

TAPE #39--SIDE A
JOE POCHE--NOVEMBER 13, 1981

- KF What was funny about it? That he was somewhat in the middle of a revolution?
- JP Yes. That was the contrast that I followed. He asked us if we would have lunch. So we sat and had lunch. He served wine and omelets and sat a nice table with silver and china.
- KF There was a contrast to the cooking at the Dvoranchik's apartment.
- JP Yes. Different situation. So, we said we would get back to him so we had lunch left and went back. We had made up our minds before we went there that what we would break up like this. Exactly how we would do it, we really didn't understand what the reaction of the American Embassy was like. That afternoon about 5:00 we packed everything up and went to the house in two cars.
- KF Goelz had said your people can stay here with me?
- JP He said, "Yes you can stay here with me. I can't find room for you in the Embassy, I will try to find something." We went there.
- KF He would not guarantee, not promise not to turn you over to the Iranians?
- JP Right.
- KF How did the Keane team back at the Dvoranchik apartment feel about that news?

JP I don't know. It was the only alternative we had. We couldn't take eleven people in two cars over the route we needed to go and have any sense of rationality for doing it. It didn't make sense. It would have been totally impossible. And also, Bob Young, and Rich Gallagher's wife, (Lucille?) that was probably why the decision was made because she was there. Maybe the dog, nobody wanted to leave the dog behind but yet nobody wanted to take the dog.

KF Simons wanted to take the dog?

JP He wasn't interested in making that an extra burden. (Laughter). It is not that he wanted to leave it behind. He just didn't see it as a reasonable alternative whenever you have many other things involved. People's safety.

KF Why were you chosen to lead the Keane team members?

JP Who knows? Other than the fact that I was part of the three assigned to the task to make sure everybody got out.

KF Why you were journey.

JP Jay knew the route, Jay was . . .

KF Jay had been on the reconnaissance trip? OK.

JP Jay, that was obviously the more risky situation. Jay and Simons had worked that out together and that is the way it fell in place, whereas if something happened to Simons, Jay was to take over.

KF Why do you think Simons thought Jay was better for that role than you?

JP I'm sure there was some sort of hierarchy established. Even though it was not directly stated, but obviously what I needed to do for Jay and Simons was to make it happen. (Could not hear).

KF Tell me about the first evening at Goelz's house.

JP Well, we went to the Goelz's house and sat around and we had supper and Kathy was saying that she was getting worse and she didn't know what to do. I asked her how bad she was. She said she really felt bad and that she was really afraid of what was going on. So I told her to call the ambulance. She said, "I don't want to do that." I basically ended up saying, "Go ahead and call the ambulance, we aren't in that much danger, there isn't that much risk." They called the ambulance. The ambulance came and got her and took her to the hospital.

KF That happened Tuesday night? When did she come back?

JP I would say the 13th or 14th, I don't remember.

KF The 13th she went, Tuesday night she went. Wait a minute. Did she go from Goelz's house.

JP From Goelz's house.

KF You didn't get there till late afternoon on Tuesday, the 13th.

JP Right. It was late in the night before she went.

KF She came back the following day, Wednesday?

JP Yes she did.

KF Then she was better.

JP They did whatever they needed to do. They solved her problem.

KF They solved her problem?

JP At least temporarily, where she wasn't having the same problems she was having or to the same extent she was having.

KF OK. Was she in pain or was it just bleeding?

JP She said there was some pain. Primarily the uncertainty, the anxiety of why the xxxxxxxx.

KF Did Goelz entertain you to supper? Was he gone? Was somebody else to put the food out?

JP He had supper with us, but it was not a matter of entertainment. We ate supper and he was there and we all sat around and talked. We didn't talk about Bill and Paul that much. I'm sure their name came up, but it wasn't the center of the conversation.

KF All these people had to keep it secret from Goelz what Bill and Paul were doing and they all understood that. Now had the Colonel made that point to them?

JP Yes. Everybody made the point clear to everyone that nobody would talk about where Paul and Bill were. As far as we knew Bill and Paul did not exist, from our being able to see them or having possession of them.

KF I have to ask you this. So you went to bed?

JP Yes. I tried to call the States that night and wasn't too successful.

KF What about the next day, Wednesday?

JP Wednesday, bright sunshine day about 10:30 in the morning, we were about three blocks away from the Embassy. There was a lot of fighting and shooting, shouting and screaming. We didn't know it but later, about 12:00 or 12:30, the houseboy came in and said that the Iranians' revolutionary forces had taken over the Embassy. Goelz was there.

KF Goelz was at the Embassy?

JP Yes.

KF Must have been a worrying moment?

JP Well it was in the sense of what does this really mean now. He said that also an Iranian had been killed, an American had been hurt or killed--he wasn't sure which.

KF This is presumably the Marine?

JP Yes. In fact he said an American Marine had been shot. What does all of this really mean? We got Kathy Gallagher in the meantime to talk to Reza's son, who was one of the office manager's for EDS.

KF Reza drove the car, he is on his way to the border by now.

JP No there is another man that got involved here that has not been mentioned in too many other things. Anyway, another office manager similar to (Bontean?). Gallagher and Bob Young went to Gallagher's house to see what was taken out of the hotel because this office manager went to the hotel and paid off the hotel bill. The manager then described to us what happened at the hotel. The Revolutionary Guards came there, they were looking for somebody, they didn't say who. Primarily saying they were looking for CIA people, American Military in our room where we had left our bags. My suitcase, Jay's suitcase had suits in them. Also there was knives, there were children's walkie-talkie sets. Go from here to the corner of that square out there on the other side of the field and you probably would be out of range. So, there was nothing. They got all excited and said there was CIA people and they shot up the hotel. That is the way Reza's son talked.

KF He told that story to Gallagher, but you were not there.

