the US Department of Homeland Security, the US Department of State, the California Highway Patrol, and ATF. The goal of the task force is to target prolific offenders in Compton. This team is responsible for locating violent fugitives who have committed offenses or are hiding in the City of Compton. USMS also conducts annual fugitive sweeps using USMS personnel nationwide.

### Outcomes

USMS efforts, in collaboration with LADA, led to the apprehension of 36 felony defendants with outstanding warrants, most with murder charges. Defendants successfully apprehended included those charged with murder, attempted murder, and serial child molestation. USMS also conducted a two-day operation in March 2018, Operation 5-0, that resulted in 22 arrest in the City of Compton.

## LOCAL PARTNERSHIPS

### Compton Unified School Police

In 2016, the Compton Unified School Police joined the Compton Collaboration. Both agencies have reaped many benefits from this partnership. On numerous occasions, the Compton Unified School Police have been able to provide Compton Station with critical information about gang activities and recruitment. The engagement of Compton Unified School Police with Compton Station has also increased community trust and helped to build relationships with both students and parents.

The Compton Unified School Police has also been extensively involved with the Compton federal partners. Each federal partner has attended an event, demonstrated technology, or hosted a training at one of the 35 schools located within the City of Compton. Previous events have included technology and equipment show-and-tells (helicopters, robots, and DEA's "Batmobile"), presentations on the roles and responsibilities of each agency, and attendance at G.R.E.A.T, Cops-and-Kids, Tennis League, and Youth Athletic League events. The schools are viewed as "hubs of the community," so these engagements have positively affected police-community relationships.

### Los Angeles County Probation Department

The Los Angeles County Probation Department joined the Compton Collaboration to assist with targeting high-risk repeat offenders. At any



*A representative of USMS participates in a presentation to local youth*

**Several law enforcement and educational collaborative programs were implemented. Examples include Project LEAD (Legal Enrichment and Decision-Making), Cops-and-Kids, G.R.E.A.T. Program, Project Restoration, and National Youth Dance Program. In addition, as a result of the Compton Collaboration, the Compton Unified School Police have been able to provide critical information relation to criminal gang activity to Compton Station.**

**From October 2015 to October 2018, 14 high-risk repeat offenders have been identified and re-arrested. Approximately half of those offenders have been re-arrested since November 2016. 80 percent of these individuals were considered ultra-high risk. Several more are currently awaiting trial.**

given time, approximately 20 high-risk probationers reside within the City of Compton. The Probation Department, with PSP assistance, implemented a risk assessment, the Level of Service-Case Management Inventory (LS-CMI). The LS-CMI evaluates a variety of areas in an offender's life, including criminal history, criminal attitude and orientation, familial background, and education and employment history. In addition to the use of the LS-CMI, the probation officer also develops a case management plan for each probationer. This case plan takes into consideration the individual's LS-CMI score, criminogenic needs, and special responsivity considerations, such as housing, transportation, age, mental health disorders, among others. The use of this risk assessment and the development of a case management plan allows the assigned probation officer to collaborate effectively and share information with the other Compton PSP partners.

The Probation Department has been able to participate in high-level searches and arrests with the federal partners, including the USMS. While this partnership is not always possible due to policy differences between the Probation Department and the various federal partners, it has benefitted the partnership substantially. When probation officers are unable to participate in these operations first-hand, the federal partners have been able to successfully execute special requests from the Probation Department. The increased collaboration between the Probation Department and the Compton PSP partners has increased the number of convictions obtained and the severity of the sentences imposed. Further information on the collaboration between the Los Angeles County Probation Department and Compton Station can be found in the *Targeting High Risk Offenders: A Collaboration Between a Probation Department and a Police Department* case study.

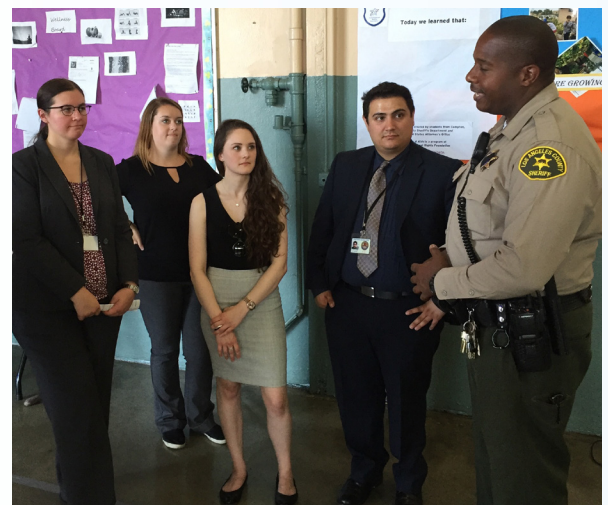
## Los Angeles District Attorney's Office

The Los Angeles District Attorney's Office (LADA) has assigned a Deputy District Attorney to review all Compton PSP cases to increase case prosecution efficiency and collaborated closely with all Compton PSP partners. This collaboration has helped several federal partners obtain state wiretaps to assist in gang investigations. The City of Compton has an ordinance prohibiting the sale of marijuana within city limits. When this ordinance was passed, there were 40 illegal dispensaries operating in Compton; many of which were operated by local street gangs. Because violations of this ordinance are a misdemeanor, Compton Station could not issue a search warrant for these locations. However, conspiracy to violate this ordinance is a felony, which allowed for search warrants to be issued by LADA. LADA issued search warrants for each location, and charged all workers, managers, and owners with felony offenses. In addition to these arrests, several illegal narcotics, proceeds, and weapons were seized. As of August 2018, there are no known dispensaries operating in Compton.

