Hotfoot Tape #7
Interview With Jay Coburn
November 3, 1981

KF Tape #7, Tuesday 3rd of November, interview with Jay Coburn

KF OK. We're in business. Let's start with the 28th of December, is that a good place to start? Where were you that day? The day they were jailed.

JC I was here.

KF OK. But you had been in Iran before.

JC Yes. I left Iran on the 22nd of December to come home for Christmas.

KF OK

JC You are going to find a transcript in there somewhere that covers the evacuation of our dependents, and...

KF You weren't a part of the evacuation, you were just taking a trip home.

JC No. In fact, I was responsible for the evacuation back on the 7th of December when we... My job in Iran was ~~Record~~ Director of Personnel, and as part of that I would, I had the responsibility of keeping Paul Chiapparone briefed on the security situation inside the country. And, I would go to security briefings at the embassy, other contacts that we developed at the Embassy, and find out what was going on and what not, to monitor the situation. So that was my role leading up to their arrest. Came home on the 22nd of December where I was planning to get my family and return, in fact we were in route back to Tehran when Paul and Bill got arrested.

KF Where were you exactly?

JC I was driving from Houston to Dallas, we were going to come into the office. I needed to police some loose ends prior to going back the next day on the flight. And, I was enroute in fact when they were arrested. By the time I got here to the office and called in and everything, they gave me the word.

KF OK. Who told you?

JC Bill Gayden.

KF Alright. And, what did you do then?

JC My, having been involved in the evacuation, and being very much aware of, and not having anybody in the country anymore since I was gone that had done the last evacuation. Our immediate concern was getting all the nonessential personnel out of the country again. We had just gone through that process, and we had brought some people back in. So, we had some people there again. Obviously not near the number of people that we had earlier. But, there were people we needed to get out, they didn't want... We didn't want them picking up all the people that we had in the country and detaining them. So we immediately worked on that problem. I believe, it was by the 31st, there weren't a whole lot of flights leaving Tehran. But, by the 31st we had all nonessential personnel out. And, we, and I got involved in that process from Dallas.

KF OK. At what point did you get involved, or get a sniff of what was going with Colonel Simons?

JC New Year's Eve.

KF OK. Tell me how that happened?

JC It was about 2 o'clock in the morning. We were here round the clock. It was Ross, Pat Sculley and I were sitting discussing the fact that Paul and Bill were really kind of helpless, and there was no telling what was going to go on. How bad the situation was going to get. And, Pat's background being in the Special Forces, tends to think in the direction of snatches and that kind of thing. My background doesn't. But he was speculating on the feasibility of that, could we do that, and that kind of,... we were just, we had done this a little earlier. And, low and behold, Ross came by and I don't know if Pat and Ross had talked about it, or Ross had talked about it, I didn't have any feel for that, and I have never asked him afterwards. But I remember Ross came by and he said, "Now Jay and Pat, I want you'll to get together a list of people, that you think could assist in getting Paul and Bill out by force if we have to." So, independently Pat and I put together a list of people that we felt had the background, the experience, etc., that would be helpful in that regard.

KF Ok. These were all EDS employees?

JC Yes.

KF What were you looking for exactly?

JC On my list, I tended to orient myself in the direction of, can we trust the person, have they had some involvement with military activity prior to this, and I guess that was it. Those were the two primary... And, of course that they had worked in Tehran.

KF OK. How many people were on your list?

Ak JC I think there was twelve. It was a dozen.

RP KF OK. When did you give that list to Ross?

JC The very next morning.

KF The next morning, ok, so this is January 1st. You worked all night on it then?

JC Right.

KF What happened next?

JC Ross asked me, to get together all the information. Pat and I merged our list at some point, it was interesting to note that we ended up with the same, with the exception of one person our lists were identical. But Ross asked me to get together a file on each person, giving as much background information as possible about each individual. I think he asked Pat to get on the phone, and call each one of these people, and give them instructions to come to Dallas as soon as possible and don't tell anybody the reason why they were coming to Dallas. They had no idea why they were coming, they just came. And, so I put together as much information as we had, the company had in the files, on their background and experience. And, then when they all arrived, I asked them to complete another sheet that listed individual experiences in the military, weapons training, any schools, military type schools that they had gone to, etc. Those packets on these persons I gave to Ross. And I assume he gave them to Colonel Simons. In fact when Colonel Simons walked into the Board Room that night he had them in his hands, so I know he must have given them to him.

ask RP

KF So this is on the evening of January the 1st, Colonel Simons walked into the Board Room with those packets?

JC The best I remember, yes. It was either the 2nd, no let me think about it, it was New Year's Eve, all day on the 1st. I don't if it was the evening of the 1st or the evening of the 2nd.

KF When did you first see Colonel Simons?

JC Well, I saw him at the, at the hotel, we, when we flew the team members in town. We made reservations...

KF Did they all arrive on January the 1st?

JC Yes.

KF Did they all arrive that day?

JC Yes, or evening.

KF OK

JC OK. That's why I'm not sure whether it is the 1st or the 2nd. It would seem to me that it would have to been the 2nd, with all the logistics that had to take place to get everybody. That it may have been the 2nd by the time the Colonel arrived. But, I can not remember. Surely somebody has that somewhere.

KF I may have it.

JC If anybody would know it would probably be Merv. But Merv and the Colonel, we had made reservations at the Hilton, and Merv and the Colonel were walking out of the Hilton as some of us were standing in the lobby of the Hilton. And, I recognized Colonel Simons, I'm not sure anybody else did. But, I had seem him before. Now at this point we didn't know he was coming into town. What Ross had told, or asked Pat and I to do was to take care of the logistics of getting these people in town, putting together this information on each person. And, to be honest with you, I thought that's what my role, I thought that would be the extent of my role.

KF OK. OK. They all arrived during the course of January the 1st. Now at some point Ross interviewed each one of them, one by one. That, I guess that must have been January the 2nd, because he told me that he spoke to them and said, this will go no further and all that. So that must have been January the 2nd, I guess.

Introduction check with KF.

JC Yes. He got us all together in a room at the Hilton. And, by the way we had a room on each side so there's no one other than Security knew we were in the middle room. And, he gave a very short but to the point message to all of us, that we were about to embark on something that could cause loss of life, and that you know he could probably remember the words better than I. The thing that sticks in my mind is loss of life and that if any of us chose for whatever our reasons, not to get involved, that that was as far as it would go. He said "I want you to take five or ten minutes. I want to go off by yourself, whatever you need to do. Think about it and then you need to come back and give me you answer." Like I say he didn't go into a whole lot of details.

KF And at that point you understood that you were one of the people.

JC Yea.

KF You realized at that point that your were on the team.

JC Right.

KF Were there still twelve, or had some got eliminated?

JC No, some had gotten eliminated.

KF Now, presumably Colonel Simons did that?

