

Washington Post Live
Interview with Barbara Res by Drew Harwell
Res was former Trump Organization executive; led construction of
Trump Tower
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Drew Harwell: -- that time that you think would be helpful. I was remembering how you've gotten a Cartier bracelet from --

Barbara Res: Do you want to see that? I have it.

Drew Harwell: Yeah, I'd love to. That's the "Towers of Thanks?"

Barbara Res: I'll bring it down.

Drew Harwell: Okay. Did he give you anything else over the years?

Barbara Res: What?

Drew Harwell: Did he give you anything else over the years?

Barbara Res: No. I'll tell you a funny story about what he bought me. I just want to show you this.

Drew Harwell: Sure, take your time.

Barbara Res: This is an article from the Albany *Daily News* [phonetic] that was picked up by the wire services.

Drew Harwell: Oh, yeah.

Barbara Res: We were all over the country.

Drew Harwell: I feel like I remember seeing this picture.

Barbara Res: Yeah. This is a picture of me with the head of the concrete on the top of the building.

Drew Harwell: On Trump Tower?

Barbara Res: Yeah, this is a picture of me when I was looking into the excavation. This has been in the paper.

Drew Harwell: I remember seeing these.

Barbara Res: Now, this whole book is about Trump Tower.

Drew Harwell: Oh, I need to read this. I'm going to get some pictures of these, too, while you got them out here. The head of concrete, what's his name?

Barbara Res: What?

Drew Harwell: What's this guy here in the picture you're with, the head of concrete?

Barbara Res: Head of the concrete, president of the concrete contractor.

Drew Harwell: And what's his name?

Barbara Res: Joe DePaola, I'm sure he's dead now. These two guys, I think you had in your article that you did.

Drew Harwell: Yeah, I remember you mentioned that in the book, too. So this is you, right?

Barbara Res: Yeah.

Drew Harwell: And who are these?

Barbara Res: Blanche Sprague and Susan Heilbron. I also have this.

Drew Harwell: Oh, yeah what is this? Oh, it's the Trump Tower history.

Barbara Res: He gave this out at the topping-out party.

Drew Harwell: Oh, did you? I was just reading about that so that was where all the workers were at, right?

Barbara Res: All the workers, the mayor and the governor.

Drew Harwell: Oh, yeah.

Barbara Res: The city council president. It was just crazy who went to that party. That doesn't happen in a regular job.

Drew Harwell: Wow, that sounds wild.

Barbara Res: [Indiscernible] what's happening --

Drew Harwell: Yeah, please.

Barbara Res: -- about Donald giving me something? When I first started for him, he only had a handful of people working in his office.

Drew Harwell: Yeah, what year was that?

Barbara Res: 1980.

Drew Harwell: 1980, all right.

Barbara Res: He had a woman named Louise Sunshine who was down in [indiscernible] and her secretary. He had a leasing agent and his secretary.

Drew Harwell: Uh-huh.

Barbara Res: And a man named Harvey Freeman who worked on the casinos and his secretary. And then Donald had his own secretary. So there were eight of them and me, nine people. Then there was this guy named Lee, I don't remember his last name. He was friend of Louise's. She got Donald to rent him an office and a space, because we had extra offices. So this guy was a lawyer and he took an office and a space and he had a secretary, too.

Okay, this woman, his secretary, had a mink coat. Ivana used to have all these fur coats, you know. It was at a time back when mink was very popular.

Drew Harwell: Right.

Barbara Res: -- which lasted for [indiscernible] isn't now, not so much, although you see it more around now. Anyway, she was selling it. So she was saying does anyone know anyone that will buy this mink coat? I'd tried it on just to see it, and Donald came out of his office and he saw me prancing around. He said what are you doing? I said, I'm trying on this mink coat, she's selling it. And he says what does she want for it? And I said a thousand dollars. And he said, take it, I'll buy it for you.

Drew Harwell: No kidding?

Barbara Res: And he did, he bought me that mink coat. I've had it for a long time. As a matter of fact I had it made into a jacket and I still have it around.

Drew Harwell: So that was shortly after you started with him then?

