

TAPE #23--SIDE A  
KEANE TAYLOR - NOVEMBER 9, 1981

KF You were in it the longest. You were in right at the start. Did you stay in, like November and December, did you come out at all?

KT I came out for one day. After Paul and Bill were arrested and put in prison, we evacuated the rest of the people who were there at that time. We had brought some individuals back, to make an appearance of starting to work again, and that type of thing. When Paul and Bill were arrested we evacuated everybody, down to about five people. It was Rich Gallagher, Lloyd, myself, Ray Bouten, Rich Tillman, and girl who worked for Ray...the main reason she had stayed, was she was getting a cast put on her ankle. And so this went on for..we stayed for a few days as a group. And then I got a call from Tom Walter, who said bring everyone out, except for Rich Gallagher and Lloyd. And bring them out, as it turned out we went to Germany. And he said, call me from Germany.

KF And would you remember what the date was?

KT It was the 30th of December. Because we got to Germany on New Year's Eve. And I called back here, and I believe it was New Year's Eve. Or it was the 29th...no it had to be the 31st. They were arrested the 28th. We got everyone out the 29th, one more day, the 31st, it was New Year's Eve.

KF Now you were country manager, is that right?

KT No.

KF Oh.

KT I was the account manager for the Bank Omran project. We had the two major...the two major projects we had were the Ministry project and the Bank Omran project.

KF Now who was country manager?

KT Paul Chiapparone was the country manager.

KF Oh, okay.

KT Managing director of EDS Iran. Under that we had Bill Gaylord running the Ministry project. And I was running the Bank Omran project. We had...additional staff people, Lloyd Briggs. Lloyd Briggs was the financial manager for Ron, Ray Bouten accounting manager, taking care of all the accounting activities. And then we had, underneath there, you had the various project managers and so forth.

KF Okay. Before they were arrested...Wait a minute, let me go back. Jay Coburn went out with what evacuation?

KT Well, after the first evacuation, there were approximately 10 of us left in the country. We have Paul, Bill, Jay, Boulware, Davis, Bill Gayden was there...approximately 10 of us. We all, actually, divided up into two houses. And kept a low profile through the religious holiday.  
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KF That's right. Were you in the high stakes poker game, or the low stakes poker game?

KT I was in the high stakes poker game, and I was one of the high losers. Gayden and Ron Davis were the two winners, and the rest of us all took a bath. What happened after that, you know, things started to calm down, nothing really happened of any magnitude during the holiday. We had started to bring people back in, these few people to make the appearance of going back to work and everything.

KF     Okay, but by the 31st of December, the team...you went out for a day, so you must have come back the 31st of December, or maybe the 1st of January.

KT     It was the next morning. I got on a Luftansa plane going back in. I talked to Ross over the phone, from Germany. He told me to send the rest of the people on home, in fact, I think Jay was the one that actually told me that. Then Ross got on and asked me to go back in. I said...And I don't know the context of the conversation at that time, but anyhow, I felt what I was being asked to do was go back and shuffle paper around. I told Ross I wasn't interested at all in doing that. And I would go back in if it was in any way going to materially going to help Bill and Paul. But not just to go back in. I think the way he asked the question was probably what made me conclude that he wanted someone to go back in there and...

KF     You can't remember his words.

KT     I don't know. I don't think I can remember his exact words. Something about going back in there and holding down the fort. And I said to hell with that, I said I wasn't going to go back in and shuffle paper, if I could be any help to Paul and Bill I would. He said...he made it clear to me on the phone, and once again, I can't remember the words, that I should go back in and get prepared to help Paul and Bill. At that point I felt that there was going to be some move toward helping them. I had no idea what form it was going to take. And I got on the plane the next morning and went back in.

KF     And what did you do when you got back to Tehran?

KT     Well, the airport...nothing is working at the airport, you know, you got off the plane and walked three miles across the tarmac, carried your own bags. I didn't have much baggage to begin with, so it didn't matter, but walked across the tarmac, went through airport customs and so forth. There wasn't anyone working, so you just walk

through. There were people standing around, but nobody was doing anything. Went back to the office, met with Lloyd, and Rich Gallagher. Lloyd then left that afternoon. Which left Rich and I there in country.

KF Did Lloyd not come back?

KT No, not after that.

KF So now the team is really down to you and Rich.

KT Rich's job was to continue to supply Paul and Bill at the prison, food, clothes, whatever they could possibly need. And what I started to do was close out Iran. We had some 300 Iranian employees, we had apartments and houses belonging to every one of the Americans. We had...all their belongings were there, we had automobiles, pets, you name it.

KF Tell me about the pets.

KT Well we had 16 dogs and cats. We...

KF How many of each?

KT I think there was like 4 dogs, and the rest were all cats. And these were spread out in houses now, that had no heat, nobody in them. Our initial...my initial reaction was, you know, turn them out in the street, couldn't be bothered with it. But we got one of our Iranian employees and he rounded them all up. Took them all to one place and started feeding them every day, as a matter of routine.

KF Where did he take them?

KT To one of the houses. I really think he had them divided up into a couple of different houses. And he was going back and forth. Don't forget there wasn't any gasoline in the city. So it was a considerable effort for us to get to bed.

KF How many apartments would there have been?

KT I don't know the official count, but we're talking about 150 plus.

KF And how many cars?