JP Yes. I did not want to be seen by anybody. As far as the EDS employees were concerned, I wasn't even in the country. So they

JP came back and told us about this stuff. In the meantime Goelz came
Cont. back, later that afternoon, and said that there was going some sort of
evacuation and that we had to go to the Embassy at a certain time and
check in and stay overnight and then the next day the Iranian
government would let us go. So, we packed up all of our stuff, Kathy
is back with us. We had the suitcases from the hotel, what was left of
them. None of the clothes I had ever came back: two suits that I had
purchased that year in the United States. You know, things just
disappeared. We got all of that up and went to the Embassy. I had a
considerable amount of money with me. I had taken \$20,000, more than
that--\$25,000 American money plus \$1,800,000 Riyals. The purpose of
that was if we got stranded and couldn't get out of the country we
would be able if the eventually the airlines opened up and the traffic
cleared up, to buy airline tickets and get out of the country.

KF There was about 17 Riyals to the dollar.

JP So, whenever the evacuation came about, I took all of the American
money and I gave each person roughly \$2,000 which left me with
\$20,500 left. \$500 in \$100 bills I put in my coat pocket next to my
passport. The \$20,000 in \$100 bills I took and put inside my socks. I
was wearing Bill Gayden's shoes because I had given him my boots.

KF So you are wearing business shoes?

JP No, they are crepe soles, very soft leather uppers. Gayden's shoe size
in a nine and mine is an eight. So I was able to have the money in
there too. It wasn't the plan, it just worked that way. I was trying to
find a way to get all that money out of the country. That is not an
enormous amount of money, but . . .

KF You must have had them in you socks down here?

JP No. I put it in layers along the bottom of my sole and then put my socks on about \$10,000 in each foot. It hurts when you walk around on \$100 bills for two days. Your arches becomes very strained and also the money becomes wet.

KF (You laughed about this).

JP They were brand new bills and they stuck together. We did that. We went to the Embassy. I parked the car that we drove to the Embassy on a side road and we just left it there.

KF Was this Wednesday night that you went to the Embassy?

JP It was the day after the Embassy was taken.

KF So you had another night at Goelz's house?

JP Yes.

KF And Thursday you drove everybody to the Embassy and the car you left there and have never seen since?

JP Yes. I parked it on a side street.

KF When did people first start talking about an evacuation?

JP Goelz did at his house.

KF After the Embassy was overrun?

JP They were going to try to do that. The arrangements had been made. He called me about 1:00 in the afternoon and said we had to do this by 5:00 to go over there (to the Embassy). So we did. Everybody went over there with all of their stuff. All of their stuff was searched by the Iranians, one time. All of us were kept in a couple of areas there in the Embassy. There was a lot of shooting going on out in the

JP streets.

KF How many people were in the Embassy?

JP Five or six busloads of people. On the airplane I was in, 747 will hold about 450 people. There were three of those airplanes scheduled to go out that day. There were more people than that though.

KF You are talking about a thousand people.

JP Not everybody went to the Embassy the same day. Some people were told if you are in this group of people you are in this control group that go to the Embassy this day. Once we were in the Embassy, we were, in essence, put on the head of all the list to get out of there. Despite the fact that they said they would not guarantee us anything. There was enough pressure put on them to where they knew who we were and we should get out of there as quickly as possible. And that happened. The next morning around 5:00 they started loading the busses as soon as the sun came up. We drove out of the American Embassy. It was an interesting scene in there. The Iranians' had all of the foreign newspaper people lined up outside of the Embassy; the movie cameras and everything so they staged the whole exit from the American Embassy of all these busses of people. But in each bus they put two or three guards in there, plus all the luggage and all of us.

KF Are you sure this is the next day? The Embassy was overrun on Wednesday. You went there on Thursday? Are you talking about the day you actually left?

JP Yes. We stayed a whole night in the American Embassy compound.

KF And you think that was Friday?

JP No, I think that was Thursday.

KF Thursday night you stayed there. And you went to the airport on Friday?

JP There was a chain of events. The American Embassy was taken, the next day we drove to the American Embassy and stayed the whole night, the next day we go to the airport. My recollection of dates: the American Embassy taken on the 14th of February, the 15th we go to the American Embassy, the 16th we go to the airport; because I am in Dallas the 18th of February.

KF Let's try to work this out. Sunday they escape.

JP You asked me to know the day of the week, I have no perception of the day I was in Iran.

KF That I'm quite sure of. Take that from me.

JP The 11th we went to Dvoranchik's house. Paul and Bill did.

KF Yah. You were at the Dvoranchik's two days. On Tuesday night you go to Goelz's house.

JP Yes.

KF Wednesday the Embassy is overrun. Thursday, at the Embassy. Now then, Wednesday morning the xxxx team leaves, Wednesday night they spend in Razaiyeh.

JP Why didn't they leave, they left Thursday, Tuesday night back there.

KF They left Wednesday, . . .

JP Very very early

KF . . .after curfew 6:30.

JP I didn't know when they left. I had no idea.

KF OK. Take that from me. Wednesday night they spend in Razaiyeh. Thursday night they cross the border at midnight. They go away from the border. Nine o'clock the next morning Friday. They spent all day Friday getting across Turkey. They went by bus to Van, by jet to Ankara and by xxxx to Istanbul. They stayed in Istanbul for a period of time and went to Frankfurt on Saturday.

JP They got to Frankfurt late in the evening on whatever the day we left here on. We did not leave Tehran until after five or so on the day after we went to the Embassy. So we stayed in the Embassy the whole night, the next morning we go to the airport.

KF You said Friday. You think you left Tahran on Friday night to go to Frankfurt on Friday night. Which would have brought you to Dallas on Saturday the 17th. Maybe I have it all wrong, but I don't see how the (Dezy?) team could have possible got to Frankfurt on Friday night.