JC I don't for sure if that was the case or not.

KF OK. How many were there... when they came back did anybody back out.

JC Uh, uh.

KF OK. So how many people were there then in that room? There was Ross, there was you and how many of the twelve on the list.

JC There were seven of us, and Ross in the room.

KF OK. Can I have those names?

JC Sure. Pat Sculley, Jim Schwebach, I believe it is spelled S c h w e b a c h, Glen Jackson, Ralph Boulware, B o u l w a r e, Ron Davis, and Joe Poche. Seven of us.

KF OK. So the seven, all say, we're in, count me in, then what?

JC Ross then told us a little more, I think that's at the point where he mentions that Colonel Simons was going to be leading this expedition and we just needed to hang on, and shortly we would all get to meet Colonel Simons. And, I can't remember exactly what sequence of events were that evening, but then at some point we all proceeded back here to the board room. Came up the back way, went up to the Board Room on the seventh floor. And, shortly, Colonel Simons and Ross walked in.

KF Go on.

JC I believe Ross introduced the Colonel, told us a little about his background, and left. I think Ross left the room. And we had some other people in the room at this point. Merv was in there, I believe Tom Marquez was in there.

KF He is who exactly?

JC He was of course, let's see. He was assisting Merv with all of the, throughout our ordeal, he was assisting Merv alot of the administrative logistical details here in Dallas. He's a Vice President in EDS. Or he was at that time.

KF And what did Colonel Simons say to you all? First of all tell me what he did, did he stand up to talk to you, did he sit down, was he sitting at the head of the table, what?

JC No, he wasn't even sitting at the head of the table if I remember, Yea he was, Yea he was, he was sitting at the head of the table. I don't believe he stood up.

KF How was he dressed?

JC Very casual. Seems like he had khakis and a plain long sleeve shirt of somekind, maybe it was short sleeve shirt, I don't remember what it was.

KF No tie?

JC Very casual, no tie.

KF OK

JC He had had some type of jacket on, I believe he did have a jacket on. He had a cigar, always he had a cigar.

KF So Ross goes out of the room...

JC And he told us who he was. I had read, since I had met Colonel Simons previously, and I had read about Colonel Simons, I was struck by the fact that he wasn't what I expected.

KF Tell me what you expected and how he looked different.

JC I expected the Bull. In fact, I expected the Bull in the china closet so to speak. And he wasn't that way at all, he was you know, it was more like a business meeting than it was like what you expected from this guy who had spent all his life doing military oriented things. And, he was extremely calm, said, he kind of summarized he said, "Here's who I am", as best as I can remember, "Here's who I am", he told us a little about him, very little, like maybe even just his name, I'm not sure, but, "I'm Colonel Simons, I don't know any of you now and it seems like he said "I know a little about you from these" and he pointed to the packets that he had in his hand. "And I'm going to get to know you alot better, and what we really need to do this evening is get on with it and talk about the situation, describe the situation as best we can that exists today in Tehran." And, we spent the better part of I guess two or three hours with maps and blank easil type pads, you know drawing on those. Trying to nail down from all the information we had available at that point in time, what the situation was. Where Paul and Bill were being kept. He asked a thousand detailed oriented questions of all of us. He was picking our brains apart, trying to get familiar with the general situation in Tehran. And using the fact that we had just been there to fill in the blanks in his mind about what's going, what's the situation, the big picture. And then specifically as much as we could at that point about where they were being held. I don't know if it was shortly thereafter that we decided we needed more information, I think it was. And, like the next day, or that evening, I can't remember which it was, he asked to make a call. We decided again, it was all done in a group environment and see I had the impression that there wouldn't be very much democracy associated with things surrounding the Bull and it was all of it. And, that what's struck me as odd, about the way things were going at this point. It was pretty, it was democratic, it was pretty group oriented, what do you think you know, alot of give and take, sharing you know that kind of thing. At any rate, we decided that I needed to call [redacted] who had been in and out of the

Majid

JC temporary detention center to visit Paul and Bill. And engage him in a conversation as best I could without giving him alarm, maybe if the call was being monitored giving alarm to the fact that we were trying to find more information about where they were. So I engaged [redacted] Majid in this conversation and we got more information about specifically where Paul and Bill were being held and the location of the general area around it, what was going on, etc. That was really, outside of the maps that we had at that point. That was literally, all the intelligence that we had concerning their location. And, that's what our plans from that point on, were made on. Was that phone call, the maps and our own individual recollection of the area that they were being held in. Most of us had been in the city enough, that we generally understood the area around where they were being held. Basically, a downtown Tehran cell.

KF OK. So on, you made that call either on the night of January the 2nd, you were thinking, or perhaps on the day of January the 3rd. Now, January the 3rd, you must have gone into training, is that right?

JC Right. We all went off to bed, rather late that evening from that Board Room session and the team members are located down at the Hilton. Those of us that lived in town went to our respective apartments, which I may add I hadn't been to in quite awhile. Meaning we were basically spending around the clock time since the 28th up here. My family was located in an apartment, we didn't have a home or anything so we were in temporary quarters one of EDS' apartments.

KF Here in Dallas?

JC Here in Dallas. And, so we all went home. We weren't supposed to get back together early in the morning because the Colonel and Merv were going to go and decide on a site for us to do our training. They accomplished this relatively early because, or maybe they didn't look, I don't know. You'd have to ask Merv. But a decision was made and the

JC next thing I remember is that we were asked to get transportation together, meaning rent cars and what not. Enough to get us all from the hotel to Ross' place at Lake Grapevine.

KF Lake

JC Grapevine.

KF Got it.

JC And it's the lake that's right off the end of the Dallas/Fort Worth Regional Airport.

KF OK. So on the morning of January the 3rd you all went out there.

JC I think it was the afternoon by the time we got out there. That's why I say they might have gone to look at those sites, is the reason that it took that period of time, I'm not sure. Anyway, we made time, got the rent cars together and what not and also we spent alot of time that evening, the Colonel did talking about cover stories and security. He was very concerned about having this meeting in the building to begin with from a security point of view. He wanted each one of us to think through a story that was feasible, that everyone would buy off on, for not being around for a few days. He was very concerned about that.

Ask Men.

KF What was your cover story?

JC Mine was. Of course, I was living up here anyway, so it was not unusual for me to be away for a long period of time. Mine was, that I was going to return to at least Europe to attempt to get our personal things, household goods, etc., lifted out of Iran. We had just evacuated and that was a very logical thing to do, since I was the Admin guy, that that would be a responsibility of mine.

KF OK. So you told your wife that?

JC Yea. Not immediately, but I told her that that's what we were working on.

KF I see

JC And she thought during the days that we were in training here in town, for the first few days what I would do was to put my suit on in the morning go to the lake. Dress in the garb that we used out there, and then late at night, when we broke up that I'd put my suit back on and go back home, so she thought that I was here at the office.

