

TAPE #27--SIDE A

KEANE TAYLOR

KF You got into data processing college..

KT I came out of high school, didn't know what I really wanted to do. Knew I didn't want to pump gas, was not too thrilled about going to college at the time. My older brother was in college. I decided to go to the Marine Corp. Spent three years in the Marine Corp, came back out.

KF What years would they have been?

KT 1956, '57, '58, '59. Three years out of that.

KF And what sort of thing did you do in the Marine Corp.

KT I was in a...started out in a motor transport battalion, in a field artillery outfit. And then into a security type detachment.

KF And you came out with what rank?

KT Seargent. Couple of times.

KF What, you got busted?

KT Sure. The Marine Corp is an easy place to get busted, especially for an 18 year old kid.

KF What did you do?

KT Oh, just screwing around. You know, extra few hours of liberty, nothing serious, you know. That type of stuff, screwing around and stuff.

KF And when you came out in '59, you went to the University of Pittsburgh.

KT I started going to night school and to work.

KF What as?

KT I was a supervisor in a large clerical, mechanical area of a bank. The check clearing area, which is using machines to clear checks, etc. The bank, within three or four months after I started working there...I worked at night and was going to school during the day, had some 35 people doing this work. There were us supervising the department at night. A friend of mine within the bank...or let's say a friend of my family who worked in the bank, said Keane, the bank's going to go into automation, I think this is a real good area, if you are interested in going into it, you ought to look into it. So taking his advice, they were looking for people, throughout the bank, who were interested in data processing.

KF So the bank was automating, a friend of the family's said to you, he thought it was a good area, you should go into it. What were you studying at the University, meanwhile?

KT Business. Accounting and Business. So I got involved in the data processing department that was just starting up, and as things started to progress I became more and more deeply involved in data processing in the bank, it was growing, it was a new industry. I found out that I had an aptitude for it, and I really enjoyed it. There were...it got to be...except for the mathematical part of it, the accounting, which has very little to do with data processing, what I was studying in school had very little applications with the job that I was doing, and becoming more and more convinced that I wanted to have that as a career. So I think I was putting more and more emphasis on the work and less and less concerned about the education. Finally...we were doing alot of shift work in setting up this data processing department

and so forth and so on, and you know, I was switched from working during the day to working at night, and back and forth, and it was just screwing up my college semesters like crazy. So after a couple of years of that I just dropped college altogether. I was too deeply involved in data processing. And making great strides in it, and had determined that that was what I was going to do, and at that time there were not such a thing as a computer science degree. University's had not started off with programs. Some of the junior colleges were teaching courses in it, but they were introductory levels that I had already passed. Today, if you are of a mind to take a data processing career you can go to any number of colleges here in the United States and get associate degrees in data processing, computer science degrees, you can either major in it, or minor in it. At that time there weren't....

KF When did you meet your wife?

KT In the bank. She worked at the bank. We were married in late '69, after, oh, we had only known each other 6 to 8 months.

KF '69.

KT It was late '69. It was today, November 10th. Jesus Christ.

KF It's the 9th today.

KT It is the 9th?

KF Isn't it Monday.

KT No, it's the 21st. Oh, am I in deep shit. I bet you my anniversary is either the 10th or the 21st of this month.

KF I thought you said your son was 14. By a previous marriage.

KT '69...

KF We're in '81.

KT Oh, '59, wait a minute, what am I talking about. It's '59. I'm sorry, because we were married 9 years before Michael came along. I'm sorry it was '59. I've been married 20 some years.

KF And your career in data processing obviously blossomed along to data processing.

KT I worked for the bank in data processing for 9 years. I believed at that time there was no more future for me at the bank. I had absorbed everything the bank had to offer in data processing, and there was no place left to go. These days alot of people in...who start in data processing, go into positions of responsibility within the company that has the data processing. At that time I realized, you know, that the bank wasn't going to move people into banking position, out of the data processing department. That was the career I had chosen, really, and not banking. And that it wasn't...for a person's future it was not conducive to work for someone who had banking...who only had data processing as part of their business. So I left the bank. I went to Martinmaria in Orlando, Florida, in their data processing areospace, seemed to be a good area for data processing people at the time. I did not like Martinmaria. It was totally disorganized outfit. A friend of mine, or a person that I had met at Martinmaria had left, had come with EDS, had called me and told me that, you know, this was a good company, data processing was their whole bag, it was going to be a growth company, and it sounded like a company that I was looking for. I came here to Dallas and interviewed with Bill Gayden, and accepted the job. That was '69.

