

KF: You called the president of Omni at 7:30 Dallas time, Monday the 12th of November, 6:30 Washington time.

TJM: February

KF: February

TJM Right. Got him out of the shower. Said he had talked to his fellow and that they could do the deal. And at that point in time, I talked to him about crew, ground facilities, all these things we needed. He said, "Tom, we just lease planes, we don't charter." That's the first time I recognized there was a difference. So I asked him what exactly was the difference. He told me. I said, "OK, we are in the computer business. We know nothing about the airline business. We want to make a deal with you where you supply all that. We know you don't normally do that, but you know pilots, you know crews, you know people in the industry, you know how it works. Will you do this for us? We'll pay you for it." He said, "Yes, he would". But he indicated it would be kind of complicated because of insurance and all these kinds of things. So I said, "Fine, but you'll do it?" He said, "Yes, we'll do it". I told him I'd call him back and let him know when we could get together and start negotiating this thing. So, I called Ross and told him we found a plane; that it was going to be pretty complicated; explained to him why; and said because of the time factor I didn't think it was a good idea for me to go to Washington to negotiate this thing and get stuck because it was going to be a pretty long negotiation. He said I shouldn't be doing that and to give Gary Fernandes a call and have Gary negotiate a contract. So I called the fellow back and told him what we were going to do and he said that was fine and gave me the name of a fellow for Gary to contact to negotiate with. At the time, there was a complication in that I didn't realize they had two facilities. I thought they were just at

the airport. But they did have corporate offices out in Potomac, Maryland. So I called Gary; caught him at home having breakfast during the big snow storm, and told him to call Omni at the airport and contact this certain person. Well, he called them and, hell, they had not even heard of the person. This is a strange organization, Omni. I'm not sure what all they do. So he had to start scrambling around, calling around and finally found they had an office in Potomac which happened to be very close to his house and very convenient. He got hold of this guy and went to work to start negotiating the contract. It was a fairly complicated negotiation because the guy wasn't anywhere near as nice as the president was. The president had left town and, of course, disappeared from the scene. We're having to convince this guy that the president really did agree to all this, really did do this. Gary started calling back and forth as he got into negotiations with all kinds of problems. So, I think basically we turned it over to Claude Chappelle, who's our chief counsel here, to work with Gary on it. Tom, I know worked with him some on it. I did, and Merv. But, eventually, we turned over mostly to Chappelle. They started negotiating and sending telexes back and forth, and finally got it all done.

KF: What time of day do you think it was when it was finally done?

TJM It had to be late in the day. In the meantime, the night before, we couldn't leave here and we wanted to take a look at the plane. So, we called Jeff Heller, who is a vice president of the company and is an old pilot during Vietnam. We asked him if he could go over and look at it. He said he would be glad to but didn't feel that knowledgeable of four engine planes. Tom had a friend who was an American Airlines pilot, so he called his friend and asked him if he could go, and of course, the friend was tickled to death to do it. I think he happened to have a neighbor or a friend who was a flight engineer who was also there.

So, Jeff and the pilot and this other fellow went over and looked at the plane. Jeff came in very late that night, 12 or 1 or 2 in the morning, and said that you wouldn't believe this plane. I said, "Well, the guy told me it was pretty fancy but I figured they were selling." He said, "No, it's really something." He said they had checked everything over and from what they could do on ground checking, it looked very good. They didn't see any problems, but they said that unless they flew it they could not be completely sure. Jeff said that the thing had been done absolutely first class, but the one thing he did mention was that it hadn't been flown for thirty days. So that was his only reservation. It was a very significant reservation. That was the conclusion of all of us. During the negotiations the next day, I was involved in that when a decision would need to be made, Claude, Tom, Merv, and I would get together for a minute or two and decide something. For example, I think they wanted a big deposit. So we got together and decided what we were going to do.

KF: I think it was a quarter of a million dollars.

TJM I think so, in a Baltimore bank. Then, we had to make a decision on a crew. They found a crew out in California.

KF Who did?

TJM I think it was Omni, because we didn't. They got hold of John Carlen and they pulled a crew together. Our involvement was making the decision on the financial remuneration and then we made reservations through here for them to come to Dallas.

KF The crew?

TJM The crew. So, that was our involvement there. Then sometime during the day, and it had to be fairly early in the day, Ross called and said he wanted a fixed-wing pilot and a helicopter pilot and he wanted the best. So I called a good old friend, Larry Joseph, who used to be head of Continental Air Services in Vientiane, Laos, and had flown me and Tom Meurer all over Laos. It was basically an Air America type operation. They were contracting with the government, but it was a subsidiary of Continental Airlines. So they got away from the civil service and were much better run than Air America and had a lot more flexibility. So when the Communists took over there, Larry left and ended up settling in the Washington D. C. area and married this gal who owned a gold jewelry store in Vientiane that all of us had bought our jewelry from. She gave us a good deal. She ended up opening up a jewelry store in Virginia, right outside Washington D. C. And as a Vietnamese, getting out, about the only thing you could sneak out was gold. They would eventually end up buying the gold from the people they used to buy from over there. The people who did all the work eventually escaped and are now working for them. Larry is a guy you can 100% trust. He's just that kind of guy. So I told him that we had two guys . . . well, I told him the story that we had two guys that were being held hostage in Iran, they were out now, Bull Simons was with them and that we had to get them out of country and there was a possibility that we might have to go in and get them out or rescue them if they got caught, and consequently, we needed a helicopter pilot and a fixed-wing pilot that are absolutely the best and that we can trust 100%. Ross had originally asked for two fixed-wing pilots and one helicopter pilot. So he said, "Hell, the two fixed-wings are no problem." He said he had Dick Douglas and the other guy's name I forget, but I had flown with them over in Laos. You don't fly with anybody over there unless you trust them 100%. Now, the helicopter pilot, there was only one and that's Julian Kanach. They called him "Scratch". That was his nickname.

