

Interview with Tom Marquez 11/12/81

KF Let's start with the 28th of December when Bill and Paul were jailed. How did you find out that this had happened?

TJM You probably know a lot more about this than I do in terms of times and everything. Refresh my memory on that. That was in the morning, our time, right? I was in the building, and I remember going into Bill Gayden's office. I think somebody called me, either Merv or Bill and said come on in. I came in, and somebody was on the phone to Ross who was in Vail. He was either in Vail or on his way back from Vail in a car. There were several people in the office; couldn't have been more than two or three. Probably Merv and Bill and whoever was not on the phone said "Bill and Paul have been detained at the Ministry of Justice". I don't think anybody used the word "arrest", but that was just as bad. Then Ross asked to speak to me and the first thing he said was "I want you to get my passport and get me a Visa to go to Iran". And I said, "Ross I think that's the world's worst idea". Ross and I don't have heated words ever. We haven't for years. But he got a little teed at that. He says "I'm not going to debate the issues. I talked those guys into going over there. I'm going to go get them". So after the conversation was through, Merv and I got together to figure out where in the heck his passport was; how we were going to get a Visa since...what day was that? Was that a weekend?

KF It was a Sunday.

TJM Yeah; how we were going to get a Visa. He wanted to leave the next day. We knew there was a consulate down in Houston because we had gotten a passport for Bull Simons, but the situation in Tehran, or in Iran, had deteriorated a lot since. So we figured it was going to be pretty difficult to do. Well, Merv finally figured out that his passport was here, was in a vault.

KF Wait a minute; you can't have gotten a passport for Bull Simons before this time, can you?

TJM Oh no, we hadn't. You're right. I knew about that because I had gotten a Visa. My wife and I were planning on going over to Iran for a Christmas party, then over to Kuwait to make a tour of the mid East. That's how I knew it was Houston. So then, Merv found it, and sure enough, he already had a Visa in his passport. Which to me was bad news, because I really felt it was a terrible idea for him to be going over there at that point in time. Because we didn't know that much other than they had been detained. So other than a lot of conversation, I can't remember any significant happening until Ross got here.

KF Which was about 2 o'clock in the afternoon.

TJM So he came in, and I didn't bring up the subject of him going. He didn't bring it up either until a little later that afternoon. At that point in time, I told him that we didn't have enough information; things were too chaotic over there; he was a key guy in terms of making any decisions about what was going to be done; and the last thing we needed was for him to be out of pocket which he was going to have to be travelling and maybe even over there. So he finally agreed that he wouldn't go then. But he said unless we get them out soon, I'm going. So we were relieved of that.

KF What else did you do other than talk Ross out of going?

TJM Ken, I don't remember, other than just a heck of a lot of conversation about who we could contact, starting with Washington, with the State Department, the House, the Hill, any other friends of influence we might have. To, number one, put heat on our government to help us. And number two, to try to figure out what were our options.

KF When did you start making calls?

TJM It had to be that afternoon.

KF Do you remember who you called?

TJM Well, one of my first calls was to Claude Chappellear, because he's a general counsel here at EDS. He had a friend, a lawyer in New York who he had worked with, who was now with the State Department. So I called Claude, and I'm not sure if Claude was aware of the situation--he probably was by the time I called him. To see if he could get a hold of his friend to get word to Vance about our problem which he subsequently did. He did, then he put him touch with Tom Luce or Tom Walter. But that's how we made the connection with the fellow who eventually handed the note to Vance.

KF Any other calls that you remember?

TJM No.

KF Everybody was thinking of names at this point. Somebody must be making lists. Lists of phone numbers. Everybody that anybody in EDS knew who knew somebody who knew the mother in law of a Senator or whatever. Anybody they could to get to people who were in a position of power. Now it was probably quite an impressive list. Because there are some people around here who have influential friends. At one point, Kissinger was called. Do you remember when that was.

TJM That was at least a day or two later because I remember I was on the phone with Emily Gaylord who was in Washington. Ross came in the room...he had mentioned about Kissinger to me a little earlier, but we weren't going to tell anybody about

it. Well, he came in the room, picked up the phone and told her about it. Said we had talked to Kissinger, said he had talked to Zahedi, and he assured us that by the end of the day that Paul and Bill would be out and on their way home. So outside of our little circle, I think Emily was the only one that I'm aware of that was told. We were greatly relieved that that had happened. And that seemed to be about midmorning.

KF Which day would that be?

TJM Well that night's when I called Bull. So it had to be that day.

KF So Ross must have called Kissinger on Sunday, on the 28th.

TJM No, when did we call Bull? We didn't call Bull till the 1st, I believe.

KF It seems to be late on the night of the 1st. And you called Bull. And Ross called Kissinger about the time you called Bull?

TJM Oh no, it was hours before. It had to be maybe even the previous day, because it was many hours after he called Kissinger had said they'll be out. So then we had to wait for them to get out. Remember that's the only time we left the office at a decent time throughout this whole period. Went home about 5 or 6, assuming they were going to be let out. Then I got a call late that night probably around 10:30 or 11 from Ross, saying it doesn't look good; they haven't been let out. Conditions are bad over there. Do you think it's time for Bull?

KF That was 10 or 11 o'clock on January 1. And what did you say?

TJM I said yeah, I think it is. Then he says do you have his number? And I said no I can get it. And I called a friend and got his number.

KF Who did you call?

TJM I called Tom Meurer. Woke Tom up. Has anybody mentioned Tom to you?

KF Somebody has.

TJM He used to work here. He's a super...

KF I'm just trying to think where I have heard the name.