Barbara Res: Yeah, it was. I don't remember if it was a year and a half after or half a year after. It was probably a year and a half after.

Drew Harwell: That was in the Avenue Z office. That was the office actually in Manhattan?

Barbara Res: 730 5th Avenue, the Crown Building.

Drew Harwell: So that was still the time when there were very few people who he was working with. Was this before he had bought the Commodore, that time or --?

Barbara Res: No, it was after the Commodore.

Drew Harwell: It was after the Commodore, okay, I've got you. Because you were with --

Barbara Res: HRH.

Drew Harwell: Right. And he sort of plucked you out from that project seeing you have done a good job, right?

Barbara Res: Right.

Drew Harwell: Yeah. What was he like? I mean have you heard about him when you were with HRH? You've obviously, probably you've heard of his sort of image.

Barbara Res: So you know it from the story. The day I started on the job, I was an assistant project manager. I had worked on the Citicorp Center Building and a lot of us were transferred over to the Commodore.

Drew Harwell: Uh-huh.

Barbara Res: It so happened that the head of the company was out there that day, the head of HRH. And he was talking to my boss, and my boss' boss. I don't know, they may have introduced me to him then. Maybe I have met him before, I don't know. But at any rate, the big boss happened to have a contract in his hand. He handed me the contract and he says, read this. Read this every day and get to know it. Anything that diverges from this contract, anything that's at all different, you've got to mark it down. You've got to keep a record of it because this guy will kill us, meaning Trump.

It was a fixed-price contract. That was my first introduction to what it would be like working with Trump. That he was going to hold us to the letter of the contract and that he was going to kill us. Subsequently, that contract was changed from a fixed-price contract to a cost-plus-a-fee contract which meant that we didn't have to worry about every little thing that we spent because we knew we would get paid for it. But that was a really telling thing, here's what you're up

against. This contract and this guy is going to be a -- you've got to have to dot every i and cross every t with this guy.

Drew Harwell: Yeah, that's a hell of an introduction.

Barbara Res: Yeah, but I saw him walking around the job and his wife, Ivana. They were a beautiful couple. Ivana was just extraordinarily beautiful and Donald would talk brashly. It didn't take a long time for me to get to see that -- I used to go to the meetings. My bosses had me attend the meetings with the owner and the architect. I could see that he was inexperienced. This was the first big thing that he had ever done.

Drew Harwell: With the Commodore?

Barbara Res: Yeah. Very brash and extremely self-confident.

Drew Harwell: And how could you tell that he didn't know what he was really up against?

Barbara Res: Because he did some things that were not very smart. I can't tell you specifically although I do remember one thing where he had to save everything that could possibly be saved in the building - all the pipes, all the machinery. It was just so foolish because we ended up taking it out and paying to take it out when we would have ripped it out with the demolition, and then paying to replace it after the fact which was much more difficult than it would have been if we had taken

it out and replaced it, when we replaced everything else. It was just a bad decision.

Drew Harwell: Uh-huh.

Barbara Res: And you know, we probably should have gutted the place instead of saved all the walls, you know. We've saved all the doors and sandblasted them. It was amateurish, but the deal wasn't amateurish. The deal was brilliant. The deal that he made with the government -- that was his first big deal and that was --

Drew Harwell: Because he had the tax savings of \$4 million a year. Something right [Cross-talking].

Barbara Res: Yeah.

Drew Harwell: And at that time, I mean it seemed that other people were doing sort of work in that area and the building was sort of rotten, as you would say. It was lice; it was bugs; and the homeless people in there. But did it feel like he had really sort of pulled one over on the government by being able to get that money?

Barbara Res: Pulled one over? I don't --

Drew Harwell: Or he was just that good of a negotiator?

Barbara Res: I think he just got a better deal than someone else might have gotten. But the city got something in return for that. That hotel rejuvenated that whole area of the city. And it became a destination, that hotel was terrific. It

was the real Hyatt, the Regency label. Before they had the Grand Hyatt - it was the first Grand Hyatt - and the reason they went to the Grand Hyatt was there was a Regency Hotel in New York. You probably know, it's on 61st and Park.

