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HOTFOOT #13
Interview with Merv Stauffer
November 4, 1981

KF Let's talk about December 28, 1978. How did you first learn that Bill and Paul had been put in jail?

MLS I got a phone call from Marquez. I was at home.

KF Do you remember what you were doing at home?

MLS No I really don't.

KF What time of day it was?

MLS Well, I didn't find out on the 28th. I found out on New Year's Eve, the 31st. So the first two days, I was unaware.

KF Okay. Why was that?

MLS I'm not sure. Nobody called me!

KF So it was December 31 that you got a call from Marquez. Do you remember what he said?

MLS Not specifically, other than Bill and Paul had been arrested.

KF What did you do?

MLS As I recall, we just talked about it. And I did not come in until New Year's Day. No, I did not come in that night.

KF Okay. You came in on January 1, in the office. There was an ice storm. Some people were sleeping here at the office by then. But this was the first you learned of all this.

to have him do what we wanted done. What we wanted done, we explained that there was this farm in Florida that the owner of the farm; that the owner of the farm was going to be away from the farm for awhile; he was a friend of ours and he needed someone to look after his animals. I don't remember whether we told him pigs and dogs or whether we just said animals. Paul said "Well, how long will I be gone?" We told him we didn't know. It could be several weeks. Paul said he would do it. We told him about travel arrangements that I made for him to get him there. Then it hit us that we've got to tell him who, because he's going to meet the man. We have been very secretive about the name. Then one of us said, "Now the farmer's name is Arthur Simons." And Paul stopped very short and he said "The Bull? Bull Simons? I'll be damned!" I can remember him saying that. We said "Where did you know Simons?". They had worked together; I don't know where. Somewhere in their military career he had worked for Col. Well, Paul at that point knew something was up. But Paul didn't ask a single question. He had enough military training or whatever it was that he did not present us an awkward situation by starting to ask questions. His only question was when did he leave. He was to leave very early in the morning, like 1 o'clock in the morning, and this was 10 or 11 o'clock that night.

KF This is still January 1.

MLS Yes. So he went home to pack and to tell his wife he was going to disappear for awhile. By the time he got back, we had money for him; travel money, and ticket. He was on his way.

KF And he met Simons in route at Atlanta.

MLS Yes. That was kind of a problem. The Colonel wanted to be sure that whoever came down to take care of his place got all the good instructions -- here's how to feed them, all the things you'd expect he'd have to tell him. We had it arranged so that Paul would get there around 9 in the morning. It's not easy to get to Red Bay, Florida. He would get there by early morning. And then the Colonel was going to leave after lunch sometime. Due to weather, Paul did not make his connection in Atlanta. He called us and said "I'm still here in Atlanta". That presented

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a little bit of a problem because the Colonel was not too anxious to leave without Paul being there, and we were very anxious to get the Colonel out here. Marquez talked with Simons, convinced him he could meet Paul in Atlanta. They could have their conversation, and then Paul could be down in Red Bay in time for the 3 o'clock feeding of these brand new baby pigs. Simons really didn't like that, but he agreed to it. As a matter of fact, they did meet in Atlanta. Paul could not find Simons when he got off the plane. Simons couldn't find Paul. Both of them called us at the same time, and they were standing in a phone booth beside each other. If you can believe that, in the Atlanta airport! Simons heard Paul asking me on the other line "I can't find him. Where was he supposed to come." And he tapped him on the shoulder and he says "I'll call you back later". They both hung up and had their conversation.

KF Then the Colonel came here. This is January 2 now. Paul Walker got to the farm in time for the 3 o'clock feeding.

MLS Had to charter a plane to take him down. Could not get him there without chartering. That's something that we just had to do. That's money I didn't want to spend, but we had made the commitment, so we had to do it.

KF ●okay. You met the Colonel at DFW.

MLS T. J. and I met him together.

KF Is this the first time you've seen the Colonel?

MLS It's the first time I've seen him since sometime in 1974. I have not seen him in all those years.

KF So you knew him before. That was to do with the Son Tay Raid.

MLS Son Tay Raid. And we were all invited, including the Colonel, to the River Rats convention in Las Vegas where they welcomed home the P●W's. River Rats; do you know what that is? The River Rats was a fighter pilot organization of pilots that flew over the Red River in Hanoi

Hai Phong area. They called themselves the River Rats. It's kind of a loose-knit fraternal type thing. When the POW's came home, the River Rats had a giant convention in Las Vegas and invited all the POW's and were kind enough to invite Ross and some of us and Col. Simons. So I saw him there. Then he did some work with us on the MIA effort after the POW's were released. He went over to Laos, Cambodia, Thailand, some of those far Eastern countries. So I saw him and worked with him a little in that vein.

KF How did he look when he came in on, it must have been the afternoon of January 2. It was the night.

MLS Needed a haircut. The Colonel had a crewcut, very short hair. Except for needing a haircut, he really didn't look any different than I remembered. And he wanted to get a haircut. When he met the men, the men said, "Do not get a haircut. You will look more like an Iranian if you just let your hair grow." So he did not get a haircut till the day he got back. But, by God when he got back, he got a haircut.

KF Did you talk to him on your way from the airport to the Hilton?

MLS We sure did. I didn't talk much. The roads were absolutely 100% ice. So I concentrated on the driving. T. J. was in the back seat and he was giving the Colonel a briefing as we drove to the hotel. I really didn't talk much; I had my hands full.

KF Now what was going on here at EDS at the same time was that Jay was putting together a list which eventually became a list of 12 people who were candidates for the team. Did you have anything to do with the making of that list?

MLS No, I did not.

KF One thing that I haven't got clear at the moment is that out of those 12, the Colonel ended up with seven. And I don't know what, when, and how he eliminated and why he eliminated five people. Do you know?

MLS No. When we met that night that he got here, the seven that were eventually on...I guess it was seven, I accept that number without counting in my mind. Whatever number it was that were that night, that ended up being the team, and I didn't really get involved with who else was being considered and all that sort of thing.

KF Did you give the Colonel the packets which had the reports on these guys?

MLS Yes.

KF Where did you get those?

MLS I think I got them from Ross. I believe. I may have gotten them from Jay, but I think I got them from Ross.

KF Do you remember how many packets there were?

MLS No.

KF Do you remember when the Colonel looked through the packets?

MLS I think, I could be wrong on this, but I believe I left them with him at the hotel that night, and he was through with them the next morning. I think he looked at them when he was alone in his hotel room. I could be wrong on that.