KT Sixty. And I'm talking about jeeps, cars. A lot of our people over there had bought old American jeeps. In fact, they had a jeep club over there. And they fixed up these old jeeps and they were using them for their trips that they would take, you know, up to the country and everything like that. It was a cheap means of transportation over there. So we had both automobiles and these jeeps. We had rounded them all up when we evacuated everyone, and placed them out at the American School. Or most of them had been placed out there at the American School. When we went back to look at them they were being stripped every day. They were just slowly disappearing. As it turned out we needed some of those vehicles later on, so we got a warehouse, actually, an apartment building belonging to one of our Iranian employees, it was almost finished construction, there was no one living in it. We started gathering all the vehicles into the garage underneath there, and started closing out apartments. We would send a group of Iranians to pull out the washers and dryers, all the goods that were to be sold in country. Everyone had left a list of, what is to be sold, what is to be shipped. We started immediately to convert everything that could be sold into cash. Just one big garage sale. And as we would empty an apartment out, we would sell all that sellable stuff in the flea market, and the rest we would pack. Eventually we got some 70 shipments, household shipments, out of Iran. And the other 70 or so we just lost. Much of the stuff was stolen, it was impossible to keep track of it. The Iranians are, I think, beasts by nature. And they would come in there where Rich was trying to sell this stuff, and they would cart off anything they could pick up in their hands. Whether they paid for it or not. But in any case, we turned a lot of that into cash.

thieves?  
thieves?

KF You went back...I suppose you were the senior in country, executive, outside of jail. Were you?

KT Yes.

KF Now Rich, other the other hand, had been recruited in Iran.

KT Yes.

KF And was not what you would call a hard core EDSer.

KT Yes. Rich's function while we were in Iran, was one of administrative. Dealing mostly with his counterpart...We had Iranians on the payroll who were also administrative. Rich dealt very closely with those people in making sure that work permits and...all the administrative stuff. I believe Rich intended on becoming part of our sales organization over there.

KF Would it be fair to say that he did not identify as strongly with EDS as did the people who had come from the states?

KT Oh, I think...I believe that would be true...As strongly, would be a true statement. But then again, Rich had none of the background of the company that the rest of us had. You know, it was only, I would say, hearsay, you know, the old war stories and so forth, that he became acquainted with through association with the people who had been in EDS a while.

KF Okay. Now as well as this closing out operation, did you begin to deal with either the authorities or the U.S. Embassy.

KT We split the responsibilities. Rich was to try to find the right authorities, etc., to start to talk with. What I started to do was to clean out the...close out the business in Iran, that, within to weeks, when Jay came in. And I think that was...for the first two weeks,

KT that was the majority of our concentration, I was trying to close up the business. Rich was trying to keep a supply line open to Paul and Bill and find the right attorneys and so forth. Then toward the latter part of the second week I started to meet with the various attorneys or the various people who Rich had got up, or had gotten instruction from the U.S. as to have this guy start to do this. So, by the time Jay came in I was doing a little bit of both. I had also started to accumulate a supply of gasoline.

KF Now you were taking that out of the cars, or buying, or both?

KT Or both. Rich's wife was a secretary to one of the high U.S. Military people there in Iran. We had made arrangements through her to get a couple...well, three 55 gallon drums of gasoline...Well, we got the drums, they were empty. We had the Iranians clean out the drums. I don't know, they had some kind of oil in them. And then we basically took the two large American cars we had, a Buick and a Chevy with big U.S. gas tanks. The gas lines were two and three days long. You would get in line, we'd put the two cars in line with our Iranian drivers, and their job was to get a tank of gas, come back, syphen it into the 55 gallon drums, and then go put the tankers back in line again, and then sit there for another two days until they got it filled up again. They were also trying to buy gasoline from the front end of the line, because a complete economy had started around gasoline. People would get in line, empty their last drop of gasoline out of their tank, into a bottle as they pushed their car in front of the pump. Load up the car, push it out onto the street, and sell out of their gas tank. You know, it was a...whole economy started to grow around the gasoline shortage. So we were buying gasoline that way also.

KF How much was gas at the pump and how much...

KT Well, gas at the pump, if I'm thinking correctly is like 10 Riyals a liter, which was 20 cents, some small insignificant amount. You were paying 100 Riyals a liter when you were buying it right there outside the gas station.

KF      Okay. Now in the end, talking about now, maybe a month later, Bill Gayden told me you had plenty of gas. But Ross said that there was a shortage of gas, and he asked the military to give you some gas.

KT      The military did not give us any gas. They gave us a small amount of gas. I'm trying to think...they gave us one 55 gallon drum of gas. We took it up there one day, and they pumped it full. Once again, through Kathy Gallegher. Somewhere in that first part of January, early part of January we did get a 55 gallon drum of gas off of them. They had given us the drums, we got them cleaned out...

KF      Okay, so you had a certain supply, but you were continually trying to get more.

KT      Oh definitely, because once Jay came in...Jay ran through gasoline like was it was... I mean we had guys out all day long getting a tank of gasoline, and we fixed Jay up with...Actually revolving cars. I would fill a car full of gasoline, take it up to the Hyatt, Jay would pick it up, and I would pick up the car he had the day before, I think something like four times I ran out of gasoline getting it back to the office. And wound up pushing the car. Used to curse him every day. Luckily we were up hill, and I could coast a good way. But I bet you four times I ran out of gasoline trying to nurse the car back down the next day. And the Iranians just couldn't understand why I was driving so much at night. But anyway, he would have a full tank of gas in the car, and then he and the Colonel would go off and do their running around the city all day. And I would have the car filled back up, and then we would do the swap the next night the same way. Basically...after Jay came in country, what I was doing for them, is supplying them with all the material they needed. You know, food, gasoline, a contact point, houses...

KF      Let's go back a bit. Let's go back to the day that Jay flies in. You met him at the airport.