KF What happened if she called?

JC When she called, Merv was the wife control. He had the terrible job of being wife control and they'd say well he's in the Board Room, and she know that there are no phones in the Board Room, and can't be disturbed. And you know, Merv would handle it, get in touch with us.

KF Call the lake and then you would call back?

JC Yea.

KF OK. What happened the first day you went to the lake with the team?

JC It was in the afternoon by the time we got out there. And, we would all pile out of the cars, and low and behold, we got out there and Merv wasn't there and the place was locked, if you can believe this. All this preparation and what not. So, Jim Schwebach I believe, broke into the place, I'm almost positive he did. He was pretty good at picking locks and things like that, so somehow he got us in. I don't know why that sticks in my mind but anyway it was kind of odd that we didn't have keys. He figured a way to get in, and shortly after that we waited and Merv and the Colonel arrived. And, seems to me

JC we spent most of the afternoon, that first afternoon, besides just getting the layout of the building we were going to be operating in, and the grounds that we were going to be operating on and the Colonel looking at that from a security point of view. We spent the majority of the time working on our plan. And, I don't know how to describe the scene, it would be better if we were standing right out there in the place. But, we had this easel with this blank sheet of paper that we were drawing on, and we had these our maps put up on the wall to refer to. We went through, very early in the game, so it may have been this afternoon or evening, this very first afternoon or evening. Compartmentalizing the whole operation. He in fact, I was still struck by the democracy of this army, and he didn't dictate anything, he said "Okay, we've got to have drivers, we've got to have flank security, we've got to have you know, so, who's going to be what?" So all those decisions were made. And then when we went back...

KF What was the outline of your plan at this point, you hadn't decided all the details but by now between the seven or eight of you, you had a skeleton of how you were going to get them out?

JC That's right.

KF What was that skeleton.

JC It went like this. We would all be dressed in different types of casual attire. We would be in two vehicles, one station wagon type car and one van, as we approached the area. The van would park within visible, within eyesight of the front portion of the prison, the temporary detention center. The other vehicle would let the two flank security people off, posted at one end the block that this building on and one on the other. And, the ... We had information that led us to believe that there was a courtyard, right here and the gates were right here, then there was a little building right here. And, they were being held, by the way this is all building here, and a courtyard

JC with a fence, okay. And, that they would exercise in this courtyard, they were allowed to come out of there at various times of the day and exercise, in this courtyard. This courtyard was visible through this fence. And, we felt very comfortable with the fact since this is a minimum security operation here that there wouldn't be any heavy weapons of any kind, the only type of armed people there would be, they would have side arms, probably 38 calibre pistols which is must of the guards wore around these government buildings. This is a government complex, this is actually the Ministry of Justice.

KF But you thought this was a fence?

JC Yes.

KF That's turned out to be wrong. Didn't it?

JC Right.

KF We'll talk about what you thought now.

JC Alright, this is our plan. We've got these flank security people posted and, let's see if we can remember the right sequence. And we've got this, I don't know where all the streets are in here, but we've got this van somewhere over here within eyeshot, this other vehicle has dropped other people off and it's also over here somewhere. Then the Colonel would walk, and I believe it's from this other direction there's other streets here, walk up. He basically would be the person that gave, once he had Bill and Paul out in the courtyard would basically give the sign to this vehicle to the van. Which would then proceed, keep in mind we haven't done anything to, the clock hasn't started ticking yet. OK. Because we haven't committed ourselves to anything, he can call it off at any point in time with a hand signal.

KF Yea.

JC At any rate the van would continue here, and then at some point right in here we'd pull up on the sidewalk, now at that point we have done something out of the ordinary, okay. So the clock now starts ticking.

KF Okay.

JC Alright. Up on the sidewalk, probably you know, people drive crazy in Iran. So even though we started the clock ticking in terms of a critical point, it's not that unusual to see a vehicle do something crazy like drive on the sidewalk. Okay, well any rate up on the sidewalk, pull up on this fence, which we had estimated at around 10 to 12 feet high.

KF Solid, did you think it was solid?

JC Steel.

KF Steel.

JC Steel bars. Most of the fences over there were on a concrete or some kind of slab that went up two or three feet, and then they had these picket steel rods.

KF So you couldn't see through.

JC Oh sure. Sure.

KF You could see through, okay.

JC They were like inch round sometimes square rods and you could see right through them. At any rate, up on the sidewalk, then pulls up. We went through this drill for hours until we got it to this point, but I won't bore you with all the things that we went through before we got to what the final plan was. But, the idea was we pull up close enough to the fence so we don't need ladders, and stuff like that. And we experimented around with how do we get out of this vehicle and on

JC the top of it to launch over the fence. So eventually, it dawned on somebody why don't we just put a hole in the ceiling of the van. And, that worked great, cut a little hole in there and then people would just come right out of the top, and as you're driving down the street, nobody can see the top of the van, no big deal. People out through the top, Ron Davis was the first person over the fence, he was the most athletic in the entire group, probably in better shape than anybody in the entire group, anyway. He was the first one over the fence. There was a long discussion about who ought to be the next person over the fence and why, I'll tell why. I was supposed to be the second person over the fence, and I was probably in the least physical condition. But at any rate, the second person over the fence. And, the Colonel felt that Paul and Bill would recognize me I worked directly for Paul, okay, and in the management meeting, I had more contact with Bill and consequently they would, they would probably recognize me quicker than the others in the group, okay, that everything was okay, that this is an ok deal. Don't run the other way guys, you need to come this way, okay, we don't want their immediate reaction to be go the other way, you want them to head towards us. But any rate, Ron Davis hits the ground, and he's providing any type of cover close type cover that we need in case there are guards you know, inside the courtyard. On another fellow has positioned himself on top of the van with a shotgun, and the Colonel is standing in front of the van, with a shotgun. Now, the idea behind the shotguns was you can saw off the barrels and conceal them relatively easy under a trench coat. But besides that, we weren't really interested in hurting anybody, that wasn't the mission here. But, we did want to make people get their heads down for a split second. And, there is nothing worse inside a building where there's buildings, I mean when a shotgun goes off in the confines of a narrow street, in buildings, it makes alot of noise, it gets your attention quick. And the flash of it and that kind of thing. So, that was the whole idea behind these shotguns. Not, that it was really going to provide a whole lot of cover from a weapons point of view. Police, and by the way, the fellow that is stationed on the back of the van with the shotgun also is the fellow

JC that threw the ladder over after Ron and I went over he threw a ladder over. That's Paul and Bill, not knowing what kind of shape, condition, etc. can easily get up the ladder and in through the hole of the van.

KF Okay. Who's going to be standing on the van?

JC Laying on the van?

KF Yea. With the ladder?

JC With the shotgun?

KF Yea.

JC I believe that was Ralph Boulware.