Drew Harwell: Yeah, yeah, yeah.

Barbara Res: And they couldn't use the name Regency, so they changed it to the Grand Hyatt. And it was the first of that brand. It was remarkable. It was a terrific business hotel.

Drew Harwell: In these meetings, would anybody contradict him when they would see sort of him doing amateurish things or did he just have such a big personality that nobody wanted to fight back?

Barbara Res: People didn't take him on so much, maybe a little bit. He was very nasty to his own people, very critical of his own people. He had a crew there, three people - a project manager, an assistant and a secretary. And he was constantly blaming them for things, and castigating them in front of us and stuff like that. It wasn't nice.

Drew Harwell: Yeah, so this was even before you were on his team. You could tell that he was -- what were the sort of things he would say and would he say the same things to men and women?

Barbara Res: Yeah, there was no women. It was just men.

Drew Harwell: So even the secretary was a male?

Barbara Res: Well, he didn't take on --

Drew Harwell: I guess, she wasn't there. You're right.

Barbara Res: Like, you know, he would say to us, to the contractor - I hope you're not listening to these guys (his people), they don't know what they're doing. You know, that kind of thing. He would undermine them.

Drew Harwell: He's undermining them. So even though he really didn't know everything he was talking about, he would constantly, sort of --

Barbara Res: He would blame his own people when he made a mistake.

Drew Harwell: Uh-huh. And so the Grand Hyatt work started. There's so much to do, he's trying to salvage all the stuff, not making enough money off of it. Was it sort of chaos when everybody was starting this work or was it pretty orderly?

Barbara Res: No. It was pretty chaotic. The reason for that was there were so many unknowns. I mean, you would open up a wall and you'd find a beam that was completely corroded. What you would have to do is you'd have to brace it. We had this engineer who would come and used to say, it is corroded. It is corroded. But the engineer was there every day, practically on our payroll because he was there every day, doing sketches to make up for the bad structure.

Drew Harwell: Oh, wow. Even while you were doing it you had to make these sketches?

Barbara Res: Oh, yeah.

Drew Harwell: And so the projects you had worked on before this, was it more orderly when you would do those? Did this one seem really out of sorts?

Barbara Res: Yeah. Yes. Not out of sorts, just that there were so many changes.

Drew Harwell: Right.

Barbara Res: The changes were extraordinary.

Drew Harwell: Yeah. How often would you see Trump during this time? I mean how often were these meetings when you'd see him actually at the site?

Barbara Res: Every week.

Drew Harwell: And he would come in, what was he wearing around this time?

Barbara Res: Suits.

Drew Harwell: Yeah. Do you remember sort of, what color, that sort of thing?

Barbara Res: Dark.

Drew Harwell: Yeah, I remember reading one of his things; he had a burgundy suit with a DJT embroidered.

Drew Harwell: No, I didn't see anything like that.

Drew Harwell: No, this might have been early.

Barbara Res: He wasn't flamboyant.

Drew Harwell: Not yet, I'm guessing, yeah?

Barbara Res: I don't remember him ever being flamboyant.

Drew Harwell: Oh, really?

Barbara Res: Yeah.

Drew Harwell: How would you see him pull up to the site?

Would he have a chauffeur, would he have a limo?

Barbara Res: I know he had a chauffeured limo but I don't remember seeing him pull up to the site or anything like that, but he probably did.

Drew Harwell: Yeah. And so do you remember when you first meet him and what's that interaction like?

Barbara Res: No.

Drew Harwell: And when he sort of takes you from HRH, what was that interaction like?

Barbara Res: I had been having some interactions with Ivana because I was the superintendent at that point. I was also still the mechanical superintendent, still the project manager. I was doing a couple of different jobs. She and I got on pretty well. She wanted things changed and stuff like that. I always did everything in an orderly fashion and worked with her. So we got along pretty well and she liked me a lot.

When we had the opening, I'm pretty sure it was the opening of the ballroom, the grand opening of the Hyatt. We were in the

ballroom, although it might not have been. I've been saying that to people. I think it could have been another affair that we went to, but anyway I brought my husband over to meet Donald and Donald said to my husband, she's going to work for me. And he said probably like she's doing great or something like that. Your wife is really great and she's going to work for me.

