

HOTFOOT 68  
COBURN  
SIDE 1

- KF Where did we get to? We didn't get very far the other night; we did a lot, but we didn't get far on the list. I know what we did; we went through each guy. Was there anybody in your life who came anywhere close to being a Simons type figure for you in terms of somebody to respect and emulate. Somebody who might make you think in a tough situation, how would he handle it.
- JC I don't think so.
- KF What about your father for example?
- JC No, not my father. No I don't think so. I have asked myself in business, and still do, the question "what would Ross do?".
- KF In your personal life, would you ask what would Simons do?
- JC I can't ever remember asking that question. I shouldn't say that. When I was going through the thought processes on the divorce situation, the Colonel talked a lot about his relationship with Lucille. And it's very easy, after you hear someone, and he talked about her with such conviction, it's very easy to have a longing for something similar to that with your mate. So when you say "did I ever think about making a decision from a personal point of view", one of the things the Colonel said as he would wrap up any conversation he had about Lucille was "think about that mate, Jay; that's the most meaningful thing that you'll ever have". That kind of message. He said, "Believe me; you may not think it at the time, but it will be, at some point in your life, the most meaningful. So don't take it lightly". So I guess I did think about that. But just the opposite was happening to me--we weren't having a very pleasant relationship. So what I was thinking was it would be terrible to go through my life and not have what he was describing; it would be really sad. Of course I was at a point where I didn't think I could have that. That's kind of a contradiction. That's the only time I can ever remember anything from a personal point of view. He had a way of not letting things get under his skin; of coming across as being very calm, very matter of fact. We're either gonna die or we're not going to die, so why spend a lot of time worrying about it! So that type of process I can honestly say has come up on occasion--not to lose any sleep over it; it's out of my hands now. It's come up in business and personal. I can honestly say that I ask myself the question about I wonder what Ross would do more than I have ever asked the Simons question. But that may be because I spend a considerable part of my life in my job doing business and managing people and making those kinds of decision.
- KF When you were in Tehran, but not with Simons, did you think what would Simons do when you were confronted with a decision?
- JC Yeah, definitely. Probably out of fear. Because if I didn't think that way, and something didn't go right and I had to go back and tell him; but I asked myself that question.
- KF Before all this came up, before the rescue began. Do you think Liz resented your loyalty to EDS or to Ross?

JC Yes.

KF She wanted you all to herself.

JC Yes.

KF You flew into Tehran on your own. You were running over in your mind Simons' instruction. That was the main thing on your mind. The flight seemed to go fast, I seem to remember your saying. I'm pretty sure that previously I asked you how you felt and you said, "well, what was on your mind was not your feelings but what you were going to do". The job to be done.

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JC There was some apprehension there, Ken. Because when you sitting in an airplane seat, even though mentally your mind may be working and going over all these details, since there is no activity; there's no hostile activity or there's no actions to take place to keep you totally, mind and body occupied. There was some apprehension. You know, taking the little box to see how that went, I was very apprehensive about it.

KF You had the big false bottom, no guns in it, but it was molded, and if you were asked why it had a false bottom with this molding, you were to say it was to take photograph equipment. But still, you weren't 100% convinced that that was going to work.

JC But there was some apprehension. The thing that stands out most in my mind is that I was trying to organize in my mind, because we didn't want to write anything down, so I was really trying to organize in my mind, make sure I hadn't left anything out in terms of what I needed to accomplish between the time I arrived and the time that he arrived.

KF When he got there, you wanted to be able to say "all done." So that he could give you that look that said I never expected anything else; why are you telling me, of course you got it all done. Did you have any feelings at that point about the likely success of the mission?

JC Yeah, I think my feelings pretty much stayed the same, even at that point. And from early on to that point, I was pretty much thinking that it was good to go through this but we'd really never have to...something was going to work on the legal side so that we wouldn't have to do this. But we still needed to get prepared.

KF Around this time, in Paris and Zurich, how many of you had any discussions in the absence of Simons about whether this was for real or not?