KF Have I got him name spelled right -- C-A-N-U-C-H?

TJM I think it's K. Merv will have it. But only his old buddies ever called him "Scratch". None of us did. He was just a first class guy. Larry said, "He's the guy, obviously head and shoulders above everybody else in terms of helicopter pilots", and he had a lot of good helicopter pilots over there. He said that we may be in luck because he was over in Isfahan, working for Bell Helicopter training Iranian pilots and he had a number for him. I said, "Oh, shit, this is a real problem. There's absolutely no security around any American installation over there, particularly Bell Helicopter where they are training Iranian pilots, so there's no way I can talk to him on a secure basis. Let's think about somebody else." He said, "Fine, let me think about it and call you back because I just don't want to give you anybody off the top of my head because he's so far above anybody else". So I went ahead and called Douglas. He was ready to go just like that, no problem at all. Once he agreed he would do it, we made arrangements for somebody here to get an airplane ticket prepaid, called him back and let him know when he was supposed to leave, etc. Then I got hold of the other fellow down in L.A. I forget his name. I'll remember it. Oh gosh, he was just like Dick. "Yeah, when are we going". He called me back in a few minutes and said, "I've got a problem, but don't worry about it. I'll figure out some way to solve it." His passport had expired. I said, "I'm afraid you can't do it, you've got to be there tonight." This was in the morning and he's in L.A. and has to be in Washington. He said, "Don't worry, I'll figure out something". Then Ross called back later and decided we didn't need two. I said that that was fine because the second one probably can't make it. I hung up and Larry Joseph called. He said, "You won't believe this. Julian is in New

Jersey. He's at this number and is expecting a call from you and he will help you." So, I called Julian. Sure enough he had just gotten back. He was in-between assignments, wasn't committed. Air traffic had come almost to a complete halt on the East Coast. He couldn't drive. It was a fairly easy drive from New Jersey down to Washington, D. C. except the roads were in such bad condition he couldn't get there. He was only 5-10 minutes from the airport in Newark. A lot of flights were cancelled, but we found one that he could make, then get over to Dulles and get there in plenty of time to meet the plane coming from Dallas. We got Douglas squared away and got Julian squared away and meantime the fellow calls back from L.A. He's got some elaborate scheme on how he's going to get this all done, which was totally impossible. I had to break the news that we had had a change of plans, that we really didn't need him and appreciate it. He was just absolutely heartbroken. I had already told him that Dick was going and they were old buddies and hadn't seen each other for awhile. So that's where most of the day went.

Then the crew came in. They went out to the plane to check it out. They were supposed to meet here at 6 or 7:00 Monday evening, but didn't end up leaving until quite a bit later because as they checked the plane they had found some problems. I forget the problems. I think all that detail is probably in the lawsuit. So we started having problems before they even took off, which was a bad sign. Then they had additional problems, as I recall, on the way to Washington. That problem required some part that were not at the airport and this is all second hand because I was not involved in trying to secure the parts. Didn't have much to do with the plane, except on the phone with somebody all the time, either getting brought up to date or discussing something.

KF Who would have the information on those problems?

TJM The pilot.

KF But is it written down somewhere here at EDS?

TJM We ended up having to sue Omni and probably the documentation of the suit, every problem had to be detailed because part of our suit was because they gave us a pig in a poke.

KF OK. So Merv can find those documents.

TJM Right.

KF So, get to Dulles airport in Washington.

TJM Everybody was talking about that you couldn't move in Washington and here's Ross going back and forth from the Pentagon to the hotel, out to the airport. I mean, no problem for him and everybody else is using the excuse that there was nothing moving there. This is vague, because remember, we hadn't slept. I had been averaging about two hours sleep for about 40-45 days, so things kind of run together. We had to get hold of somebody who had a friend who was a head pilot for an airline, not head pilot, head mechanic in Washington. We got the guy out of bed and asked him if he would go to the airport to help us identify the problem. That's all I remember, but it reminded me of a movie. The guy we talked to, I envisioned him as the same kind of guy that George Kennedy was in "Airport". It was late at night and there just weren't any qualified, mechanical-type people at the airport. That's the only thing I recall that night of us being directly involved in getting anything done.

