

JC She's the one out of all of them that will run up and give Dad a big hug and a kiss and, of course, that just gets her everywhere. I'm a sucker for that. She does real well in school, but she's just now in the first grade so it's hard to tell how they are going to do academically at that point.

I think they all have their own personalities. I really don't think any of them either look that much alike or from a personality point of view alike. Maybe when Kelli gets a little older, we'll be able to tell if she's going to be like one of the other ones. They are really all very different. They all have different interests. For example, Kim loves to read. In fact, most of her spare time around the house, besides now at age fifteen saying she's bored all the time, she will be reading. I think that's the "in" word - bored. I'm bored, I'm bored. At any rate, she reads a lot. Whereas, Kristi on the other hand, wouldn't dare read. However, Kristi is very creative when it comes to writing stories or doing art projects or things like that. Kim has no talents in that area at all. And Scott, he's too busy getting buggars on his shirt and pulling frogs out of his pockets. He's a case.

KF Were you like that as a boy?

JC Yeah. I think I was to a certain extent. I was into things like that. Yeah, I think he's got a lot of characteristics that are similar to mine. I don't get the impression he's as independent in some cases as I was, but I guess to a certain extent that's because he hasn't had to do as many things at his point in life from a chores or just trying to make ends meet from a family point of view like I did. I can't remember in my lifetime not working. My mom and dad owned their own business and I worked with them. I just cannot ever remember not working. That may have something to do with that. I think that has a lot to do with developing independence. Making your own decisions. He seems to be somewhat more dependent at that age, than I was. I can't remember going to folks a lot ever for very many things.

But altogether, they're a good crew. In light of divorce, separation, divorce, and obviously that has an impact on the children. But I think overall, they have done relatively well. I think maybe where you might see that they might not be doing well, and we've made it a point to talk to their teachers a lot throughout this past year or two. We would have gotten some indication from them that there was some serious problem behavior-wise, and we just haven't. Their grades are the same. In fact, Scott's improved. I think he's just learning how to play the game.

KF You don't think he's reformed then?

JC No.

KF I have a question here, well actually it's Al's question, still on the first page. Al says, "Is he worried?" Here I've described you in command of the situation, which I believe you were. You've said that you would have liked the family to go home so that your attention would have been undivided. But how worried were you about their personal safety?

JC I wasn't that worried about their safety. Keep in mind that this is getting rather close to the time that it became apparent that we were going to have to do an evacuation. We're not talking about that long a period of time. Liz and I started talking about her going home maybe a couple of weeks prior to the evacuation, and she disagreed. But I could see that at some point the possibility was great. It wasn't all that uncommon for people to go back to

to the States for holiday, Christmas especially coming up and what not and spend thirty days or so. That was not that uncommon. I was just trying to get her to go ahead and not alarm anybody but just go ahead and make that decision as far as everybody else concerned. In my own mind, knowing that the real reason was I'd just like to have her out of there. Not so much from a safety view, only that if it did come down to an evacuation, it would be nice if my time would be totally freed up to concentrate on that as opposed to being divided. I think most of us felt that if anything was going to happen in the way of an evacuation it was going to happen prior to Ashura or during Ashura.

Your timing is off there by the way and I don't know why that is, but Paul and Bill's passports had been, I don't know the dates, but there had been a considerable period of time between the time that [REDACTED] had come in and Majid told me about the passport problem and the time we actually did the evacuation. Because we went through a lot of drills. I know there was a number of days because we went through a lot of consideration about those passports being kept at the Embassy and how we might get them out, making the decision to send Paul and Bill's families home right away. Getting all their household goods packed up, etc. Talking to Pan Am and developing that contact. This was before our mission of getting Paul and Bill out of jail that I made that contact to see about getting Paul and Bill out of the country without a passport. So, Ken, I don't know how much time it was, but I know it was longer than what you portrayed in the story. But again, for purposes of the book, I assumed maybe that you were having to do that just to . . .

KF No, not at all. Anytime you see something like that, it's a mistake. I've never done that for the sake of the drama. Anytime, there's something like that it's just an error.

JC I don't know how we can pin down those dates, but I know it was a number of days. Paul and Bill ought to remember that because . . .

KF I'll have to look back and see where I got that information. Here I basically have it as two days.

JC I'll almost bet you that it was at least a week.

KF Well, I'll double check that. Now, where did you get the information that Ashura was going to be trouble?