KF Okay.

JC Yes, in fact I know it was. It was Ralph Boulware. By the way, the flank people were Jim Schwebach, and Pat Sculley.

KF Okay

JC They were the two special forces types in our group, that had more training and in Jim Schwebach's case, actual experience. He had four tours in VietNam, at hand to hand types of things. The Colonel felt like that if we actually had to take somebody out, that was coming from either direction, that those two gents would perfectly capable of pulling that off.

KF Okay.

JC And Joe Poche, was driving this other vehicle, the one that let the two flank people and the Colonel off and then proceeded over here, he was driving that.

KF Who was driving the Van?

JC Or maybe he was driving the Van, that's right he was driving the van, and Glen Jackson was driving the other vehicle.

KF Okay. Now I think we have everybody accounted for.

JC That's right. Joe was driving the van. That's right. Let me add one more other interesting thing, no I'll add that later. At any rate, get the guys up the ladder, through the whole in the van. We had a little mattress down in the van so nobody gets hurt falling through the hole. I come over through the hole, Ron Davis comes over through the hole, the guy's still on top of the truck with the shotgun, the Colonel's still out in front of the truck with a shotgun. The guy with the shotgun comes over through the hole we leave the ladder we don't fool around with the ladder. Goes through the hole, the Colonel hops in the side door of the van, and the guy with the shotgun, this back window on the van has a hole in it, I mean there's no window there. So he is in back of the van with the shotgun. The Colonel is in the front of the van with the shotgun. And, the chase vehicle picks up the two flank security people, as we depart.

KF The chase vehicle picks them up after it sees the van move?

JC Correct.

KF Right. How did you train for this?

JC Well, first of all, this didn't happen overnight, this plan.

KF I see.

JC Well, it did overnight, but at the same time we refined, you know, the hole in the roof didn't come, I mean, we, somebody Merv got us a van, so we had a van out there, that we were practicing with. And we

JC built us, on this property out there, between two trees, we put a board, up as high as we thought the fence was. Okay. To practice with our ladder and jumping over and you know all that kind of stuff. And, we tried to make, it was a mockup and we tried to make it as real to the situation as we could, even though it was crude, in comparison with the mockups the Colonel worked with, I mean sure it was extremely crude, okay. But, it met our purpose for practicing this little exercise. And, we would start you know, running the clock from the time simulating the truck hitting the curb and how long it took us you know, to do this whole routine, and we did it over, and we did it over, and we did it over and of course each time you would think of a little something different that you could do that would shave seconds, not counting the fact that you got better, you know at what you were doing, you felt that everbody ought to know everybody's role in case something happened that we needed to replace one another. We prioritized each of the parties involved in terms of their importance so that if somebody had to fall out, for whatever reason, then we knew which role was more important you know than the other, and that kind of thing. But we kept going over and over this exercise out there, and refined. It was cold.

KF You must have done it 20 times, 50 times how many times?

JC I have no idea, I know 20 is not enough, 50 is probably not enough, we did it alot, and we were pitful at first because I remember him saying, he drilled through us that the thing that we had going for us was that we knew what was going to happen nobody else knew what was going to happen, and that whether we liked it or not, we probably couldn't imagine pulling this off. But whether we liked it or not we had a high degree, and he had alot of credibility with us knowing you know, his background and what not, some of the things he had done. But, that we really had the surprise element on our side and that if we could get this thing down to as few seconds as possible, from exposure point of view, as few seconds as possible, we had an extremely good chance to pulling it off without ever firing a

JC shot, maybe a couple of the shotguns might have to be fired, but certainly no one would be firing back at us, etc.

KF Okay. What was the fastest time you did it in in rehearsal?

JC If I remember right, it was in the neighborhood of twenty something seconds.

KF No kidding!

JC Yea.

KF Whew!

JC And we started out well above, well it was like two minutes plus.

KF Who played the roles of Paul and Bill in the rehearsals?

JC Well obviously we didn't have to have these flank security people or the driver of the other vehicle, so they would play the roles. And, we even rehearsed it where one of them was wounded, you know, and we...

KF And someone would have to be carried?

JC Someone would have to be carried or dragged, or whatever. You know we tried to cover all the ... I'm not sure that I really realized it at the time but I'm sure that alot of what we were doing out there was just having to get to know one another. Getting to know the Colonel. Working as a team, feeling a part of each other, that kind of thing. Because it certainly accomplished that. And the remainder of the day we did alot of weapons training, with our Walther PPK's. A couple of the guys were already expert with the handguns.

KF Who?

JC Jim Schwebach, Pat Sculley, Glen Jackson had no military background that I'm aware of but he one of the reasons that he was on our list was the fact that he is a good hunter. So he had been around weapons alot. You know, I... I'm a hunter too but you know I'm not an avid hunter and I hadn't been around weapons a whole lot since the military. And the weapons that I had been around as a pilot were much more sophisticated than parts of the aircraft as opposed to you know handguns.

KF Okay. Was the... were the rehearsals the only sort of physical fitness things you did, or did you do, did he try to get you in physical shape?

JC That was left up to us.

KF And what did you do?

JC Oh, each of us did things on our own. Whatever we thought was appropriate depending upon where we were coming from. Somebody like Joe Poche who played Rugby, you know, was fairly in shape when we started. Ron Davis was in shape he had a brown belt I believe, karate, a very physically fit person.

END OF SIDE A

JC ...Alot of calisthentics, was primary what I got involved in, I didn't feel that based on the time element involved that I'd have time to run and get myself in shape, but, must of the guys were in fairly good condition. The Colonel was in good condition, I was surprised for a 60 year old guy, I was amazed everytime he took his shirt off, he was a very physically human specimen for 60 years old.

KF What about equipment? He was ordering equipment all the time? This was coming in and you were using it you were seeing it, tell me about that. You mention Walther PPK's .

JC Yea. And, we experimented around with different types of holsters. Some of us that were jumping off the fence, were having trouble with the original holster, the weapon coming out of the holster. And, with alot of the physical movement, and what not, so we experimented around with, we couldn't find exactly the kind, but any rate we finally found the type of spring loaded holster that the person was comfortable with. He felt that alot of that was personalized. If the person was comfortable with it worked. We fooled around, we had these dummy little shotguns, we didn't use real shotguns. But, of course, he fooled around with the idea what do we shoot. We didn't want to have to take anything in with us that we could get inside the country. So, we felt like we could load up our own shells, shotgun shells, after we got there. But we weren't sure we could get the shot. We felt we might be able to get everything else. So really the only thing we took in was the BB's. We did that, we wrapped it up in a piece of tape and cloth and what not, and it actually was a weight. Ron Davis you know, put it in his suitcase and you know and if he was every asked about it, it was for exercise purposes and it kind of what it looked like. But, it was full of shotgun pellet. We ordered a loading, shotgun loading mechanism, the complete set, but the Colonel felt like the only thing he really needed was one part of it. So the only thing you had to smuggle in would be the one part. I don't remember which part it was, but it was some part apparatus associated with loading shotgun shells. That the rest of it he could improvise,

JC once we got over there, he could buy the tools and crimper and all the things he would need to load up the shells. He was an expert with anything associated with ammunition, you know I mean he never bought ammunition he always loaded his own. That was his expertise, he was a gunsmith back in Florida, aside from being a pig farmer, had his own little gunsmith shop. He said he chose the Walther because it was conceivable, but yet still had some hitting power to it. And since our mission was primarily, a surprise type of thing, concealment was more important that something that was really big.