KF Okay. You went to Lums with the Colonel. The Colonel called Walker. You heard this conversation that he had about the 13 dogs.

MLS By the way, it was not called Lums then. It was called something else. I'll check that for you; I think it was Dusty's; I'll check it.

KF He enjoyed this food. Do you remember what you had?

MLS No, I sure don't.

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KF Now, we're still on the night of January 2. After dinner with the Colonel, you came to EDS. Do you remember what time that would have been?

MLS I'm going to say it was between 8 and 9 o'clock in the evening. It was getting a little longer into the...yes.

KF You came to the board room and Ross was there, and the team members. Do you remember how many team members at that point?

MLS Seems to me we were missing two.

KF Two out of ?

MLS Out of the seven. Let me count and make sure we have seven. Yeah, seven.

KF Let's go over the names again. Poche, Coburn, Schwebach, Sculley, Davis, Jackson, Ralph. So that's seven. So really, before the Colonel got here, the team had got down to seven members.

MLS That's all there was at that point; that's right. And two of them were not here. Schwebach had not come in yet; he was coming in from Wisconsin. He was with his parents and his wife's parents. And there was one other, and I don't remember who the other was.

KF During the evening, while you had been having dinner with the Colonel, Ross had been meeting with people. Now it may be, it seems to me now either five people couldn't get here and got eliminated just that way accidentally, or Ross eliminated five people in that meeting he had at the Hilton.

MLS I can't answer that. I don't know.

KF I'll double check that with Ross. So you walk into the board room with Simons. Does he say "hello" first or does he say "when was the last time.."

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MLS As I recall, the first thing he said was; he looked around and that's the first time he's been in that room. And he says, "When was the last time this room was swept for bugs?" Which kind of dumbfounded me because I'm thinking about telling him about the Rockwall paintings on the wall or something like that. He has no interest in that. He's interested in business. I believe it was just the three of us. It was just Marquez and the Colonel and I. Then I went to tell Ross we were here. Then we started assembling.

KF Were you in on that meeting?

MLS Yes.

KF Tell me about it. What was said by whom?

MLS Everybody was sitting around the table. Ross introduced the Colonel, and then Ross didn't really say that much. The Colonel asked a lot of questions. He didn't really volunteer any information; he just asked questions. Does anybody know what the prison's like? Does anybody have any idea about the traffic around the prison. It was just a questioning of each of the people in the room. Marquez and I sat way on the other end...you haven't seen the room, but it's a long table. We sat clear on the other end, just watching because we weren't to be a part of this team. It seemed very obvious to me that he had an interest in the answers to the questions, but he was really doing was seeing how the men were answering the questions as opposed to content of the answer. He was sizing them up.

KF What impression did you have of him then? Did he strike you as charming, aggressive, intelligent?

MLS Well, you've got to remember that I kinda had the Colonel on a pedestal before he got here because of my previous association. I had very high respect for him. And if I had any impression at all, I guess it was that he didn't seem to be very aggressive in how he was taking command of the situation. It was more a leaning back and listening and that kind of surprised me. Then when I thought about it, it didn't really surprise

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me. But it was definitely not a "I am here; I am your new commander; I am taking charge". It was not that kind of thing at all.

KF Was he chain smoking his cigars during this meeting?

MLS Oh yeah, oh yeah!

KF At midnight on the night of January 2 to January 3, you called it a day. Who decided not to meet again at EDS?

MLS We decided in that meeting, and as I recall, that was the Colonel's suggestion and Ross totally agreed.

KF January 3, the routine began. Simons gives you a list of items he needs. Do you remember what was on the list on January 3?

MLS No, not on the third. I can kinda reconstruct a list of over the period of time we were together. But I don't remember on a day by day basis. One of the first things he gave me, though, on the list, were the PPK's. That was one of the first items.

KF And he wanted how many? Seven?

MLS Ten.

KF Ten. And he specified Walther PPK's.

MLS That's right. He had to explain to me what it was. I did not know what it was. He explained to me that was a handgun.

KF It's an automatic pistol. How much ammunition did he want, do you recall? I know at some point he asked for 10,000 rounds of ammunition.

MLS Yeah. I think we bought that first time. First time we bought 5,000 rounds, I believe. And we went through that and we bought another 2,000 or so. And we went through that, and we bought another 3,000. Maybe we bought 3 and then 2 more. But we ended up with a total of 10,000.

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KF Where did you buy the guns?

MLS The guns came from...I think it's Ray's Hardware and Gun Shop. But they didn't have them all. They had to start looking for them. And we ended up finding, I think they had three; we found two in Houston, and we found five in Shreveport, Louisiana, if I remember right. But we got them all brought in by bus. We bought them all through Ray's.

KF And what was the reaction of the people at Ray's when you called and said "we want 10 Walther PPK's and 5,000 rounds of ammunition"?

MLS I didn't do that. I had...it's not Ray's. I'll get you the name. Bob Snyder is in charge of our security. What I did is...cause I had to stay with the Colonel, I couldn't be out running around. I called Snyder and said something to the effect like I had Pickering and some of these other folks, "Don't ask any questions. I'm going to give you a list of things I need. I want you to buy them; I want you to get them ready for me. I'll pick them up. Don't speculate; don't ask questions." And Bob, being in Security, did not. He's the one that went out to the gun store to get them. And the ammunition and the holsters and a lot of the other things like that.

KF Tell me some of the other things that the Colonel asked for over this period of eight or ten days.

MLS He wanted holsters -- leather -- for the weapons. And he wanted multiple styles because he wanted to make sure each man felt comfortable with the particular style that he had. And we had, I think, as I recall, we had one or two left-handed people, so we had to have some left-handed holsters as well as right handed. He wanted reloading kits; shotgun reloading kits for 12, 16 and 20 gauge. And he really didn't want the whole kit. What he wanted was some little device inside the kit that he was going to take with him. I don't recall what that, but he'd open the box and he'd say, "Yeah, that's what I need." He'd take that out and stick it in his pocket and say "I can do with this" and give me the rest of the kit back. The thought was that they'd be able to buy shotguns if they needed to there, but they'd have to reload them because it was just birdshot. We bought lots of clothes.

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KF What kind of clothes?