Then he said to me, call Ivana for an appointment, so I did. I didn't know what he had in mind because he had people working for him on the Hyatt. But he told me he wanted me to be his number one representative like a Donna Trump, he said. He explained to me what Trump Tower was and he gave me that business about a man who's typically better than a woman but a good woman is better than ten good men.

He talked me into taking the job with him and I went back and spoke to my husband. We talked about it. I was saying, can I really do this because I had a lot of experiences because I was in the business for almost ten years at that time but I have done everything by then. And Pete said, no, people would come to you, you don't have to worry about it. You can handle this. Go ahead and do it. So I took the job with him even though I was a little concerned about the way he (Trump) talked to some people and stuff.

Drew Harwell: Yeah, we hear that, but you know even better than we do, but yeah, we hear that a lot. And in the early

days, you were talking about how you could just walk into his office. I know it's sort of jumbled but I mean this was the time when he was pretty accessible, right? He didn't have the lawyers, and the bodyguards and the swarm of people around him.

Barbara Res: He was very accessible to me all the time I worked there until I left in '91 and remained on as a consultant. He was very accessible to me and to other people. You could walk into his office. He usually kept the door to his office open. Even when it was closed, you could just knock and walk in. He used to have a set of speaker phones on the desk and you would just hit the number and your voice would come over the speaker phone.

Louise used to call him on the speaker phone constantly when we were in the -- I'll be in the office with some people, we'll be having a meeting or whatever and she had this grating voice and it would, Donald. Louise, I'm in here with people. Well, I need to do this now, you know. Louise was very tough. She was definitely the strongest woman the guy ever dealt with in business - Louise.

Drew Harwell: Do you still talk with her? Do know where she is now?

Barbara Res: No, no. She's in Florida, I think.

Drew Harwell: Is she in Florida?

Barbara Res: I know that she was quoted in the piece that you guys did. She's probably very accessible. She's still maybe involved in real estate. She was a real powerhouse.

Drew Harwell: I'm sure.

Barbara Res: Yeah. I have a lot of admiration for her.

Drew Harwell: Yeah, it's got to be tough, especially during that time. And to go back, so Donald had brought up you being the Donna Trump. I remember you going to Ivana and Donald's home and they had the white everywhere and you didn't want to spill the orange juice.

Barbara Res: Yeah, I didn't want orange juice.

Drew Harwell: Which apartment was he in at this point?

Barbara Res: 800 5th Avenue.

Drew Harwell: That was -- it was big but it wasn't Trump Tower penthouse big.

Barbara Res: Oh no, it was like a two-bedroom, maybe a three-bedroom. But the living room was gorgeous. It looked out over Central Park. They had a bar in the corner, I remember, it was really nice.

Drew Harwell: So that bar - like a cart in the corner or a full barrel?

Barbara Res: No, no, no - a bar with six seats and stuff.

Drew Harwell: Oh, yeah, and everything was in white. Trump was wearing a suit, I'm guessing.

Barbara Res: Yeah.

Drew Harwell: What else can you remember from that first, sort of, encounter?

Barbara Res: Gee, it's funny, just him telling me all about Trump Tower. He was telling me what it was going to be like and they were going to have the greatest stores. It was going to be the best apartments anywhere and they were going to have the best office space. It's going to be a very, very famous building. You know, there was nothing there. I mean it was just something that he -- and he said he had the best location in the world. It was next to Tiffany's on 5th Avenue and stuff like that. I just listened to him because he was extolling the greatness of this site, I mean, this building that he was going to build, that I listened to him.

Drew Harwell: And did you believe him?

Barbara Res: Sure, why not?

Drew Harwell: Yeah. He was convincing.

Barbara Res: And he was right.

Drew Harwell: And he was right, so why not?