JC Well, I first picked it up just on the streets. Also Ashura is a time typically when whether there was any trouble going on or not, the Embassy had given out warnings to Americans to stay off the streets. This was before revolution talk or anything. This was a religious holiday where they beat themselves as they are marching through the streets. It's a very serious religious thing. So under normal circumstances, you would be keeping a very low profile and certainly avoiding large crowds, things like that. But in this case, since there was this abnormal pick up of this anti-American thing, and we started receiving those notes during that time. In fact, I took the note, the note was signed by SAFE, and that means something, I can't remember now. Anyway, I took it down to the security section. They told us that if we had any incidents to report them, any notes, message, etc. so they could analyze them. When they started analyzing this note was when I seriously found out that something was . . . the date they told me to depart by was Ashura. There were other people that got similar notes. I was not the only one. You start putting the pieces together. You start talking to the people in the military. We had some very good friends in the intelligence side of things as a result of both Gallagher's wife working

working for Col. Barlow and then Boulware and Davis had struck up a friendship with a black fellow who was lower down in the ranking that was also in the intelligence section, who was where I got most of my information. Boulware would remember his name. We just started piecing it together and really I think, as I would come back and tell Paul what I was finding out, what the Embassy was saying, we were evaluating the situation. We got the impression that Ashura might be bad, but it was just going to be more of the same. Just a big powder puff. Just a lot of words, but nobody was going to get seriously hurt. Whereas, simultaneous with all this going on, the family members back in the States were seeing the newsreels and were calling Dallas and trying to find out what EDS was planning to do for their relatives in Iran. Why were we making them stay over there and things like this. We had offered a chance for people to return to the States on their own and anybody that wanted to leave, could go. It was not like we were keeping anybody.

KF So, maybe you weren't as worried about Ashura as I've suggested.

JC I think anybody that's had the responsibility that I did, would have to be concerned about it, because there were enough concrete things that were pointing to the fact that there could be some problems. So you had to be concerned about it. But concerned about it from the standpoint where the Iranians were going to march in and start shooting everybody, wrong. They were just not going to do that in my opinion.

KF OK.

JC It would have been totally out of character for anything like that to take place in my opinion. Yes, there were terrorists-type, smaller groups of people. But I'm talking about the masses of people. There were some individual groups that were probably capable of doing something like that to stir up the pie. In fact, I think there were some things going on. Wasn't there an American oil person killed down south, more like an assassination type thing.

KF Well, there were three Americans killed. I can't remember, but I think the first was an oil man, and I think it was an assassination. The third was a newspaper reporter. I can't remember the second.

JC The pressure from the relatives had really gotten Ross, well, there was some heated discussions going on. I think if he had been totally his decision. We were saying, let's don't jump the gun. He was saying just the opposite. It doesn't make sense not to. So there were a lot of discussions at a very high level from Chiapparone up through Gayden, that were basically pacifying Ross. Finally, the day that I got the call, there was no more pacification. There was a lot of talk about just getting the women and kids out. Wrong. Everybody. Well, fine, but we will need to leave some key people back here to at least run the business affairs. Wrong. Everybody. He was consistent throughout the whole thing. Gayden can probably tell you more about those conversation. Gayden was in Tehran at the time. We're talking about 2-3 days before the evacuation that these conversations took place. We had a hard time convincing some people that they had to go. There were those people who felt like we did. That we probably needed to stay off the streets on Ashura, but . . . there were other weekends where the alert had been put out by the Embassy that said to keep a low profile, avoid crowds, remain north of a certain street line, that people ignored. Myself included. I can remember going to the race track. Avoid crowds, right. Dvoranchik, Toni, Liz and I went to the racetrack one weekend when the alert was out and we didn't have a problem. So there was a lot of discounting going on by a lot of folks.

On the other hand, there were a few who believed we had waited too long. I believe Gaylord was one of those from a management point of view.

KF There are a few lines about your experiences in Asia. You were wounded once. Did you have anyone close to you wounded or killed?

JC Yeah. You mean close from a friendship point of view, or sitting right beside me?

KF Well, either.

JC I didn't develop that many close relationships in Vietnam, but when you are working and living literally with one another, spending as much time as you spend, you can't help develop a relationship with the guys that are in your same unit. It's impossible for that not to happen. I kind of had a philosophy that it wouldn't pay to get too close because at any moment, people are going to be gone. A lot of fraternal type friendships and we had a fair amount of casualties. Inside my aircraft casualties are minimal. I saw a lot of things happen, but when I described them people would say I was in the minority, meaning I had more than my share of people get hurt. I had a co-pilot that was killed.

KF By a bullet?

JC No, it was by the rotor blade of the aircraft. It was the first couple of months I was there and I was flying support aircraft, called slicks, because they didn't have weapon systems. We were coming out of this PZ. It was about the seventh time we'd come out that day and hadn't received a round one. I had a full load of troops on board and my crew and we took some 12.75 fire and severed the tail rotor drive shaft. What happens in a helicopter when you lose the tail rotor, when it's not operating, the fusilage wants to turn with the rotor system and it wants to do that rather quickly because the rotor system's turning rather quickly. We were about 150 ft. off the ground. Absolute worse conditions to lose your tail rotor. If you are high enough up in the air at air speed the air flowing across the fusilage so it won't turn. The force of the air. But if you are going real slow or at a hover, that's not the case. So, we started turning. In flight school, you practice these types of things. To get you to the point where you do things instinctively. Meaning if there is a circle reaction in the airplace, you are going to need to be so quick to do something, you don't have time to think about it or it is too late. You need to realize it rather quickly once your tail rotor's gone because it starts turning severly the problem you have is keeping the tail upright. So what you do is you want to reduce the torque to keep the spin to a minimum. So, you simulate an engine throttle. You cut the engine and, of course, you start immediately going down. So, for whatever reason, the technique didn't work all that great because we were turning rather rapidly and everyone in the aircraft was thrown out. When you were carrying troops, they never wore seatbelts. We didn't have doors. At some point, I was able to get the thing on the ground. When we hit, we hit right skid. The rotor blades have a tendency to flex when you hit hard. I didn't even know where we were so I couldn't cushion the landing. It hit the ground and the rotor blade flexed down so bad that the trailing blade hit the tail boom and chopped the tail boom off, also the rotor blade off. The trailing blade is now flailing around and unfortunately, the way the helicopter is designed that when the one blade is torn off, the other blade also flexes. The way it comes down, it wants to come through the cockpit. In fact, it came right through the cockpit and hit the fellow in the head. It killed him instantly.