JC I don't remember how many. I think I would have remembered that too, because I was kind of taking on a role, a leadership role, to a certain extent. I think if one of the guys had come up and had a problem, I would have probably passed that on to the Colonel, thinking that was something he would need to be aware of. I cannot remember having any discussions.

KF Any thoughts about Paul and Bill at that point?

JC From a personal point of view, no. Definitely thoughts about where they were. Physical security point of view, but not anything from a personal point of view, like I didn't think...like it was too bad their families were having to...

KF Could you briefly tell me about the choice of apartments. What was attractive about the two that you actually used, Keane's and Dvoranchik's.

- JC In the book, you kind of give the impression that I made the decision, and I really didn't. All I did was select alternatives, numerous, and decided that the very first place we would go because it had telephone communications was Taylor's. But then, from that point on, when the Colonel arrived, he made all the decisions about what was going to be used, whether we would stay there or whether it was going to Dvoranchik's or Chiapparone's or Gaylord's or whoever else was on the list. I don't even remember who was on the list, it wasn't Chiapparone or Gaylor, by the way. I can remember about us talking about those not being good choices.
- KF Why do you say Keane's had phone communications. Didn't they all have a phone?
- JC Yeah, but we didn't know if they were going to be operable or not.
- KF So you knew that Keane's phone was working. Then you selected others; you made a list of others, and then it was up to Simons. He may have asked you about them.
- JC He was going to ask me a number of questions about them. In fact we had already talked about where some likely locations might be in terms of Egress and that kind of thing. So I was mindful of that. Ones that may not be directly associated with the landlord type of situation that were still available would be a plus. I think most of the ones I selected did not have landlords associated with them.
- KF But Dvoranchik's did. Do you remember discussing with him moving out of Keane's into Dvoranchik's?
- JC Yeah, we moved out of Keane's because of the potential, since Keane was now having face to face contact with Dadgar, there being the potential that they would try to come to Keane's place and look for something. In fact, now I remember when the Lieutenant Akfar thing may have taken place, it may have taken place earlier than I thought. But at any rate, if they were going to look for certain documents, maybe they might come to Keane's place and look, not knowing that we'd be there at all. But that potential existed. Which was the same logic we had used for not using Paul and Bill's.
- KF What sparked the move? You said the Lieutenant Akfar incident sparked the move?
- JC No, sparked the thought process that if they are looking for documents, and since Taylor is the guy in charge down there at Bucharest and also has now had some contact with Dadgar, I think about this same time was when Keane first started coming in contact with Dadgar, that that may not be a good idea. Not counting the fact that we were somewhat distrustful of the phones being bugged. If for no other reason, we were going to move around. At one point, we talked about not staying at any one place, but moving around. But then we noticed that every time we went to an apartment. We started doing this survey of apartments, someone always noticed, whether the landlord was there or not, someone always noticed our activities. So we got to thinking that maybe the best thing was to sit in one place and be noticed less. As time wore on, there were fewer Americans and you really did start to stand out like a sore thumb. Not that anybody would have thought we were up to anything. They may have just reported us to their Coochie cop just to say that there was an American there, and he might have just come by for the hell of it! Not that he thought we were up to no good, but just to shoot the breeze or whatever. Coochie cop is...every little neighborhood had like a foot patrol, a policeman, we called Coochie cops. Coochie is Farsi for alley. Coochie stores, which is like a 7-11 store, a convenience store; Coochie stores and Coochie cops.

KF That was page 114. Page 137 describe the lobby of the Sheraton.

JC Double set of glass doors, sliding top glass doors. Inside was a registration desk on the right, very long registration desk on the right, facing out this way into the lobby. Big, big lobby, not like the Hyatt Regency or anything like that impressive. But in terms of being open...the bar was kind of an open lounge type situation. Going out further in that same room. If you were to turn to the left, it would be where you would buy magazines and drug items and things like that. Kind of a little drug-store kind of thing. Hair cutting, couple of little shops like that, shoe shine. There was in fact a bench type seat or couch or sofa of some kind sitting almost directly in front of the door obviously not blocking traffic or anything, but far enough where you could see everybody coming in the door would make contact with you and you would see everybody coming in the door. And that's in fact where I sat down.