Barbara Res: He had just started the Hyatt thing which was tremendous. He put that bar over -- I don't think it's there anymore now. I think it might just be part of the restaurant, I don't know what it is. But for a time there, he had this bar that was hanging over the street, on 42nd Street. You can still

see it now, but I don't know what they are using it for, but it was just fantastic. I mean you go up there and you sit down and there's glass all around you, looking on, on the street. It was very romantic and quiet. It was just great.

Before, it was such a piss hole. It was a horrible place and he made it into this beautiful waterfalls. You know, he really did change New York. He really had a lot of vision. So when he told me he was going to do something fantastic on 5th Avenue, I had every reason to believe that it was going to be -- and we had heard that he was doing a project. So it wasn't a surprise to me. What was a surprise to me was that he wants to put me in charge. That was a real surprise to me.

Drew Harwell: Yeah. And having seen some of the amateurish stuff with the Grand Hyatt, did you sort of expect there were going to be even more problems with Trump Tower?

Barbara Res: No, because I could see that he was learning his lessons, where he went wrong. He's a smart guy. It was just that it was new to him. The Hyatt was new, and Trump Tower was the second job he was doing. He had me on it which I think was a plus thing. We had HRH Contractors doing it. It was a good fit.

Drew Harwell: Right. During the Grand Hyatt days, obviously, Donald was still sort of doing what he always does which is contribute money to people in politics. He makes the

right connections with contracting. Did you ever see those connections during those Grand Hyatt days or were those pretty separate from the actual contracting building at the site?

Barbara Res: I have nothing to do, no knowledge of anything like that, about that. From what I understand, it was all Fred's contacts. You know, the politicians were all -- Fred was very, very politically connected and he was very, very rich.

Drew Harwell: Yeah. I remember, this is in the Trump Tower days, but Fred getting involved with what you were doing. I was so intrigued by that. So he came in, and from what you can remember he said, I don't want to work with the contract you've been working with - if that makes sense. I want to do this with the Dic Underhill guys.

Barbara Res: Yeah, yeah. He brought in a contractor that he had for concrete from Trump Village which was, I don't know, from the '50s or the '60's.

Drew Harwell: Yeah.

Barbara Res: And, use this contract, use it. No, no, no. That's no good, what you got is no good, this is much better. No, no, no. You don't know. You just don't know what you're doing. He was a nightmare.

Drew Harwell: Really? And what was Donald like when Fred would do that stuff? Was he --

Barbara Res: He just --

Drew Harwell: Cowed?

Barbara Res: No he didn't cower. He just sort of went along with it. Fred didn't do it to him as much as he did it to me, although Fred and he went at each other. But Donald would tell me, just put up with it. I'm not going to get rid of my father, you know, that kind of thing.

Drew Harwell: That's interesting.

Barbara Res: And eventually we used our own contract. I told Donald we've got to use our own contract. And so Donald told Fred. Look, I've got lawyers here. I've got the HRH Construction here. Why would I want to use a contract that you used 25 years ago? This is the new world. I'm doing the right job for now, you know, that kind of thing.

[Unrelated comments]

Drew Harwell: And so would Donald prepare you before he knew Fred would come? Like, get ready, my dad's going to be here, that sort of thing? Or would he just go back and mop up the pieces afterward?

Barbara Res: No, Fred called me constantly on the phone, yeah.

Drew Harwell: Really? Just needling?

Barbara Res: He didn't like the idea of having a woman on the job. There's no question about it, I mean, he was opposed to that. I think Donald even told me that.

Drew Harwell: Oh, really? Early on in the Fred relationship or later on?

Barbara Res: Early on enough but I could tell --

Drew Harwell: But you could tell.

Barbara Res: -- that he didn't like me, I mean.

Drew Harwell: He probably wasn't used to having someone at your level being a woman.

Barbara Res: Oh, absolutely, not. No. No.

Drew Harwell: And it's interesting you had said how Fred was saying something, how your salary was too high or something [cross-talking].

Barbara Res: My understanding was that when Donald and I were negotiating, we didn't negotiate the salary. He told me what I was getting paid, and I accepted it. And then when I went in to work the first day, he said, what did I tell you I was paying you? And I told him what he said. And he said I have to do this. What he said was he had to pay me so much in salary and give me the rest in expenses because I couldn't make more money than certain people over at Trump Village. So I got the sense that was something that either Fred said or that he would be afraid to have Fred know.