JP The only answer I can give you is that on the 14th, for example, we were sitting around talking about that was the last day you in which you could file your American income tax based on all the extensions you could have. We may have stayed an extra night there and everything slipped down one day but I know that the American Embassy was overtaken on valentine's day. Friday being a religious day in Iran, in essence, their Sunday, we may not have moved or done anything on Friday. That could have been were the extra day is. The American Embassy is taken, we stay at Goelz's house another day. Move to the Embassy on Friday and do not leave Iran until Saturday. But we spent a whole night in England.

KF In England?

JP Yes. Went to Frankfurt, the airplane had problems, we landed in England, we stayed in England for the next day.

KF You landed at Heathrow. You took off from Frankfurt about midnight you landed in Heathrow an hour or two later. You went to the (Posthouse?) hotel, but you didn't have a nights sleep there. You all got up again at 6 o'clock the next morning and taken to (Gatland?). So night in England was in fact just a few hours.

JP Yah. We didn't leave ? airport until 10 or 11 in the morning.

KF OK. Then you flew to Dallas. I think was probably a Sunday.

JP But the thing is, England is a day ahead at that point, amost.

KF Five or six hours. Put in the winter five hours. Six hours ahead of Dallas. But still leaving at 10 you would have got here in the afternoon. So somewhere in there I think you have lost a day.

JP I could very well.

KF And the only other person that was there that I have interviewed who was there was Baulware.

JP Time really wasn't relevant to me then. I'm sorry.

KF I know. It is very important to get this right because I describe this day by day. I should have the dates.

JP The 11th through the 16th of February.

KF Boulware said you went to the Embassy on Friday night.

JP Which would be the 16th.

KF You recall going there on Thursday.

JP He says, "Approximately midmorning on Wednesday we began hearing a good many shots from the direction of the American Embassy which was just a couple of blocks away. Which is the 14th. Goelz's houseman comes in and tells us about what is going on then. And talks about Goelz's problem. Wednesday Kathy comes back from the hospital."

KF OK. By Thursday afternoon it has become fairly certain that evacuation flights would begin on Saturday. In the early morning hours of Friday. On Friday morning, (apparently you are reading because you say blah, blah, blah. and then drove to the US Embassy.) So you have lost a day. You didn't go to the Embassy until Friday night. You had one night at the Embassy. Thursday you were at Goelz's house.

JP Yes.

KF OK. Nothing very significant could have happened on that Thursday (could not hear because of noises in background).

JP Goelz basically went to the Embassy, doing a minor thing and came back fairly early. So there really wasn't much going on.

KF Tell me about Saturday. I want to know about the whole Saturday.

JP All of Friday night and Saturday there was a lot of shooting going on. Around four o'clock in the morning most of the shooting stops. There were shots off and on throughout the night, but not intensive gunfighting. We are at the American Embassy. There are a lot of people. There I felt a lot of apprehension. The people were very apprehensive. They were not at each other's throats or anything like that, but the level of apprehension was extremely high. Uncertainty, everybody was wondering what will happen next, will we get out of here. Bob Young and John (Howell?) were very concerned that they would be recognized at the airport. They felt that I was very hyped about the fact that we all had to stick together and anything they did out of the ordinary could give away the other group going across

JP country. I was fairly emphatic about the fact that they had to stay
Cont. together and that was the only way to do it rather than break up in individual groups and take our chances on getting out of the country any other way. Gallaghers were very reluctant to leave Iran they did not want to leave. They wanted to stay. They confronted me with that issue. They said that could do that if they wanted to. They would go with us and if things turned worse they could basically count on not getting out at all.

KF The Gallagher's felt they could stay.

JP They probably could have, but our point to them was that going to a lot trouble to bring everybody back, Ross is certainly not going to be sympathetic when he finds out you decided to stay and somebody puts you in jail. We had that talk and everyone decided that that was the best route and the thing was for them to stay together.

KF What were Bob Young and John Howell's thoughts?

JP They thought too much emphasis was being placed on the safety going over land and there probably wasn't that much danger for them and they could probably make it on their own. That it was probably the best chance they had rather than being picked up at the airport by Dadgar. They were really afraid that that was going to happen. There was just conversations about that all along. When we got to the airport they were really very concerned about that. To put them at ease what I did is went to PanAm agent and said I work for EDS, who are these guys looking for. He said, "They are looking for the two executives." I asked if they were looking for anybody else. He said, "No, they have a stop list and that is all they are using." So I went to John, Bob, Kathy, and Rich said, "Look, since we are up at the airport we don't stand around each other? They are not looking for us? But together, we are just too obvious, split up and I will be last to go through. If you guys make it through, then I will go through. I will stay with who doesn't make it. If you want to stay, go. You are on your own. Everybody agreed that was a good idea. That relieved those

JP guys. They really got panicky when they go on the airplanes and the
Cont Iranians started searching the plane again.

KF Let's take day step-by-step. But first of all I have another question.
Your kind of in charge at this point?

JP Yes I was.

KF Despite the fact that Bob Young, in EDS, is senior to you. Had the
Colonel said Poche is in charge?

JP Yes it was stated, "Joe is in charge of making sure that you guys get
our of the country safely."

KF Did you feel that suppose you had said we are leaving the Embassy for
some good reason. Do you think that everybody would have just gone
or that they would have said, "Hey, let us talk about this."

JP I would have talked to them. Certainly to explain why. Their options
would have been to stay or go. If our options would have been that
that's how everyone thought was the best way to get out. Not them,
there, but everybody working on the whole evacuation thought it was
the best way to go then they would have just been simply left behind.
But there would have been discussion to explain rationale. There could
have been a point when you start talking about peoples' lives there is
a point where you become dogmatic. But when you are talking about
trying to organize what is on the surface an orderly removal of people
there really doesn't have to be that dogmatic situation. That's how it
would have been handled.