TJM In fact, Tom and I spent a lot of time on the POW thing together over in Southeast Asia. And he knew Bull as a result of that. So he had his number. Woke him up, told him I wanted the number. He wanted to know, obviously, what for. Couldn't tell him anything and he's a curious guy. So called Bull, explained we had two people in Iran and were sure he was aware of the conditions over there, which he said he was. And I said, "it looks like we may not be able to get them out by any conventional means. Would you be willing to help us?" He said sure, just like that; no questions asked. He said "when do we start?". I said "we start tomorrow". Then he said fine. Then he said he had one problem. I said what's the problem. He said I've got have somebody take care of the farm. I knew he had a pig farm, but I didn't know how many pigs. He didn't say anything about dogs or anything. I said "no problem, Bull, we'll get somebody". He said, "No, I want somebody who is really experienced and a real pro". I said don't worry Bull, we'll do it. Then I asked him what time he normally got up and he said 4 o'clock. So I said fine, we'll have everything arranged and we'll call you at 4. That was the end of that conversation. So I called Ross back and told him about our conversation and he said "great". I said that we had to find somebody to take care of the pigs. He said okay, let's start thinking about that. Then we'll get back together. And I ran one name past him, a fellow who worked

here at EDS who lived on a small farm just north of Dallas as a possibility. He said yeah, that's a possibility. We didn't decide on him, but I went on and called the fellow anyway and said "Bill, we may have an assignment for you to go someplace. Want you to pack some work clothes and you may be gone for several days. Can't tell you anymore". He said fine, he'd be glad to do it. Well, he was there in his house, I didn't realize, no electricity because it was during the ice storm. A lot of places didn't have electricity. He had just taken his family over to a neighbor's house who did have some. He was sitting there by the fireplace with a fire lit with a blanket over him. Then he gets this phone call. So I called Merv, told him what was going on, and we decided we'd meet here in the building as soon as we could get in. And in the meantime, we'd both be thinking about additional names. We both left, it took quite a while to get here, because of the ice. Probably, it was around midnight or so. Maybe Merv can remember more precisely what time. I don't know if he even got into this. Maybe I'm getting into too much detail.

KF No. You can't possibly get into too much detail. Don't worry about that.

TJM So we came here. He came up with the name of Paul Walker as a possibility.

KF This was not the name you had called.

TJM No, the other fellow was Bill Lee. So we got on the phone with Ross. Ross says that's great; that's an excellent choice. Go ahead and contact Paul and see if he'll do it. I think I'm the one that called Paul. Woke him up; told him basically the same thing I had told Bill, that I couldn't tell him much. He said, "Fine. When do you want me to go?" In the meantime, Merv was working on reservations and found out we could get a 2:35 flight out of here that made a connection in Atlanta to get down to Pensacola to get over to Red Bay.

KF This is 2:35 A.M.?

TJM Yes. So I said "we need you here now". So Paul came in. We just basically repeated what we had said over the phone. That he was going to be gone for awhile, can't talk to anybody about what he's doing; where he is. And he said fine, he understood. Then the last thing he said was "What's this fellow's name. Because he's going to be getting mail in the mailbox. The neighbor's know his name. Can I know his name?" I said, "Arthur Simons". He just kinda grinned and looked. Have you met Paul? He doesn't grin too much, but he just had this silly grin on his face. He said, "Bull? Well I'll be a son of a bitch." He had served under Bull, not directly, but indirectly under Bull over in Laos when he was in Special Forces. Then he said I understand why you want secrecy. Of course he didn't know about Paul and Bill; we didn't tell him that. He didn't know what was going on. Just the fact that we were going to use Bull, he knew there was something that he needed to be quiet about. He left here and had to go back to his house, he had forgotten his glasses. He got his glasses, went to the airport. The next checkpoint was supposed to be 5:00 A.M. when he arrived in Atlanta, he was supposed to call me and let me know that everything was fine. I went home, got home about 2. I assumed that Florida was on a different time zone than here. And most of Florida is, but not Red Bay. So I set my alarm for 3, went to sleep about 2:30. Woke up at 3 and called Bull. He sounded groggy. I said, are you asleep. "Oh no, I'm awake". I told him that we had made arrangements for this guy, Paul Walker, tremendous experience in farming. I didn't know if he had had any or not. But he's a good man. Said he would be down there, told him we would have plenty of time, which was less than a hour. Face to face time with him on the farm to show him everything and Paul would take care of things. So he said fine. Then I said, "what are the directions from Pensacola to your place?". So he gave me these elaborate directions; he just rattled them off and I was half asleep and I was writing in shorthand. I got through and said

"let me repeat these". I amazed both him and myself and got them right. Everything was set. Went back to bed and the phone rang at 6. I noticed it was 6 and wondered why Paul was calling at 6 rather than 5. He called; he was delayed on his flight over to Atlanta. No, it was about 4:30, I'm sorry. But anyway, it was at least an hour after he was supposed to call. He finally did call and said that the plane had gotten in late and he had missed his connection. I said, "why did you wait so long to call?" He said, "well I didn't want to call you without an alternative". He had an alternative which was the only way he could get down there and get there on schedule was to lease a plane. So had a small, single or double engine prop plane that he had made arrangements to have them fly him down there. But it was going to be another 2 or 3 hours before they were going to leave. Still, that left him plenty of time. I came on in to the office, Merv and I were together to brief Ross on where everything stood. Then Paul called and said there's a weather problem and the plane he'd arranged for could not make it. They just wouldn't let it fly. Then Merv and I started scrambling like the dickens to find some way to get him down there. We finally did make arrangements with an outfit down there to get a lear jet or a jet which would fly over the weather. But it used up so much time that he was not going to be able to get there in time for Bull to leave to catch his connection here to Dallas. So I had to call Bull and tell him what the problem was. Bull said "well, I can't leave. You are just gonna have to delay everything because it is a very complicated operation and I have to be here to show him." I said, "well Bull if you will leave there; you will have at least an hour on the plane to write down instructions, and I'm sure with your skills (I was flattering him a little) you can explain to Paul, with diagrams and everything, exactly what has to be done". He really hesitated on it, but finally he agreed to do it. So he raced like crazy, I forget what the mileage was, but he averaged better than 80 to make his connection. I think he had an old Cadillac...did he have an old Cadillac, did anybody mention what car he had? Well Merv would know. But he really had to get going to make the connection. The other thing he mentioned that I didn't realize was that the pigs had

to be fed at a certain time in the afternoon. Something like 4:20, 4:25, 4:50. It was a precise minute. Hell, I grew up around pigs and cows all my life. If you miss by three or four hours, it doesn't make any difference. But Bull's had to be, and he made that damn clear. I said, "Don't worry; we've got a jet. We're going to get Paul there in time." I guess that was mid morning--9, 9:30. We weren't supposed to hear again until 11:30 and that was when...Paul was supposed to call as soon as he made connection with Bull. We have Paul the information of what flight and everything. And there shouldn't be any problem getting together. Kept waiting to go to lunch, waiting for the phone call. The phone call didn't come at 11:30, 11:35, 11:40, 11:45. About 11:50, the phone rings. And he says "where is that dumb son of a bitch Walker". Did Merv tell you this? And I said, "do you mean, he didn't make connection?" No, hasn't that damn guy ever been in an airport before?

KF He's in Atlanta.