KT No, for two weeks Rich and I sat there doing our various little tasks. We are in constant contact with Dallas. They had brought the team back in here. The team being the last evacuation team. Who had gone home at Christmas, leaving the 4 or 5 of us over there. Jay was the spokesman on this end, there were a couple of others. Boulware, Jay, who we were communicating with every day. All of a sudden Jay disappeared, Boulware couldn't be found, and we got new people on the telephone. And when that started to occur. I said, Coburn and Boulware and company did not just go on a vacation at this critical time. And so Rich and I are sitting there saying, what do you think is going on. And I said, you know, there is any number of scenarios being played, you know, can be played out. And we touched on all of them. The fact that they were going to come back here, meaning Iran. That they were going to try to pull a raid, which was a very high probability in my mind at that time. And I have to say that based on the tone of Ross' original conversation with me. So we went through scenarios of what they could be all doing. But I knew that something was up. I was not surprised, as I said, two weeks later, to hear Coburn's voice downstairs. He came in one night to the office, we went outside, took a long walk down the street. He brought me up to date, told me what they needed from me was the support, supply them with heating oil. We had houses that didn't have any heating oil left in them. There was no heating oil available in the city. We paid fantastic prices to get heating oil into those houses that were picked for the safe houses.

KF Who picked them. Jay, I guess.

KT Well Jay and I went around and looked at a couple of them. Mine was an obvious one. Dvoranchik's was an obvious one.

KF You were still living in yours?

KT No, no.

KF When did you move to the Hyatt.

KT Approximately a week prior to Jay coming in.

KF Okay. So its about the 6th or 7th of January.

KT Yes.

KF Okay. You went and looked at a few, and basically you chose the Dvoranchik's.

KT Well the Dvoranchik's was close to the office. Mine was close to the Hyatt. The first one that we used was mine. Because I had heating oil in it. I was more familiar with it, it was close to the Hyatt, it was out of the way, it was in the Arminian section. It was private, had a courtyard, had a big courtyard that we could run vehicles into. And in fact, at one time we had six cars standing in the courtyard. It had a good escape route into it right into the Arminian section. It was the perfect type of safe house you really wanted.

KF And did Jay move into it in fact.

KT Jay and the Colonel both moved into it. They used that almost up until the end.

KF Oh, I see, I thought they had been using the Dvoranchik's place.

KT No. The Dvoranchik's was used, I think the last two weeks. But the all the rest of the time it was up at my place.

KF Sounds to me as if the Colonel must have moved into the Dvoranchik's about the time Ross gave him the go ahead, gave him the final...

KT I'm trying to think of the timing. Jay would probably be...

KF I think Jay's forgotten that he ever moved into your apartment. I'm pretty sure he didn't tell me.

KT Oh yes, up front...Well, I took Ross to meet the Colonel there, at my place, after Ross was in country.

KF Well, Ross gave the Colonel the green light before he left Iran. So not long after that the Colonel would have moved to a new place.

KT I could do some thinking on it and give you the exact timing of that, if I really thought about it long enough. I could start putting pieces back together and determine when that was. But the entire time that Ross was in country they were at my place. You know, there is one time frame.

KF Okay, Ross came in on the 13th of January.

KT Okay. So he didn't go out until the 23rd, 24th. How long was he in there?

KF Now that I haven't got any existing notes. I have the impression that Ross was only there about six days.

KT I thought it was in the neighborhood of 10.

KF Okay. I may have it somewhere in a transcript, but I haven't got back yet. But in any event that's...between the time that Ross gave the Colonel the green light and the time the two of them were actually sprung, the Colonel moved.

KT Yes. And I think you are really talking about evenly divided time between February 15th and January 1st. And I'll bet you it comes out pretty much it was equally divided between my house up there in Vanak and Dvoranchick's house down by Bucharest.

KF Okay, what was the address at your house?

KT It's a complicated way that they have of identifying. I'm trying to think of the number. Number 5 I believe is the number of the house, it was 5 or 7. And what's the street name. I can't remember. It means sun and moon street. I can get it for you. My wife has good memory, I have a lousy memory.

KF Sounds like number 5 sun and moon street in English.

KT Yes, that's about what it was. Off of Vanak Street.

KF Off Vanak street. How do you spell Vanak?

KT V-A-N-A-K.

KF Okay. Now after Jay arrived you saw Jay. He came to the office you don't...as you remember it, you didn't meet him at the airport.

KT No.

KF You just heard his voice downstairs at the Bucharest office. You began to...you took him to a couple of apartments. He moved into your's...by this time you are living at the Hyatt.

KT There were three days without heating oil in that apartment. Freezing cold for he and the Colonel.

KF Did you see the Colonel when the Colonel moved in?

KT Oh yes. I went up every night after I would leave the office. I would go up every night and meet with Jay and the Colonel.

KF Joe Poche.

KT Joe came in...Yes. Joe was there one of those times that I met with them. Yes. Joe was there one time. Other times that I was up there he was out...The Colonel would sit me down and do a debriefing of everything that had happened that day. Because by this time...I'm getting my time frames confused, but when Ross...after Ross came in, and John Howell came in, then I was working with John Howell with the negotiations on trying to get them released, and trying to set up the bail and that type of stuff. So I would meet with Jay and the Colonel every night and they would debrief me on that.

KF Now at some point Jay started coming to the Hyatt instead of you...

KT That's right.

KF Would that have been when they moved?

KT No. They were still there, because during the time Ross was there, Jay would come to the Hyatt, meet with Ross, and myself and John Howell, Bob Young.

KF Okay. After...So while they were at your place, at first you went there. Then Jay started coming to the hotel when Ross came in. Now after that, did you ever go to where they were staying to be debriefed?