KF Where in town was the Sheraton?

JC It was near Keane Taylor's apartment, not too far from there. To give you a general idea, I'm sure on some map somewhere, you've probably got Taylor's apartment. What they call the Vanak area.

KF Describe Lobello. His appearance first of all.

JC About my height, dark, I want to say black, but if it isn't black, it's certainly a very dark brown, hair. Some graying; a more slicked down type hairdo. Glasses, seems like black rimmed glasses. Very wide nose. Probably around 175-80 pounds. Little bit of a gut. Early 40's.

KF What did you make of him? What sort of person was Lobello?

JC Enterprising would be a kind word to use. But he was certainly taking advantage of the circumstances at hand and his knowledge and understanding of the conditions and the social environment preying on someone's not understanding on that. Well connected. I didn't trust him very much.

KF What would Simons have made of him?

JC Simons would say he liked him. I think Simons would have found him to be very useful. When the Colonel and I talked about Deep Throat, he thought we were being kind of naive about the whole thing. Those type of people always around in situations like this, and they can be very helpful, not that you'd necessarily trust them or have them on your team or anything like that, but they can be very helpful.

KF What do you think when Lobello frisked you?

JC I anticipated it, especially in fact the Colonel and I talked about it. If I were to go out there in my coat that we were wearing at the time, it would be natural for someone to wonder and in his case, want to frisk because you couldn't ever be sure of what could be in that thing. I have to bring that coat in and show you, I still have it at home. But it literally is the kind of thing that conceals things very easily.

KF This is your Michelin?

JC Yes, the Michelin coat.

KF When Skeeter Haglar wants to take a picture of you, if you think of it, you might suggest he photographs you in that coat. Why don't you do it in the morning before you shave? And you've still got that wooly hat.

- JC We thought it would be good to see if he would frisk me. Because if it became necessary to do any bargaining with him, I might want to have some kinds of devices. Certainly not at this meeting, it wasn't appropriate, but it might be. Therefore we wanted to establish that. When we went to the jails, I made sure that I wore that coat to see what kind of reaction the guards and other people had to that. There was a lot of that stuff going on.
- KF It would surprise you to learn that Lobello asked me to completely take his name out of the book.
- JC No, because in his business...
- KF I don't think he has a business anymore.
- JC Well, but, he probably doesn't have a business. But I'm saying since he takes advantage of situations like that, I wouldn't think he'd ever want his name used in anything, because it might hurt his potential for...I was almost convinced that he was somehow more connected than what we gave him credit for and probably not directly with Dadgar, but with someone fairly close to Dadgar. It doesn't me that he doesn't want his name to be used.
- KF All through this long time, you were waiting in Tehran...
- JC You've talked to him, by the way?
- KF Lobello, yeah. I sent him that section of the manuscript. Didn't you hear about this? This was the greatest operation ever mounted. I didn't do anything. I had there were ads in the financial times, in the Swiss papers, and the New York papers, and the Washington papers, will James Lobello, formerly management consultant in Tehran, please call this number and all that. Yeah, we went the whole route.
- JC And he responded somehow?
- KF Finally my New York researcher tracked him down in New York, working on something to do with computers for a corporation. I think my New York man tracked him down through a series of employers. He found the name Lobello on the...I'm going to turn this off...
- Through the period that you were waiting, were you calling home?
- JC No. I say that in that...the Colonel was, to a certain extent, he didn't harp on it everyday, but he thought it was a good idea for all of us to call home occasionally just to keep to a minimum the family's from worrying, wondering and may be calling to try to discover what we were involved in or something like that. So he thought that was very important. But, I did most of mine through Merv. I would say would you please call Liz and tell her I'm okay.
- KF Did you get messages back from Merv?
- JC Yeah.
- KF Liz must have been pretty unhappy.
- JC Yeah, Merv didn't like being in the middle, either.
- KF Mary Boulware told me that Liz had given Merv quite a hard time. She's funny I gather. Liz is a bit like yourself. A person who makes jokes and tells funny stories. Mary told me that Liz called Merv and said could she put a vibrator on her expenses.