TJM Right. He said, "well, he probably hasn't been in Atlanta lately and doesn't understand the damn security system around here." Apparently they don't let you go up to the gates like they do in a lot of places unless you have a ticket. And somehow he missed. So I said, "Don't worry, Bull. Give me your number; we'll call you right back; we'll find Paul". So we got the girls; Linda or whatever girls were up here. And one called Southern, one called Delta, the various airlines to have Paul paged. Just as we gave those instructions, the phone rings and it's Walker. He said, "don't worry; I'm here with the Bull; I'll call you later". What had happened was in that huge airport, Bull was in a phone booth here. Paul had come in the phone booth next to Bull as soon as Bull hung up. He overheard Paul ask for me. And that's how they had gotten together. Boy, you talk about a coincidence. So they had their meeting. Paul went on down. I think he got down there within 15 or 20 minutes of when he was supposed to. And Bull came on

in to Dallas. Merv and I went to pick Bull up. Merv had a brand new car. It took us a long to get out to the airport with the ice. Bull got off the plane, looked exactly like he had looked last time I had seen him, which had been years. Just a little grayer, but that face and everything just looked the same. So we got in the car and started coming back. Bull was smoking that stinking cigar. It was really bad. I was in the passenger's side looking back at him. We were talking about Paul and Bill. He just wanted to get as much information as he could on the way in. Then he looked at us sternly and said "does this cigar bother you". I said, "No it doesn't. In fact, I'm going to light up my own." So I lit up a cigar. Of course, poor Merv is about to die. He's got this brand new car. He's thinking about couldn't open the windows, because I think they were frozen shut. So we drove on in, explained to Bull that we were going to start meeting that night with people who would possibly be on his team, that we were going to meet over at a motel. That we had several rooms, adjoining rooms in this hotel. That we were not going to come to the office because security reasons. We felt somebody would recognize him. He agree that was a good idea. So we pulled up over there to the Hilton Inn on Mockingbird. I think the first person we ran into was Jay Coburn. The first thing Jay says, "Ross wants us to meet in the board room." So we just explained it was a terrible idea to come to the building, then Merv and I had to turn around and rationalize how we were going to be over here. The first thing we did, though, we went up and looked at the rooms. He wanted to see the rooms. In fact, even in the motel, he wanted to know if we had swept and we said "hell, we just got them". He wasn't very comfortable there at all. Because it's not a well-built motel. He felt the walls, ceilings and floors weren't that thick. And if somebody wanted to, it would be very easy for somebody to listen in. We said, "well, we've got the rooms on each side". Well, we didn't have the rooms up or down. But we satisfied him that...that's when we convinced him that we were going to meet over here. And I forget what logic was used. But he finally agreed that we'd meet over here. So then we called Ross. Ross I think

had left. This time, must have been around 7 or 7:30. He had to leave, and we said we'd get together about 8:30 or 9. Why don't you take Bull to dinner. So Merv and I took him over to one of these restaurants. We sat down, and I asked Bull if he'd like to talk to Paul. He said, yeah, that's a good idea. Paul Walker. I got the number, went over to the phone, and put in a call to Paul. I will never forget this. There was a vent right above that phone. And heat was coming out there like that darn shuttle going off. I mean it had to be 140^o by that phone. It kept ringing and ringing, no answer. I thought "oh crap". So I told Bull there was no answer. By this time, obviously, the pigs should have been fed and everything should have been taken care of and it was dark and everything. Then Bull said, "well he may be over at (and I forget the person's name; I think his name is Wood. Has Merv mentioned the name? It's a neighbor anyway.)" Now remember, nobody knew how to take care of Bull's pigs he said on the phone originally. Well it turns out, when Bull went about a year before, when his wife was dying, the last three days spent in the hospital, this fellow did take care of the farm. So there was somebody there who at least knew how. And he told this to Paul, so if Paul had any questions, he could ask Wood. So Bull said "Well he might be at Wood's house." I said "who's Wood". That's when he explained that he did have a neighbor and he had taken care of them while he was with his wife. So I called there, and sure enough Paul was there. And before Bull got on the phone, he made the comment "if Wood has him over at his house, Paul's a good man". So then he talked to Paul, and I think at that point in time, he got into the dogs. The little background on each dog and what the procedure was; what the food was. That was the first time I was aware of the dogs. I wasn't even aware he had all these dumb dogs during all our conversations. It wasn't until dinner. So he got through, felt very comfortable that things were taken care of. It seemed like as soon as the phone conversation was over, that was completely out of his mind. He could focus strictly on this. So we had dinner; don't remember that much about dinner. Other than he did talk quite a bit

about his wife and what an ordeal it was. You could see very obvious at that point in time, how lonely he really was in Red Bay and why he responded just like that when we asked for help.

KF Tell me a bit more about what he said about his wife.

TJM Obviously she meant more to him than anything in the world. He really felt very deeply about her. He said he had never been through anything. He didn't think he could be broken as a man. He said that every man has a breaking point of some kind. I never had one, but she got cancer, and that was my breaking point. And when she died, he said...and the toughest was the last 30 days when he watched her die in the hospital. He said he felt he was really not capable of making any good decisions. So he decided for some period of time..maybe up to a year, and not really do anything until he could get his full senses back. But it impacted him that much. And I remember he made that comment that every man has a breaking point of some kind. And that I never had one until then. He just spoke really highly of her. The only person he was ever really close to and what a big part of his life she was. How he felt a real void.

KF Did he say that's why he had not hesitated to...

TJM No he never said that. But it just was very obvious.

KF I see. His brother thinks the same thing. What happened after dinner?

TJM Then we came over here. Came up to the 7th floor.

KF Let me stop you a minute here, because there is a puzzle here that I haven't resolved. When the Colonel came here and walked into that board room, he had

envelopes, packets in his hand with information on the people on the team. Do you remember how he got those?

TJM No, in fact I don't even remember the packets. Who remembers the packets?

KF Coburn put them together.

TJM I heard the packets mentioned but I never saw them, and I don't know why I didn't because I was there, but I just didn't. Go ahead with your puzzle.

KF The puzzle is that Jay and I think Pat Sculley made a list of 12 people. But somehow by the time Simons got to that board room, there were only 7 and there were never more than 7. Ross is under the impression that Simons picked some of the proposed team members. But you were with Simons all the time he was in Dallas up to the point where he came to the board room and the 7 appeared to have been picked by then. Anyway, during that evening, there was no process of Simons looking at information about people saying "I want him; I don't want him". There was nothing like that evidently.