KF Your second marriage. You told me your big interest is bridge..or one of your big interests is bridge. Any other big interests?

KT American football. You know, I still like to watch it, I don't play it anymore, obviously. But I still play basketball.

KF And you read alot of spy stories.

KT Oh yes. Reading is a big thing...European television to me is a waste of time, especially in a country where I half understand the language. Reading has always been a favorite past time of mine. So I do an awful lot of reading. Whether it be on a plane, or at home. It's a good distraction when I have a lot of problems, you know, business problems things like that, I like to read. I don't read an awful lot of technical, surprisingly, technical stuff. That's why I know I use the reading as an escape out. Just totally unrelated to my...

KF Any religious belief?

KT I'm Roman Catholic, not a very good one.

KF That's what they all say.

KT Yes.

KF And what's your position at EDS now?

KT Within EDS World Corporation, I'm the managing director of EDS World Europe.

KF I think that's it.

I GUESS YOU DECIDED TO CONTINUE..

KT We get to see them in the prison that day. I wanted to go to the prison to see them. We had to get permission to go see them. The lawyer, Humham, that we were using, said that he would take us down to the ministry and get this piece of paper signed that would allow me to go to the prison. And the demonstrations...the streets were

KT packed. We could not drive. We drove so far south and then left the
cont. car and walked the rest of the way. We had a driver, he was one of
the drivers from Bucharest, and I don't know whatever happened to
him. He went back. We walked to the Justice Ministry Building down
by the bizzare. I mean, wall to wall demonstrators. And the Justice
Ministry Building, the people were walking through the halls
demonstrating. They snuck us through this back door, and out the
guy signs my little pass. And they snuck us back down the back
stairs and Humhan turns around to me and says, you can make your
own way back, I only live a block from here, I'm going home. And he
leaves. And there I am, in cowboy boots, my orange ski jacket, 6'2",
blond hair, blue eyed, and I stuck out like a sore thumb, and there
are millions, and I mean literally millions of people in the street. And I
got 10 miles to go to get to Bucharest. So I walk...And I didn't know
the way straight back up, but I knew my way up from the bizzare. So
I had to actually go south to the bizzare, then I went all the way in
across in front of the bizarre, at least 8 blocks. And then turned left
and headed straight up north, through these enormous
demonstrations. A little bit of tounge in my cheek, trying to keep a low
profile, 6'2" with an orange ski jacket on and everybody else is in
black. Got hustled a few times, not seriously. A couple of mullah's
grabbed me, I just kept on going, they didn't, you know, they
didn't...they screamed at me, but I didn't even understand what they
were talking about and I just kept on going. I walked ten miles
through that crowd back to the office. And I'm almost to Bucharest
street, where I turn in, and here comes a car screeching in next to
me, people yelling out the window, and I turn around and look real
quick, it was a group of our...^{Rashid} and so forth. A couple of cars
had stopped me down the street. There was a big scam going on at
that time. Iranians would pull up next to you, ask you for change for
money, swipe it all out of your hand and take off in the car. It had
been tried...it was tried on me two or three times that day, trying to
come up that street. I thought this was another deal. Got to the
Bucharest office, finally, after...it must have taken me three hours to
walk through that crowd. You know, I was apprehensive about it, but
once again, not seriously scared. John Howell and I were trying to go

KT to get the papers signed by the Central Bank, Bank Marcazi, to allow cont. the letter of credit to be posted. We had to get there within a few...a short period of time, because it was going to close. And I was driving, and John Howell was sitting there with his attache case in his lap and his eyes closed. And I was just screaming to the traffic, typical Iranian driving fashion, smacking fenders, inching them out of the road, but we got there on time. John Howell would ride in another car with me as long as he lives. I mean, it was up over curbs and that type of stuff. Like I say, I don't remember how many of those I will remember on the way home on the plane, or something like that, but I'll start jotting them down, and you know, if there is any medium I'll record them and send them to you.

KF Terrific.

July 13, 1982

Merv Stauffer
7th Floor
7171 Forest Lane
Dallas, Texas

Merv,

Attached are my comments on the draft for you to pass on to Follett. I think it has a long way to go. I would suggest now that the outline is there, that either individual meetings with each person be held by Follett, or maybe a group meeting to talk over what may or may not be missing, and how it can be improved.

I believe much could be added during the trip out, but I don't know others' thoughts about this.

A handwritten signature in blue ink, appearing to read "Keane". The signature is fluid and cursive, with a prominent initial "K".

Keane.