MLS Heavy. Cold weather gear. Heavy coats, stocking caps, mittens, gloves, a lot of cold weather clothes. And we bought some of it at Army surplus stores. We bought some of it at Target. Just wherever we could find it. Bought several pounds of buckshot. Because that they were going to take with them. We bought two footlocker type -- I'll show you one sometime, because I still have one -- it was about 24 inches square and about 24 inches deep. The purpose of that was to devise a way to put a false bottom in it so that if they wanted to take in the weapons, they could take them in by using a false bottom. Schwebach wanted to make some jelly gasoline. Because they talked about the need to have a diversion. He asked for something which I got for him, I don't recall what it was. When you talk to Schwebach, you can ask him. He made some jelly gasoline. He needed whatever it is you use; I don't know how to make it, so I can't tell you. They wanted to try and develop a method to get over the wall. At that time, they thought they could hop over the wall, snatch them, and be gone. So we started talking about a van and ladders and hammers and nails. Because they were going to build a wall. That kind of thing. I got them a van. I told them "if you really want to cut a hole in it, well, cut a hole in it. But if you didn't, then I would continue to use, because it was a good van." I tried to find a junk van that we could buy for \$50 or something. I couldn't find one, and the reason was all the junkyards were closed because of the ice storm. I had to go with what we had. He decided they didn't really need to cut a hole in the top. Snyder was glad, because it was Snyder's van. Shoes. Everybody bought their own shoes. Because he didn't want any foot problems with ill-fitting shoes. Food; bought a lot of food. I don't remember anything else. Well, a lot of little things like easel pads and pencils. They did a lot of writing and sketching and that sort of thing. So those kind of supplies I just took from here. That's kind of the type of things.

KF Okay. What was your contact with the team in training at this point? Was it on the phone? Did you go there a lot?

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MLS I was there most of the time. I would pick the Colonel up at the hotel and take him to the lakehouse. The other guys would meet him there. I would stay with them. The first couple of days I went with them to the gun range. The lakehouse was northwest of Dallas and the gun range was northeast of Dallas, and on those icy roads it was a bummer. But that was what we had to do. The first couple of days I went to the gun range with them but afterwards they'd make that drive themselves and I'd spend the time picking up supplies or food or whatever.

KF Were you involved in any of the legal side or negotiations at this point?

MLS No.

KF You were basically taking care of everything the Colonel wanted.

MLS That's right. I was kind of his shadow as long as he was here to make sure he didn't have to slow down because there was something he needed.

KF OK. Jay told me that during this period that although the Colonel had started the way you described in that first meeting, sitting back talking and not taking command, this democratic period, we're all guys together period, started to disappear. Did you note that?

MLS Yes, sure did. There were two things that were very, very obvious to me because see, I'm not a part of them. I'm just kind of standing in the background all the time and so, therefore, I could look without really being wrapped up in the conversation. I'd never been to Iran, didn't know anything about the streets they were talking about, etc. The two things that were very obvious to me was 1) slowly, but surely, he was taking each of these guys from a family-man, businessman-orientation with allegiance to EDS to a military-type thinking, a commando-type thinking with allegiance to him. It was just like watching the fuel gauge on your automobile go from full to empty. You could just see them swing over as each day passed. That was the first thing. I kept telling Ross this is happening. It's very subtle, but it's happening. The other thing was that slowly, as this started to transpire, he started exerting more

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and more control, and as you said, the democratic process started not being there, but that was very slow, too. It started making evidence of itself in very subtle ways, but you could see it being to happen.

KF ●K. Let's think a bit harder about this. How do you think he did that. What were those subtle ways that he did it. What were those little signs that you saw that made you think that?

MLS I'll give you a couple of examples. That first night that we were talking in the board room, when they were talking about the need for diversion, the Colonel said, "Well, what kind of diversion do you think we could muster." And somebody said, "Well, maybe we could blow a car up down the street." And one man said, "But, gee, somebody might get hurt. There might be somebody around the car when it blows up". That was the first night. Several days later when they are talking about a diversion, and they talk about somebody blowing up a car, there is no comment about somebody might get hurt. See what's happening. There's a difference there. I think some of the ways he did that was his very directness in asking questions when he got the wrong answer. He was, at one point, teaching them how to use a knife effectively. He explained that the most effective way is to stick it in the kidney because it's so painful a man can't make any noise. He had a little knife was that 4 or 5 inches long, and one of the men said, "Gee, that's kind of short. Don't you think you ought to have a longer blade?" He looked at him like he was a dummy. He kind of had that look in his eye and he said, "What do you want a longer blade for? To sharpen it when it comes through the other side?" He made a point. That very directness had an impact. It's very difficult to describe, but I hope I'm kind of giving you a feel. He didn't mince words. He was very direct and if you displeased him, he didn't have to tell you that you had displeased him. You just felt it. Likewise, if you did something that pleased him, he wouldn't say that either, but you felt it. It was a kind of demeanor that is very difficult to describe.

KF So these men started to respond to that personality. If you asked a dumb question, he would give you the kind of answer that let you know

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that the question was dumb. So, presumably, people started thinking a little before they asked questions. And I suppose by this means, he started to get them into his way of thinking, because a man might hesitate. I might ask you a dumb question, but if I know that you are going to give me a sharp answer, I might hesitate and start to try and think like you because I don't necessarily want to have that sharp answer. Do you think that's part of...?

MLS That's says it better than I've said. But yes, that's the kind of thing that was taking place.

KF Good. I'm beginning to get a feel for this. Tell me a bit about the business. Do you remember when it was you went in to MacDonaldis for 30 hamburgers?

MLS It was late one night. One of those first nights, the men had eaten breakfast before they came, which was normal. And we had spent an unusually long time at the gunrange that day. It was cold and everybody really froze. We got back to the lakehouse late.

KF And no lunch?

MLS No lunch. It was a full day without food. And as I recall, it was around 7:30--8 o'clock when T. J. and I decided that now was the time to go get some food. So we hustled into Lewisville about that hour of the night. I think we were the only people there. And we ordered all that; it was the funniest thing. This little girl...you know how they automatically say "is this to eat here or to go?". The minute after I gave her this huge order and she said that, she looked at me and she got beet red. I said, "Do you want to withdraw the question?". She said, "It's to go."

KF Tell me a bit about the code. Do you remember the code?

MLS Yeah, and I was going to bring it over. If you want to stop just a minute, I'll run over and get it and show it to you. So there were those four sets.

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KF Jay had a set; you had a set...