KF You told me that you left the Embassy in these busses.

JP Yes. On each bus there were two Revolutionary Guards and they had
grenades and they had Belgium (?) rifles. One of them must have been
15 if he was a day. The other one was in his early 20's. They

JP took their safety off and rode on the busses, with their finger on the
 Cont. triggers. Riding through Tehran is not the best way to do it because
 the roads are bumpy and the traffic is there. We left early in the
 morning but there was some traffic. When you get out into the area
 which is called (Shahe-E?) monument. . . the monument was built to
 honor (Rezaishah?). There was a lot more traffic because that is where
 the workers basically enter the city from another town (Karaz?) which
 is maybe 35 or 40 kilometers from Tehran itself. Between the Shahe-E
 monument and (Karaz?) is where the airport is located. Five or six
 kilometers from the Shahe-E monument so if you get on top of the
 Shahe-E monument you can over look the airport. So we rode there
 and on the way uneventful until we got out in that part of the city.
 Cars would drive by and scream and holler. One guy drove by in a
 truck which was eye-level with the bus and he spat at bus about
 Americans and all that stuff. Get to the airport, there are people
 everywhere with guns, just every, everywhere. The civilian airport
 was totally shut off. The military portion there are guards
 everywhere, revolutionary, but there are very few people dressed in
 uniforms. Or if they are in uniforms, they are partially in uniforms.
 The slacks, the pants, or the hat but not the shirts and sweaters.
 They ran around directing traffic and got the busses to go where they
 went. It seems like as you went through the city you went through
 different chieftains. This guy is in charge of this part of the city,
 this guy is in charge of this part charge, there is a different guy in
 charge of the airport. There had to be clearances done and they
 typically did those things when they got there as opposed to doing
 them in advance.

KF Were there any number of stops on the way?

JP No. Only stop we made along the way was at the Embassy when they
 staged us getting out of the Embassy and then the other stop we made

JP when we. So, we ride down, we get to the airport and all these people
Cont. haggle about what bus does what. They take us up to the front of the
airport and they have again reporters and they stage the whole arrival
process. The newspaper reporters.

KF How did you feel about that anti-American feeling as you were driving
up? I mean did you feel there was any justification whatsoever? Did
you feel they were crazy, they were misled?

JP My impression was that they saw the Shah as being the real culprit
and saw that modernization was being directed from America. That is
probably where it came from.

KF Do you feel that is true?

JP No, I don't think we did anything particularly wrong, so grossly in
Iran to develop that type of mentality. There were a lot Americans who
went over there that acted like fools.

KF I wasn't thinking about that so much. I was thinking of the fact that
the Shah had been supported by not just the United States but British
as well, but in their eyes the United States is the worse.

JP I think that is kind of good in a way and then that allows the West to
still be there. I don't think that there was really. . . The Iranians
are a strange people. They cannot survive without a Shah, without a
dictator, somebody who has all the power. The probably that presents
in a lot of situations is misuse of that power, corruption and all of
that. Even in a democratic society you have corruption. To say a
dictatorship is right or wrong, is hard to say, but all I am saying is
that the Iranian people are incapable, in my opinion, of developing
their destiny without a significant strong force that says this is how it
is suppose to happen. Look at their traffic, their whole way of life, it
is chaotic. For them to sit down and tell you a lie is fine, as long as
they don't get caught at it. They do not do it maliciously, they just

JP do it because it is part of their environment. They make beautiful
Cont. carpets, and some of the most magnificent scenery in the world, but they spoil everything. They abuse it. Their poverty is not like it is in India, Asian, but poverty is there; it is a whole lot worse than it is in the worse cases in the United States. So you have two situations, very rich, very poor. There isn't really a middle class and that is what Westernization is doing, is developing a middle class. The West was getting them to a point where they could take advantage of resources. But we have a situation where too much came too soon. That causes all the bureaucracy and things of corruption. It has been a way of life in Iran from the beginning of time. It has been that way all over Asia. The West deals with it in a different way, in the form of kickbacks or commissions. They just flatly take it under the table, or they call it a tip. I don't know if it was justified or not, it is a different world. I don't think we really tried to understand. I don't think that the West ever really tries to understand what world they go into before they go into it. It is so much different. The English do not really understand the Americans; the Americans really do not understand the English and when they get into each others backyards they step on the sensitivities. It is even more dramatic when you get into the Asian or that part of the world. No more than Asians were justified in what they did there. We really never went there to battle with the Shah and help them in that way. We simply helped them economically. I don't know all that stuff that Kissinger and all those guys did. I have read a lot of things, but I do not know if it is true or not.

KF OK. Let's get back to the point where we were. You arrived at the airport and in fact had been staged for the press. As you got out of the busses you went into the airport?

JP Yes. There you have more than a thousand people trying to go through customs. Everybody is pretty much in a significant panic. What the purpose of going to the airport was, to obviously to get on the airport but you have to go through customs. But none of the passports were at the airport. They had collected everybody's passport. So the passports were to be distributed at the airport.