KF But you weren't going to take the Walther's in with you?

JC Well, yea we were as a matter of fact, we made plans to. During... equipment. One of the other things that we got, was a drill with the appropriate sanding things to take the serial numbers off the weapon. Okay. We didn't actually take the numbers off the weapon, because that's a criminal offense. And, we didn't want to do that unless we absolutely have to. So, he wanted to wait until the last minute. We had all the equipment to do, he knew how to do that, and he was the one that was going to do it, but let's wait until the time that we have to. That's how he approached everything, don't take a risk unless you have to, don't take a risk unless you have to. We knew we had to smuggle, we didn't feel comfortable we could get these handguns inside Tehran, so we had to smuggle them in. So, we talked that through a number of times, what we ended with was that we felt very comfortable we could get anything through the airport in Tehran, from a security point of view. If you had an American passports, they didn't check it you just walked through, at least that was the normal routine at the airport unless things had change drastically. So, we decided we would buy, and I believe Pat Sculley and I went and bought a couple of cases, trunk type cases, they weren't big like a trunk, they may even had been decorator pieces I'm not sure, but they were like half of a trunk. Okay. That's what were. We wanted them to be high enough and it was a little higher than the normal size trunk, and it looked like a little trunk, that's what it looked like, it was a tweed type fabric on the outside. Reinforced edges...

Vuitton

KF It sounds like a bweeton, you think, with metal on the corners.

JC Metal on the corners.

KF And a kind of a leather with a pattern on it.

JC Yes.

KF Yea, that's a bweeton thing.

JC And, we went to Ross' house. Ross has a wood working shop at his house. And, a couple of us went over there I think it was Jim Schewback, and I and Ron Davis one day. And experimented with this false bottom idea. And actually built a false bottom for the cases and sectioned it off so that the weapons could fit down in there and we could pack them so that they wouldn't rattle below the false bottom. Painted it all up on the inside so everything looked nice and neat. And, it worked it was a neat false bottom case. And, we could actually get the weapons, and enough ammunition in the false bottom cases. Where the cases are I don't know. Maybe Ross has them.

KF How many were there?

JC We bought two cases.

KF Two cases.

JC The idea behind having two cases was this, here was the routine, we would actually check two cases, one of which would have the weapons in it and one which had nothing in it. But they would be identical. They wouldn't be fluoroscoped or anything, so we didn't worry about that, I mean check luggage didn't, well we investigated which airport should we go through that the luggage didn't get fluoroscoped. We found out which airport that was, and that was the one we were going to depart from, here in the states.

KF Which was that?

JC It was La Guardia, as it turned out, or JFK, excuse me JFK. So...

KF Who found out?

JC I don't know. I don't know, that was something you know evidently the Colonel had Merv workin on or something, I don't remember. And the person who had the cases, would you know, check them in, and of course he would have the tags, the claim checks for those. And, he would take the real case when he got to Tehran, okay. Leave the other one sitting on the carousel or on the floor, or whereever the luggage was, but take the one with the false bottom up to check out. If in fact he got stopped, we dearly didn't think the guy would, but if in fact he got stopped, and then if in fact he got, customs official started looking through the thing, he would get preoccupied with the party he was traveling and talking and not really not paying attention to what the customs official was doing. And, the not only if it got searched but if the guy got suspicious about the bottom and in fact it looked like it was all over, then you would turn around from preoccupied with this person, okay, and say oh, that's not my stuff, that's not my case at all. And, we would go back and get the other case, this is my case over here, I don't know who's case that is. Now, who knows whether that would've worked or not, but that was the idea.

KF The other case would've also had a false bottom.

JC No, no. The other case would have had nothing.

KF Oh, so I see so there was just one case with a false bottom. Alright. Okay. There's a pretty transparent dodge, but at least it gives you something to recourse.

JC Some out. Some out. I never saw this case come on guys give me a break. At any rate, we really didn't feel that it would be checked anyhow. And, even if it was checked they never did enough of a check to catch something like a false bottom. So we weren't really that concerned. And as it turned out I took that case in, I took a case in just to see if anything was detected when I went in the country, not that it had anything in it, but it did have the false bottom and my stuff in it. Hoping that you know, that we could test this thing out. Well they never even searched, they never really looked at the case. I mean, I just walked right through, just like we always have. So, if I had had the weapons in there, I'd have been home free.

KF Let's go on back to the lake. You're doing this rehearsal, those of you that need to, are doing your own fitness program, you're still talking about the plan, you're practicing with firearms, which presumably means that you are shooting with the Walther PPK's, and you're practicing loading and taking care of the guns. You're not practicing with the shotguns, because you have toy shotguns. This goes on for a period of some days...

JC Oh, some other thing we fool around with was our code.

KF Oh yes, I want to know all about that.

JC Communications code. We came up Mickey Mouse, but simple it worked, okay, that's all I can say. But really when you look at codes it was probably not very sophisticated, but it got the job done. And, I guess we worked on that damn code for two days, trying and looking at the holes and how it could be broken, and all that kind of thing. We had to commit...

KF Tell me what the code was?

JC Oh, gosh. It was a very simple letter code, let me see, Merv's probably got it somewhere. I kept my copy of it for a long time and then I turned it into Merv, Merv's probably got a copy of it. But, if I remember right it was simple letters, it was a letter code. And it was something like we took the alphabet and we turned it around backwards or something, if you said "a" it really meant "z". Or something like that, but I can't even remember what it was. You'll have to get with Merv and ask him. But, there were certain parts of this code, that we had to commit to memory. The rest of it we could write down, we felt. There were only three copies of it but we felt we could write it down and if we were ever caught with it on our person we did it in such a way that it look like shorthand for sending Telexes. Meaning it would be a very common thing to have if you were working internationally and you send alot of Telexes you get charged by the letters, so you need ways to abbreviate. So we wrote it up so that that would be a cover story for that if we ever got caught with it. There were only three of them. Sculley had one, I had one, and Merv had one. But these letters, we tried to think of all the words that were possible that we would need to communicate back and forth in between Dallas and us.

KF Such as? I mean you must have had a code for Chaparrelli (Chiapparone) a code for Rob (Bill) Gaylord.