July 9, 1982

The following are my comments, suggestions, additions and changes to the draft of "The Bull and The Peacock" which was sent to me last week.

o On page 6, line 15

This should say one thousand rial bribes.

o About the evacuation flights

There were two evacuation flights or planes which people left on the first day.

- 1) The Pan Am flight which was delayed until about midnight.
- 2) The Lufthansa flight going to Frankfurt which was delayed for 31 hours. This flight of about 20 people, the overflow from the Pan Am flight, sat on the runway loaded the entire 31 hours. A part had to be flown in from Germany before it could take off. They would not let the people off the plane for fear the Iranians would close the airport and Lufthansa would then have a 747 stranded in Tehran.

o About the food at the airport

Although the evacuation started in the morning, the planes still had not taken off by 8:00 p.m. The Lufthansa flight was loaded and sitting on the runway; the Pan Am was not yet loaded. All the food available in the airport had been consumed by this time.

There was a 9:00 p.m. curfew in effect, so the evacuation team had to leave the airport and return to the office where we set up phone communications to the airport to check on the progress of the two flights.

Rashid It was then that we realized that we needed to get food to those in the airport and [redacted] and I went out and bought up the street stall food. But we could not get anything out to the Lufthansa flight. The next morning we rounded up jars of peanut butter and jelly and and did manage to get a Lufthansa ground crew person to take it to the Lufthansa plane as all the food on board by that time was gone.

o On page 10, for clarification purposes, I offer the following:

The twenty people were flown back in on the 13th. Omran and IJPC asked us to stop work on the 15th, and Paul now had thirty people in the country, and no work.

Paul had sent half the evacuation team home for Christmas. The ones who stayed were working on Omran and IJPC projects where we had to keep working or default under the terms of the contract. Then on the 15th, they told us to stop.

- o I think the first sentence on page 11 is out of line and does not contribute anything to the book.
- o On page 27 line 20, the word "deals" doesn't sound right to me.
- o On page 39 I believe it would help to clarify who was still in Iran and what they were doing. If Ross were to ask Bill Gayden what the situation was in Iran at that moment, the situation was as follows:

As soon as word was received in Dallas about Paul and Bill being arrested, Tom Walter ordered all non-essential people to be evacuated the following day, the 29th. That left Lloyd, Rich, myself and four other Americans in Tehran. Some time on the 30th, Tom instructed me to bring everyone else out via Germany except Lloyd and Rich, and to call him as soon as we got to Germany.

- o On page 54 couldn't Ross sleep on a couch--does it have to be the floor?
- o On page 57 I take a lot of kidding about my quick temper, but I am not the butt for practical jokes. *Bull shit.* [Bull shit.]
- o On page 58 For clarification purposes, I think it might help if Ross told me to close down the operation as much as possible, terminate the Iranian staff except for a few who could be trusted and counted on in a pinch. It might also be a place too for him to state he wanted Lloyd to come out to New York. Once again, I think this may keep everyone straight as to who is where and doing what.
- o On page 58 I will offer you the thoughts that went through my mind after my conversation with Ross:

I sat there for a few minutes thinking about how my wife Mary and my two kids, Mike and Dawn, were going to react when I told them I would not be meeting them at my brother's in Pittsburgh. I had called her before leaving Tehran, and told her we would be going back to Dallas to put the kids in school. When I called her, I could tell she was worried, but she told me to do what I had to do and then come home quickly.

To tell the truth, I was worried myself. I sat there remembering that three weeks ago, the mobs had started to form up outside the Bank Omran where I worked. We had quickly sent everyone home; Glen Jackson and I had locked up the building and started walking north.

As we turned the corner onto the main street, we walked right into the mob as the army opened fire and charged down the street. We ducked into a doorway of a building. The door of the building was opened quickly by the owner and he yelled at us to get inside. We did. But before he could lock it again, four demonstrators forced their way in. Behind them came five soldiers. Glen and I flattened ourselves against the wall as the soldiers began beating the demonstrators with their billy clubs and guns. One of the demonstrators broke away and tried to get out the door. Two of his fingers were almost torn off his hand, blood was spurting out all over the glass door. He finally got the door open and fell into the street. The soldiers dragged the other three into the street. Two were unconscious or dead, the other was a bloody mess. The owner kept us there until the street was clear and then told us we were crazy to stay in Iran; he kept saying, "It's falling apart. Get out while you can."