KF Somebody got somebody out of bed in New York, who went to an airfield, got the part and put it on the next shuttle to Washington. That must have taken place

during the night. We're now talking about the early hours of Tuesday morning. About what time do you think Ross took off from Washington in the end?

TJM Gosh, it seems like it was 8 or 9 in the morning before they took off. What does everybody else remember?

KF Well, Ross remembers taking off the early hours Tuesday morning. My problem is that Boulware remembers very clearly that Ross arrived about 6:00 on Wednesday morning Istanbul time because he had to leave at 6:30 in order to be able to go to the border and he had all that set up. Now the time difference is about 9 hours. The flight time, I imagine, must be about 12 hours, Washington to Istanbul. If they took off at 9:00 Tuesday morning, assuming it's a 12 hour flight, they should get there 9:00 Tuesday evening, and yes, that would work, that would be about 6:00 Wednesday morning Turkish time. That's right. So, the problem is that Ross remembers taking off in the early hours, but that's wrong. They can't have taken off until breakfast-time Tuesday.

TJM I believe so because remember, we had to get the part there and we had to have somebody install the part. I'm almost sure it was in the 8-9:00 time frame.

KF OK. That solves that problem. Anything happen here while Ross was in the air?

TJM Well, of course, we were in constant communication. We were aware that Bull and the group had left the hotel.

KF No, they didn't leave. Not Tuesday. They didn't leave while Ross was in the air.

TJM No, I'm talking about they left the hotel to go to the safe house. So, in the meantime, we're in continual communication. A lot of our time is spent just back and forth. "When are you going to leave?", "Well, we don't know yet," "What's the problem?", etc. That whole series of conversations between the time they went to the safe house, we were tied to the phone most of the time.

KF During this period, the decision is made that some of them will try and come out on a Pan Am flight and the decision is made between the clean team and the dirty team. Now, were you in on that decision?

TJM Right in the middle of it. I think Tom, Merv, Ross and I were all basically . . .

KF Because, of course, you could still talk to Ross because he had the single sideband radio. How did you feel here about that discussion, what was the feeling. Did you feel it was a good idea or were you talked into it.

TJM No, I felt it was a good idea.

KF Why?

TJM Because the more people you had trying to get out, the more opportunity you have to have something go wrong. It sounds chauvinistic, but to have a wife on a cross country trek who wasn't feeling well, makes the whole thing a lot riskier.

KF The other side of the coin was that if the Iranians ever got their act together and realized that Paul and Bill were getting out, they might have picked up somebody else, namely the people who were there at the airport waiting. I mean, was it an easy decision to make, or a difficult one?

TJM It wasn't particularly easy or difficult, as I recall, because a decision had to be made. Again, obviously Bull had made that decision, that recommendation and felt very strongly about it. We had no reason to overcome it. Plus Ross having been there, we realized that there was probably going to be an opportunity for them to come out the regular way. He had been to the airport, seen what the country was like, and felt that, at that point in time we weren't thinking first flight, second flight, third flight, anything like that in that kind of detail. We just knew flights would be resumed and there would be an opportunity for the guys to routinely come out.

KF So, really, that was the Colonel's decision and you, not knowing it was the right decision but not knowing that it was the wrong decision, went along with it. And Ross, I imagine, in particular, would have said to do what the Colonel wants.

TJM Right.

KF OK. By Wednesday Iranian time, you had 7 people somewhere between Tehran and the Turkish border. Boulware, you can't possibly have known where he was because he didn't know where he was. Ross was in Istanbul. Schwebach, Scully, Davis and I think Kanach and Douglas, also somewhere in Turkey. No phone communications with Iran. You must have felt at that point that it was rather out of your hands.

TJM Oh, did we. We talked about it alot saying, "Jeez, what if this had happened four hours before. Because, see, the last minute instructions came just before they left. We were supposed to call every other hour there for the last day and a half, while they were still in Tehran. We were coordinating exactly what

route they were going to take, trying to match maps, etc. But the final plan of exactly what they were going to do was going to come to us about 8 hours before they were going to leave. So we called them and Jay says, "We've got a problem and can't talk now. Don't call for 6 hours (or 4 hours or whatever)". So, we sat around here for 6 hours wondering what in the hell was going on. It obviously had to be a serious problem because we'd agreed crystal clear that regardless what happened, every two hours there would be a phone call. Tom, Merv and I were here and we were just speculating on what could be the problem. So, finally the call came and I'm not sure they told us then what the problem was. Did Merv remember? The problem was the guy we were counting on to take them out couldn't do it.

KF This is the first I've heard of Jay saying, "Don't call for six hours."
You are the first person to tell me that.

TJM So, that made a nice 6 hours for us.

KF Do you remember what time of day that was?

TJM Yeah. They were going to leave at 6:00 A.M. their time. So, we were going to call two hours before they left, so that would be 4:00 A.M. their time, which made it what here?

KF It must have been 12:30 to 6:30 P.M. Dallas time.

TJM So, of course, Ross is over there in Istanbul wondering what's happening. We don't know what's happening. Finally, we called and Jay said they had a long message. He went into his code and gave a long message and we communicated and got every-

thing squared away, how we were going to find out where they were. They were going to call as they came out of the country. Did anyone explain how the communication was supposed to work?