KT I would think it was debriefing at that point. It was the...it was doing things, bringing sets of keys for other apartments that they were looking at. You know, that type of stuff. It was really like errands that were...it would get me back to my house when they were still staying there.

KF Did you ever go to the Dvoranchik's?

KT Oh yes.

KF For that same ....

KT Errands.

KF Okay. I thought it was always done by Jay going to the Hyatt.

KT No. Once they moved down to Dvoranchik's...I think I went to Dvoranchik's three times to talk with the Colonel and Jay about gasoline supplies, about autos, this type of stuff.

KF Tell me a bit about the period that Ross was in Tehran. What did you do during that period?

KT Well, I met Ross at the airport. He came in with Young and Howell. We drove to the Hyatt, on the way to the Hyatt I remember Ross commenting on the long gas lines, people were just standing in the long gas lines, and he wanted a briefing as to what was going on. Why weren't these guys out of jail? We had set up a meeting that afternoon with Dadgar. Ross wanted to know why we were going so far out the way, why weren't we going through the city. You know, we were driving around the city to get to the Hyatt. Wouldn't this delay us in making our meeting this afternoon. I think just shooting any question that came to his mind, just popping them at us. Was very glad to drop him at the hotel, and get him installed in a room. And then John and I went to the meeting with Dadgar, the first meeting that we had, that John had with Dadgar.

KF What do you remember of that meeting?

KT Well, see, I had known John Howell for a good while, we had worked together on various contracts here in the states. So we are very well acquainted with each other. What we really did was good guy, bad guy routine. Dadgar...John wanted to know what the charges were, all the normal things that a lawyer would ask. He kept getting, you know, just ridiculous answers from Dadgar.

KF Such as.

KT Oh, there are no charges, or we will let you know what the charges are when we want to. And you know, just, you know, John said, well, you have to tell us the charges. No, I do not have to tell you the charges. I'm going through the routine, this is extortion, this is blackmail, you are holding them hostage, and screaming, very angry about the whole thing. John is playing the good guy, well, wait a minute Keane, what we really need to do is find out what these charges are. There were other people in that meeting beside Dadgar. We had our interpreter with us, [REDACTED] [REDACTED] <sup>Abolhasan</sup>. Then Dadgar had brought some people from the Ministry to talk that day. They wanted us to start the system, give them system, give them the payroll system and so forth, turn it over to them, so they could run it.

KF And your reaction to that was?

KT That we couldn't bring our people back into the country, it was unsafe. We could never do that until Paul and Bill were released. And Dadgar's approach to that was release them...or was, bring your people back in and they will be okay, they will not get hurt. And we will...that would be very good for Paul and Bill's cause. Our position was, no, we will not bring anyone back in until they are released. So it was a shouting match. Dadgar reminded me twice that if I didn't hold my tongue I could also be in jail. Which had an effect on me, I must say. But that was the routine we were playing.

KF Was that your first meeting with Dadgar?

KT That was my first meeting with Dadgar also. When it was over we went back to the hotel. John and I...John's room and my room were right next to each other. Rum and Coke happens to be my....there's an amusing little story there. Rum and Coke happens to be my drink...

KF Tell me the story.

KT That's all I ever drink. We would go back to that hotel, our rooms were up here in this part of the hall and we had Ross in this end room down here where we would meet every day for a debriefing.

KF But while Ross was there there probably wasn't too much booze?

KT Well, I don't know...So John and I would go in. I would mix myself a big drink, in a glass about that tall, it was really a shaker, and we would go down and talk with Ross, explain what had happened that day, spend an hour, two hours talking. I would get up and go back to my room, mix a drink, bring it back again. This went on for about a week. And finally one day I was in a hurry to get down there, and I just grabbed the rum bottle and took it with me. And I got it sitting there next to my chair, and we're talking and talking, and finally Ross looks up and he says, God damnit Taylor, all this time you've been drinking booze I thought you were drinking Coke. And I hadn't been doing that intentionally, it was just, you know, a routine. Booze was in the room and I would mix myself a drink and take it down there. But no, Ross, to my knowledge, has no problem with anything else drinking anything they want to. I've never heard him make a comment.

KF So that first meeting with Dadgar was as you described it. Now how did things progress during the time that Ross was there? First of all, you must have been worried about Ross being there?

KT Oh definitely, I was scared shitless that they would find him. It was really...one, I was really concerned they would find Ross. When the American Embassy people find out he was there, they had a heart attack. They were just going through the roof. They were also very concerned that they would find him. I think if they would have found him there, you know, Ross was the catch they could get their hands on. These other two guys were worth 19 million to them, in <sup>body?</sup> gaudy weight or whatever you want to call it, but Ross was worth his weight in gold to them. So I was really concerned about that. I tried everything I could to keep Ross in the hotel room. After a couple of

days...or after the second day, I think it was, he said, would you mind giving me some money. You know, the rooms were in my name. And I think for the first couple of days, we really cut him off without any transportation, so he couldn't go anywhere, and he didn't know the city that well to start out with. So for the first couple of days he was trapped, and like a caged bear. And the debriefing session were just a blood bath. Because, you know, he's day, did you tell them this, what was their answer? They didn't have an answer. What do you mean they didn't have an answer? I mean we are right, this is absolutely right? Yes, but they ignored that. They can't ignore that. You know, his orientation, with the American judicial system, and what legal process is, and what was going on over there..it took him two or three days to really understand the situation, that you didn't have any control.....