TJM No, and since we were with Simons, I was never aware of the 12 and how we got the 7. And I don't remember looking at packets of information, but he could have after he was in the board room. Because I know I left a couple of times to go see Ross. It was a very short period of time. Now, I was going to speculate a little but I hate to do that. Just knowing Bull and the way he operated, he would rely a lot more on his instincts because he was really interested in starting to talk to people. And you could tell as soon as he got them to start talking. And he was so low key, it was unbelievable. It really through them off that he was working. And he was going through a real evaluation with them really not being aware of it. And it was fairly easy for Merv and I to see it, since we were kinda removed. But he could have looked at some information, but I think he'd

rely a lot more on just hours and hours of conversation.

KF It seems to me. It may simply be that of the 12, 5 could not get here that fast. I'll double check with Ross. I'll ask Ross to try and remember, but I bet that's what happened. The three of you walked into that board room. The others weren't there at that point, or were they?

TJM I don't remember. It seems like there were 3 or 4.

KF Somebody recalls that the first thing Simons said was when was this room last swept. Do you remember the next thing he said?

TJM The next thing was he wanted maps of the city, he wanted all the detail he could on the actual building where they were being held.

KF And that he began to get from the 7 men, all of whom had been in Tehran.

TJM Yeah, but I don't think there were 7 in the meeting yet. I don't think they were all here yet. I think there were only about 4, it seems like.

KF Now then. You said that he was very low key and you, since you weren't directly part of the conversation you were just an observer, you could see that he was really evaluating the men. Now try and think what gave you that impression.

TJM I guess the fact that I knew Bull. I had spent time with him before, we had spent time that evening. You could see a real change in him. Because with Merv and I it was...there was a lot of general conversation as opposed to specific conversation. See our specific conversation about Paul, Bill, Iran, jail, anything like that occurred early in the evening in the car. Since neither

Merv nor I had been there, we really didn't have that much to tell Bull about the specific situation. So his first real opportunity to start getting some hard information was from this group. So you could see his mind just totally went to work on getting information. But even more important, do I really want these guys on my team to go in. That's really what he was thinking. Because it became fairly obvious too early in the evening that we didn't have a lot of hard information about the building; weren't sure exactly what size the courtyard was; there wasn't that much. You could see his big challenge in the job was to evaluate these fellows and see whether or not he wanted them on the team without telling them that. He did it just so low key. Just asked them questions. What's it like over there; what's it like on the streets; what are the people like; what's the airport like. Just a lot of questions.

KF But how do you think he evaluated their answers? Just from asking them questions and having them answer the questions, how do you think he began to judge what kind of men they were?

TJM Well you could tell by...if you talk long enough, you can pretty much determine common sense. What makes sense; does somebody talk too much; does somebody say something they're really not sure of. What's speculation and what's fact and does that person understand the difference between speculation and fact. Bull had spent quite a bit of time over in Turkey; he had spent some time with the group over in Ft. Bragg working on this special team. So he had done a lot of studying, so he was comparing his personal knowledge of being over in that part of the world, plus what he had been involved in recently to what they were saying. And just seeing how they reacted. Whether he felt they would stay cool under fire. He just did a beautiful job. See I have been responsible for recruiting a lot in EDS, which is long interviewing process. And he was just doing an excellent interviewing process without them really realizing what he was doing.

In fact, one of the fellows, and I think it was Jay, mentioned to me later that that first night he was kinda disappointed in Bull. Because he expected Bull to be in there "son of a bitch this, son of a bitch that", charging ahead, really taking control and authority, just being a tough old guy. And Bull went in there as a very calm reasonable man, never raised his voice.

KF That's interesting that you should say that you as a former recruiter felt that he was doing a very good interviewing job. At some point, and I'm not sure whether it is this evening, he asked the men whether they were prepared to lose their lives. Do you remember that?

TJM I remember him bringing it up, I don't remember the exact words. But he did it very calmly.

KF And what was their response?

TJM Very calm response, but you could feel the tension in the room. Because the way he said it, in such a professional manner, it was just a fact of life. You could lose your lives, do you realize this? You have a wife, family, are you willing to do this? I don't know how many were in the room at the time, I don't think all 7 were. But most of them were by that point in time. Maybe Merv remembers how many were there. But it was one of those things where everybody wanted to look straight ahead, they didn't want to look at anybody else. And I don't think he made them answer. In fact, I don't recall his making them answer there in front of each other. But he brought it out as a possibility that they were going to really think about it. And if they had any reservation at all, not to come along; it would be nothing against them, he just gave them a very easy out. But made it very clear that this was a distinct possibility. And they got to it in their own mind, face up to it, in light of their personal situation with their family.

KF Boulware recalls that he said "who is prepared to lose his life?". And none of them answered, and Simons said "that's good, because we are not going to lose any lives. And I don't want to go with men who are prepared to lose their lives". Something like that, Boulware recalls.

TJM The basic philosophy he had was that unless the plan had a 90 or 95%...has anybody brought up the probability to you? it's either 90 or 95% chance probability of pulling it off successfully without any casualties, they would not execute the plan.

KF Did he say that that evening?

TJM I believe he did. Because I think he explained to them we're going to go through this over and over and over. I know he repeated at the first meeting out at the Grapevine house, but I think he did that night. That we were going to go over things over and over and over again unless we have a high probability of pulling it off without any casualties, we are not going to do it.

KF Now you sat in on that meeting, but I don't believe Ross did. How did you feel at the end of the meeting?

TJM I felt real good. Now, remember, we were still under the absolute hope and felt pretty strongly that we were not going to have to use this team. I really felt that. I knew things looked bleak; I had been involved from the first phone call. And knew about our frustrations in terms of trying to get help; knew what the situation was over in Iran, because I had been getting intelligence reports ever since we started the evacuation. So I knew what was going on over there and had a good feel for it. Despite all that, I felt that we could get them some way other than having to use Bull. I remember I felt good the fact that we had a guy

like Bull; that he was everything that I remembered he was. He hadn't lost a damn thing; in fact, I was more impressed with them than I had been before. And that was a very comforting feeling. I knew he wouldn't do anything stupid; I guess that's the main thing. You always figure the worst thing that can happen is get a bunch of guys shot. I just had a lot of confidence in him; that wasn't going to happen with Bull.

KF Tell me just briefly how you knew him before. I presume it was over the Son Tay celebrations.

TJM When we had the party out in San Francisco is when I met him and got to spend some time with him. Then later on, when we used Bull to go back over to Southeast Asia over to Laos to recontact a lot of his old contacts to see if we could get information, this is after the prisoners were out, but were still missing in action. I met with him before he went over and after he went over. I was planning on going over with him, but something came up and I couldn't do it. Tom Meurer went over with him instead. So we spent some time there.