KF The code?

TJM No, the communication system once they left Tehran. See the guys in Van couldn't call outside Turkey. The only communication they could have was with Istanbul. Istanbul couldn't call into Iran. So, Ross had to communicate here and we were the only ones who could call into Iran. About the only place we could call was Tehran. So these fellows were going to let any message they had for anybody, they would call a certain number, leave a message there, we would call that number and relay it to Ross or relay it to Van. Right after they left, that's when the communication system was down. I remember us saying that we got another good break. That it could have gone down two or three hours before and we would be in a hell of a mess because we wouldn't know what their plan was, when they were going to leave, if they were going to leave, etc. So we were damn lucky. So we started trying to call that number and we couldn't get through. We did get two calls through. One was a result of somebody's friend who did some kind of wiring. Somebody probably told you about it.

KF Yes, it was somebody at AT&T. I think Tom Walter gave me the story. EDS deals a lot with AT&T because these computer messages go through phone lines and there was somebody at AT&T in New Jersey who has the EDS account. Well, Tom I think called him and he called somebody else and they said all they could get through were life and death messages. They were getting through about a call an hour and those include the White House, and that level. But if it was life and death, they could do it. Tom said it was. So I think you got two

calls through.

TJM That was one. The other one was a strange one. I got a hold of some nice lady who was an international operator, after we got the message. I didn't tell her the story but said it was a life and death matter, very important, on and on. She said, "Well, I can't even take requests because the government is taking the lines, but I'll see what I can do." Then, several hours later after we talked to the guy at AT&T, the phone rings. We've got a line to Iran. I thought this is the AT&T line. We put in a call to Iran and it's the wrong number and we thought we'd wasted our call. We debated whether or not we are going to call this guy at AT&T back, he's already risked his job, to do it again when we get another call saying we're going to have a line in a few minutes. For awhile we couldn't figure out how we got this other line. Then I remembered that conversation I had with this nice, international operator about 10-12 hours before who said she would try some way to do it. Later on I found out she had done it for us. Gosh, we thought we'd blown it. We had the right number. It just didn't work. So when we made the second call we used the same number and got through and, as I recall, there was no message. They hadn't heard from them. So, we were out of touch.

KF OK

TJM The other thing I can remember is that we were keeping that open line with Ross and pretty much of the time we had an open line, but not all the time. There were a couple of funny stories I don't know if anyone has mentioned to you. I would ask Ross from time to time if he wanted me to call Margot and relay any message. This particular one happened after the guys were out of the country

and into Turkey, so everybody was really feeling good. So I said, "Do you have any messages from Margot?" He said, "Yeah, call her and tell her not to worry about me, that I'm very safe here in a hotel in Istanbul and I've got two blonde black-belt karate guards defending me." So I called her and told her and she said, "Don't you think it's interesting, Tom, that he's got to have two blondes to replace me?" I relayed that back to him. It's very seldom that you can get one on Ross. Then the other thing was we were just sitting there and it was a dead line. We weren't talking because we had nothing to talk about and I was flipping through the paper and said, "Gosh, Ross, you made the paper." There was just silence and I thought he was thinking it had to do with him being over there. He said, "Well, what is it?" I said, "Well, it's a headline here in the inside edition that said Gov. Clements had named you chairman of the Texans War on Drugs." Again there was silence. I says, "Didn't you and Bill talk after that first meeting?" See, they had met about the possibility of forming this commission and Ross heading it up but had made no decisions. They had met in January and I knew about the meeting. So Ross said, "No, Bill said we were going to talk about it before he made any decisions." I told him that he announced it at some speech he made in Dallas. Ross said that he was probably going to do it anyway, but he guessed he didn't have any choice now.

KF OK. That was the period when you weren't in telephone communication with the dirty team. Do you remember where you were when you learned that they had crossed the border?

TJM Here in the office. I don't think I ever left the office. . .

KF Who called you?

TJM Ross. In fact, I think during that conversation when he mentioned about the black-belt karate guards.

KF I see. Did he tell you what the plan was for the next phase?

TJM I think at that time he said they were going to be spending the night in Van and they had a plane. Well, they had flown into Van, I guess, in the plane.

KF Oh, yes, they had chartered.

TJM Yeah, they chartered a plane. I think it was the first charter that ever went into Van.

KF Well, it was the second because they had gone into Van the day before. I think it was also the second jet to land in the history of aviation at Van.

TJM I remember Ross saying about the facilities there were not like the Waldorf Astoria, but they felt like it was. It was just alot of happy, light conversation. In the meantime, we started getting word on the possibility of the Pan Am planes going in and picking up people. So, we were starting to work on that. Whether or not they should be on the first flight, how they were going to get to the airport, whether they should all go at once, etc. These are conversations we were having not necessarily with the team. The clean team was still there. We were trying to decide should just one go and try to get out the first day rather than risk the whole group and just a whole bunch of conversations like that. So I think we did some talking then about the timing. Then it looked like for sure they were going to come out and

Ross wanted to know where they were going to land, what planes are they going to be on, when are they going to land, etc. So, we started working on that. Did anybody tell you about the teletype? The State Department call about wanting Ross to hold a press conference to blast the State Departing.