END OF SIDE A--TAPE #23

SIDE B--TAPE #23

KT ...and John Howell and I would nod our heads, and after debriefing, I would say, what do you think, John? And he'd say shit. You know, they are going to throw us out of there. So we would go down, present that, and they would throw us out. We would come back, and Ross would just have a heart attack. What do you mean, they can't ignore that? But I think by the third or fourth day he realized, you know, the situation that we were not going to have any impact on...they were not going to what was right, they were going to what they wanted to do. And the law was whatever they said it was. That's about the time he went to visit Paul and Bill. Then the demonstrations were building up, bigger and bigger demonstrations every day. I remember one day he was walking around that room like a caged tiger, and I said, Ross, would you like to take a trip down down. You know, we could take you through some back roads, and you could see some of the demonstrations, and kind of get a feel for the city. So he said, yes, he jumped at that. So I drove him down some back roads that I knew and all of a sudden we come right out at the head of a demonstration, it was starting to come up the street. I thought, Jesus, so I did a quick right hand turn and headed back up the mountain. Then we stopped to see the Colonel that day. I took him to see the Colonel, and that was still at my house. And he and the Colonel talked for a long time.

KF Were you in on the conversation?

KT No, Jay and I went downstairs and threw snowballs. You know, left them alone. They talked for a long time.

KF Would this have been after the Colonel saw...after Ross saw Paul and Bill?

KT To my recollection it was after he had seen Paul and Bill.

KF Did you ever go in and see Paul and Bill?

KT Yes. I had been told originally not to go near the place. That changed later on. Toward the end that changed.

KF So at this point you haven't been in to see them?

KT No.

KF So, let's look at what happened to Ross during this period of about a week. He realized that as you put it, that the law was whatever Dadgar said the law was. He saw something of the turmoil in the city. He went to see Paul and Bill, and then he had a meeting with the Colonel, which you and Jay did not attend. Now I must put that to him, and ask him if that was when he gave the Colonel the go ahead, I think it probably is.

KT I don't know. I'll tell you another amusing thing that happened during that time. We would, every night we would decide on a course of action for John and I to pursue the next day. We would all agree, and then we would go have dinner, we would talk with Jay, because Jay would come up, you know, around dinner time...I kept accusing Jay of coming at dinner time because the food at the Hyatt was good, you have to understand, right in the middle of all this, there we are sitting in a luxury hotel, having tremendous food, cooked by British Chefs, and everything. It sort of deteriorated toward the very end, as everybody started to get out, but at that time, the food was just excellent. Then we would turn in. I'd get up the next morning, and I'd be in the bathroom shaving in my underwear, there would be a knock at the door and it would be Ross, and I had shaving cream all over my face, you know, I'm just standing there in my underwear, and he say, I just thought of something else last night, you know, and he would lay out some additional plan, or some change, or anything like that, and I said, fine Ross. But the next morning I would think I'm going to get up earlier so that sucker doesn't catch me again. I'd get

KT up, the same routine again, I'd be in the bathroom shaving, and then  
cont. a knock at the door. Finally, I couldn't get up early enough to beat  
him. I think he stood outside my doorway to hear the water run, and  
then he would bang on the damn door. He must have caught me  
shaving in my underwear about 4 days in a row. He would have  
thought about this all night, and he'd come up with some change. And  
to be fair, we were aware, John and I were aware, very early, that  
the things that we were...that Ross was trying to get us to do were  
not going to bear fruit. Because we were the ones that were down  
there talking with Dadgar.

KF What kind of things would he suggest?

KT Well, approaches to take. I'd really have to think about it to get some  
specific ones. I would say of a negotiating type nature, you know,  
release them to the American Embassy, release...

KF Release them under house arrest?

KT Yes. Those kind of things. Obviously, that's the easiest thing to think  
about, but there were other approaches, and in response to things  
that had happened the previous day. Well, what if we told them this,  
or what if we did this? And we would finally come out with the  
marching orders for the day, which Dadgar would destroy about 3  
seconds into the conversation. And like I say, after about the fourth  
day, you know, Ross realized from the answers that John and I were  
giving that it just wasn't...John and I weren't able to accomplish it in  
the manner he wanted it accomplished. It wasn't going to be  
accomplished. I'm trying to think about what else surrounding Ross'  
visit there...

KF At this point you would be having dinner in the restaurant of the  
Hyatt and Jay would come in in the evening, wearing a black stocking  
cap, and jeans, and his enormous down coat. And the story is, you  
would all say go away, you'll get us thrown out of the restaurant.

KT Well, the hotel, I don't know how many people were left in the hotel, but I had something like...well, between 8 and 16 rooms before it was all over. I was paying cash every week for those rooms. We were having dinner in the hotel, and breakfast in the hotel. Ross was having lunch in the hotel. We were a very conspicuous group in the hotel, quite frankly. And probably their largest paying customer at the time.

KF Was Ross eating in the restaurant or in his room?

KT Sometimes, both, you know, depending on...Sometimes we would have dinner in the room. Sometimes we would have it downstairs. But the Hyatt was a pretty classy hotel, which normally was coat and tie in the dining room. After about the second or third day we would go into the dining room in anything we damn well cared to wear, and received no flack at all, mainly because we were the largest paying customers at the hotel at that point. But yes, at first Jay stuck out like a sore thumb with his uniform on. Then I think, in fact, I think after a couple of days of that we did start eating in the room, come to think of it, we had dinner in the room at night, or at least a few of us would, when we were talking with Jay.

KF After Ross left, is there anything more about when Ross was there, any other incidents?

KT I'm trying to think.

KF You were still going to meeting with John Howell?

KT Yes.

KF At some point you began to concentrate on getting the bail posted.

KT Yes. During the time Ross was there we were approached by an individual who said he was connected to Dadgar, and could affect a release.

Deep Throat

KF Was that [REDACTED]?