JC All the names involved, we had colors we had directions, we had certain key buildings and streets. And then for some of them rather than having the actual word we came up with a code word for the word. Example: the prison was the data center, you see and we committed those, those the key words like that, to memory. Those were never written down on there.

KF Do you remember the code for Paul and Bill?

JC Well, we had one, but I can't remember for the life of me what it is. I don't know why I remember data center, weapons were tapes, and we used tapes in the data center. They were data processing oriented words, most of them if I remember, Kuwait, was a country and it was oil town. But there were seven or eight that we had to commit to memory, that if you didn't have those, the code would be alot more difficult to break, if you ever did get to the point of picking up on it and trying to break it. And, it turned to be fairly effective, we used it throughout the entire mission. Even before we even got to Tehran. So all our communications back and forth. Anything that was a long distance phone call, okay, that was from a team member was primarily done in this code. Or at least, if you were having a conversation with someone there was enough code in there that it would've been difficult for somebody to figure what you were saying. It wasn't all code I guess is what I'm saying. Every other word may not have even been code, you may have even been having a sentence and then all of a sudden you had a key word, excuse me, that was in the code. And then we thought well we may not even think of all the words in advance so we really don't want to be stuck without some means of saying an important word in code, so we had a fail safe where we could actually spell out the word in the code.

KF By transposition of letters?

JC Right. Merv's got a copy of that, I'll almost swear he does.

KF Okay, okay, I'll ask him then. Now, what happened, tell me what happened, these were all the things you did, but tell me what happened now amongst this group of men, because you said before alot of it was just getting to know one another. Tell me a little bit more about that. Were there... For a start, were there people in the team that you particularly liked, and people in the team that you didn't much care for?

JC No. It was a very...

KF I mean at the start now.

JC Yea. No, everybody in the group, knew each other to start with. Some of us knew each other better than, I mean I'm not saying that we knew each other equally because we never worked as a team before. But, it was a very cordial group. I would say there was no, I didn't sense any jealousies, I mean it was a team. And, I don't think anybody, at least I never picked up on it, I never got the impressions that anybody had any problems with one another at all. Throughout the whole thing, which is kind of surprising, I mean, we just didn't have words. Now, we got involved in group discussions where somebody was going to have to make a decision and not everybody agreed but, that's a way of life at EDS. At least in our company we get to state our opinions without retributions. So that's, everyone, you know these are fairly strong minded, strong willed individuals, so I don't want to give you the impression that they are namby-pamby you know type people. They'll state their opinion but like I say there was never any fighting, bickering. You'd think that after all those days together, we'd gotten on one another's nerves.

KF You'd think somebody would get mad at somebody!

JC Sure, sure, and that really never happened. Now, we weren't together as a group, outside of this training period. You see, once we got to, and I'll get into that later, once we got to Paris, we all split up. And really from that point on, Joe and the Colonel and I were the only three, now I think Joe and I got on each other's nerves on occassion, but that was a much longer period of time. And, it was in a very confined, hiding out situation. And, in some cases, not a whole lot to do. You know, where you were just hiding, and that's alot easier for you to get on each other's nerves. But, you know I don't believe there were any of those kinds of things going on. And, I think that alot of who went on that list, had to do with that.

KF I see, okay. So Simons had thought about that before hand then. Alright, do you remember how many days you were in training. We figured it probably started the 3rd of January.

JC I, yea. Actually, I considered it to have started that evening up in the Board Room. Because alot of the training wasn't training at all, it was planning, so let's the planning and the training process, I believe it was something like ten days total.

KF Okay. I'll just look up something else, but do you remember when somebody said, Okay the training is over, we're going.

JC Yea, I believe it was, we kind of anticipated that we would be going because we had to send an advanced party, to make the preparations in our staging area. At this point early in the game, we had thought, Istanbul would be our staging area. So Pat Sculley, Pat was chosen by the Colonel to be the staging person, he left to go to Istanbul to get ready for us.

KF Do you remember when?

JC Seems to me he left the 7th or 8th of January, maybe the 8th, must've been the 8th of January. Yea. So we anticipated that we would be leaving shortly, all we had to do was to get Pat there, make the preparations for us. Well, he got to Istanbul, as it turned out there weren't enough flights going from Istanbul to Tehran, in fact there were none. So we had to change staging areas, the place that seemed like there were more flights to Tehran, having success of getting in was from Paris. The French planes were being allowed for some reason to get in and come out, and come and go as they wanted, more so than the other carriers. So we went, Pat relocated from Istanbul to Paris. And, then we departed, and Paris became the staging area.

KF What date would that have been that you'll...

JC We departed, on the was either the 10th or the 11th, I think we departed on the 10th, and we arrived on the 11th. But, I wouldn't swear to that. We went through Miami, and then on to Paris.

KF I'll ask Merv, he may have the tickets or something. So, you get to Paris, you think on the 11th. Now, Pat has gone, Pat Sculley is there already, how many people went to Paris together?

JC And all the rest of us went together.

KF So, that's the Colonel, you, Jim Schwebach, Glen Jackson, Ralph Boulware, Ron Davis and Joe Poche.

JC We've got our little cases with us, decided not to send the weapons at this point, again. Let's get in the country, let's see what we're up against, somebody will go back and get the weapons and bring them in to us. Let's don't do that, let's not jeopardize the whole mission, okay, previous to when we need the weapons. When we need them we'll get them in. okay. But we did take one of the cases with us to do this test.

KF Do you remember what hotel you stayed in in Paris?

JC The Hilton at Orly, and I remember that Pat was very suspicious, now keep in mind he didn't have a whole lot of time to prepare for us, as what he had intended. So, even though he had checked into the Hilton made reservations for us, he was very suspicious already of the French, I don't know why, but he had gotten the impression that the switchboard operator was listening in on his calls. He was very suspicious of the hotel room, at the Hilton. Consequently, the Colonel was as soon as Pat said something. We did no talking, well, let me just first of all say that enroute, we weren't together as a group. Okay. I mean it would have been very difficult for you to know that we were all traveling together.

KF Didn't speak to one another?

JC Didn't speak alot to each other and that kind of thing. And, then...

KF Didn't sit together obviously? Did you travel first class or coach?

JC Coach. And then when...

KF Let me just follow that. Would that group normally have gone coach on EDS business or would they have normally gone first class?

JC No, we would have gone coach.

KF You would have gone coach.

JC And, we had to have a place to talk, so the Colonel didn't want to talk in the Hotel at all, not even in the rooms. And, I might add anytime we were in a room like when we were at the Hilton here for that one day. Or if we were in the Airport Marina, is where most everyone was staying other than us that lived in town. Oh, I forgot to mention that. At some point it got to be too much of a hassle to keep going forth and dressing and all that, somewhere midpoint in that ten day period, we told our families...