KF Who wanted it?

TJM Well, Hodding Carter didn't call, but apparently he had this hare-brained idea. Let me think about it a minute. Did Merv mention this?

KF No, it's the first I've heard about it.

TJM The State Department, I believe, was concerned that the government of Iran thought that they were working with us on Paul and Bill and that they might hold up the flights because of it. So, they came up with this hare-brained scheme that Ross ought to hold a press conference to blast the State Department so that the Iranian government would conclude that they weren't working together. The only problem with that was that the plane was supposed to leave in several hours. If you hold a press conference here, communication lines are down over there, newspapers aren't being printed. It was just a stupid, dumb idea, but they were desperate. Then, I remembered seeing on a news report that on our communications at the Embassy in Tehran, that the Iranian government had people watching every message. I came up with the idea that if they wanted to get the message out that Paul and Bill were out of the country, is for them to send a secret message to the Embassy in Iran, saying that Paul and Bill are in another country. And I guess they did that.

KF Send a secret through the U.S. Embassy?

TJM Right.

KF Well, that doesn't quite make sense to me because I thought everybody was being careful at this point not to let Iranians know that you had Paul and Bill.

TJM It was, but see, they were getting desperate in Washington. Those planes were supposed to leave that morning, remember? And they didn't leave until almost dark because of the delay for looking for Paul and Bill.

KF Oh, I see.

TJM So they were panicky in Washington.

KF To get the plane off the ground.

TJM Yeah. So they had to somehow convince the Iranian government that Paul and Bill weren't there and they weren't in cahoots together. So, that's how they came up with this crazy idea of a news conference. Then I called back with the idea of sending the secret message over the teletype. They thought it was a great idea and dropped the other idea. Whether or not they actually did it, I'm not sure.

KF OK, I'll check. Who were you talking to at the State Department?

TJM Don't know. I remember Merv was in the room. In fact, I'd forgotten all about that and Merv reminded me not very long ago.

KF OK, I'll check.

TJM And I think Tom was in the room and was in on the conversation. I know Merv definitely was a witness to this.

KF OK. What comes next?

TJM Well, I guess we had set up the call to Gelz's house to find out what they were going to do. They had decided they were all going to go out on the first flight and they were comfortable with how they were going to get them to the airport. I think we were talking to Bob Young. They felt confident enough that the Iranians were still disorganized enough that they could get through safely. I think at that time they concluded that there was a possibility that they might get their act together at some point in time. Because there was really nobody in any serious threat to overthrow the Ayatollah after Bakhtiar and the Shah had gone. So they thought the sooner they got out the better.

KF While the confusion lasted.

TJM Yes.

KF OK. Then there was the question of Ross and the Turkish team and meeting up with the people who came out of Tehran and where the first flight was going to land, either Rome or Frankfurt. I think Ross learned that from two sources, once from Dallas and once actually from the plane after it had taken off. Do you remember relaying a message through Dallas about where that flight was to land?

TJM I think we probably relayed several. It seems like first it was going to be Rome, then Frankfurt. I think our information changed. I know I was getting frustrated for Ross because time was getting short and I know he wanted to

meet it. And both planes were leaving at the same time and going to go to one place or another and he might not be able to get there in time based on just getting conflicting information. I'm not sure where we were getting it from. We may have been getting it from the State Department. We were communicating with the State Department. There were one or two guys that were alright. They were hard to find.

KF OK. They finally meet in Frankfurt. They had problems there with the airplane and they take off for Washington.

TJM There's something else that happened there. The only time that I recall that I talked to Bull since he left the country was there at the airport where he got on the phone with me, I was talking to Ross, and he wanted to hide Paul and Bill at the airport. Ross was so happy and elated that he didn't feel that was necessary. Bull got on the phone and said he needed some help with this man.

END OF SIDE ONE

KF Simons said that there were going to be there for several hours and he didn't feel secure --

TJM He didn't feel Paul and Bill are secure just being open like this because German's were very funny people and he didn't know what their laws were and he didn't know if they had an extradition treaty with Iran. He wanted me to fine out and call back. So I called this lawyer up in Washington that we had been using, Mike Sandler. He said that off the top of his head he felt that the Germans did have an extradition treaty with Iran. Number two, they had a very stiff law and very capable of enforcing it and if, in fact, they really wanted to get Paul and Bill they probably had the capability of doing it. He said the chances were very remote that they would get a call from Iran or questions or anything like that, but that they had the capability.

KF I've been told this story in a different way. Ross and somebody else said they called, the first answer they got was, "We are 99½% sure there is no extradition treaty." The Colonel then said that 99½% sure wasn't enough and there was another call. Do you recall any of that?