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KF What about all the soldiers that were thrown out?

JC They were all killed.

KF How many?

JC Seven. The crew chief and I survived and we were upside down. I remember smelling fuel. The fuel bladder was busted. I unstrapped and fell. I didn't know I was upside down. I didn't know where I was. I fell right on my head. That was really the only way I got injured. I had some compressed vertebrae in my neck from falling. I really hadn't been in the warzone much at that point. I was already an aircraft commander. You were pressed into service relatively well because of the shortage of pilots. That was probably the turning point for me in that conflict, because I got really serious about what this thing was all about. Even though we had been on combat assaults, etc. Now this was really getting close to home and that was the turning point. My whole attitude changed. I'm not saying I had a bad attitude before that. I'm just saying that I think I became a real serious soldier at that point. That's why I was describing to you today in the office about a survival thing. I really think my personality changed. It really brought the point home that this was really serious business. I took on the role of I'm going to get them before they get me, or anybody else that I'm responsible for and I'm not going to take any chances. Hell, I was only 20 years old at the time. I became a serious soldier.

The next time I got shot down was when I was wounded. At that point, I was just really pissed off because now I just had the ass. It just seemed assinine to me to spend my whole time over there flying around in this aircraft and getting shot at and not being able to be aggressive. I was pissed off. That's when I walked into the old man and said I wanted to get in the gunships and I don't want to hear all the bullshit about needing to wait my time. I need to get in the gunships. We talked about it, and I guess in a sense, but that's almost the point where they want you to get you into gunships in the first place. Because you are in an attack mode. Everytime you strap that thing on, you're going out to do damage to the other fellow, and there's no doubt in your mind. It's not a question of whether you're going to get shot it. You know you are and you know you're going to be shooting back. If you don't have somewhat of an aggressive approach to the thing, you are probably going to get hurt. I was at that point. I said a lot of rash things. I said I wasn't going to fly anymore, which was bullshit. Sure enough, when I got back home after convalescence leave, I was assigned gunships. I was a happy fellow. Isn't that strange that you would be happy about going out to kill that bastard. It was a total reversal from anything I had experienced in my lifetime.

I'm not sure the guys in my unit didn't think I was a little sick. When a guy would get hurt, I'd say, well that's what he gets combat pay. In three months time, we're talking about a guy who had been turned into an animal almost. When you get back from that a lot of guys never sort it out. They never can put it in the right perspective. In fact, I know a lot of guys who were in Special Forces activities that had been in Vietnam 36 months without R&R. When the war was over, those same guys were the ones that ended up in Uganda hiring themselves out as mercenaries, etc. I don't know how all that happens, or how I could make the adjustment out of that back.

KF Well, some people go a little crazy. Some people can never adjust to civilian life. Some people never adjust to combat in the first place. But you found your own way in and adjusted to combat and came out and seemed to have adjusted to real life. Except when you came out, you were not the same man that had gone in.

JC I've heard a lot of people talk about what it did for them, etc. For me, personally, in a short amount of time, compared to my peers, I learned a lot about myself. I think that's really it. I'm not sure that I wouldn't have learned all those things somehow in other forms. What happened was it was a compressed time frame. I think it helped me a lot. I think I was extremely fortunate. Just the experience from living in the world point of view. Not necessarily by design, but being thrown into the experience set the stage for where I am today, compared to my peers.

KF Would you wish it on Scott.

JC I think so. Maybe not would I wish the wartime thing on Scott, no. I hope that he can go through some experiences that are similar that allow him to learn as much about himself and his capabilities so that he can have the same advantages I've had. I think it is an advantage in business because all business really is made up of people trying to get a job done by using other folks. I always think I've got a little bit of an advantage because of that factor. I don't know whether it is confidence. Certainly from an education point of view, I don't have any advantages over anyone. From the standpoint of academic education. I have a real-life education as to what people are all about and what I'm all about as relating to other people. I think that is directly attributable to that year I spent in Vietnam. It is incredible what people will do in certain situations, what motivates people. Here I am at 20 years old getting a chance to experience all that, not just in terms of what happens to others, but what I'm made of, what I'm capable of.

END OF SIDE ONE