MLS Sculley and Jackson. I was never in the military. So the first time I tried to give this code over the air, I totally screwed up because I didn't know that in the military, there is a word you use for "a"; and there is a word you use for "b". So I'd say "Alice Charlie" as opposed to "Alpha something". I was giving Sculley the code, and he said "What?". He's an old West Pointer, as I recall.

KF When was that first conversation?

MLS He had gone to Istanbul to prepare for their arrival which subsequently changed. But anyhow, it was then. So I immediately ran down to Snyder, who was an old retired master sergeant Marine, and said, "Snyder, tell me, in the military, what is "a", what is, so on?". He gave them to me. I wrote them down so I would always know. After a week or so, then I didn't need this anymore. But I had to learn this. We also added which are not on here, numbers.

KF If you wanted to say "nine", you would in fact say "India, India".

MLS Exactly. We subsequently three more people. One was Goeltz, who was a State Department man who helped us. One was Gayden, because we forgot to give him a name. We constantly needed to say something that included the word "said". It was very difficult to get along without that. Like "Perot said". So we added that one. So those were the only three we added. We had certain words that appeared here that meant something else. "Chairman" meant Perot. "Resort" meant Istanbul. "Tapes" meant guns. "Data center" meant prison. And so forth. We talked about three plans to get them out of jail. Plan A was a breakout; Plan B was a walkout, where they walked out themselves; and Plan C was a byout. We ended up with something that didn't really fit anyone of those three. That was in anticipation. This is what we called the business code. It really worked. Here's what I'd do. I don't know how Jay did it. Jay and I got to the point where we just almost talk as fast as you do in regular English. I would write, if I was sending the code, I would write like "Ken said go to Istanbul", for example. Then I would come back here,

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and if you'd have a code, I'd put like "DP". And said was "HU". Go, I don't think we had one. To Istanbul, is resort, which was something else; we'll say it was "BQ". So then as I read to him, I would say, "Delta Papa Hotel Uniform go to Bravo Quebec". And he would then do the same thing. As he's writing, he would write it -- Delta Papa, go to, and so forth. Then he'd come back and he'd interpret. Okay, that means Ken, that means said, Istanbul. So that he could very quickly understand what I've said. This is the way we communicated. We used the teletype very little. I don't think we used it except between Glen Jackson and I. The only reason we used it there was getting a call in to Iman, Jordan was an eight-hour affair. So that's a long answer to a short question. I'll get you copies of these.

KF The time came when the Colonel said "we're ready to leave". Who did he say that to?

MLS He said it to me. He may have said it to the men.

KF Do you remember the date when he said that?

MLS Do you have a 1979 calendar? I meant to bring mine, but I forgot it.

KF I don't think so.

MLS I'll find out; I'll look at a calendar.

KF Let's assume this was the 9th of January. We'll base our dates on that. If it's wrong, we'll recalculate. Do you remember what time of day it was when he said that to you?

MLS It was in the afternoon.

KF And where were you?

MLS I think we were at the lakehouse. I'm almost sure that's right, because it was important to him and it was also important to Ross that they talk before they left. I'm sure it was the lakehouse in the afternoon.

KF So in seven days, the Colonel has taken a bunch of data processors and turned them into a team of mercenaries, basically. You arranged for the Colonel to meet Ross. Do you remember where?

MLS They met twice in this time frame. Both times it was in a building by Forest Lane, that we owned, but it's enough away from here so that people wouldn't recognize him.

KF What kind of building is it? Empty?

MLS No it was used by our oil company as an office building at the time. We'd just slip in the front door into an office and nobody would see us come or go. But what happened is I'd take the Colonel in, park him, come over and pick up Ross, take Ross over. The Colonel would never talk without a radio on. Again, this is the security-minded aspect. Those are all our people over there. But that didn't make any difference. They didn't have a need to know. So the first time Ross walked in to the first meeting, Colonel said "we've got to have a radio". I scurried that building, hoping somebody had a radio. I found one, but he wouldn't talk until I had that radio in the room with it on, so that there are other voices in the room.

KF Would this have been January 9?

MLS No, they met one time before then, and that was the first time.

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KF ...would have been January 9. You knew they were ready to go. Now Ross knew they were ready to go. I must ask Ross again about that meeting. You were presumably waiting outside. Or did you usually sit in for the meeting?

MLS I don't recall; I just don't remember.

KF After the meeting, the Colonel asked you to make travel arrangements and get some cash. How much cash did you get for him?

MLS \$100,000 in \$100 bills.

KF How long did it take you to get that?

MLS Not very long. We had had a problem; this problem had started back in early December. So Tom Walter had made arrangements to keep some cash, which we never do. But he made arrangements to keep some cash in the vault here.

KF Would that be a vault that is normally used for keeping tapes?

MLS Normally it's used for storing things like contracts with customers. It's a fireproof vault more than anything.

KF So how much money did you have in the vault at that time?

MLS I just needed \$100,000 and I got it very quickly. Marquez was at the office. I called him from the lakehouse and told him I needed \$100,000. He brought it to me in a matter of an hour or two. So it did not take long to get.

KF Okay. So after the Colonel's meeting with Ross, you must have all gone out to the lakehouse. Did Ross go with you?

MLS No. Ross was not at the lakehouse in the entire time that we were out there.

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KF So you just called Marquez and he came out there with \$100,000, what, in a briefcase?

MLS Paper envelope.

KF But this was money that you had been keeping in the vault because you were already having this problem of evacuating people and you just felt you needed cash.

MLS We'd say, "Man X needs to go Washington to do so and so and he needs \$2000". That's not a real example, but you see what I'm trying to say. Well to go down, write a check, go to the bank, if the bank is open, get the cash...it was a very cumbersome, non-workable thing. So Tom Walter just started keeping some here. Then after it was over, we stopped keeping it here. We didn't do that anymore.

KF Who shall I ask? Marquez or Walter about how much money was in that vault?

MLS I'd ask either one. Probably Tom Walter.

KF The Colonel also asked you to make the travel arrangements. So how did you do that?

MLS I came in here. Bill Gayden had in his office two international airline guides. I came in here late at night and took them. I went back out to the lakehouse and sat down and developed what kind of a schedule would meet the Colonel's approval. Then, as I recall, I called Braniff. Because they went Braniff to Miami and some other airline to Paris. I called Braniff and made the reservations. They bought the tickets that morning when they went to the airport.

KF That would have been the morning of January 10.

MLS I'll check those dates. I don't think they left until the 11th, but I'll have to check those dates.

