

This Week

Simon Hook, PhD Nasa's Space Botanist Program Host: Ed Jasnow

Simon Hook, PhD is the Manager of the Science Division at JPL. His research is focused on improving our understanding of geologic, hydrodynamic and ecologic processes on planets. He is currently studying large lakes and wildfires on Earth.

He continues to develop new instrumentation in support of scientific studies, especially infrared radiometers and spectrometers.

Hook was recently selected as the Principal Investigator for the ECOsystem Spaceborne Thermal Radiometer Experiment on Space station (ECOSTRESS). ECOSTRESS is planned for launch to the International Space Station this June. ECOSTRESS will measure the temperature of plants and use that information to study how plant ecosystems use water

He received his BS in Geological Sciences from the University of Durham, England, and his MSC and PhD from the University of Edmonton, Canada.

Come and hear about the fascinating work this top JPL scientist is performing to help save our planet. ○



Dialing In

By Steve Kerekes,
 President



Negotiating Unknown Situations

"If you need something from somebody always give that person a way to hand it to you."

Sue Monk Kidd
 (author of the 2002 novel,
The Secret Life of Bees)

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"It is easier to resist at the beginning than at the end."

Leonardo da Vinci

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We continue looking at how to deal with ambiguous situations. This week looks at trying to negotiate the best outcome in a situation where the most important factors are ambiguous or uncertain. It is taken, again, from Jamie Holmes' book, *Nonsense: The Power of Not Knowing* (Crown/Archetype. Kindle Edition, pps. 96-105).

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Crisis negotiators . . . sometimes have to conduct two negotiations at once. They have to talk to the hostage taker, of course. But sometimes, he told me, they also have to convince their fellow law enforcement officers to have more patience and more faith in the negotiations. If you cannot control your own emotions, how can you expect to try to control someone else's? Self-control not only applies to you as a negotiator, but it also affects commanders and SWAT team leaders and everybody else.

If they allow their emotional response to events to dictate their actions, chances are they won't be making the best decisions they can. I'm not saying negotiators don't get emotional. But we try to make decisions according to the outcomes we want instead of how we feel about something.

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On the day the ATF had its initial lethal firefight with the [Branch] Davidians, Gary Noesner [Chief of the FBI's Crisis Negotiation Unit] got a page as he was leaving his local



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Greeter of the Week

May 17
 Tony Hill
 May 24
 Mendel Hill
 May 31
 Boyd Hudson

Program Review

A Decade of Service in Nigeria



For 10 years in a row – with 10 different Rotary International Foundation Grants amounting to \$500,000, across 9 Nigerian states, with 12,000 students – John Frykenberg has led our team to teach

entrepreneurship in Nigeria. This year's team included Raul Pascual (marketing); Jennifer Tiu (finance); Sarah Philips (business plans) and Tammy DeVine (videographer).

According to DeVine, Nigeria has a very young population (50% of the population in Nigeria is under 35 years of age). Unfortunately, there is a high unemployment rate in the country – 60 percent for those under 35, and 62 percent for working age adults. To alleviate the unemployment rate, the Rotary Club of Altadena has been teaching young people how to start a business.

This year's team taught at two universities. Students were introduced to marketing, finance and creating business plans. Raul Pascal used his version of *The Dating Game* to teach marketing concepts. Sarah Philips conducted a business plan competition with a grand prize of a laptop computer. Tammy DeVine encouraged students to use the tools they had – for example, the video camera attached to their cell phone.

Frykenberg spoke about the lack of property rights and rule of law holding people back in Nigeria. When Nigerians are able to

come to the United States they prosper – being the top 3 percent of all black wage earners. He attributes this to a good Nigerian education system.

Thank you, John Frykenberg for your ten years of service.



Craig Cox

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 Photography Jacque Foreman

May Youth Services

Program Chair, Ed Jasnow

May 17 - Dr. Simon Hook, Manager, Science Division, JPL
 May 24 - JROTC & Citizenship Awards, Tom McCurry, Guest Program Host
 May 31 - PCC Awards - Dennis Mehringer, Guest Program Host

Congratulations



Birthdays



05/15 - Elsa Smith
 05/18 - Craig Cox



05/30 - Susan Applegate



Anniversaries

05/18 - Tony & Ann Rider Hill
 05/19 - Roger & Kathleen Anne Fennell

Projects are Platforms for Membership Growth



The Rotary Club of Altadena is moving into a busy time of year.

This year we are producing the Summer Concerts in Farnsworth Park.

We will be looking for lots of participation from the club to welcome the bands to the site, provide security, act as Master/Mistress of Ceremonies, set up and staff our

concession tables and answer questions at the Rotary Information table.

While we are doing all this service, make sure to invite your friends and family to the concerts! Concerts start on July 7 at 7pm and will take place on each Saturday through September 8 (**we are dark on September 1**). Enjoying a wonderful evening of music in the beautiful Farnsworth amphitheater – an evening that you helped create – may encourage your guests to want

to get involved as well.

We will soon be posting signups for the concerts. For those who faithfully serve each year – thanks! For those who have not – calendar a couple of dates now. While you are at it, think about who you'd like to invite. If evenings don't work for you – we'll need volunteers earlier in the day to greet the band and set up our banners and concession stand.

It should be a lot of fun. ○

Dialing

Continued from p. 1

hardware store in Virginia. His boss told him to go to the airport. Two FBI planes waited on the tarmac. The smaller, slower propeller plane was for him. The larger plane, an executive jet, was for other FBI and ATF brass, including Dick Rogers, the head of the FBI's elite Hostage Rescue Team (HRT). Rogers's nickname was "Sergeant Severe." His red hair, tense jaw, and adamant posture fit the moniker.