KF The meeting we've been talking about was on the night of January 2. On January 3, they went into training. You and Merv seemed to have serviced the training group. What do you recall? What are the highlights of those few days? Were you actually at Grapevine very much?

TJM No. The first day I was. At that point in time, we made the decision to move out to the hotel there at the airport. We had to get some supplies together, which were mainly marks a lots, writing tablets, easels, things like that. Basically just going out there and getting things set up. Merv probably told you about when he and I went to get something to eat for the troops and the girl says "are these to go or to eat here?". That was over in Lewisville. In

fact, the other night I went by that place. My son had a football game against Lewisville. It reminded me of that incident. The conversation, as I recall, was pretty much along the same lines as the night before in the board room. It was Bull still very cool, very calm, asking more and more questions, kicking around alternatives. In fact, one thing I do definitely remember. Right at the beginning, or fairly near the beginning of the first conversation that night, Bull started talking about what are the various options on getting the people out. And one of the options was getting the crowd around to storm the place and then come out and riot. That was one of about 4 or 5 initial possibilities.

KF And you think he brought that up at the meeting in the board room?

TJM I remember, because I remember it was so ironic that that was one of those things that was brought up that that's eventually how it happened. And of course talked about the possibility of going over the fence when they were out in the courtyard. Getting them into a van with a hole in the top and driving off and having various cars. He was asking what the traffic was like; was it easy to get cars. He figured they would ditch the van right away, break up into groups, have several cars, maybe drop them off a mile or two away and get other cars. Things like that. He talked about that. He talked about diversions. Would it be easy to get a diversion going around that building. Would they have to blow up the building or blow up some cars. That was one possibility. Are there big crowds there? Would it be possible inside a crowd. Storming the place; would that be possible. Those are the three I distinctly remember from the very first meeting. Now I didn't hear that discussed later, but then I wasn't in on most of those discussions later.

KF Okay. This was approximately six days. I think it was six days that they did this. And basically you and Merv were logistics then. You were supplies. Did you speak

and you said you weren't in on those meetings very much. Did you speak to any of the team during that period about how they felt about it?

TJM I don't recall having any extended conversations with the team. Speaking with Merv all the time. And Merv had a lot more direct contact with the team than I did. I remember out at the gun range one day. I had to go down to Ray's Gun Store.

END OF SIDE A

TJM ... had to go pick up some weapons and ammunition and take them to the Garland Firing Range. I'll never forget; I had a black overcoat, had a black Lincoln. Our guys were the only ones, and they had been waiting for awhile, there at the range. And they looked pretty rough. And I'll never forget the look on the guy that owned the range's face; here this Continental drives up, open up the trunk, bring out these weapons, all this ammunition.

KF I think you had 9 Walther PPK's, and at first 5000 rounds of ammunition. Plus the ear plugs and holsters. TJM But he never asked me any questions. And I stayed there quite a while.

KF What was the shooting range called?

TJM I can't remember the name of the range, but it's over here in Garland.

KF In Garland. Okay, shooting range in Garland. Would you know what day they first practiced shooting?

TJM No I don't remember. It was...no I don't.

KF Okay. Seems to me it was probably the 4th if they started the discussions on the 3rd.

TJM Probably was.

KF Okay, we'll leave it at probably.

TJM I got to visit with most of the guys then. Because Bull would take 2 or 3, I forget how many, and he'd be outside and work with them while the others stayed

inside. And it wasn't much warmer than it was outside; this is not a fancy place. It's an old shack. Has anybody driven you out there yet? (No). Well, we'll probably do that. I remember asking them about Bull. They were all impressed. You could see the difference in the guy. Merv had been talking about the fact that he could see a transformation in these guys. Bull was really getting absolute control of them. Without them really realizing what was happening. So I talked to the guys, asked them all what they thought of Bull and they really thought a lot of him. It was very obvious they respected him and they really liked him. But that's all I can recall; I can't remember any details.

KF Do you remember the moment when they announced...when Simons announced that they were ready to go?

TJM No. You might jog my memory on that if Merv remembers something that I don't.

KF Yes, that's where I'm looking, but I'm not by no means sure it was said to you. In fact, it looks as if the Colonel said it to Merv. And it looks as if it was the afternoon of the ninth of January at the lakehouse. Were you involved in sending them or the arrangements for them to get into Iran?

TJM No. I was aware of everything, because I was living here full time. I wasn't even going home, but maybe 2 hours every two days. So I was right in the middle of virtually all the discussions on strategy, where we were going, ransom, really had a finger in all the pots. So when I wasn't with Merv, I was usually with Tom Walter when he was in town. In terms of negotiations, if we were going to pay the ransom, where we were going to get the money, how we were going to get it there, that kind of thing. But in terms of them...the exact moment when they decided to go, I remember Merv telling me they were ready to go. I can't remember what the plan was, but I remember him telling me the

plan. We had people who made travel reservations all the time, so we just had those people do it.

KF Did you feel at this point that Bull would be used or he wouldn't?

TJM No, I still felt he wouldn't.

KF You still felt he wouldn't be used; it was just a worse case fallback for you. So they go off to Iran. I want to ask you about the negotiations in this period. The negotiations during the period of training. You said, we talked a bit before about how you called, people here at EDS called everybody they could think of. Now how close were you to the negotiations? Did you make calls yourself? Did you ever go to Washington?

TJM No, I stayed here. Of course, that was kinda frustrating too, being stuck here and not really being able to do that much. But I was in continual conversation with Tom Walter for a couple of reasons. One, we worked very close together in the company. I represented the company to the investment community where a publicly held company had tremendous implications we had to pay that money. It was essentially probably gone. We'd have to make a public disclosure of a big loss in EDS. There was a lot of ramifications in this whole thing. And yet, we obviously wanted to keep everything absolutely quiet. Because we felt if the Iranians students here knew that we had a couple of people over there, they could call friends over there and make things bad. So it was very important that I keep up with these conversations. On the other hand, as I mentioned, I was dealing with the investment community. I can't lie to them, I can't mislead. So it was a very ticklish type situation. We had in November announced that we were taking a write off on some receiveables in Iran and that we were evacuating our people. So there were a lot of questions about what's happened in Iran;type thing. I had

to be very careful about what I said. So, if I said we don't have any exposure, don't have any problem, don't have anything and then two days later we announce that the \$12.75 million ransom has been paid and lost, I'd have really misled them, and put myself and the company up for liability. So it was a ticklish-type situation. We were able to get through it, but it was not easy.