TJM No, but see, I don't know about their conversations but I will tell you my end, because I was on the phone on this end. We had checked. There was a difference of opinion. I don't know whether Luce was in on this, or not. Tom, Merv and I were here. We were in conversation with Luce and maybe somebody from the State Department, though I doubt that. But, anyway, there was a difference of opinion. So that's when I called this guy, Sandler, up in Washington, which I remember doing because I very seldom talked to him because any communication we had with him was usually through Luce. So, he said he was pretty sure on the extradition treaty. This was an international guy. He knew damn well what their law was. So, I called back and told them and this was what Bull

wanted to hear, exactly what Mike had said. I didn't put a qualifier on it. I said that yes that did have a treaty and that they had a very strict law and were capable of enforcing it at will if something should prompt them. I told that to Ross. They made the decision to go ahead. Soon after that, Mike then called back, and said he had looked it up and they didn't have a treaty. But I never let them know because it had accomplished the purpose. Bull didn't want to take a chance for a few hours. So I don't think I told them that there wasn't a treaty until it was all over. I think that's probably where the confusion was.

KF I see. When they took off from Frankfurt, did you go home and go to bed?

TJM Yes.

KF And you were woken up?

TJM Wasn't in bed yet. In fact, this first time that all of us left and we left somebody here, I don't remember who it was, but we just asked him to come up and stand by the phone and take messages, which we didn't expect any, and call us. So I got a call from this guy and he said, "Oh, shit, I just really got chewed out like I've never been chewed out before." I said, "Why did you get chewed out?" He said, "Well, I really didn't get chewed out. But I got a call from Ross and he was very, very unhappy." I said, "Well, what was the message?" He said, "Well, it was something to the effect of, 'You almost got us killed on this plane. We almost went down in the ocean. Finally, barely made it back to the airport in London and we're going to get Braniff back to Dallas'". He told him when they were going to be back and everything. I just had to laugh because either Merv or I had been in on every phone conversation from almost the every beginning and the one really bad conversation we weren't there and here's this

poor, innocent guy who doesn't know what's going on having to deal with Ross.

KF Do you remember who he was?

TJM No, I don't. Maybe one of the other guys will. I just told him I was glad it was him, not me. So the joke was for awhile they called the plane Marquez Airline. I kept trying to say that no, it was Heller Airline or Fernandes Airline.

KF Then you had to move Mrs. Gaylord from Washington to Dallas. You had to find a reception room at Dallas airport. That you did during the day. Did you get any sleep after that phone call?

TJM Yes. Well, we had to start early the next day. Didn't get a hell of a lot of sleep because first of all, we started having to make arrangements of where we were going to meet them. Our plan was to have them come into Love Field and meet in the big Braniff maintenance building. We assumed that could be done but once we got into it, for some reason or another I can't remember why, we couldn't do it. We got hit with another ice storm.

KF They weren't on Ross' plane anymore, they were on a regular flight to Dallas.

TJM There was something we were going to do Braniff building at Love Field.

KF At first, the 707 was going to land at Love Field. Once they were on the Braniff flight it had to land where it landed. So you had to do it at the Dallas airport.

TJM So, as I recall, we came in, made arrangements for the room. We got their biggest room but it wasn't that big. It held several hundred people, but we were going to have a ton of people. We had them get the word out to all the EDS employees. This was on a weekend. I think Saturday night. Didn't have any idea how many people could make it because we'd had a big ice storm again. I forget how we arranged to let all the employees know that they were coming in and what time to be there. In the meantime, we're trying to keep them away from the press and the press is all over us by this point. So we decide that we are going to get two buses, because they came in at Gate 24 and the reception was at Gate 12. We were going to have them go when they got out of Customs and go ride on a bus that would take them 12 gates down and get off and get in the room to try to keep the press away. We had to assign somebody for the buses. So about 8:30 that morning, we must have been working all night or most of the night because we had everything buttoned down except whoever was in charge of the buses came in and said they couldn't get buses. Because of the ice storm nobody would do it. I called this good friend of mine, Kevin Murphy, who is President of Continental Trailways, at home. He gets on the phone and he's breathing hard. I said, "Murphy, you're alright?" He said, "Tom, I'm alright. I've just got a couple of broads here." He was joking, he was just doing exercises. They are very good people. They go to the same church I do. He said, "What's going on?" I said, "You won't believe this request, but to net it out, I need two buses to go from Gate 24 to Gate 12." He said, "You've got to be joking. Do you realize this will be in Ripley's Believe It Or Not as the shortest bus charter in history. May I ask you what for?" So, I told him the story. He said, "Hell, yes, we'll have two buses there with our best drivers. Unfortunately, I hate to do this, but we're directed by the ICC and I've got to charge you for it their damn rates which are pretty high." I said I understood that and appreciated it. Sure enough we had two brand

new buses and Continental in their whole system, they can't have three brand new buses. Their drivers were there in their uniforms, all spiffy, and ready to go. And it made him feel good because Kevin is a patriotic guy. He has also received the highest medal the Defense Department gives. He was very instrumental in getting 41 states to pass legislation to give tuition scholarships to POW children. So, he's always been a very active, patriotic guy. Then, we got another break. By the time they came in, the sun had come out. You've been out at the airport and seen all those ramps, and curves. When you get ice out there you just can't move anywhere. The day before you couldn't have gotten a crowd out there. But the sun came out and started melting the ice and it melted enough so you could actually get out fairly easy to the airport and get around in the airport. We had this huge crowd there. The way we worked the press was as the guys started coming out, I had a group of fellows who had worked with us on all the logistics and everything, be over at the by the Customs door. Then, I went around by where the press was and I wouldn't talk. They were trying to ask questions. When the fellows started coming out, I just went over, got our group of guys who were here from Dallas and we started walking down toward the gate. So the press thought they were part of the group, so they started coming after us. By the time they realized this wasn't Paul and Bill and Ross and everybody else, they were in the buses and down to Gate 12.