JP Nobody could find anybody's passport. Our passports got mixed up
Cont. with somebody else and they got placed on a shelf on some counter
way away from where everybody was suppose to be. We just accidentally
found them. Then we started going through customs and they wanted
to collect an airport tax, (JP laughed and laughed) which I found to
be extremely ironic at that point in time. I'm not sure whether they
did or not, but they did want to. Just before we left Iran I really I
didn't bring it with me, I didn't get it out of the country but I wanted
to. Is, that early morning they had gathered up several public
officials and they had tried them and executed them in Tehran. And
the newspaper showed their bodies. Just before the execution they had
stripped them down basically and executed them. They told about the
trial and everything. Eight or nine very senior officials in the
government were executed that day and they were continuing to have
the trials. They took them to a building, took them to the roof and
shot them. It had pictures and everything. It was quite gruesome. It
was tragic in a sense that these guys maybe committed crimes, but did
they commit crimes worth that. It was almost like stories, historical
accounts of the guillotine in France during the revolution. It seemed to
be uncalled for. You hear stories now that the guys who were actually
in power, the criminal elements, the crooks of the country at the time,
how do you take that in context it is hard to say. I'm sure that there
were atrocities committed and I am sure there were corruption but did
that really warrant that type of action. Is it worth putting them in
prison or is it better to kill them. Can't answer that question. It
becomes a burden of society if you put them in prison for a long
period of time. That happened that day. Then we went through the
tax collection place and then we went through passport control where
you had to turn in all work permits and they reviewed your passport.
In that process they had their stoplist. From that stoplist they would
look at the passport and the person, and either let them go or not let
them go. They didn't stop anybody at that time. Then they went
through a complete search of everything that you had. They had taken
the luggage off earlier and they had searched that. They searched
everybody. They found people with a lot of money on them, couple
thousand dollars, and took it away from them. Both Iranian money and

JP American money. Anything that represented descriptions of Tehran
Cont they took away. Some people had maps drawn, they took those away. They didn't take mine away. Everything I wanted out I took out. They did not do a very thorough search, but it was a search, but it wasn't a total strip search or anything like that. They didn't question the \$500 I had in my pocket. The million Riyals I had I turned over to Lou Gouelz before I left the American Embassy, with a note saying pay our remaining Iranian employees with this money. He subsequently did this. One thing that I really think he did right. Lou is a survivor, he is in a political job and he has survive in that job over the years. I guess you have to do that. More of an indictment against our Government in a way of xxxx as opposed to the man himself. So, we go through all this and they take us outside and say here find you bags and then load them on the truck. So we load them on the truck and the truck goes off and puts them on the airplane. We go to the airplane, and again they stage for the cameras the Americans coming off the busses, going on the airplanes. Again they look at passports. Get on the airplane, we are on there about ten minutes . . .

KF Wait a minute. There are two planes on the runway?

JP I think there are three, but two I am positive of. Two PanAm back to back and I believe there was a xxxx 747 behind us.

KF Another passport check, presumably at the foot of the ladder.

JP Yes. They looked at mine a couple of times, primarily because I had a beard now, it is reddish in color. Obviously it does not look like my picture which is a little round face with little beady eyes. Something different. So they look at it a couple of times and then let me go. They really didn't hassle me or anything like that. Just asked this really the right person? Get on the airplane, no seat assignments--first come first serve--we sat separately on the airplane. Then all of a sudden they go through and look at passports again. A lot of moving up and down the aisles. The captain comes on and says looking for Paul John, and William Denny. I never knew what Bill and Paul's

JP middle names were. I didn't understand what was going on at the time
Cont. other than that they were looking for somebody. And they go up and
down the aisle and the captain says, "If anybody knows who these
people are, please stand up and identify themselves so that they can
expedite the aircraft leaving. We cannot leave until the Iranian
government are satisfied that these people are located or their
whereabouts." They did this for a long time. It seemed like an hour.
So they have gone through one passport search. I have basically been
up for a long time maybe I am unnerved or whatever, but I sat my
seat back to the reclining position and put my passport on the lapel of
my jacket and go to sleep. They go up and down the aisles, they took
my passport out three times, looked at it put it back, or whatever this
process was. They finally gave up. After he has made his
announcement over and over again eventually they had given us
clearance to go. So we take off. The captain said we are overloaded
with people, we will have people sit on the floor. and we are going to
take off. The captain of this airplane, as a matter of fact, happens to
be a guy who also piloted the plane out of Iran the first time a lot of
EDS people went out. He also happens to be the PanAm pilot who flew
the PanAm plane off the edge of the runway in Canary Islands when
they had that crash with the (Louton?). He has had a lot of
experience; he is a survivor. So we take off. Fly or so out in the
flight I walked to the chief steward of the airplane. I said, "Is there
anyway in which I can get a message to somebody in the US about
what has happened." He said, "Maybe if you write it down, I can get
it through." What I did was told him who I was and who I worked for
and I wrote down the message and gave it to him. Asked him to send
the message to Merv Stauffer of EDS. The message said, "The eagles
have flown their nest." I understand as we landed in Frankfurt EDS
here in Dallas got that message. That is confirmation. Nobody knew
where we were.

KF They probably knew that the plane had taken off but they didn't know
for certain that you were on it?

JP Right.

KF You took off late afternoon, it must have been getting close to dark?

JP Yes, it was very late in the afternoon.

KF It is Saturday night, European time, and at this point they must have been fairly happy in Dallas because they knew then that you were on your way to Frankfurt and that the other team was on its way to Frankfurt in Ross's (MO7?).

JP Yes.

KF You landed at Frankfurt. You were pulled out of line by EDS people.

JP Not really, we came through a control area and there was an American official, I guess a military man, I think an Admiral or something, was there as the people came off the airplane and he was talking to the press. I don't recall, but we went through a brief check that this message had said who we were. It was like a minute at the most, and this guy, the press, is asking us questions. Schwebach, Pat, Sculley, Ron are there and they say, "Don't say anything, just go down that way." What about our luggage? "That will be taken care of." We went down this way, down a couple of doors and ran into Jay and Paul and Bill and the Colonel. In about 15 minutes we went through another door into another waiting area and then off into another one. There was an Iranian who followed us, who was on the airplane with us. He followed us, and he walked up to us and asked us if we had any cigarettes and how to get to someplace. It was really something. This guy looked like he was an agent or something. As soon as that happened we heard that the possibility of us not being able to take off, possibly because of the weather, and there was a law that we could be extradicted back because of the German laws. In my mind it said that this guy that had followed us was off trying to make this happen. Hearing all of this. I don't know if that was true or not. It was just so coincidental that this Iranian showed up and followed us through this and ran into us. Either he knew or he was trying to be make things known. That is all speculation.