KF OK. Did you get calls? Did people phone up and ask you what was happening?

TJM Oh yes.

KF And those would have been brokers?

TJM The way our stock is held, it is mostly held by institutions, insurance companies, banks, trust departments of insurance companies and banks, plus professional money managers, as opposed to the retail broker. Usually these people study a company a long time before they invest. They are all good friends. People I've known a long time, either managed their money or analysts who studied the company and made recommendations. They usually had specific questions to ask. Which was good. Do you have any people still there. Yes, we have a few that are just trying to keep going, hoping things will get better. What about equipment? Do you have any equipment there that you could lose? No, the customer supplied the equipment. Very specific-type questions like that, because none of them knew about Paul and Bill.

KF Well, nobody knew. It was their secret. Hadn't been in the papers.

TJM Yeah. I lot of people in EDS knew because the people in EDS World who came back knew there was a problem, but a lot more people knew than we were comfortable

with, but thank God they were in the company. We had one real scary situation. Has anyone mentioned the news broadcast?

KF No.

TJM There was a story in a local program, I think it was Channel 4, about Dallas companies over there. They mainly talked about Bell Helicopter and Texas Instruments, and during this conversation, during this report, they mentioned two hostages being held. Our name was not mentioned in the report and the impression was that were two people being held that were either from Bell Helicopter or Texas Instruments or maybe some other company. There was no follow-up. Nothing in the paper, no other news reports about it. But when that thing came across, it was just like getting stabbed.

KF You thought the whistle had been blown.

TJM Yeah. I guess there was just enough other things going on in Iran that nobody followed-up on that.

KF One of the things Simons' asked for was \$100,000 in cash, which Merv. . . no you went to Lake Grapevine with in an envelope. One of the questions Merv could not answer and said maybe you could, was how much money you had in the vault, that you were able to put \$100,000 in an envelope and just get in your car.

TJM Ken, I think we had between \$150,000 and \$250,000. Before this started we didn't have much in the vault. In fact, when Merv and I went over to Istanbul to evacuate it, we had to send someone from the Treasury department down to the bank to pick up \$100,000 in cash.

KF But after that experience, you decided you'd better have large sums of cash on hand, here in the office.

TJM Yes, but I don't think we made that decision until after December 28, because there was no reason once we'd evacuated. We could have had some cash, but I don't think a large amount until this operation started.

KF But you don't remember exactly how much.

TJM No, but it was somewhere in the \$150,000 to \$250,000 range.

KF OK. If we were to say \$200,000, we'd be in the right order?

TJM Uh huh.

KF OK. Now we've dealt with the Kissinger disappointment. Things, for a while now, in fact up until January 13, on the negotiation front things were in limbo. A lot of work is being done, but the net result is zero. I believe it was on Jan. 13 that Ross went to Tehran. Now, did you have conversations with him about that before he went?

TJM Yes. I remember being in his office and he said that he had decided to go.

I remember saying that I still thought it was a bad idea. But nothing else was working and I sure wasn't going to try to talk him out of it.

KF So you had completely changed your mind about this.

TJM Well, first of all, he was going to definitely go whether or not I argued with him. Second, nothing else was working. I've got a lot of confidence in Ross. He felt he could be in a position to make better decisions, be more creative if he was actually there on the scene and could see what was happening. You can't argue with that. I felt very frustrated because I'd never been there. The level of creativity and decision-making ability you can have when you haven't been there is a fraction of what it could be when you are actually there on hand. So, I felt that, first of all, I couldn't talk him out of it. Certainly didn't have any good reason to tell him he shouldn't go.

KF There was a reason that he shouldn't go, which was if they were interested in Paul and Bill as hostages, Ross would have made a much better hostage.

TJM Oh yes. But I figured that things were in such a turmoil there that I didn't consider that anywhere near the risk that I would have before. Because, remember, Merv and I are talking to the fellows all the time. So we had a good feel for the situation. Plus I still had my contacts where I was getting intelligence information and just felt things were so chaotic there. . .

KF You had other contacts in Tehran?

TJM No, here in this country, I had contacts in our intelligence community both here and over there. Of course, they knew nothing about the hostages. I started getting information in November, when we were trying to decide

whether or not to pull the people out. So it was a very common thing for me to call and get updates on information. All of that plus talking to Jay and his group found out that things were so chaotic and Ross is sharp enough that they wouldn't put two and two together.

KF But you were getting, on a friendly basis, calling people you knew who knew the situation and they were giving the best knowledge they had. And these were people in the CIA, I presume.

TJM No, I never talked with anyone directly in the CIA, but my information was basically coming out of the CIA and I had access to somebody who had access to raw data, and somebody who had access to kind of middle-level data and somebody who had access to very highest data. It was exactly as I expected. The raw data was very good. By the time it got to the National Security Council it sounded like the same crap the State Department was telling our people every day over there -- you don't have to worry, things are fine.

KF Oh, really. That must have been a very interesting experience.

TJM It was. And when you do this over a period of time and then things happen, you can evaluate who your best sources were and one was impeccable. One as early as about December 1 or 2, when it was never a thought of the Shah being in real trouble. My question to him was that we were getting ready to make a decision on whether or not to evacuate our people. Here's what we are being told which was a State Department line, everything's fine, you don't have to worry. Now if you had your family over there, would you evacuate. He came back and said not only would I evacuate my family, I wouldn't stay there. The Shah's ass is grass. He's going to be gone by the latest by the middle of January.

Gayden didn't believe this. He and Ross were in the office and I went in and said I just talked to the guy and here's the information he gave me. Bill had spent a lot of time over there and he obviously knew a hell of alot more than anyone us in the office and he just thought that was way out and so did everyone else. So I kept calling him and another guy who had access to the National Security Council report everyday. By the time this raw data about the Shah's ass is grass comes from the National Security Council report, it just sounds like the stuff you read in the newspaper. Things are a little shaky, but don't worry, he's really solid, there's no organized opposition, no way he can't control the situation. This went on just day after day.

KF Well, where were we? Back to Ross going over. There's one other thing I wanted to ask you about that. Ross also, there was also an emotional reason for Ross to go, well two really as I understand it. One reason I guess. That was that he was asking people to go there. At least one person had turned back in Paris and got scared and he felt that if he was asking these people to go, maybe he should show that he was prepared to do it as well. Did he talk to you about that?