Interruption

JC Told my family I was going to Paris, when in fact, and I would call home in the evening, through the EDS operator from Lake Grapevine, pretending that I was in Paris. Now, I only mentioned that just to illustrate how concerned, one more time how concerned the Colonel was surrounding this whole security mission.

KF By that point, you were living at Lake Grapevine?

JC Yes.

KF Okay.

JC But when were talking, and he tried to get us not to talk outside of Lake Grapevine, about anything associated with the mission. Talk about anything you want to talk about, but do not talk about the mission. And, that was difficult, that was difficult, but I noticed most everybody played the game. If for no other reason you weren't sure what the Colonel was going to do you, if you did. By the way, this transformation took place, I mentioned it was a democracy, well slowly it went the other direction. And, as the days wore on during the training out at Lake Grapevine it got more intense. I mean the training got more intense, we all got into it alot more and there was the transformation was taking place where the democracy was somewhat wading and there was no doubt in everybody's mind who was in charge and who was calling the shots. He slowly interjected things like we could get killed, so let's get serious about this guys. At the range, shooting, the serious business, most all the time, everything was serious with the Colonel. But at the range, he would really get into his element out there, around the weapons, and it was cold. Ken I can't tell you how cold it was. It was cold! And raining, we hit a rainy week in there and it was miserable. And I was freezing, and we'd all go back to this little building to load our clips and everything, you know because it was so cold and get your fingers moving again. He never came in out of the cold. I mean, he was like a rock, now, he was probably just as cold, I don't know, I'm guessing, he was probably just as cold as we were, and I'm not sure just what this was all about, but I have a feeling that part of it was just his manner of letting everybody know that... And, there wasn't anything he asked us to do that he was not willing to do himself, including jumping off the fence. You never got the impression as I did in when I was in the military from some my leaders that this was a new and a detached situation. He was always, he was one of the group. And, he was molding this group, and it was his group, and it was our group, that's where this thing was headed in my opinion. And he was master at it, he was master at it. There was no doubt, even though Ross still

JC to this day would have a hard time convincing him. Ross talks about all of these things going on, the teams and the overland units, okay. None of that existed in Colonel Simons xxxxx. There was only one team, and that was the seven guys and him. And, Ross talks about the negotiating team and that was all superfluous to the Colonel. The Colonel felt that this was the only thing that was going to work in the final analysis, we were the guys that were going to get them out of the country, and all this other is just a waste of time. And, that's pretty much the way he had us thinking. Especially, by the time we went to Paris. Since the ties to Security, okay, we were in Paris we got to have a place to talk, we talked about alot of different options how we are going to do it. Anyway, we ended up going to the airport. The busiest place, I mean, you know what Orly Airport's like. The busiest place possible. Which I would have never thought of, we're going to go to the airport and there was, up on the second floor there there's like an art gallery type of thing, where they've got pictures and little benches and what not. Went up in that area, posted two security types, you know on each end, and if somebody was going to come up, they would give a signal and we would stop talking and look pictures or whatever. At any rate, that's where we had any conversation associated with the mission.

KF Oh, really. I know that art gallery, that's like between the two restaurants, is it not?

JC Yes. That's exactly where it is.

KF That's where you talked?

JC That's where we talked. Isn't that something. Our basic problem in Paris was getting transportation into the country. At this point the intention was to get the whole team into the country. Okay. It was apparent that this was not going to happen, there just were not enough seats available. So, let's get somebody in there, and start the preparation. And he decided that since that was my area, meaning

JC Admin and people's apartments and evacuating, I know that stuff like the back of my hand because I had just gone through it. I know where everybody's house is, put the evacuation plan together. The people, the Iranian personnel that are there worked for me, you know that kind of thing. You know, you're the guy that's, if no one else gets in, you're going in first. And, in fact, we got, the first thing Sculley was working on the tickets. We got one confirmed seat from Paris through Zurich, to Tehran. And, we had two standby seats confirmed to Zurich but standby to from Zurich to Tehran. So, the Colonel decided that Joe, who's by the way role, I told you everybody had a role in this thing, it was compartmentalized. Joe was the driver, Joe was the street, he had lived in Tehran longer than any of us, he had driven the streets of Tehran longer than any of us. He was more familiar with the city than any of us. And he became the driver person, so the Colonel felt like he needed his driver expert. I was going as the logistics type, and the Colonel. Those were the three. Got to Zurich, and oh, he was beautiful on the flight to Zurich. Somebody talks about this in some of the transcripts. But, he enjoys a fine meal more than any person I've seen enjoy a meal. And, you wouldn't guess that, he was a crusty guy, you know, spent most of his life out on the Bush, wouldn't know anything about fine food, right. Wrong, I mean on this flight, it was a Swiss Air flight from Paris to Zurich, and we were first class. That was just all that was available, not that we, if coach would've been available we would've been in coach. Anyway, we were first class, and plane food I don't, most airplane food is really bad, I had never flown on a Swiss Air Flight, it was really good food. I mean the steak prepared well, and the shrimp and it took forever, it took the whole flight just to have the meal up in first class. But, he was in his element with this meal here, but you know, I'm worried about going to Tehran and all this stuff, and he's into this meal. I mean he's into this meal like, I don't know, anyway, he struck me as liking caviar and wine and he's, and that's all he talked about the whole flight, he talked about this meal.

KF Did you sit next to him?

JC Yea, I sat right next to him. Anyway we get to Zurich it's apparent we're not going to get on the standbys. He says fine, Jay, you take the case, gave me some instructions, and off I went to Tehran.

KF Okay. Now we get into this that I have written down here.

JC There was a scene at the airport in Zurich. You can imagine all these Iranians trying to get back. There are not very many flights going so, alot of people are trying to get back into their country. Not very many Americans. They were really upset about the fact that I was getting on that flight. But, it was alot of screaming and shouting, I didn't understand half of what was being said around, except Farsic. But, I could understand enough that I knew they were rather excited about me being able to get a seat, and them not getting a seat. There were a couple of Europeans on the flight, and myself, and the rest were Iranians.

KF Okay. The data you arrived in Tehran, must have been what?

JC Okay. Let's make some assumptions, let's assume we left here on the 10th and we arrived in Paris on the 11th, it was the next day on the 12th that we went to Zurich. We departed, I departed Zurich right away, I didn't spend the night in Zurich, therefore I would've been arriving in Tehran on the 13th.

KF Okay. Early in the morning?

JC Yes. Keep in mind there was a curfew, they weren't letting planes land any other times other than during the daylight hours. So the planes left in such a manner that they would arrive there in the morning early, so we arrived early on the morning of the 13th, I believe. No one knew I was coming so, I was on my own. Most of my flights by the way from Europe to Tehran were very long, this one

JC was short. I don't know if it was because I was mentally going over all the instructions and thinking what it was going to be like going through customs or what, but it seemed like it went real fast. Which was good. The scene at the airport, was a typical Tehran airport scene, just a zoo. Okay. I mean literally a zoo, like it always was. One difference is that there were more people concentrated than normal, there were always alot of people, but that there more. And, it wasn't as organized as it normally is. Things are beginning to break down. Okay. And,...