KF Is it quick to check that date? Because we are going to be talking about dates a lot, and if we can get one of the dates exact...For the moment let's assume that in that night, you made reservations for Sculley to go to Istanbul the following day. In fact, the plan changed. So if you made reservations on the night of the 9th, you would have had to change them on the 10th. Do you know what Sculley was supposed to do in Istanbul?

MLS He was supposed to make arrangements for a hotel room. He was supposed to reestablish contact with the Turk that Marquez and I had found that was very helpful to us during the evacuation in early December.

Mr. Fish

KF Is this [redacted]? Tell me a bit about him.

Mr. Fish

MLS [redacted] has a travel agency; that's his business -- the business he tells you about. I don't know what else he does. When we were involved in the evacuation of the people on December 8, 9, and 10, ^{Mr. Fish} [redacted] was one of those guys that had his office in the lobby of the hotel, and if you needed something, he could get it, no matter what time of day it was (or night). If you needed to accomplish a task, he knew where to go to make sure it happened.

KF Which hotel was this?

MLS The Istanbul Sheraton. Let me just give you a couple of examples. We needed buses to bring the people in; whatever the number was, I think 350; from the airport to the hotel. Well ^{Mr. Fish} [redacted] not only made arrangements for buses. He made arrangements to get all these people and all their luggage through customs without checking. On the buses, luggage into a truck, people and luggage to the hotel. Luggage unloaded and to their rooms. It was a snap. How he accomplished that, I've got my own ideas, but I don't know and that's just pure speculation on my part. But he made it happen. On Sunday morning about 5 o'clock, I was ready to reproduce, xerox or whatever machine they had a schedule of who was leaving that morning to come back to the States on a Pan Am flight and who had to wait until Monday. I finally had that all worked out and I went down to the hotel office to xerox, and their machine was broken.

Mr. Fish

I got [redacted] out of bed, and mind you, this is Sunday morning at 5 o'clock. He got an electrician in and fixed that machine by 5:30. Then we didn't have paper. Called ^{Mr. Fish} [redacted] again, got him out of bed and at 5:30 on Sunday morning he found paper to run through that damn machine.

Mr. Fish [redacted] was very effective in this, during that time frame. So, when we were talking about where they should go, in order of states to go in, obviously ^{Mr. Fish} [redacted] was in my mind as somebody who could be very helpful. Istanbul was close; the Colonel understood Turkey because he had spent alot of time there when he on active duty, it was the right place to go. Well, subsequently we decided that was not true because with the change in events, it was very difficult to get on an airplane to get into Iran and so, when you look in the airline guide and you see the number of flights from Istanbul to Tehran, it's like two or three a day, but from Paris, there are, you know, fifteen or twenty, whatever. That's when we changed.

KF Who reported, or decided, or realized that it was getting difficult to get flights into Iran? Was that something . . .

MLS I think that's something we found here when we tried to make reservations. See, what we tried to do was get from here all the way to Iran and found we could very easily get to Europe, but it was very difficult to get confirmed (109).

KF You must have done that on January 10. The night of January 9, you must have made a reservation for Sculley just as far as Istanbul and sent him on the morning of the 10th. During the 10th, you must have tried to make reservations through Istanbul to Iran and discovered that it was very difficult. That must have been the change, why the plan changed.

MLS Could have been, could have been. I just, that may be the way the sequence it happened, but I do recall the difference in the number of airplanes going into Iran between the two cities and the difficulty.

KF Okay. Pat went to Paris.

12/22

MLS Yeah. Soon as he got there, I talked to him, I said (120).

KF That must have been about the 11th. And on the same day, the Colonel went to Paris. Now, he must have gone to Paris with Jay, Schwebach, Ralph, Poche, and who else?

MLS Jackson.

KF Jackson's the one I left out. Okay. Now, at this point, you're clearing house for information here at Dallas. So, any messages that go back and forth probably go through you or you know about them. At this point, are you talking in code at this point?

MLS Some of the time. If we're talking specific information, yes we are.

KF Okay. Now in Paris, they had trouble getting reservations. They get three tickets, one confirmed, and two stand-by. They're confirmed to Zurich -- is it Zurich?

MLS Yeah.

KF They're confirmed to Zurich. One's confirmed Zurich to Tehran and to Istanbul. So there's three people who go, Simons, Poche and Coburn. They get to Switzerland, they can't -- their stand-by tickets don't come through, so Coburn goes on his own. Now, there are still, we now have two people in Switzerland, one in Iran and four in Paris. Do you remember when Sculley and Schwebach went to Tehran?

MLS No, I do not remember.

KF Jackson went to Kuwait.

MLS Yeah.

KF Ralph went to Istanbul at some point.

MLS Still missing Davis.

KF Davis. Did anybody come back to the States?

MLS Yeah. Ralph and Davis came back.

KF Okay, so now we have the picture. At some point, presumably during the next few days, or did they stay in Paris for a long time?

MLS A few days.

KF In the next few days, Ralph and Davis came back to the States. Jackson went to Kuwait, Schwebach and Sculley went to Iran but only briefly.

MLS Right.

KF Now, all those, you, all of those, I'll make a list of these questions for you, but I'll want to know dates and if possible, times and flight numbers.

MLS Yeah.

KF Okay. At some point, the Colonel calls you from Tehran, for walkie-talkies. You get them, Sculley and Schwebach come back and pick them up, the airport closes, you abandon the walkie-talkies, Sculley and Schwebach go to the States. Where were they going to pick up the walkie-talkies?

MLS They picked them up here. I went out, when Jay asked me for them, I remember he used the word ears. And I had a tough time understanding what he was asking. Finally, it soaked in. I found, at Radio Shack, a little what we call C-B, citizen band frequencies here in the States; I don't know what it is in Europe. With two or three channels, I don't remember, but it was a nice little unit, and so we bought the units, bought batteries, bought adaptors, you know, so you could plug them

in, bought the type of thing you could operate off of a cigarette lighter, I mean, all these peripheral things so that no matter what situation they were in, they were able to use them. Okay, so Sculley picked them up and tried to head back. They went, as I recall, they went to London and they couldn't get in from London, that's when they picked up a bunch of maps at the map store I told you about. Couldn't get in from London, then they went, I think, to Stockholm, stopped, the Swedish Airline said they were going. When he got there, they couldn't get in. They ended up in Istanbul and they couldn't get in from Istanbul, so, at the point that, they were in Istanbul for a couple of days -- of course, I was talking to them each step of the way to let Jay and the Colonel know where they were. It just was not to be, so the Colonel said, told Jay to tell me I could come on home. And the abandoned the material at the hotel in Istanbul.