TJM No. But that very first day when he asked for his passport, he said that he asked those people to go over there and I'm going to go get him. That might have been discussed this time when he made the decision to go. But we really didn't have that much discussion. The only thing I was disappointed about was that I wanted to go. He didn't think it was a good idea for both of us to go.

KF He went with Howell and Young. At the same time, while he was there, you guys back here were still calling. At about this time Henry Precht comes into the picture. Did you have any dealings with Precht?

TJM I'm not sure I ever talked to Precht on the phone, but I was very aware of him from the beginning. I think Precht had come in a lot sooner than that. See we kept getting referred back to that damn Precht. For example, we made the contact with Vance and suddenly we're back to Precht. And there was another fellow above Precht that Ross had talked to a few times. It starts with a "B"? But every place we pushed. . . see Mathias and Kennedy were working on this because they were friends of the Gaylord family, and somehow we kept getting focused back to this guy Precht. Ross probably told you he talked to Sullivan at the Embassy and our guys got Nast, who was the number two guy there, but when it all boiled down to, it goes back to the Iran desk and here's this guy Precht who was head of the Iran desk.

KF Would he have been reporting to the National Security Council.

TJM No, he reported to this other fellow, I can't remember his name.

KF The number two man at the State Department?

TJM It wasn't Christopher. I think the name was in one of these.

KF I know, but I just can't . . .

TJM The organization was hard to figure out. At the beginning it wasn't hard. Precht was head of the desk, and they put this other guy in charge of overall Iran policy and nobody could figure out if he reported to the State Department or to the White House.

KF The other name I'm thinking of is Newsome.

TJM Yes.

KF Alright. Ross came back. Between that point and February 11, the main thrust of the activity here and on the legitimate side of the Iran team seemed to be centered around the letter of credit. Were you directly involved in that?

TJM Not directly, but I was, you know, almost on an hour basis, aware of what was happening. Because, at this point in time, see Tom was here virtually all the time too. So I was either with Tom or with Merv, and alot of times the three of us were together. Plotting, thinking, of course, we were spending alot of time, Merv and I, when the guys were over there, spent alot of time on the phone, because it just took alot of time using that darn code.

KF Let me pick up, let me back up and pick up something here. You and Merv had found [REDACTED], is that right? You must have been in Istanbul for the
Mr. Fish
evacuation . . .

TJM Right, sure was.

KF Just tell me your impression of [REDACTED], what he looked like.
Mr. Fish

Mr. Fish
TJM [REDACTED] was about 5'10", looked middle eastern, dark complection, fat. He was big and fat. He wasn't just a slob. But, you very . . . drabbed-dressed just like everybody over there. You know, no color. So he was totally unimpressive to look at in terms of, you know, you look at the guy and we're expecting this guy to really get things done for you; you'd never

TJM pick him. He just didn't look the type. But, once you'd start talking to him, you could see he was just a real doer. And he was a real . . . when you asked him to do something, by golly, he could do it and you have the confidence that once you start doing it, he could get things done. And, he sure, sure did.

KF About how old?

TJM Late 40's, maybe 50.

KF Short hair, long hair? Mustache, beard?

TJM No mustache, no beard. Medium size hair.

KF His voice, have a deep voice, a high voice?

TJM No, kind of a high voice.

KF Laugh alot?

TJM When it was time to laugh, yes. When not, he was very serious.

KF Okay.

TJM He'd have made a hell of a good actor.

KF Oh, really?

TJM Yeah, he could really turn it on or turn it off. See, the night we went to

TJM pick up the people, or meet the people at the airport, Merv stayed back at the hotel. And I went with ^{Mr. Fish} [REDACTED] It was about 2 or 3 in the morning, ^{Mr. Fish} [REDACTED] came and picked me up; he'd already made arrangements for busses and everything, and his wife was with him, and he told his wife about this and she was really interested, so she got up in the middle of the night and came with us. And . .

KF What was his wife like?

TJM Just a real nice lady. Kind of a non-descript, nothing . . .

KF About his age?

TJM No, I think she was younger. She was a little more sophisticated than he was. He was totally nonsophisticated. Now, I'm not saying she was, but she seemed to have a little more class and polish than ^{Mr. Fish} [REDACTED]. She seemed to have a very healthy respect for him. In fact, she was in the business with him too. I forget what part she handled; I think she was the one who made arrangements for getting films, tapes for the kids to watch, cartoons and things like that. And, she made arrangements for the tours for the wives, the wives and husbands while they were there in Istanbul. So she was a very capable person in her own right. So, we were, he had this old car and it was 2 or 3 in the morning, we're driving down -- he thinks he's on the Indianapolis Speedway, you know, he's got the thing going full speed, which is probably, for that car and that road, about 55 miles an hour and it felt he was going 120. It had been raining, hit this big water puddle and the car went dead. So we, there was a nightclub on down the road, so we pushed the thing out in front of the night club and we were waiting there and it was, the place was about to close; there's was nobody coming out

TJM and finally . . . and there's no traffic, of course nobody's . . . and this one car comes along. Cripes, old ^{Mr. Fish} [redacted] gets out there in the middle of the road and that guy wasn't going to slow and ^{Mr. Fish} [redacted] wasn't going to move. Finally, the guy stopped. ^{Mr. Fish} [redacted] had this heated conversation with the guy, I mean, that's why I say he'd be a good actor. So finally, the guy gets out and opens the door for us and we get in and go on out to the airport. And as we're getting out; it's a very small car and ^{Mr. Fish's} [redacted] wife was a pretty good size so it was kind of tight there in back. Went to open the door and the handle came off, so I told her, I said, "Geez, I really feed bad. Here's this guy that's really nice, you know, pick us up, and I break a handle on his car." ^{Mr. Fish} [redacted] And she said, "Don't worry about it. What [redacted] going to have to pay him, he can probably buy a new car."

KF Good. Let's go to the 11th of February. Merv got a call; he was at church, at a church meeting, from his wife and she said for him to call TJ. How did that happen; where were you when you got the news?

TJM I was at home. One of the few times I'd been home and I got a call from Tom Walter.

KF Okay.

TJM And he said, "The guys are out." And I said, "What?" "The guys are out." And, I'll never forget my reaction because the night, the day before it appeared, see, we, the way this thing went, we never got a break before February. ^{11th} I mean, every break was bad. And then, thank God, every break was good after that. But, we did, that was our first break and it was a big one. But, I remember I was just really frustrated at that point in time and in fact, that's one of the reasons I went home, because it looked like we were about to make the deal on the bond.