KF Of course, two of the people . . .

JP Gallaghers.

KF Tell me about that.

JP They just disappeared.

KF There was no discussion? They must have said they were going otherwise you would have started looking for them.

JP No, not from me. I looked around and said where is Kathy and Reza and I was told they decided to do something else.

KF They must have had that discussion with Schweback and Sculley?

JP Or Ross.

KF Was Ross standing there waiting for you as well?

JP (Must have confirmed it with a nod)

KF I see. I see. First of all there was a malfunction of the plane and there was a part, or something had to be done?

JP Not as far as I know. All I remember is we were on the airplane. We are in the waiting room. Maybe about 10 minutes later we go to the airplane. Through a bunch of secret doors, it seemed to me. We are sitting on the airplane and the airplane is iced up and they say they have to wash it down to get the snow and ice off. Which is fine with me. Ross says, "How long will it take." Pat says it will take a little while because another airplane ahead of this. Perot was a little upset about this. His anxiety level is very high really based on the things he has heard about. We could be delayed on the ground because they won't give us clearance because of weather and the Iranians could be trying to stop us from leaving the country. So, everybody tries to get

JP everything done. Finally, they came and washed down the plane. I
Cont. never knew that we had a malfunction until I got back to the States.
Other than the fact that somebody the airplane kept getting very hot
and then very cold. I was told a valve stuck open and all the heat
was coming in. So evidently there was a malfunction and the decision
to land. I didn't know how serious it was or anything like that. I
think there was maybe Ross and one other person that thought it was
a big deal. So we landed.

KF You didn't know that it was a serious malfunction? You are very
incurious guy, aren't you?

JP No. I mean, there was nothing I could do other than the fact ok the
airplane has a valve that causing the probable. Is that valve going to
cause me to crash right now? Right good is it going to do to be up
here 30,000 feet to figure that out. (JP laughs and laughs).

KF Most people would be curious as to whether they were going to crash
or not. Most people would try to figure it out.

JP Nobody asked the same question. Only those people who knew were the
people who were talking directly to the Pilot.

KF But you had to stow all of the loose stuff when the cabin got
depressurized.

JP No it didn't. The cabin wasn't depressurized. It got very hot.

KF Well it wasn't completely depressurized but the pressure inside the
cabin changed rapidly.

JP Not that I am aware of.

KF You've got good ears. Other people were in pain. And you had to
stow stuff.

JP Yah. We put things away because we were going to land. There was food all over the airplane. They had gotten all this food and everything. It wasn't a matter of. Nobody said we are going to crash, we have to put all of this stuff away.

KF Some people thought you were.

JP If they did they are more perceptive than I was. (JP laughed).

KF (You laugh)

JP I never really didn't realize until somebody said something to me a year later that that was a real problem. There wasn't much I could do about it up there except say, "OK. So what are our chances." I really wouldn't have done much better. Other than to have said, "Jesus." Am I suppose to do something amusing?

KF (You laugh and laugh) You did, it is the English that is suppose to be this way.

JP Not all Americans are super hyper.

KF You are rather the other way. Land at Heathrow, get to the Posthouse hotel.

JP That was interesting at Heathrow, they didn't know we were going to land there. We couldn't get off the airplane because we didn't have any custom clearance. ? talked to a couple of boys who came on the airplane and they were giving us a hassle. I started talking to them about the role that had been played there quite recently. Finally I got him to take me to the custom house and talk to the chief inspector. One guy stayed with them, we finally cleared the airplane to let us get off the airplane. The crew stayed behind and we all left and went through customs. I left a briefcase on the airplane with \$50,000 in it.

JP I'm sure Keane told you about that? That caused no end of questioning
Cont. and things like that. I could have taken it and walked right through
customs. They asked me if I had anything to declare and I said no
and kept walking.

KF Did you know that you had left the briefcase.

JP No, maybe I was just xxxxx, that why I didn't know the airplane was
in jeopardy.

KF Maybe you are very fatigued by now.

JP I slept on the airplane. As I told you, I went to sleep while they were
searching the third or fourth time. I wasn't. I knew where the money
and I said I would keep it. I got involved with the custom people and
that is really why I left the money. Ralph was having a little hassle
with them and they wouldn't listen to Ralph so I just . . . Ralph was
suppose to take care of that. They had a bit of a word match there.
Nobody was getting anywhere. So we tried a different approach. We
went to the Posthouse Inn, if that's where it was, I had no idea where
I was at that point in time.

KF I think it was the Posthouse. You got a couple of hours sleep.

JP I guess so. It was like one or two in the morning and we got up and
left at six or so.

KF Not everybody got up?

JP Who didn't?

KF Coburn. Coburn had to be dragged out of bed.

JP I don't know what happened.

KF Everybody was suppose to have alarm calls and nobody got them.