Two days later, Ron Davis had been stranded at the data center and my driver, Ali, and I had gone after him. As Ron was coming out to get into the car, machine guns opened up by the front gate. Ali raced the car out the back gate, we had to get north before we got cut off. He went around the corner on two wheels right into a road block. Demonstrators had turned over a bus and it was on fire; we could see the troops advancing from the other end of the street. He reversed the car quickly back into the intersection and we tore away. The next street was empty and we raced north on it; as we neared the end we could see a tank sitting right in the middle of the road with troops spread out behind the trees on each side of the road. Ali leaned out the window and began shouting "Americans, Americans." As he slowed down, an officer stepped out and looked us over, then waved us past the tank.

There was violence in Iran and it was getting worse every day. And I had just agreed to go back into that violence. Well, I couldn't walk back, so I had better find a plane.

- o On page 106 you should delete the reference to Bob Young. He did not come in until Ross did. From the 1st until Jay came in, only Rich and I were there.
- o On page 113 I will offer you a more accurate dialogue of Jay and my conversation. Your choice.
- J. Do you have the envelopes everyone left with their house and car keys and instructions for disposal of their household goods?
- K. Yes.
- J. Can I have them?

- K. Sure.
- J. How is the car situation?
- K. We've rounded up most of the cars, and are holding them at a school. A couple of the drivers are watching them.
- J. What about gas?
- K. Rich got four 55 gallon drums from the base and we got them full down in the basement.
- J. I thought I smelled gas when I came in.
- K. Don't strike a match down there in the dark. We'll all be blown to hell.
- J. How do you keep them full?
- K. We use two of the big cars as tankers. Drivers sit in line all night and day. We siphon them into the drums, then back in line.
- J. What about fuel oil for the houses?
- K. I've got a source, but he charges me ten times the old price. I'm spending money like a drunken sailor.
- J. I need a house to set up in and twelve cars.
- K. Use mine. It's three blocks from the Hyatt and we can get to each other quickly. It's got a courtyard and a wall around it. The cars will be safe there and we can switch them at the Hyatt when they run out of gas.
- J. Good, I don't want to come here to the office and have the Iranian employees see me.
- K. I've kept ten of the best people we had, and four drivers.
- J. Give me a list of their names. I may need it.
- K. Did you know Ross is on his way in?
- J. Shit NO.
- K. I just got word. He's bringing Bob Young from Kuwait to take over some of the stuff I've been doing and John Howell to work on the legal stuff. They want me to work with John on the negotiations and bail.
- J. OK. I'm taking off for your place.
- K. Jay, why don't you tell me what's up?

J. There's nothing I can tell you.

K. Screw you Coburn. I want to know what's going down.

J. You got all I'm going to tell you.

K. Screw you again. Wait til you see the cars you get. You'll be lucky if they have a steering wheel.

J. Sorry.

K. Jay--

J. Yeah.

K. That's the funniest looking suitcase I've ever seen.

J. So it is, so it is.

o On Page 114

You can't use apartments as hideouts. You should call them houses. The houses had walls around them, the apartments didn't.

o On page 134, line 6

All EDS personnel consists of Rich, Bob and myself.

o Somewhere along here, Simons needs to tell the rest of us, Bob, Rich, John and myself, what he is up to since from here on out it reads as if we know.

o I don't know whether or not Simons talked to John, Bob or Rich, but he did talk to me. On the third day after he arrived in the country, Jay took me to see him at my house. We talked for 3 hours. At least, he asked questions, and I talked for 3 hours.

I had some very good friends among the Iranian employees. He wanted to know who I trusted. What the mood of the country was. Did I think Dagar could be convinced to let them out on bail? Why was the U.S. military and State Department pressure of no value?

I told him bail could be arranged if the overall situation in the country did not get worse first. The people who I talked to said flatly that the Shah was finished and there was no way he could survive. I told Simons this was hard for me to believe since the army still seemed so strong. But the one thing I was convinced of at this time was that the country was like a person or animal with the head cut off, only the head doesn't know it yet.

The head represents the ministers and officials in power; they keep giving orders to their underlings (the body) but the body just isn't listening, it's off doing its own thing.

No pressure from above was going to get Paul and Bill free. Either we had to get Dagar to allow bail or Simons was going to have to snatch them.

During the whole time we talked, he never moved from the chair where he was sitting. He never raised his voice, he never offered an opinion, he just stared me in the eye and asked simple one line questions and chain smoked his cigars.

- o Page 145, Rial tips, not dollars.
- o Page 151, same.
- o Page 154, same.
- o Page 154 I don't think it would have been a girl behind the counter.
- o Page 153 Ross should say that Bill Gayden is coming in to help instead of just having him show up later on.