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[An FBI officer] phoned Koresh, introduced Noesner, and handed over the line. Koresh was

wounded from the firefight and sounded exhausted. Throughout that first night, Noesner and Koresh spoke by phone every few hours. Noesner emphasized that there was no need for further bloodshed and that the important thing was the safety of the children. The FBI transcripts show Noesner fishing for information:

Noesner: How many kids are there, David?

Koresh: You'll find out when you get them all.

Noesner: Okay.

Koresh: There's a lot, okay?

Noesner: Oh, there is? Do we need any special – I mean, are they all old enough to walk or –

Koresh: No, some of them are like,

newborns.

Noesner: Newborns, yeah, okay.

Noesner also spoke, in those early hours of the standoff, with Steve Schneider, a Branch Davidian who would act as a spokesman and intermediary for Koresh throughout the siege.

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By the morning of March 1, negotiations had secured the release of eight children. The negotiators had begun to gain Koresh's trust, and yet the tactical team seemed to be working at cross purposes with the negotiation team.

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By the night of March 1, the second day of the siege, Koresh had let four more

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Dialing

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children go. The kids were brought to the negotiators, who would then call the parents still inside the compound and confirm that their children were safe and being treated well. By the afternoon of March 2, negotiations had ushered the release of eighteen children and two adults. Even more promising, Koresh claimed that he'd surrender if he was allowed a national broadcast of his message about the Book of Revelation. The negotiators asked that the message be taped so that they could review it first. At 1:32 pm, the Christian Broadcasting Network finally aired it. In what turned out to be the pivotal moment of the standoff, the Davidians prepared to surrender peacefully. Buses pulled up in front of Mount Carmel. Koresh was to be brought out on a stretcher by fellow Davidians, and Schneider would stay on the phone with the negotiators to ensure that the whole process went smoothly.

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But the [Hostage Rescue Team] had reported that nothing was happening. No one came out. Schneider said that Koresh wanted to give one final sermon before they left. Everyone waited patiently, hoping that Koresh would follow through on his promise. At about 6 pm, Schneider informed the negotiators that Koresh had changed his mind. God had spoken to him and told him not to leave the compound. Noesner was used to negotiating with all sorts of people, and he knew not to overreact. The bottom line was that the negotiations were working. He and his team had gotten a steady stream of people out of Mount Carmel safely. But Noesner also knew that Rogers and Jamar [Of the Hostage Rescue Team] wouldn't react well to Koresh's backing out of the planned surrender deal. When Noesner walked into Jamar's office, Rogers was already there. Both Jamar and Rogers [of the Hostage Rescue Team] looked enraged at hearing the news, as Noesner recounted it:

"This joker is screwing with us," Rogers said. "It's time to teach him a lesson."

"I don't think that's going to advance our cause," I said. "It doesn't matter if Koresh is jerking us around. The point is, we're getting people out of there."

"My people can get in there and secure that place in fifteen minutes," Rogers said.

"Still too soon for that," Jamar said. "But I agree it's time to teach him a lesson."

Noesner's pleas for patience fell on deaf ears. 'When Koresh reneged on that promise to surrender,' he told me, 'it didn't affect the negotiation team as much as others, because we understood that there's a potential for people not doing what they said they would.'

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On March 3 and 4, two more children were released, followed by another on March 5. To personalize themselves, Noesner and the other primary negotiators who had spoken to Koresh sent in a videotape of themselves. In it, they each held up photographs of their families. On March 8, the ninth day of the standoff, Koresh replied with his own videotape, including footage of his wife Rachel and a number of his kids. The negotiators again seemed to be making progress.

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[T]he procession of Branch Davidians leaving the compound continued. Two left on March 19, and seven more followed on the twenty-first. That same day, the Hostage Rescue Team conducted *clearing operations* around the compound, crushing a gorgeous restored red Chevy Ranchero. Additional clearing operations were carried out days later. Schneider [of the Branch Davidians] asked Noesner's team why this was happening, as the Davidians had been cooperating so dependably. The team had no satisfying answer. On March 25, after twenty-six days, Noesner was rotated off

as head of the negotiation team. No Davidians would leave Mount Carmel after his departure.

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The Waco siege turned catastrophic when Koresh promised to surrender and didn't. From that point on, Rogers and Jamar [of the Hostage Rescue Team] decided that Koresh couldn't be trusted. When confronted with a special form of ambiguity – someone else's ambivalence – they latched on to the easiest explanation they could find, namely, that Koresh was toying with them ... Rogers and Jamar obliterated the instability of Koresh's intention. Koresh both wanted to leave the compound and wanted to stay, Noesner knew.

The negotiator didn't presume to have a fix on Koresh's motivations or beliefs, and told him so directly when they spoke: 'I wouldn't begin to pretend to know everything that's in your mind and in your heart, David.' Noesner knew that Koresh's plans were in flux, while Rogers and Jamar fixated on a snapshot. They picked out a fleeting moment in time and decided to treat an unstable and changeable intention as a stable, hidden one.

There was no unequivocal answer to the question of what Koresh wanted. Like many hostage takers, he was caught in a situation that he didn't know quite how to get out of. 'My experience suggests,' Noesner told me, 'that in the overwhelming majority of these cases, people are confused and ambivalent. Part of them wants to die, part of them wants to live. Part of them wants to surrender, part of them doesn't want to surrender. And what I've found is that police officers and military people tend to want to say this person is a bad person, and therefore everything they do, everything they say, is bad and not believable. They assume the person has a specific purpose and manipulation in mind.' ○

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