- JP Somebody knocked on my door and said it is time to get up.
- KF Long bus ride to Gatwich, and you get on this Braniff flight. Tell me about that.
- JP The Braniff flight? We go to Gatwich and go through different things, go through customs, do some shopping, wait a little while and get on a Braniff. I think we are the last to board. I think they held the plane for us. We go and sit in the first-class section. It is a bit of a rowdy group. Colonel Simons was dressed in fairly shabby clothes, very warm clothing. Jay has a beard, similarly dressed.
- KF Hadn't Simons shaved his beard by this time?
- JP Simons had really never had a beard, as far as I knew. He may have had a couple of growth. But he really did not have a beard.
- KF He had a moustache.
- JP Possibly. Every once in a while we all shaved everything off, but not at the same time. Then we would grow it again. Like when we were here in the states I grew a moustache and a beard and then shaved it off when we got to Paris. And then later I grew it again, then saved it off.
- KF Somebody had said the Colonel had shaved with cold water.
- JP He did in Turkey, I believe, but I don't think it was a full beard. Just several days growth. His beard was very heavy, very thick. More than four days growth would have been a fairly heavy beard for him.
- KF OK. His face was covered with bits of tape. Or maybe it wasn't this flight, maybe an earlier flight.

JP Not at this point in time. He and Jay sat in the back of the first class section and Ross and I sat next to each other. We were sitting four or five seats in back of people that were not from EDS. John Howell and Bob Young sat together. We were spread out. The stewardess were very congenial. About half way through the flight we gathered all of our monies up again and recounted it and accounted for all of the money.

KF You did that in the upstairs? I am told that when Keane went up there with a bag of money and dumped it on the floor and started counted it that the non-EDS passengers who were sitting up there having a drink left fairly quickly.

JP I wasn't up there so I don't know.

KF Who is waiting for you here, personally?

JP My wife. They had brought her from San Antonio.

KF Children?

JP My children.

KF How do you feel about this whole venture now when you look back on it?

JP It was worth doing, I would do it again without any hesitation. I would want everybody is what we would do. It was unfortunately that we had to do it that way. I think that is the only remorse that I have. I am glad that we never took any weapons there. There were a lot of people who were in to being able to shoot someone.

KF Too many people on the team.

JP It is hard to say this. There was a lot of discussion about what we would do with the weapons. My comment to Simons was, "Rather than

JP take the weapons into the country the first time, let us take the Cont. vehicle into the country to see if they identify it as such. See how it goes through customs first. Let do not take the weapons. Because, our first plan was to go in there and look at the country and see what we had before we brought everybody in to do what we had to do. So, I guess maybe that is why we did not take the weapons. I was not in favor of taking the weapons at all into the country. I am glad that we did not do that. I think that is one of the things we were successful in, not being involved with weapons at all. Some Americans in the American Embassy, just had cartridges, light rounds with them and they got a lot of grief from the Iranians. Or they had small pocket knives and it was a real hassle for having this. All in all I would do this again. I don't see any reason what it was a big deal. Other than it is unfortunately that a company has to do it, the government doesn't do it. I don't know to answer that.

KF OK. Now you haven't at any point told me that you were scared. The strongest word you have used is "unnerved."

JP There was one point where I was afraid and that was where I was nervously, jittery. I could feel butterflies in my stomach and that was twice. One time was when we got stopped at the roadblock and this guy was asking questions and I could not unlock the door. I had to think about a way to proceed. The unnerving situation, the next day when I drove around and they were shooting.

KF What was the best moment?

JP Best moment in what sense?

KF Happiest moment? Most thrilling moment?

JP My most thrilling moment was when I was sure. I got a phone call just before I left Goelz's house. That phone call said, I believe it was Tom Walters, we have the people. That was, in essence, the end of it as far I was concerned. The rest of it was going to happen regardless.

There was no reason for us to be returned. It could have but there was really no probability for that to happen, at least in my mind they were very slim. That is an underestimation but there was really that we could have done. We could have hid out in the city, and waited for another time. That is the reason that I asked the PanAm guy who they were looking for. If they are looking for us at the airport, then what were we to do. The American Embassy would not tell us what was going on. I don't think they really knew what was going on. If they did, I thought the American Embassy was ill-run, ill-manned, ill-conceived. Two times is when I knew they were gone, and when we actually took off.

KF Did you ever make a real bad mistake?

JP In this situation?

KF Yes.

JP What would be bad?

KF Saying the wrong thing to an Iranian. Failing to carry out Simons orders, thereby jeopardizing the whole operation by what you did.

JP Probably the only that Simons cautioned me about driving too fast, unnecessarily.

KF Other people you spent a good deal with. People in doing things, who did you like best?

JP How? professionally?

KF No, not professionally, as a person.

JP Probably, Art. As a friend?

KF Yes.

JP Art.

KF That is interesting.

JP Why do you think that is curious?

KF Because you have known him a shorter time than any of the others. Obviously, he made a big impact on you.

JP Yes. His philosophies, his thought process. I spent more personal time with Art. Chronologically, I met Jay when I was still in the Army and he was the manager or recruiter who recruited me for EDS. Jay, I knew him in Iran. I did not get to be personal friends with him, I just knew him. There was really no closeness in that sense. Jay has some different philosophies, and at the same time he had some same philosophies. Bill was my manager, my manager's manager, and again I never built any close relationships with him. I had spent 40 or 50 days with him and we talked about everything. So, you build different relationships. It is not that I don't like these guys.

KF No, I understand the point you are making. But still and all, Simons was about double your age. The other thing that is on my mind is that Jay Coburn is saying. I asked Jay if you had to spend four weeks in a mountain snowed up with one of those guys who would you pick. He said Simons. And you practically did that. Instead of telling me why you didn't have close, as close relationships with the other guys on the team, try to think for a minute about why Simons appealed so much to you.

JP Philosophy we were not that far apart. He like riding horses, he liked (could not hear). He, from a Military sense, saw the same weaknesses, he is well read, easy to talk to. You could talk about a variety of subjects. You could bounce ideas off of him and get a candid opinion. Not one developed because he was trying to manipulate it, not that

JP these other guys were or anything like that, but he was different from
Cont. a business point of view. You hear the story that you do not want to
live the same person you are working with. You probably don't want
your best friend to be the same person you work with or develop any
deep personal relationships.