- JC She probably didn't say that to Merv, but I can see her saying that to somebody else. As I mentioned, there were a number of the wives right here, all together. I could just envision them getting together and comparing notes and trying to piece it all together.
- KF Did you do this through Merv because you didn't want to be harassed about what you were doing?
- JC Primarily yeah.
- KF Didn't want to be cross questioned? Did you feel bad about that, not talking to her?
- JC No, not really. Because I saw it as a necessity. There was no way she was going to understand. And the few times I did talk to her, I did the best I could trying to make her understand. Certainly I never told her what we were involved in. But she I guess had put it together and had some idea. I can remember during one conversation, she was starting to get into some of that, and I said, "It's best for everybody concerned that you just not talk about it period. Certainly not on this phone, but don't even talk about it to anybody else around there." And left it at that.
- KF Did she accept that?
- JC I don't think so.
- KF Did she react on the phone?
- JC Something like "that's typical". I think maybe even at some point, she might have even threatened to call Ross or something. I said, "if you need to get in touch with me, Merv will know how to get in touch; just call Merv".
- KF There was another funny line but I can't think of what it was.
- JC Merv has told me some funny ones, I can't remember them, but evidently...she does have a good sense of humor. And she can be very sharp and a lot of times it's with a humorous overtone. Which I appreciate. I've got no problem with that.
- KF But you didn't talk to the kids either.
- JC I can't ever remember talking with the kids. I may have, but I can't remember. I was basically in the mode of I really don't have time for this bullshit is kind of the mode I was in. But I knew I needed to do it to try to keep some of that down.
- KF Is there anything you could do to relieve the boredom?
- JC I read Shogun. Dvoranchik had quite a library at his house. I must have read 3 or 4 of them, but I do remember reading Shogun during that time period. And there was a lot of waiting and we filled it in with reading, telling war stories. A lot of talking, a lot of dialogue between Joe, the Colonel and I. Weird hours. 3 or 4 o'clock in the morning, we'd be out, wide awake, 10 o'clock, we'd be asleep.
- KF Did Joe open up?
- JC Yeah, I think to a certain extent he did, for Joe. He has a difficult time opening up.

- KF 183 Reaction. Simons asked you if you could think of an Iranian who could move in the mob. And you thought of Rashid. Did you have any other kind of reaction? Did you think I wonder what Simons is up to? Did you think Simons was getting onto a good track here; that it was a good idea?
- JC No, I can't remember having any of those those thoughts. When he...anytime he asked me about any of the Iranians, I pretty much...who knows what he was thinking. So you know it was kind of silly to be spending time...I think I just immediately went in to trying to do the best I could in answering his questions. But I had a real... always around any of those issues using Iranians, I had a real problem. Because I knew them all; I felt very comfortable with what their capabilities were, what I could do with them, couldn't do with them. The problem was that I didn't know how to get that across to the Colonel. In fact it was a futile effort. I couldn't get it across to him. Because in his mind, he had to go through the experiences that I did before he would. I was kind of frustrated with that at the time. It makes sense.
- KF Incidentally, Boulware's got a real problem with this. Reza, Simons' using Reza, or Simons' even planting in Reza's mind the seeds of what Reza was going to do. And I guess it's because when Reza has told Boulware the story, he's never mentioned this. Boulware's got a point, but there's no question that Simons asked you for an Iranian. You took Reza to meet Simons, then they went off together. That's what you saw, and there is no question that that happened. Did he say that he wanted an Iranian to move in the mob or...?
- JC I'm not sure that it was in those words, Ken. In fact, it probably wasn't. He probably said something like "can you think of anyone that would be good that's street smart". Words to that effect. I'm not sure he would have said anything like moving in the mob. I'm almost positive he wouldn't have said that.
- KF But he did say something like he wanted somebody street smart. The words are wrong, but the general idea is right. Okay, that's 183. Now looking at page 204, I think I wrote this scene begins "Coburn put down the phone and said the mob has overrun the prison". And I think I've done it that way because you don't remember who called you or who you called. The one thing you may remember is how you felt about the news.
- JC Is this the afternoon when we found out the prison had been overrun? I think it was Ahmed Bahktier who called me. We got a number of calls, so I can't really say for sure. I really had my feelers out that particular day, because it was apparent when you would go out on the roof and look out, there were a lot of things going on. So I really had a lot of feelers out about what was going on in that area around Ocean Tower (sp.), around Gasr. So we got a number of calls. My reaction I can't remember exactly what it was to this particular phone call, but it positively confirmed...my reaction would have been one of what do we do next. What is the best course of action at this point, especially now that we've confirmed that they are out.
- KF But you must have felt some pleasure that day they were probably out with some anxiety.
- JC I don't know about pleasure. Let me just say that it was obvious that now we could spring into action. Meaning all the waiting is over guys, now it starts. Now's the payoff. It's time. Let's get it on. That's the reaction almost. You got to understand. Here's 3 guys that have been cooped up in this place for the most part. I've been out more than they have; I can imagine how they felt. Cause at least I was the outside person, so I was moving around. So I didn't have near that sensation that they did. But now it's time. Here's where we...here's where the payoff is; let's get the show on the road.