KT It was the accountant to the accounting firm that we had done some business with there.

Deep Throat

KF That must be [REDACTED].

KT I think that's his name. John and I had three or four meetings with him. Down in back alleys, you know, Jesus, real cloak and dagger stuff, getting to his house and all that kind of stuff, unseen, early in the mornings, and late at night, which we pursued. Ross was not very favorable to pursuing that. He let John and I go ahead and do that. I was probably more inclined to believe there might be something to it than either John or Ross was. By the nature of having lived in the country and knowing how things worked there. That was an obvious solution, that was an Iranian solution that always was available, or had always been available in Iran. We pursued that until finally at the end, it was rebuffed by Dadgar directly. He told us in no uncertain terms at a meeting that no one...that he had been misrepresented, by some friends of his, and that no one spoke for him. He actually told John and I that. And then the guy who we were talking with proposed to represent us openly. I think we retained him to represent us, but as the <sup>events</sup> fence started to unfold, you know, the person didn't do anything. I don't even think he became involved in anything. I'm not sure. I don't think. Maybe John would remember....John kept some pretty detailed notes, his legal notes.

Deep Throat

KF Did you know anything about the other Persian solution, [REDACTED] the...

KT Deep Throat.

KF Deep Throat. Yes.

KT Cursory. I knew it was going on. Jay and I talked about it at various times, but you know, just a cursory. He told me that they were talking to some people. I don't think Jay had much faith in that at all. Although some of the things that that person had told us were accurate.

KF Such as.

KT Well, I think way early, that was the person who told us that our people were in trouble.

KF Oh yes, I remember that.

KT And of course, we ignored that for the much more official line that the Embassy told us. A big mistake. Because I think if we would have tried to hustle those guys out of the country very early, it's quite possible we would have made it out with them. Because the stop list was about two to three weeks old, and I think once things started going down hill it never got updated. But of course, that's all hindsight. Then John and I got involved in...deeply involved in the bail situation. Bob Young and John Howell had been working to set the bail up through Bank Mehli. And they were pretty far down the line with that. And that caved in, having had connections at Bank Omran, people that I had met while working there, I called a man who was the international financial director in Bank Omran. I went to see him. He was related to Baktiar, who at that time was the Prime Minister.

KF Farhad Baktiar. Was this the name of the man at bank Omran?

KT I think it was Farhad, yes.

KF Are you sure he was related, that's a very common name?

KT No, no. He was related to the Prime Minister, and one of our employees was related to the Prime Minister. [REDACTED].

Majid

Majid

KF [REDACTED] was related to the Prime Minister?

KT Definitely.

KF Somebody else told me they weren't related, that it was just a common name. Okay. Well, you should know.

KT They were. Explained it to Farhad, and he was appauled at it. We talked this thing through, he was getting out of the country, he was headed for Switzerland.

KF Farhad?

KT Yes. As quickly as he could. I believe that right from the start he knew that if we put this letter of credit up through their bank, and it ever got called, that they would never get their money. All else aside, I believe he knew right up front, that we could stop that thing. But he ordered that it be done through his bank. Now, John and I started working through all the different layers, and so forth, that had to be gone through to get this thing set up. The situation in the country was really bad. To get to the bank, we had to go through the demonstrations constantly. Right across from the bank, his office, right across from there was a hospital, and they were bring the wounded and the dead up from the bottom of the city, the southern part of the city, to that hospital, in cars, in pickup trucks, you know, anything. And the streets were just jammed with people, relatives coming, their son had been shot. The cars are running up and down the street with white cloth hanging on the antennas, and blowing their horns, that's the emergency...people were being brought in to give blood. And we had to wade through all that just to get to their office, and then we would sit and go through the various layers of things that had to be done. How to get the tested telexes through...

KF Kuwait.

KT The name escapes me.

KF Not through Kuwait.

KT Through a little island off of Iran. I'll think of it later on. Because they had an office there, they didn't have an office in the states. I think we had to set that letter of credit up to First Chicago, or something. We worked at that, we were down to the very last day, we thought we had it all locked up, we were in a meeting discussing it all with their people, Baktiar said, come back tomorrow and meet with these two gentlemen...No, excuse me. These two gentlemen are authorized to do this. You need to meet with them at their homes, because they can't come to work anymore.

KF Because of the demonstrations.

KT Yes. Because the bank is going to close.

KF Are we talking about Saturday February 10th now.

KT Yes. The bank is going to close, I'm leaving this afternoon for Switzerland. They has authorization to do it. We were right in the middle of this meeting when all of a sudden word spread that curfew was immediately, you had an hour to get home. They imposed marhsall law in the curfew. John and I were trying to nail down the last few pieces of this thing, and everybody just disappeared, within ten minutes we were sitting there staring at each other, and they were gone. That was the final collapse. After that you couldn't even find them. These guys didn't answer their phones.

KF Did you try that day?

KT Yes. It was all over. The banks never opened again.

KF Now John recalls at that point he still thought another two or three days we'll get it done. You obviously didn't.

KT No. In hindsight I say that that was the end of it. We still said, well, we can meet at their homes, you know, we can do this, we can get..and we'll finish this thing out.

KF Did you have their phone numbers?

KT Yes. Addresses, phone numbers.

KF You called, and there was no reply?

KT Yes.

KF Did you go to the homes that day?

KT As I remember, we tried to get to one of the homes, and got turned back by the demonstration. But we never got to meet them in their homes. But it was all over, within two days it was all over.

KF Well the next day was the big day. So tell me all about that day, from when you got up in the morning.