- o On page 191
I had met Farhad Bakhtian in the course of my business dealings with the Bank Omran contract. He was in charge of the Foreign Investment department and probably the third or fourth most powerful man in the bank. Bank Omran was the private bank of the Shah through which all of the family investments flowed. It was full of bright, young, talented men who had been hand picked, sent to the States for education and then brought back into the bank.

When Bank Melli refused to go along with the bank guarantee, I thought of Farhad and called him for a meeting.

Bill Gayden and I went to the bank and explained the situation. He told us he would seek approval of his board and let us know the next day. He called the next day and said everything was okay, and we arranged the meeting for myself and John Howell mentioned on page 191.

- o Page 161
The Mars Attar affair had a very quick ending. John Howell and I met with Mars four times. Every time it was at a different place, and either very early in the morning or very late at night. He was very worried someone would see him with us. After the fourth meeting, he told us he was ready to approach Dagar. He had been assured by his friend that Dagar would listen to his proposal and we could expect Dagar to give us a sign that he was willing to reduce the bail.

The next time we met with Dagar, he told us we should not listen to people who said they represented him because they may tell us things that were not true and could be misleading to us. This is how he started off the meeting on page 162. So ended the Mars Attar affair. We never heard from him again.

- o On page 208 Paul and Bill have repeatedly been told we are at the Hyatt. Why think about going anywhere else?
- o On page 215
Everytime I went to see the guys at the prison, I slipped them money either when shaking hands or in the cigarette pack. I had become the unofficial treasurer of EDS funds and carried it around in a black leather bag which I never let out of my sight. When I had gotten back to Iran, I had copied Lloyd's signature and emptied all the EDS bank accounts and the safe in the office since some of the Iranian employees who worked in the accounting department knew the combination.

Everyday I carried tens of thousands of dollars and millions of rials in that black bag. Every time we went in to the hotel, the guard would make everyone open their bags or attache cases. After the second day, I would set the bag down in front of the guard, he would not even touch the bag. He knew what was in it and he didn't want anything to do with it.

- o Page 231, about the dog
Simons was worried that if we had to walk or ride horses across the mountains, that a bark from the dog could get us all killed, and that dog barked at everything.
- o Page 206
Just before John Howell got back, I got a call from the cycle man. He told me to get everyone into hiding as the fighting between the revolutionaries and the army was very bad, and any foreign people would be judged to be CIA agents trying to keep the Shah in power. I could hear intense firing over the phone and asked him where he was. He said he had just blown up a tank with a fire bomb, and they were trying to shoot down a helicopter which was shooting at them. I still can't believe to this day that in the middle of all that fighting, he would think of our safety, but he did.
- o Page 241
After hiding out for two days while the fury of the fighting went on, the sight of Tehran when we left was unbelievable. Trees that had been hand-watered everyday for 50 years had been cut down, and used as road blocks; then, since they were too big to move, set afire and a hole burned through them so traffic could use the road. Statues had been dragged down from their stands and broken or used as road blocks.
- o Page 260
When we arrived in Mahabad, the fighting was still going on there. You have to remember that most of the Shah's army was spread out along this northern border-- Iraq, Turkey, Russia. This army was the force which kept the tribes from breaking away for the past 80 years.

The tribes were now attacking the army posts and the army was confused as to whether to fight or not. The soldiers were not from this area and were afraid they would be slaughtered if they gave up. There were also in Mahabad many different tribes and factions who were trying to take power now that the government was falling. There was shooting all over the city. We had run smack into the war, not just the revolution, but the fighting between tribes and these different groups. The streets were packed with people and you could hear shooting all over the place. There was a large crowd outside the house that you speak about on page 260; everyone was armed and shouting to get inside the courtyard.

- o On page 263
EDS self-insures their own health care. The card I was carrying was an employee health care identification card with the company name "Electronic Data Systems" written on it.
- o On page 277
As we drove through the streets of Rezaiyeh we also saw lines of pickup trucks of all sizes being loaded with food. These were also going to Tabriz for the fighting.
- o On page 278 you call both towns Mahabad.
- o On page 281
The guards from Mahabad now felt it was safe to leave since the decision had been made not to harm us. We all shook hands and we thanked them for their help. I am sure we would have been in big trouble if the guards had not been there to help us.
- o On page 295
After I got most of the money out of the car, I was sitting on the floor pulling it out of the Kleenex box and the flashlight and putting it back in my black leather bag when Bill Gayden suddenly burst into the room and thought it was the guards and just about died right on the spot.
- o Page 297 Rials not dollars.
- o My last comment. February 19th is my birthday. It was without a doubt the happiest birthday of my life. - 40th!

Sincerely,

J. Keane Taylor