- KF Do you remember how you felt when Paul and Bill walked into that room in the Hyatt Crown?
- JC Elated. I don't know what kind of adjectives you could use. Almost a tearful joy goosebump type thing. Really quite a sensation.
- KF Were you one of the first to shake hands or embrace or whatever?
- JC I'm sure I was. I'm not sure exactly but I'm sure I was.
- KF Do you remember what you did? Did you shake hands or embrace? Do you remember what you said.
- JC I don't remember.
- KF You walked out of that hotel with Paul and Bill, Simons and Joe Poche. And this bunch of ragged revolutionaries turned up in the hotel foyer at the same time. Did you feel that was a close call or did you feel it was just a coincidence?
- JC I felt it was a coincidence and a close call. Dadgar never entered my mind. We could stand up in the room and look out and see that there was some activity going on, which is part of what led to us leaving in the first place. It was kind of an anticipation. Coincidence that our timing was such that we happened to be walking out the door at the same time that these hooligans were getting out and then the other part was just an apprehension that they might...
- KF Even if they weren't Dadgar's men, they might have harrassed you all the same.
- JC Sure, sure. Because we had been witnessing this general harrassment type thing that was going on, so they could have done that for the hell of it.
- KF And it would have been like doing a burglary and getting away and then somebody stops you for speeding and opens the trunk of the car and these \$1000 bills in there. 238...can you remember when Reza came into the Dvoranchik apartment. You had called him and said "get here". With a funny eye, you said "get here". And you were pretty confident that he could get across the city because he was that kind of a fellow. Now what happened. Did he ring the bell in the street? He must have, I guess.
- JC I don't think so. I think we had posted somebody out there to listen for him. We told him not to ring the bell because we didn't to disturb the landlord. If I remember right, we knew about how long it would take, and somebody sat out there and listened for him to knock. Because we did have to let him in.
- KF Somebody with a key to the street gate?
- JC Yeah, but there wasn't a key. It was a like a lock inside the house where you could unlock it from the inside, but you had to have a key from the outside. It was that kind of gate.
- KF So somebody was down there listening. You don't remember who it was.
- JC It may have been me, I don't remember. It may have been Joe. It probably was Joe because I was on the phone a lot at this point we were doing our last minute commo stuff.



KF So do you remember when Joe or whoever it was walked in with Reza? It must have been kind of a relief to you?

JC Oh yes. We're talking about the last alternative. Not that we wouldn't have gone anyway, but what I'm saying is, it sure was going to be nice to have somebody along who spoke the language.

KF Did he say anything when he came in or did you say anything to him immediately?

JC Not that I remember. There were a lot of people there. And I can't remember anything specific that anybody said other than it seems like we all went into the living room. Maybe we all didn't go but the Colonel and Joe and I and Reza went into the living room.

KF I asked that question, it was at that point, my agent said "give Rashid an entrance". 244-248...Is this the first time in your life that you've been on the wrong side of the law?

END OF SIDE 1