KT I'm trying to think...We went back to the office, from where...from somewhere. Bill Gayden was at the office. John and I had gone to...maybe it was to try to get these two guys, to get one of these two guys, and had failed to make contact with them. Had gone back to the office at Bucharest. John and, I believe it was Bob Young, left to go meet with Dadgar...No, it was...Bob Young may have been with him, but at least it was [REDACTED] [REDACTED], and John, went to meet Dadgar.  
Abolhasan

KF This was on Sunday morning, at about what time?

KT I believe their meeting was like at noon. Gayden and I were in the office, the drivers, our driver...we had gotten rid of all the drivers except a couple, one of them was my driver, Ahli, and I believe Alhi was the only driver that was there..the janitor of the building, let's say, he was there. They were up on the roof. You could hear the machine gun fire all over the place, not just machine guns, you could hear the firing all over the place.

KF You and Gayden must have gone from the Crown Hyatt to the office that morning then.

KT We had all come down to the office. John and I had then gone somewhere, we had come back. John had gone off again, down to see Dadgar, and Gayden and I had remained there. I went up on the roof, Ahli was up there, he said, you know, get back off the roof, get down. We could see....don't forget, we are up high, we can see the city laid out like in front of us. You could see huge fires going on down there. We started...Ahli had a radio, portable radio. Apparently they had taken over, the revolutionaries had taken over one of the radio stations, because they were broadcasting. He was identifying for us what buildings had been burnt, by means of the radio and then the big fire over there is this, and the big fire over there is...and you could see more and more fires springing up. The shooting was getting heavier and heavier, and it was coming our way. We were concentrating on the prison area. We knew where it was off to our left front. We determined that one of the fires was the police station one block down from the prison. And that that was the police station that they had just, it was coming through the radio that they had just overrun that police station. Bill Gayden came up, we stood there on the roof, talking and everything like that. Getting very concerned. We went back downstairs and called Dadgar's office. Got [REDACTED] Abolhasan on the phone, and I believe I...I finally talked to John on the phone, I said, John, they are burning down there by the prison, if they attack that prison, Paul and Bill could get hurt. Ask Dadgar if he will turn them over to the American Embassy for their safety until after this is

KT over. John talked, through <sup>Abolhasan</sup> [REDACTED] [REDACTED], talked to Dadgar, came  
 cont. back on the line and said, Dadgar said no, he won't do that, he said,  
 you know, if they overrun that prison those guys could get killed.  
 And he said, no, Dadgar said if they overrun the prison that they  
 would have to take their chances. Dadgar even said that Mr.  
 Chiapparone, he will be okay, he looks Iranian. And we said, well,  
 what about Mr. Gaylord, he doesn't look Iranian. He said, so what.  
 And that was the end of the conversation. Bill Gayden, I think..I'm  
 sure it was Bill that got on the phone with John and said, John, you  
 guys need to get back up here, it's really getting bad, I mean get the  
 hell out of here. So they said, fine, they would come right away.  
 Then we ran up and down between the roof and there, watching the  
 burning. At one point the...Ahli said, there the prison, they are  
 shooting at the prison. Then finally John and <sup>Abolhasan</sup> [REDACTED] came back. I'm  
 not sure whether Bob Young was with them, that's still not clear. But  
 he must have...either he was there with us, or he was with John, I'm  
 not sure which it was. But in any case, they got back. I came down  
 off the roof, and as I was coming down off the roof I saw the people  
 in the streets outside with guns, running up our street. He said there  
 is nothing for us to do but get back up to the Hyatt. We had two cars  
 sitting downstairs ready to go. We went down and got into the two  
 cars and headed up the Shah and Shiea Freeway as fast as we could  
 go. By that time the streets were full of people, hanging out the  
 windows, yelling Alah <sup>[Akbar]</sup> Hafbad, God is great. People running out of  
 houses, getting into cars, you know, heading down toward the city. It  
 was really a victory celebration. Baktiar had left, and the government  
 had fallen. So we went through three or four road blocks, just kept  
 on flying, never even bothered to stop. They weren't...they were  
 road blocks in that they were manned, but everybody was dancing. I  
 mean it was...we just kept on flying. We got to the highway, <sup>Hyatt</sup> got  
 upstairs...don't forget, in the Hyatt also, we had the windows that  
 overlooked the city. We are up on the, I believe we are on the 11th  
 floor. Got into the Hyatt...we were milling around in the room  
 thinking what the Christ are we going to do, you know, they've  
 probably overrun that god damn prison, what are we going to do. One

KT of our Iranian employees showed up, came bursting into the room, he cont. is totally out of breath, he looks like death warmed over, he smelled like he had just come out of a blast furnace, I mean, the smoke in his clothes, and he's got clips of M16 rounds falling out of every pocket. He says we hit the prison but Paul and Bill were gone. I searched..I was in the cell block, they are gone, they are gone, I can't find them.

KF Had he called a few minutes before?

KT He had called. You are right, he did. He called on the phone, I answered the phone and he said, are Paul and Bill there. And you have to understand, he is so excited...

KF He's an excitable man...

KT Oh yes, and his English is, in the excitable form, his English is just rotten. But are Paul and Bill there, I said, what are you talking about, are Paul and Bill here. He says, are Paul and Bill there...no, I'm coming, I'm coming and then he hangs up.

KF Did you know who it was?

KT Yes I knew who it was, he worked for me. A few minutes later he comes bursting into the room. I said [REDACTED] <sup>Rashid</sup>, you've got to go back and check again. He told me he saw someone at the prison, some else, who he had asked if he had seen him, and he said, no, they are gone I can't find them either. I don't know who that was. He started out into the hallway, and I started to walk down the hall with him. I'm trying to calm him down and I'm telling him to go back, you know, are you sure you were in the right cell block, all this stuff, because I had been in the prison by this time. Yes, yes, he knew exactly where they were and had been there, and their cells were empty, all the doors were unlocked, all the prisoners were gone. We started down the hallway and just as I looked up there was Paul and Bill.