KF OK.

TJM Oh, Bull. It was a long room like this and the microphone is right over here and there's room for maybe 2-3 rows of people behind and then there's kind of a hallway to a kitchen area. So Bull and I are standing back here out of the way in this hallway. And when it's all over, Bull grabs me by the arm and

says, "Come here, I want to do something." He came over and he'd never met my daughters. He's met Carolyn and my sons and said, "I want to meet these girls". He had the meanest look on his face and he was very tired, he hadn't slept in a long time. He looked like he was saying "Come here, we're going to shoot you." or something. He knelt down and visited those girls and it was the warmest thing. My youngest daughter was five and my other one was ten. He sat there and everybody was trying to say hello to him and congratulate him and he ignored them while having a visit with the girls.

KF What are their names?

TJM Meredith, the youngest one, and Stephanie.

KF Alright. Tell me briefly about your life story. Tell me exactly when and where you were born.

TJM I was born in Durango, Colorado, April 7, 1938. It's in the southwest part of Colorado. Beautiful country right in the middle of mountains. Only 20 miles from the New Mexico border, so you're only 30-40 miles from the desert. There was no money there, no way to make a living, then.

KF What did your father do?

TJM He was a cattle trader. He traded cattle, sheep, hides, wool, pigs.

KF Successful?

TJM Yes. He didn't want anything to do with horses though.

KF What was his name?

TJM Tom.

KF Were you a first child?

TJM No, I had an older sister, Helen, then a younger sister, Anna Marie. Older sister is two years older and my younger sister's three years younger.

KF And your mother's name?

TJM Aurora.

KF What kind of a childhood did you have?

TJM Just super. It was a great place to grow up in. There was no such thing as crime as we know it today. So you were perfectly safe. I had great parents, great friends. Just couldn't have been better.

KF Where did you go to college?

TJM Went to the University of Notre Dame. I studied mechanical engineering.

KF And you graduated with that?

TJM Yes, and then I came down to graduate school at SMU and joined the Air National Guard and went down to basic training. I was supposed to then go away to one of several technical schools and because of budget limitations, they had to

close the slots, so I came back here and stayed in the Guard for one weekend a month. I went to work for IBM. That's where I met Ross. As a sales trainee at IBM. In November of 1962, after he left IBM, I got an opportunity to come with him, which I did. Things were very simple then. No business, no administrative problems. Things were very uncomplicated. We had to go out and sell business or go back to work somewhere else.

KF How did your family feel about all this stuff, you spending all night at the office, etc.

TJM Well, it was a very trying thing because it was very hard to get my Dad to leave Durango. But we got him down here because Notre Dame was playing Houston in the Cotton Bowl. We got him to agree to come down for several days. They came down, I think it was on December 28 or 29, and suddenly, I'm not home. I told him we've just got some problems evacuating people from Iran and I just had to be at the office. I didn't tell him about Paul and Bill. So, they right away, knew that it had to be something serious for me to be gone that much while they were here. And particularly, to miss the game. Mother and my wife and everybody was just tickled to death that we missed the game because the wind chill factor was 30 degrees below zero. It was a sell-out, 75,000 people, only 10,000 showed up for the game and half left at half-time. It was absolutely miserable. Dad, having grown up in Colorado in the cold country, if it gets to 50 degrees he thinks it is a heat wave, so he was very disappointed we didn't go to the game. The toughest thing was the night that I called Bull, we were all downstairs and I went upstairs in our bedroom to call and just as I got Bull on the phone, my wife walked in the bedroom. She didn't know about Paul and Bill. She knew there was a problem of some kind and she knew there was only one Bull. So, I never did tell her exactly what was going on other than to acknowledge that we

had a serious problem. So she understood from that standpoint that there was a very serious problem. By that time, I had to tell her that we had a problem in Iran and the kids already knew that we had a problems in Iran, because I had gone over to Istanbul and they had visited with some of the people who had been over there and come back and, remember, it was the headlines in the paper everyday and radio and t.v. was what was going on in Iran. It was particularly tough on Carolyn.

KF I've run out of questions.

TJM Allright. Has anybody. . . I've been thinking about this. Has anybody ever told you about Bull's feelings about Dadgar?

KF No.