KF Yes, but I don't want you to contrast Simons with other guys. I want
to know about him. I am asking questions about him. Much more about
him. We will talk about you in a minute, I hope.

JP He was just really a, he wasn't a father image or anything like that,
he was just easy to get along with. He taught me that patience was a
good deal. Taught me that people have to be treated as people, not
that I didn't know that, but he gave me some insights. I would not
have sought Art out to be a friend, but being thrust in that situation
I would account his as a friend.

KF He appealed this way to almost everybody.

JP He was not all things to everybody, but he had enough things about
him that makes him unique. You could talk with guy. You could relate
to the experiences he had and you have had and you could bounce
ideas off him and that is important to me. You know, few moments I
have spent with you, I could probably at some point in time in a
relationship; unless you happened to be really out in left-field which
I can't detect that being, develop a friendship with you too. It is hard
to put in words about what it was about Art Simons. Art Simons did
not awe because he was a great military hero. Would I follow him in
every endeavor? Probably not. This went more to he did do things in
conversation that allowed me to grow so I had to count that as
friendship.

KF Let's speculate for a minute. Let me try you with a wild question. Was
the kind of person that, if your wife left you, you would go to him
and talk about it?

JP I probably wouldn't talk about it to anyone.

KF I might have guessed.

JP If I had to talk about it, really spell out what my thoughts were, I would think that Art would not be personally critically of me for that. That he would say, Hey, you screwed up, you need to go do this. I would be able to think about it or he would say that that was the best thing that could happen, make the most of it. Something like that. I would be able to take that advice, not that I necessarily would follow it, but I would be able to take that advice and have it weighed very candidly. It wouldn't be anything that was developed out of any manipulation, it would be is this really what I would think. That is the kind of people that you need to say things like that to. Did I answer your question.

KF It is as close as you are going to get.

JP I don't know how to answer your question. I don't develop friendships very quickly. I am very guarded. Art's philosophies, his thought processes, were I thought a lot like mine. His were more refined than mine were but he has lived longer. He is the kind of guy I would go out of my way to send a Christmas card to.

KF It is interesting that you say his thought processes are somewhat like yours. The same thought had occurred to me. People say, people that didn't get to know him as well as you, say that he was a guarded person as well. Do you think that is right?

JP Very definitely.

KF OK. Let's change tack a minute. While you were in Iran, while you were in training or so on. Was there anything other than the operation that was on your mind?

JP There is nothing that you can write about. There were plenty of things. Primarily, my thoughts were what is happening at home. Art and I talked about this quite a bit. What eventually happens to me from a future point of view? In the business, where is my next opportunity. I never thought it would hold me back or anything, but what is really my next move from a business point of view. Iran has gone away. Which was an extremely good move for me from a business point of view. I learned a lot about business in Iran. Being with Simons was an extremely good move for me. Not doing this other bullshit that we had to do, it was secondary for me. Knowing Art was a good thing for me. So that was really my thought process. There many other things going on that I don't care to share.

KF OK. If, for example, there had been somebody ill in your family. That is the kind of thing I was thinking of. Children sick.

JP No my children were . . . I was very secure in that process. My children were very well, my wife was very well. They were in a place where they were surrounded by people that they knew and they were very comfortable. So, that was not a thought process that went through my mind. I was not legitimately concerned about my family. My parents, my brothers and sisters, I really was not concerned about them at all.

KF Were you ever sick during the operation?

JP (Must have nodded his head).

KF What was the funniest thing that happened?

JP I will have to think about that for awhile. Can you ask another question and come back to that one?

KF OK. The rest of it is just a little bit of your life story.

JP September 17, 1946.

KF Where?

JP Phoenix, Arizona. The physical place I was born, where I lived. My father was stationed at Williams Air Force Base in Arizona which is about 30 miles south.

KF He was in the Air Force? What was his name?

JP Yes. My father's name was Lester.

KF What sort of thing did he do in the Air Force?

JP My father was in the army air corps and was involved in World War II and he was basically an airman, enlisted person, who was involved, as best I can tell, in various bombing missions in Europe at the very latter stages of the war. He is only 59 now. He worked after the war and throughout the rest of his career in the Army as an aircraft mechanic. He is a very good mechanic. He is very good with his hands and he is very good with gardening. Doing things around the house, he is very good at that. He is a perfectionist. Everything, his house is like a home nobody has ever lived in. Everything is in its place, everything is neat and orderly. Which is a good environment, it is a very charming environment under the right circumstances. He retired from the military and then got into civil service doing jet aircraft analysis. Basically, how do jet aircrafts perform best and what parts have to do what, best stress tests, and things like that. That is what he does today.

KF Today he is really more of an Engineer than a mechanic?

JP Yes.

KF What military rank did he retire at?

JP Master Sergeant which is different than a Master Sergeant in the British Army.

KF Oh, is it?

JP It depends on where the perspective. A Master Sergeant in the Army, at that time in the Air Force at the time he retired, was the highest enlistment rank you could obtain. The British Master Sergeant really represents some transitional type person as I understand it. He really runs the show, the officer simply for other reasons.

KF Is he a guarded man?

JP No, I don't think he is. His personality is not the same as mine. He is very open.

KF Were you the first in the family?

JP My mother has been married previously, so I have an older half-brother, then myself, and then my sister and a younger brother.

KF What is your mother's name?

JP Barbara.

KF Tell me about her.

JP She was born in Iowa and became a nurse and married my father in Louisiana where he was born and they had children. They lived predominantly in Arizona where I was born. In both Arizona and Texas we kind of moved back and forth between those places. They divorced after about 13 years of marriage. I lived with my mother for awhile and then with my father for awhile. My mother lives in California. She

just recently retired from the Public Health System as a nurse. She has been doing that for twenty-five years.

KF How old were you when they divorced?

End of Tape