KF But you went out with [REDACTED]? Rashid

KT Yes. Right out into the hallway. I mean, you know, it was quite an emotional time right there. Everybody was just screaming. We had Dallas on the phone. I believe it was Tom Walter that we had on the phone at that time. Bill Gayden was in the other room. We had a suite here, and then we had an adjoining room to the suite there. Gayden was in the other room trying to bring Tom up-to-date as to what was transpiring. I got on the phone immediately and I called Jay. I told them they were there. He said that he and the Colonel would be there immediately. They got there about, probably an hour, maybe less. We ordered dinner, believe it or not, we ordered. [REDACTED] Abolhasan showed up, with his family. It was impossible to conceal the fact that Paul and Bill were there from them. He said that Dadgar had been in touch with him, that we should turn them in.

KF Wait a minute. Let's get this sequence right. Now the way I've been told it so far. Is that [REDACTED] Abolhasan showed up, for two reasons, one just general concern, two, because he had an American wife who wanted to call her parents in Arizona by being patched through the EDS switchboard.

KT That could also been part of it. I believe...I remember that when we had left the office, Gayden had said, [REDACTED] Abolhasan go home, he said if you are concerned come to the hotel. Bring your wife and come to the hotel....he and Gayden talked about making a phone call to her mother or something, I just was not aware of the call.

KF And then as I'm being told it. They left, and went home. And in the meantime Dadgar had called [REDACTED] Abolhasan father.

KT Yes. That's how I understand it. Had called him.

Abolhasan

KF [REDACTED] had...I think returned, in fact, Dadgar's call. Dadgar had said the Americans are out. Tell them to give themselves up and we'll talk about reducing the bail. [REDACTED] <sup>Abolhasan</sup> had said I'll talk to the my bosses and get back to you, and then he called the Crown Hyatt from his home, to give you this news about Dadgar. Now, that's the clearest I've been able to get it.

KT I'm not aware that he called. What I know is he showed up. Because I ran into him on the elevator. Paul and Bill are down in the end room, everybody is screaming their head off. The doors are open to all the rooms in the hallway. We had the whole one section of the floor. There was no one else...there was one other room that was being used by some Bell people on that floor. But basically we had the whole floor. We were just celebrating...all the doors were open to all the room and we're running back and forth. There was no way to conceal from him, as soon as he got on that floor, that Paul and Bill were there. As I recall he stayed for a little while, talked with Gayden, as I recall, mostly. I mean I wasn't interested in talking with him. And then left. The Colonel....

KF As far as you know the way I've been told it might have been right. That he came and he went again and then he called about Dadgar.

KT Well, he didn't come to the hotel...as I recall it he didn't come to the hotel and then go away and then call and come back.

KF No, he didn't come back. He called from his home to tell you about Dadgar.

KT He may have talked to Bill, or he may have talked to Rich Gallegher, he didn't talk to me.

KF Do you remember anything that was said during that time of great exuberance and celebration, that they were safe and they were out of jail. Do you remember anything in particular that was said, or anything that anybody did, anybody dance a jig, anybody break open a bottle..anybody pop open a bottle of champaign...

KT Oh yes. Oh God. When I say celebrating that was it. You have to understand that we have the biggest bar in Tehran. We went around to 100 and some apartments, and we wouldn't even take a bottle that was under, you know, a quart....I mean we had it all set up in that suite. So we were celebrating.

KF Do you remember anything specific that was said or done?

KT No. There were a lot of people...a lot of us were choked up. You have to understand there is a lot of long term friendships wrapped up in that. And you know, screaming over the phone to Dallas...

KF Was anybody in tears.

KT I don't remember anybody being in tears. Maybe Kathy Gallagher was, I don't know, I just say that because she's female, you know. But I don't remember anyone in tears. But it was an emotional...I'm not a very emotional person, and I know how choked up I was that they were free. There was a lot of, you know, we beat those son-of-a-bitches, we got em, we got em, you know, that kind of stuff. In your ear Dadgar, all that kind of stuff. It was like winning the last game of the season, and you are number one in the country. It's that kind of emotion.

KF Were you aware that the xxxxxx raid on the prison had been manipulated by the Colonel and [REDACTED] Rashid

Rashid

KT No. When [REDACTED] shows up and started to tell his tale about being there, it, you know, you make the connection right away, but prior to that I really had no idea that it was a manipulation. You know, prior to...that he was thinking of that kind of thing. I mean, I don't know whether during the course of the revolution, see they didn't overrun any other prisons, they overran the police stations, but not the prisons.

KF See the interesting thing here, which I'm really just beginning to realize, and I'm not sure any of you realize it. The Colonel in his many years in the military, had in various places in the world manipulated revolutionary motives, and used them for his own purpose.

KT Oh, I think it was a brilliant thing to do...

KF But you see, he...what's beginning to occur to me, to what extent was the Colonel responsible for that damn revolution...because he had done this before.

KT The revolution was underway, was in progress, was building, before he even came into the country.

KF Sure.

KT I would say the redirection of the mob to the prison by <sup>Rashid</sup> [REDACTED] would have been the only, I'm speaking of my impression, would have been the only...would have been what the Colonel would have done. I mean, you couldn't get close enough to the revolutionary leaders, because alot of it was being worked out of the country. The direction was being provided...

KF Sure, yes, yes.

END OF TAPE #23--SIDE B