

TO: Ken Follett

FROM: Tom Marquez

DATE: December 8, 1981

### 1. Evacuation Decision

I felt very strongly that we should evacuate the employees and dependents. Because of the financial implications of the Iran contract, I had followed the situation closely and felt the deterioration of the government was almost irreversible. I was very happy and greatly relieved when the employees and dependents landed in Istanbul. The people were overwhelmingly appreciative and relieved.

### 2. Arrest of Paul and Bill

I was very mad and very frustrated. I was particularly frustrated that we had followed the State Department's advice against our better judgment and allowed Paul and Bill to stay in the country and attend that meeting. However, in the back of my mind, I felt sure we would secure their release in a few days on a reasonable basis. I felt greatly relieved two or three days later when we got the word that they were ordered released.

### 3. Involvement of Bull

I felt numb when I got the late evening call from Ross saying they were not released and asking if it was time to call Bull. I felt very good talking to Bull because he did not seem to have changed a bit and was perfectly willing to help us. After visiting with Bull and being around him, I felt confident that we did have a legitimate last resort option but I felt it would never have to be used.

### 4. From early January to the day of the prison break, my main feeling was that of frustration, because, despite everybody's tremendous effort, there was little progress being made and there was very little to tell Ruthie and Emily.

### 5. Escape

When I received the call that Bill and Paul were out of jail, I was highly elated and somewhat surprised. I remembered the feeling that we had nothing but bad breaks since the evacuation and that this was our first good break and there would be more to come.

From the time they were released until they left the country, we seemed to be so busy that I don't recall any particular emotions. When the team was out of Iran, when they arrived in Istanbul and then Frankfurt, I recall being very happy. When the two planes were being held on the ground in Tehran with the clean team, I became more concerned as the delay lengthened. I started taking the calls from Ginsberg fairly late in the day, Tehran time, and I could tell by the strain in his voice that he was becoming very concerned about the delay. When he told me if the plane did not leave in the next few minutes, our people were going to be turned over to the government of Iran, my immediate thought

was how much more difficult it would be to try to get the release of five people as opposed to two. I was very mad but not terribly surprised. When the phone rang and we were told that the planes had left with our people on them, I was relieved but still very mad. When I received the call at home that the plane had almost crashed and the group would be coming back on Braniff and that Ross was absolutely livid at what had happened, I couldn't help but be amused that for the first time since Paul and Bill had been arrested, neither Tom, Merv nor I were there to answer the phone and some poor, innocent bystander had the opportunity to receive the wrath of Ross.