KF What specifically gave you that impression?

JC Well, they generally could keep people restrained, people that weren't associated with flying, coming in or going, they could keep them restrained to a certain area. That no longer was true. They were farther into the terminal, crowds were, waiting on people were farther into the terminal. It was, there were no, well I don't want to say the law of the jungle was starting you know, was taking effect, but people were not nice, okay. It was a dog eat dog affair to get from where you come out of the baggage customs area, okay, it was a dog eat dog, to get from there to get to where the taxis are. Normally, there's all sorts of taxi guys trying to get your business. The taxi guys were staying in their cars, and there were fights over taxis. I mean, and that was not normal, okay. I most all the time had my driver meet me at the airport, so I had never really had ever, outside of my first visit, my very first visit to Tehran. I had never taken a taxi from the airport, so I'm not totally familiar with what that was like, but it appeared to me, that it was a little dog eat doggish...

KF And did you get a taxi this time?

JC Got a taxi, asked the taxi to take me to our office.

KF Which was where exactly?

JC Bucharest and 8th street, I believe.

KF Bucharest Avenue?

JC Yes Bucharest Avenue.

KF That's why it's called the Bucharest Office?

JC That's why it's called the Bucharest Office.

KF Incidentally, where the Ministry of Health and Social Welfare?

JC It was on Eisenhower. More west of the downtown area, towards Mehabab Airport. Nearby.

KF Okay, and your head office is in that building as well?

JC Yes. We had offices also downtown at a bank, the Government Bank, in fact.

KF The Bank of Iran.

JC We also had offices at the Bank of Ohmran. So we had roughly four office locations within the city. I went to the Bucharest primarily because I knew there would be someone there even though I had not touch base with them, and they did know that I was coming again. I knew lots of people there, both Iranian... I didn't know what to expect really, I knew we had some negotiating people there, meaning some Americans there. I didn't know where they were staying, I didn't know anything about their routine, or whether they were still going to the office or whatever. But, I know I would know somebody at the office, and I really needed, my job at that point, was to get ready for

JC the rest of the group to arrive. And that means, we needed to have cars, places to stay, that were relatively secure. We needed food, it was logistics.

KF Okay. On you way to the Bucharest Office you noticed that there was alot of military hardware around than normal, what kind of hardware did you notice?

JC Tanks. You noticed that was the first thing I said. Because, I don't remember seeing that many tanks before, on occassion we saw tanks, but now there were alot of tanks, especially around the airport*. Now this is military, this is the Shah's, the Shah's still there, he's still supposedly in control. So, it...

* The military had taken over the airport 2 Jan 79.

KF At the office you saw Keane Taylor, what was his position with EDS at that point?

JC He, in fact at this point, was the Manager in charge of our business affairs in the country. As well as, was somewhat involved in the negotiation efforts, to get Paul and Bill's release.

KF What would his title have been?

JC I would say In-Country Manager. Now Paul was the previous In-Country Manager. Okay. That was his job when he was arrested. Lloyd Briggs, who was second in command, took over at that point, and he was the In-Country Manager. Subsequent to that Lloyd departs, and Keane Taylor assumes the responsibility as the In-Country Manager. Who also happens to be a very resourceful individual. One of my jobs prior to, I mentioned having to go to the Embassy and get the Security Briefings, and keep Paul up to date on the security situation in the country. Keane, was never, you know we had a lot of Managers, he was the Manager of the Bank of Ohmran project. There were alot of Managers concerned, about the situation inside the country. Keane was always a tremendous assistance to us.

JC You know he provided alot of assistance to me in that regard because he was very resourceful, I don't think that there isn't anything that he wouldn't do. He, very resourceful individual, and not afraid to get on the streets and move around, and that kind of thing. So, I really wanted to seek Keane out because I felt he would know the situation could get me up to date quick on the situation. Tell me where our employees' vehicles were located now, tell me what the status of the apartments were, get me the keys to the apartments I need. And, do all this without raising any eyebrows amongst our Iranian employees. Okay. My cover story was, I was there to primarily make sure that people's personal effects got out of the country, okay, shipped out of the country, okay. And, we didn't want to have alot of visibility around it because there was no reason to giving Dadgar, the prosecutor another name to possibly pick up. So my employees would not be, my employees would know I was there because I went to the Bucharest Office. But, they would wonder why I wouldn't be coming into the office. Well, the reason is we didn't want more visibility that we have to.

KF You didn't tell Keane the truth at this point?

JC No,

KF Okay.

JC I asked the Colonel prior to departure if I could tell Keane. Absolutely not. Absolutely not. Well I said we could trust him, he said absolutely not.

KF Okay. Was it in Zurich when you had that conversation with the Colonel?

JC Yes.

KF Okay.

KF Now what did, Okay go on.

JC He said, use him to get your job done, but absolutely not.

KF What in fact did you arrange in terms of logistics. How many apartments, which were they, where did you get the xxxx keys for them?

JC I got the keys to around a dozen apartments. What we did is, we went up to Keane's, we went up to my office and I had the maps of the evacuation which showed the actual location of each of our apartments in Tehran. And, I had pretty much thought through what I had thought were the best areas to locate us in and that kind of things. And, we focused on those. Had Keane round up the keys. Everybody on departure had to put the keys to their apartments in an envelope with instructions on, any special instructions on their house or their landlord or things like this. So we went into these envelopes, got the keys nobody had been in them, you know until I got in them. And, we couldn't get gas at this point for cars, Americans could not purchase fuel, Iranians were having trouble purchasing fuel, so that became an immediate problem. I asked Keane to go to work on that, and he began lining up a series of our drivers, waiting in lines, there were long lines at the gas stations. And, they would fill the cars up with gas and bring them over and we would siphon it out of the cars into fifty gallon drums. Okay.

KF Where were these drums at this point? Were they at the...

JC They were at the Bucharest Office. In the lobby of the Bucharest Office.

KF In the lobby? So where did...

JC We took them out of there eventually, but that's where they were right now, we'd transfer this fuel into the drums and we took the drums to [redacted] house. And kept them at his house.
Majid's

KF Okay. And these were Iranian drivers that were employed by EDS as drivers.

JC Yes.

KF Okay. So, and they were using regular EDS vehicles, but you located vehicles, that had been left behind by evacuating people.

JC Correct.

KF And, Keane Taylor knew where they were, presumably they were at the apartments and garages.

JC Most of them were in the apartments and we began going to the apartments and policing those up and putting them in the apartments that I had identified as potential hiding places...

END OF TAPE