LADA has dedicated prosecutors to vertically prosecute all non-homicide felony gang crimes to ensure better cohesion and coordination between LADA and Compton Station. In addition, all gang homicides are vertically prosecuted by the Compton Hardcore Gang Unit.

LADA has also worked closely with the Probation Department to identify cases and individuals for special attention. Since the inception of the PSP engagement, LADA has increased collaboration between its office and the USAO. To promote sustainability, the DA's Office and the USAO established protocols for case prosecution. If the DA's Office files a case, it consults with an Assistant U.S. Attorney (AUSA) about which venue would get the most custody time. If it were the federal government, the DA's Office will dismiss the local charges and allow the USAO to take over prosecution. In addition to the lengthy

**LADA has filed 52 PSP-related felony cases alleging violations of the California Penal Code against 54 defendants. This collaboration has resulted in an increased number of prosecutions and convictions, increased conviction severity, and the seizure of large quantities of illegal narcotics, contraband, and weapons. The unprecedented level of collaboration among all partners has improved case preparation and prosecution substantially.**



LASD Deputy speaks with school employees during a Cops and Kids event.

sentence, the individual is sent to federal prison without the benefit of being housed with fellow gang members or affiliates. This unprecedented cooperation has been extremely effective. Compton gang members have taken notice of this cooperation. Both offices have been very active prosecuting gang members with firearm cases. This ensures the proper prosecution of all cases in both the local and federal arenas.

LADA has also trained multiple partners on gang violence, domestic violence, and sexual abuse. In addition to trainings, LADA also implemented Project LEAD (Legal Enrichment and Decision-Making) in fifth-grade Compton classrooms. District Attorney's Office volunteered, in six separate classrooms, to present a 20-week program geared towards gang prevention and criminal justice awareness.

## COMPTON PSP IMPACTS

Compton's participation in PSP resulted in increased collaboration and an impressive partnership among law enforcement partners, which lead to impressive effects on violent crime in Compton. Compton is experiencing a 50 percent decrease in gang-related shootings from August 2017 to August 2018. Compton Station increased firearm and ballistic evidence processing and experienced a significant decline in homicides and gang gunshot victims. Homicides decreased by 40 percent and gang gunshot victims decreased by over 23 percent from 2016 to 2017. As of August 2018, gun prosecutions have increased by 40 percent year-to-date compared to 2017.

## KEY LESSONS FOR SUCCESS



**IDENTIFY APPROPRIATE PARTNERSHIPS:** An important step toward successful law enforcement collaboration is identifying appropriate partnerships and determining how they will be valuable. Assessments and capacity analyses are available through PSP to aid sites identifying needs and partnerships. Compton Station engaged in a number of assessments and trainings to identify weaknesses and resource gaps in its policing and better understand the resources available through partnerships. It used that information and those partnerships to fill resource and knowledge gaps.



*LASD Deputy meets with children during Cops and Kids program.*



**APPOINT THE RIGHT LEADERSHIP:** Once partnerships were identified, the partners worked together to identify the right leaders. The Compton PSP identified appropriate leaders in Compton Station and all federal and local partnerships early on to promote buy-in. They maintained those leadership positions over time to encourage accountability and sustainability of partnership efforts, such as multi-agency task forces. Identifying these leaders and communicating were critical to their success. Compton Station worked with partners to clearly define agreed-upon goals to drive partnership actions.



*Members of the Compton PSP attend a press conference on September 11, 2018 to discuss the successes of the PSP program.*



**COMMUNICATE REGULARLY AND OFTEN WITH ALL PARTNERS:** Compton Station and its partners developed their PSP goals through frequent and sustained communication. Compton Station police achieved this communication through monthly PSP law enforcement meetings with all partners, where they discussed cases, task force efforts, and investigations. These monthly



meetings promoted information sharing and communication. They also track weekly crime statistics and operations data. Individual efforts, such as task forces, also hold meetings. The focus on increased and sustained communication also gives all partners a holistic understanding of what is happening in Compton and what other agencies are doing, so they can find a way to fit into the puzzle and best aid in meeting strategic plan goals.



**CREATE FORMALIZED PROCESSES FOR POLICING EFFORTS:** Compton Station's partnerships also thrive thanks to clear processes to improve the effectiveness and efficiency of policing efforts. This is demonstrated through Compton Station's partnership with the ATF (including an MOU), which vastly improved the department's ability to leverage NIBIN. The Compton PSP also created a strategic plan that outlines the processes and actions of all partners over the next five years. These efforts also demonstrate the importance of identifying the right leadership, defining goals, and maintaining strong and frequent communication.

## APPLYING LESSONS FROM COMPTON

Every agency is different and the strategies it deploys must be catered to its specific needs. However, Compton Station's approach to law enforcement partnerships includes some universal lessons that may be applicable to a wide range of agencies. The Compton Station PSP law enforcement partnerships are successful because they identified appropriate partners, appointed the right leadership, maintained strong and frequent communication, and developed of clear and effective processes.