KF Oh, they did?

Mr. Fish

MLS Because they found out, from [REDACTED], while they were at the hotel that that was a no-no, you couldn't have those.

KF Oh, yes.

MLS You couldn't have that in Turkey. So, rather than trying to get them through Customs again, they just abandoned them. I suspect [REDACTED] probably sold them to somebody, but that's a suspicion only.

Mr. Fish

Mr. Fish

KF Okay. They'd give them to [REDACTED], that would seem the sensible thing to do.

MLS I think they did. I believe they did.

KF Okay. Harry Simons was a little alarmed that his father had disappeared. Who did he call?

MLS Harry was working on a boat that services oil rigs in the gulf. And so, he had been out a couple of weeks. He came back and called his father

at his farm in Red Bay. Well, his father didn't answer the phone; some stranger named Walker answered the phone. Now, Walker doesn't know at that point that the Colonel has a son and Walker is playing this very, well, I don't know anything, he's gone, don't know when he'll be back, can't tell you where he's gone, I'm just here looking after the animals. Well, Harry got very concerned. You know, just who is this guy that's running my dad's farm and where is my dad. So finally, Walker said, "I can't tell you anything else, but if you still have a question, call a guy named Stauffer in Dallas," and he gave him my number. Well, Harry called and it didn't take but about 30 seconds to realize that Harry was very distraught. Because I wasn't going to tell him where his dad was, for sure I wasn't. I asked Harry where I could reach him by phone and he gave me a number. Then I called Tehran and talked to Jay and through the magic of the instrument that we have, I was able to, with the Colonel on the line to go directly down to New Orleans, it wasn't New Orleans -- somewhere in Louisiana I forget, and put Harry on the line so that all three of us were on the line and he talked to him.

KF Okay. He didn't tell Harry where he was?

MLS No, I told the Colonel I had to stay on the line or I'd disconnect them, so I just didn't want him to think I was eavesdropping. So, I listened in on the conversation, and basically he had Harry saying, "Dad, where are you?", and dad saying, "I'm okay," but not telling him where he was. It was a very good connection; could have been anywhere in the States in terms of (#230), which is not always the case. We were very lucky and very fortunate. And Harry saying, "Are you sure you're okay? Why don't you come home?" "I'll come home in a couple of weeks, or as soon as I can; don't worry about me, everything's okay." It was that kind of conversation between father and son.

KF Did Harry end up reassured?

MLS Yeah, I think so.

KF I'd like to interview Harry Simons. He's in Florida, isn't he?

MLS Yeah, now he's back again, that's where he lives but he's working on this boat out in Louisiana, but his family is at the Colonel's place.

KF Okay. Could you try and find out when I might be able to interview him?

MLS Yeah.

KF And I'll go anywhere he wants to meet with me.

MLS And while you're down there, you might also want to interview, talk to Dick Meadows.

KF Who's he?

MLS Dick Meadows was on the Son Tay Raid; worked with the Colonel for a long period of time. He knew him better in a combat situation than any of us. A very, very fine person. And, he's not very far. I may just go down there with you because I haven't been out there in a while to see Harry and his friends. Unless you don't want me to.

KF No, that'll be fine.

MLS It's not an easy place to get to, and I've been there several times.

KF Well, we could do that and we could talk some more on the trip maybe.

MLS Yeah, okay. Anyhow, Harry seemed to be pretty well satisfied that his dad was okay. And the main thing was, his dad had talked to him. And, gee, if I couldn't have put him in touch, I don't know what Harry would have done. After Harry got off the line, the Colonel said something very short; I don't remember his exact words, but it was like a combination of, you know, "I'm embarassed that you had, you know, you had to do that," combined with, "I appreciate you doing that." I mean, it's a hard thing to say and I don't remember exactly what he said, but that was the feeling I got. He was a little embarassed by it but he seemed to

really appreciate the fact that we did this to take care of his son's concern.

KF Okay. You also linked Jay and Joe with their wives?

MLS Yeah.

KF Did you eavesdrop on those conversations as well?

MLS Yes, and I told both of them. Because, see, at that time, I didn't know that I could put my phone on hold and get off. I thought I had to stay on, and so I'd always tell them, "Now, I'm going to be on the line so careful what you say guys."

KF What kind of conversations were they?

MLS Oh, Jay's wife was primarily concerned with are you okay, when are you coming home? You know, that type of question. And Jay's reactions were, you know, "We're working on the furniture and I'll be home as soon as I can; there's no danger."

KF Now, these wives thought that Jay and Joe were in Europe working on evacuations?

MLS As I recall, that's true.

KF Okay. And your job, I gather. One of your jobs throughout this period was wife control.

MLS That's a way of putting it. I did not have a problem. They were delightful women.

KF Oh, really?

MLS Yeah. They really didn't put me on the spot. Now, a couple of times they came close; a couple of them. Because, you know, the legitimate concern about you know, when is he coming home, I don't hear from

him. But, they really didn't put me on the spot. Now, I guess, if, you know, if push would of come to shove, I'd have lied to them. But, I never had to, because they never put me in that position.

KF Well, you must have lied to them if you told them . . .

MLS Well, see, they never really pinned me down - "Where is he? Where are they?" Because their husbands told them where they were going. "Have you heard from him? Is he OK?" See, I think a couple of them knew that they weren't here. I think Joe's wife knew that Joe was not in Europe, but she never asked me, so I never had to say, "Yeah, he's in Europe".

KF OK.

MLS But, yeah, I'd touch base with them. When I'd hear from them, I'd call and say, "I talked to Joe today", or "I talked to Jay", or whoever, " . . . and he's fine. He asked me to call you. He'll call you when he can". You know, it was that kind of conversation, and I'd do that pretty frequently.

KF OK.

MLS Also, on the 14th of February, which here is Valentine's Day, I sent them all roses from their husbands. We thought, "Well, it doesn't hurt. We'll do that."

KF Good. Did you at some point have an open line between here and Iran?

MLS Yes, we ran open lines from time to time depending on circumstances, and when I say an open line, all that is is that we had a telephone connections with somebody on the phone at all times. I think we kept one for several days, but we'd run it for a period of hours or until a particular situation was resolved.

KF Ross has the impression that you had an open line from December 28 until February 15.

MLS No, not that long. I think the longest we had, as I recall, was about six days, but I'm not sure.