TJM And then the fighting broke out so much, you probably talked to Bill or John. But the timing there was it looked like we were finally, actually going to get it done. And, because everybody had to go home, nobody wanted to conduct business, and new fighting had broken out, it appeared, "Geez, that's our last chance." We almost had it and we missed it and we're not sure we'll get another one. And here, maybe within 12-24 hours, the guys are out. Now, if we had made the deal, you know, we'd given up the money, realize probably we couldn't have gotten the guys out of the country. There's a good chance we'd even get the guys, much less out of the country. We'd have to make an announcement, you know, that we just had to take a one time 12.75 million dollar hit and why. It was just kind of a no end situation. And, to go from that no end type situation to Paul and Bill are out, they are on their way, you don't know where they are, but we know for sure -- it's verified that they're out of the prison, the prison, you know, the riot, the thing about the riot, the guys are out and they are on their way and they expect them at the hotel before too long. He said we just talked to Ross. Nobody else knows. Will you call Merv. I called Merv and went over to Tom's house and Merv came over. It seemed like we were just walking out the door to the office when Merv got there. I was there when Paul and Bill came in the room. We had an open phone line. So, they got in and we all said hello and decided to come on in and start working on how we were going to get them out of the country. A lot of our conversations had been down on the fifth floor and I can't remember when we moved up to seven and kind of closed off Merv's area and didn't allow anybody in except for a few people. Did Merv remember when we sequestered up here?

KF I think I've got it. I think it was probably this day that you moved up here.

TJM I think it was.

KF Now, when you called from EDS, when you were on the phone and the guys walked in the room, were you in on that phone call.

TJM Yes, I was here.

KF Tell me what you remember about that moment.

TJM Well, what I remember is just before that. We were starting to get nervous and it had been a long time since they were out. Bill had made the decision to send somebody over to the prison to see if they could find them.

KF That was ^{Rashid} [REDACTED].

TJM OK. Then it seemed like it was a very, very few minutes, they come walking into the room. I can visualize like it like I was in the room. Bill was elated. Bill doesn't get very excited one way or the other for most things. Hell, Bill sounded like a little kid. It was like I was in the room and it was just a tremendous good feeling by everybody, just tremendous. I know that even though I knew that we still had a long way to go before those guys were out of the country, it was like we were on the one yard line.

KF Soon after that, Merv remembers taking you aside and said that this telephone conversation was really breaking security. Do you recall that?

TJM Yes.

KF All the security fell apart of that moment in general elation. Was this the

first time it occurred to you that you should be observing security? Was Merv the first person to think of it?

TJM I think so.

KF So then the conversation was cut off?

TJM Yes.

KF Tell me what you did that day from that point on?

TJM I really don't remember very much about that day other than a lot of talk. Of course, Ross was here and we started talking about how they were going to come out. Then we had to figure out what they were going to do from the time they crossed until they got back here. So, Ross said he was going to go to Washington to see what help they were going to give us so we could figure out what else we needed to do. So he made a reservation. I remember he had Margot's car here and he was going to call Margot and have her pack work clothes a flashlight, etc. and I remember saying that I didn't think that was a good idea, that it would just worry her. I think you ought to go pack yourself. So he said yes, but he didn't have much time so he said for me to follow him home so we could talk while he was getting packed. So he left in his Jaguar and within three blocks of going out this gate, I was going 85 m.p.h. and was losing him. Jeez, he took off. I thought all we need now was to stopped by the cops. But we didn't and he drove all the way home and we must have averaged 90 mph in that Jaguar. He packed and got off to the airport. I don't remember anyone going with him. So I came back here and we just went to work thinking about what we could anticipate

not knowing exactly what the plan was.

KF What did you anticipate?

TJM Well, certainly that we were going to have to have people and a means of transportation to get them from the border back to either Istanbul or Ankara, so we could fly them out of the country. This was all on the assumption we weren't going to help from the government. Even though there were promises made to help us out, realistically I think the people who made the promises who were in a position to do it, they would, but things were in such chaos there they couldn't help themselves, much less us. We had a plan on the possibility that we weren't going to get any help.

KF So, what were the possibilities, what were you considering doing.
At some point you decided you needed a plane, a transatlantic plane.

TJM That was later on that day. I remember I got a call from Ross saying to get a plane, get it equipped with the best communications, single sideband radio and get it up here as quick as possible. So I started calling around. There's a few places around here we use, Jet Fleet and I forget the name of the other, local private jet services. They didn't have anything. They gave me the name of Executive Aircraft out of Columbus, Ohio and I talked to them and they didn't have it and didn't know anybody who would. Got a hold of Carl Nilson, one of our employees in Europe and just asked him to check because we were working on a proposal for Martin Air, who was a charter airline that was flying into Iran. I asked him to check with them and see if we could charter one from them.

KF What country was that?

TJM I think the Netherlands. They wouldn't do it, and said the only outfit they knew of that was doing any flying into Iran was some Swiss outfit. So we got a hold of them. They had that day stopped and said they weren't going to do anymore and the planes weren't big enough. So I called Ross back. Well, I'm not sure I called him. He was calling back and forth. Told him I hadn't found anything so far. He said he had a friend down in Beaumont who owned some optical company that had a 727 or a BAC 111, either one. So I said fine, he didn't have the number. I called directory assistance, he wasn't listed. I called Margot and she had the number. So I called him and explained the situation to him that we needed this plane, didn't tell him about the hostages, to go across the ocean. He said they used to have one, but they sold it. I asked him if he knew anyone that we could charter from. He said there was an outfit that he had dealt with up in Washington called Omni International. He wasn't sure what all their business was but they did have planes and would probably have what you're looking for and they are in the leasing business. He gave me the names of the president and the executive vice president, and he had a number. I called and one was out but I talked to the other one. Told him we needed to charter. Didn't say anything about Ross. I just wanted to find out if he had planes. Well, it turned out he had two planes. One was a 727 and the other was a 707. It turned out the 707 happened to be here at Meachem Field in Ft. Worth and was available for lease. It had apparently been redone for some prince over in Kuwait who had renegged on the deal. So, it was sitting there and he said it had absolutely everything. I asked him if it had single sideband radio, and he said it did. It was a miracle. I asked him what his prices were and he told me what they were. They were astronomical. I said certainly he could come down from that. He wanted to know how long we wanted it. We did a little negotiation but not much. He said the guy to make the final decision was this other guy and I think he was the president of the company and was gone for the evening.

END OF TAPE