TJM He discussed this after they came back. He had this intense hatred of Dadgar. In Bull's mind, it was a contest between he and Dadgar. Here's this damn Dadgar over there trying to rip his friend off \$12.5 million and holding these guys unjustifiably. If we got them out on a ransom, Bull would have been terribly, terribly disappointed. He really felt that way. I'm trying to think when this conversation took place. It had to be a day or two after he got back. I'm not sure I ever discussed this with anybody else. I don't think he ever mentioned his name. He just called him "the man". When he died, Merv went down to the farm and as he was going through all his effects, he had a pig on his mantle and he had written "Dadgar" on it. So, check with Merv on that. I don't know if it was a conversation about Dadgar when we were alone or whether Merv was with us. I'm just not sure. Check with Merv. But that really came through strong.

KF That's interesting because he's the only person here that seems to have intense feelings about Dadgar, about for me because the way I've heard the story I'm sure that man is rotten, but nobody else seems to feel that way. It's interesting to find that the Colonel did.

TJM That could have come out the first night they were back. Merv and I were taking him out to dinner and Udo, who was Sally's husband and was on the Son Tay Raid. So, we asked him to have dinner with us and we called Murphy Martin, an old friend that worked with us on the POW issue and we went down to Arthur's. By this time there had been the press conference that day, it was in the papers that day and the owner of Arthur's is a good friend of mind and I called him and told him we were bringing Bull down there and to give us a good table. He gave us that first table and people would walk in and recognize Bull because Bull still had his old fatigues on. The rest of us were in suits. A screw-up we had was some way or another we wanted to have some good cigars waiting for Bull in Frankfurt. And it didn't happen, I don't know why. At the last minute, we remembered we wanted to get some good cigars for Bull. Merv, on the way to the airport, stopped at a drug store and asked for the best cigars and gave those to Bull. Well, their best cigars were really bad cigars. You could just look at the quantity and the price and realize they weren't very good. So, we were there at Arthur's and Bull had to go to the men's room. So I went over to Phil and asked if they had any cigars. He said that they did, they kept a special stock down here. So, they had these really good cigars. So, we got him three boxes of them and put them on his plate and put the napking over them. So, he came back and was talking, so he didn't see them. You could see him looking and he was just tickled to death and he really enjoyed them. Then I got a call from Ross at Arthur's. He wanted to know if we were getting ready to leave. He said he would really like the Bull to stay a few days, but he didn't want to impose on him. ⁴ He's been gone and I'm sure he's anxious to get back.

Why don't you bring him home and feel him out and tell him we would like for him to take a look at security around the house, company, meet with our security guys and just spend a few days giving us ideas." So we got back, we went inside and sat down and I asked Bull if he would do this. He said yes on one condition. He didn't want to be an imposition on anybody. I told him and we were afraid it would be an imposition on you. He said he was really not looking forward to going back to that farm. He talked about how lonely it had been since his wife died, how much he had recognized since being involved in this just how lonely he was and he really didn't want to go back and was just tickled to death to spend a few more days here. So what I thought was going to be some kind of resistance wasn't. And he really let his hair down. Bull was very careful. He didn't reveal his feelings very much, but he did then. That was one of the very few times he did, other than that first interview with Merv and I when he was talking about his wife.

KF Maybe old age was creeping up on him.

TJM Yeah, probably and that ticker of his was probably telling him something. In fact, didn't one of the guys say that they thought he was probably having a problem over there?

KF Well, he was taking pills.

TJM Well, I figure he had to have a problem if the Bull would take pills.

KF He sent Jay down to a pharmacy to buy pills which Jay thought were stay awake pills. I think Jay took some. But somebody else thought Simons' pills were heart pills and it may be that he had problems.

TJM Has anybody talked about the great pains they had to go through to find Bull his cigars every day, or every other day?

KF In Tehran?

TJM Yes. Somebody ought to tell you. It's just an enlightening little thing. You know, Bull, he had to have cigars. Either Gayden would go get him some or, you know, the things got harder and harder to get. But they somehow managed and every day they had to pay a little more. Bill said one day they bought some cigars that were just so bad that even Bull complained that they were terrible.

KF That's great. I'll ask Gayden.

TJM I don't whether that fits in the book or not, but it's just a human interest type thing.

KF Oh yes it does.

TJM OK. I'm available for any questions and if I think of anything interesting like that. . .

KF Bull's passport had expired?

TJM Right. So we had to get him a passport right after he got here under the assumption that they were going over and so getting the passport was no problem because he had already had an old one. But we figured it was going to be a real problem getting a visa to go to Iran. So, they did have a consulate down in Houston and we had to come up with a story about why he

would be travelling to Iran. So the story was that he was a retired farmer, always wanted to travel to that part of the world, this was his first opportunity and he might have another one, so that was the reason he wanted to do it. And it sold. The fellow we sent down to Houston got there late one afternoon.

KF It was the Iranian consulate?

TJM Yes. And I don't know whether he elaborated on the story or not, but anyway, the story finally sold and we got the visa the next day, which kind of surprised us. This had to be the second or third of January and things were really falling apart over there. In fact, we were afraid we might not even find a consulate open. I think we got a list of the consulates and called and I think most of them were closed. Thank goodness the Houston one was still open.

KF If they had bothered to check, they could have found out that Simons was in the country.

TJM Right

KF Thank you very much.

END OF TAPE