KF There was a time when Ross was in Washington and the Army couldn't call Iran and you could, and he said, "Well, I'll do it".

MLS We had a connection established, that's right.

KF OK. So, all of this goes on. On Sunday, February 11, 8:00 A.M. you're in church. What kind of church is that?

MLS Presbyterian.

KF OK. You are chairman of the budget committee and you get a call. Who called you?

MLS My wife. She said, "Call TJ right away". I just hung up and called him and got the word they were out of jail.

KF Do you remember the words he used? Was he here in the office?

MLS No, he was not. I do not recall the words, but I knew that they were out of jail, that a mob had overrun the jail at the end of the conversation. I don't recall the exact words.

KF You cancelled the meeting?

MLS Yes.

KF You must have just said, "I've had a very urgent phone call . . ."

MLS I probably said something like, "That was the office that called. I've got a little problem at the office I got to go solve now. I'm sorry" That was it.

KF You went to Tom Walter's house?

12/25

MLS The reason I went to Tom Walter's house, whoever called said, "Tom's talking to Gayden from his house. I'll meet you there." I'm sure it was Marquez.

KF What's Tom Walter's position with EDS?

MLS Today, he's a group vice-president in charge of all internal activities like accounting, recruiting, education, treasurer's office, and all of those kinds of things.

KF Then he was . . . ?

MLS Then, he was at that time, too, I think. You should ask Tom.

KF Where's Tom Walter's house?

MLS In Highland Park.

KF It's a suburb of Dallas?

MLS Yes, it's totally surrounded by Dallas. It's about 2-3 miles from here.

KF You met TJ Marquez there?

MLS Yes, I got there and Walter and Mitch Hart were on the phone to Gayden's room.

KF In the Crown Hyatt in Tehran?

MLS Yes. When I got there they had just found Bill and Paul in the hall, so it was quite an emotional thing. Mitch and Tom were in separate room and I could hear them and they were just exuberant to be able to talk to these fellows. I got there just at the time they found them.

KF The first people in Dallas to speak to Paul and Bill were Tom Walter and Mitch Hart? Mitch Hart, that's the first time I've heard that name.

MLS Mitch used to be the president of EDS, retired, is doing other things not associated with EDS, but is a very staunch Democrat. Mitch knew Paul and Bill from his days of being associated with EDS and considered them very good friends. Because the Democrats were in Washington, Mitch tried to be helpful. That's how Mitch was involved. It was a combination of he knew Bill and Paul and he is a ranking Democrat.

KF OK. You all then went to Bill Gayden's office at EDS where you once again made contact with Gayden's hotel room in Tehran. Wait a minute, who called Ross?

MLS I don't know.

KF Somebody must have called Ross from Walter's house.

MLS May have been Tom's wife. I just don't know.

KF OK. Did Ross come here to EDS?

MLS Yes.

KF That must have been quite a scene in that office?

MLS Oh, it was.

KF Anybody break out any champagne?

MLS Oh, no. No alcoholic beverages are allowed on EDS property. Otherwise, I'm sure we would have. It was. We had them on the speaker phone. Ross was talking to them and the rest of us were standing around the office. It's hard to express the exhilaration, the good feeling that all of us had at that moment. Except, I began to feel a little bit queasy because all this time, Coburn and I are talking in deep code and we never say anything in the clear except to talk about weather or wives or what have you. And now they are talking about things that Jay and I have never talked about except in code. Col. Simons' name, etc. You see what I'm saying?

KF Yeah.

MLS And I really got a terrible feeling. I took Marquez off to the side, or Walter, and said, "We really shouldn't be talking this way". Well, I hadn't said that very long but what the Colonel cut it off. I think, this is speculation on part, that knowing how security conscious the Colonel was from the day he walked into this building, I'm sure he had those same thoughts as he listened from that end of the conversation.

KF He did. Jay told me he did. Now, at this point, Ross has got a promise from the Air Force which says that if you can get them out of jail, we will get them out of Tehran. Ross goes to Washington to cash that check. Now, you say in your notes that Walter, TJ and you started getting to work on getting an airplane, but surely you would have done that after you learned that the Air Force could not keep its promise.

MLS That's probably right. I hadn't thought about that. That's probably right. Ross left for Washington that Sunday afternoon.

KF He must have gotten there early in the evening.

MLS So, it must have been early evening or late evening before we started working on the plane.

KF Ross must have gone to Washington and gone straight to his contacts in the Pentagon.

MLS I don't know where he went. I know this, there was a snowstorm there and we kept being told how nobody could get around. When we talked to people up there, they said that traffic was not moving. Ross was bouncing around. He was getting around. It was not a problem for him.

KF He told me that Monday morning he started making the rounds of the White House and the State Department. So, it must have been Sunday evening that he called you and said, "We're going to have to get them out on our own." Now, what did he tell you to do, what did you do?

MLS It's funny. I don't remember that. I wonder if he talked to me, or whether he talked to Tom Walter, or TJ. But, I know that at some point the three of us talked about needing to find an airplane. It had to be the kind that had to go across the Atlantic, as opposed to some small lear. We sure weren't thinking in terms of a 707 at that time. We were thinking more in terms of like a Gulfstream, or at most, a DC-9. So we started calling people.

KF There were no problems about the flights to Istanbul. You didn't have the plane because you wanted to go to Istanbul. Why did you really need a plane? You must have been contemplating flying into Tehran yourselves at that point.

MLS I think at that point we weren't sure and so Ross, being the type that always wants to keep his options open, was not ready to say that we would live by commercial air. Plus, we had found in previous experiences with a charter plane, that sometimes you can't go where you want to go, when you want to go. So that was the reason. Plus, there's a piece of equipment called single sideband radio that we had become familiar with when he had a 707 on the ground in Laos. You could talk by phone just like you were in the next room and we wanted to be sure we had that capability.

KF OK. But, what must have been on your minds, on Ross' mind? None of this would have been necessary if, once you could get Paul and Bill into Turkey. . . I mean, it didn't work out that way, but you were entitled to assume that once they were in Turkey, you could live by commercial air.

MLS I'm not sure, at that point, we knew they were coming through Turkey.

KF No, indeed, but the point I'm trying to make is the only real reason for getting a plane must have been that you were contemplating flying that plane into Iran.

MLS Probably.

KF Because once Paul and Bill were out of Iran, you had no reason to assume there would be problems. In fact, there were problems, but you didn't know that then.

MLS That's right. We would not have anticipated problems once they were out of the country.

KF OK. So, you are now contemplating flying into Iran, that's why this is happening with this plane. So, you had to look for a plane. The three of you must have made a list. You need a fixed wing plane. You want a real hot pilot. You wanted a helicopter pilot. So, this was just another way of getting into Iran. Now, TJ handled a good deal of this.

MLS Yes.

KF Basically, what you're doing here is setting up the Turkish rescue team.

MLS I'm not sure that I knew that at that point. The more I think about it the more I don't believe. I talked to Ross about these things and that I was getting this from Tom and TJ because what I very distinctly remember is sitting in Gayden's conference room, which is next to his office, and getting on the phone and start calling people trying to find an airplane. And I did that trying to help either Walter or Marquez.

KF OK, so you may not have known or not speculated about what this plane was for.

MLS Don't think I did at that point.

KF Your job at this point, and this is the night of February 11, is to get a plane that would cross the Atlantic.

MLS That's where we were headed, that's right. And I was just helping either Marquez or Walter on that because at that point I was without something to do. I was not in contact with Jay or the group, so I was just kind of sitting there.

KF What had taken over that contact then?

MLS We didn't have contact right then. We did not maintain an open line to the house. That was not something the Colonel wanted to do.

KF Of course. By this time, by nighttime here, it's probably morning in Tehran, and they've probably left the hotel by now.

MLS Well, let's see. Midnight here is 9:30 in the morning there. There's nine and one half hours difference.

KF 9:30 the following morning?

MLS Yes.

KF OK. Well, that's what happened then. They had all left that hotel and your only contact with them was via [REDACTED], ^{Gholam} who didn't even know where they were. You had to call ^{Gholam} [REDACTED], then Jay had to call him and pick up your messages.

MLS No. They went back to the safe house that the Colonel and Jay had been using, which was, I think, Dvoranchik's house. So, I knew where they were.

KF Could you call them?

MLS I could call them. I had a number and I'd been calling them for a month, so that was not a problem. The problem was that the Colonel did not want to keep an open line to the house because he was afraid that would raise a suspicion through the phone system or whatever. So, I would call, we would give our messages and we would disconnect. At this point, mentally I made the decision when I came to the office Sunday morning that I wasn't going home until they were safely out of there. I think others felt the same way. It was not unusual. But at that moment I wasn't talking to Jay and so I was looking to see who I could help do something and that's how I got involved with the plane.

KF ●K. Now tell me what you did. Somebody says to get a plane that can cross the Atlantic, and you needed it within 24 hours.

MLS Yeah, we needed it very quickly. The thing that goes through your mind is not only, "God, I need to get a plane", but "where can we get one?" We tried the obvious first. People that we know that have planes that were capable. That was not possible because they were in use, they were committed, the insurance doesn't handle it overseas, all of the legitimate reasons that end up with a negative answer.

KF Do you remember how many of those people you called?

MLS No, I sure don't. Sure don't.

KF They would have been friends?

MLS Friends or acquaintances of either one of us, Ross, or the company. We had a contact at that time with Braniff; he was a vice president and he helped us a lot of times in circumstances when we needed help. He was living in Paris at the time and we tried to get hold of him, couldn't get hold of him. He was not at his apartment. We knew where he was; he was on business somewhere. We tried a couple of companies in Europe to come up with a plane, thinking, well, we'll get to Europe by commercial air and we'll go from there. And, that didn't work. So, you know, we, those are the kinds of things we were doing. And all of that takes time. To establish contact, you have to present your case without saying what the real reason is. Because if you say, "Ken, we want to borrow your plane, we're going to take it into Iran," you'd say, "Put it in your ear." You know, you're not going to take my airplane there. See, now we really were reluctant to say the specific; just, we had a problem over there, we needed to get over there.

KF So, you were prepared to buy, rent, or borrow a plane.

MLS We did not want to buy. That was the last option. But, borrow, lease, charter, any of the above. We did not want to buy a plane. I guess we would have if we'd of had to, but we didn't want to.

KF Okay, so when did you finally get one?

MLS Well, I don't remember. Marquez and Fernandes found, through Omni . .

KF Through?

MLS Omni. It was, I don't even know the name of the company, that's just . . .

KF The magazine Omni?

MLS No, no, no, no. This is a company in Washington, which is why Fernandes was involved, because he lived in Washington. Well anyhow, through that company, they found, we found they had a plane sitting on the ground over here in Ft. Worth. A 707. Marquez can probably tell you better than I, but basically, he had people check the plane out. Professional pilots, professional engineers. One or more of our people who were pilots in the past, you know, it was that kind of check. And through that company, we found a crew for the 707. Apparently, Ross had talked with Marquez and Walter one, and talked about the need for the fixed wing pilot and the helicopter pilot and through experiences we'd had in Southeast Asia in the late 60's, early 70's, we knew some names and were able to find those. Fortunately, Julian Kanach, the helicopter pilot, had been in Iran and had just been evacuated out and was at home in New Jersey.

KF What had he been doing there?

MLS Working for, I believe working for Bell. Bell Helicopter.

KF He was in New Jersey, so you contacted him, and the fixed wing pilot you contacted was . . .

MLS Dick Douglas, and he was in California. And so now, we're gearing towards, this is you know, late on the night of the 11th, early on the 12th. We're gearing towards a, Ross is leaving Washington the night of the 12th. So, we're thinking we must get, we can get Douglas here and he can ride with the plane out there. We can get Kanach to Washington. Sculley was here; Davis was there; Schwebach was in Wisconsin, we had to get him to Washington because we couldn't get him here in time to go up there with the plane. So it was that kind of logistics. So, we were gearing towards a Monday night departure from Washington.

KF And, did that come off?

MLS Yeah.

KF What else did you need, other than the things you told me about? You needed a side-band radio. Is that the right word, side-band?

MLS Single side-band.

KF Single side-band. Any other equipment that was required?

MLS I don't recall any, but, when they found this plane, it had everything that we could want on it.

KF Okay, and this was the plane that was fitted out like a theatre or something.

MLS I never saw it. But I have heard so many people talk about it.

KF Okay. Let's put together the Turkish rescue team. So, Ross . . .

MLS Ross.

KF In charge.

MLS Absolutely.

KF EDS people.

MLS EDS people being . . .

KF Schwebach?

MLS Schwebach, Sculley . . .

END OF SIDE TWO, TAPE #13