Drew Harwell: Right.

Barbara Res: And they were making up a payroll so there was no way they wouldn't know.

Drew Harwell: Oh, I understand. So Fred didn't want it to reflect badly on him even or the Trump Village people.

Barbara Res: No, no. I think that Fred just didn't want me to be making that kind of money.

Drew Harwell: Right.

Barbara Res: So Donald paid me expenses on the side.

Drew Harwell: Right. Do you still wear that bracelet often, the Cartier? [Cross-talking]

Barbara Res: No, I don't go out that much, so, I mean you know.

Drew Harwell: Yeah. So yeah, you were saying when you started with Trump there were eight or nine people in his office. He used to answer the phone in the morning when he was there. You walked to meetings together. There were no bodyguards. You would walk to meetings together, what was it like walking with him? What was he like on the sidewalk at that time?

Barbara Res: Okay, we would talk. We talked about the job. We talked about other things.

Drew Harwell: Nobody would recognize him on the street at this point?

Barbara Res: No.

Drew Harwell: Was it always job talk, was it ever small talk?

Barbara Res: No, we had small talk.

Drew Harwell: What did you small talk about?

Barbara Res: I don't remember much. Just people we knew, that kind of thing.

Drew Harwell: And you said when he hired his long-time assistant, it all started to change. In time she became his gatekeeper. And then he sort of built his own entourage. Was that after you had come back around '87 or was that --

Barbara Res: Uh-huh.

Drew Harwell: Okay. Got you. Was that sort of unnerving to you to see that evolution of him to sort of --

Barbara Res: No, it wasn't unnerving. No, I mean it seemed natural. I mean, after the casinos he became a celebrity. I mean he's a celebrity in his own right with Trump Tower. He started talking about Trump City and all that.

Drew Harwell: Yeah, yeah.

Barbara Res: And wrote the book.

Drew Harwell: Right. Sorry to keep going back to the orange juice thing but it's just such a funny recollection in my mind. Why were you drinking orange juice at that point?

Barbara Res: I wasn't drinking it. They offered it to me.

Drew Harwell: Oh, they offered it to you?

Barbara Res: Yeah. I turned it down.

Drew Harwell: Did they just offer you orange juice alone?
Did they offer you --

Barbara Res: Yes.

Drew Harwell: Because they were not drinkers?

Barbara Res: No.

Drew Harwell: Or Donald wasn't?

Barbara Res: Donald wasn't, no.

Drew Harwell: And you never saw him smoke a cigarette or
drink or anything?

Barbara Res: No, I don't think he ever smoked a cigarette.

Drew Harwell: Yeah. Do you remember --

Barbara Res: He didn't drink coffee either.

Drew Harwell: He didn't drink coffee either?

Barbara Res: He didn't. Until he started hanging out with
Marla Maples, he didn't drink Coke and then he started drinking
diet Cokes, I remember.

Drew Harwell: Oh, really?

Barbara Res: But he was very particular about how he took
anything. He would only take something from Norma, you know,
and she would prepare it for him and everything, you know.

Drew Harwell: Oh, interesting.

Barbara Res: He was very germophobic.

Drew Harwell: What would Norma prepare for him, typically?

Barbara Res: Diet Cokes.

Drew Harwell: Diet Cokes, okay. So, that was so --

Barbara Res: And orange juices, I think, you know.

Drew Harwell: So, he wouldn't accept it unless Norma gave it to him?

Barbara Res: Yeah, yeah.

Drew Harwell: Tell me more about that Norma relationship, because would she be the one who would also bring in -- you mentioned a woman named Susan in here, too, who would bring him in, I think, stock quotes --

Barbara Res: Stock quotes, yeah.

Drew Harwell: -- on little yellow pieces of paper.

Barbara Res: Yeah, yeah. Every hour.

Drew Harwell: Every hour? What stocks would they be watching then?

Barbara Res: I don't know, whatever stock he was watching.

Drew Harwell: And were they just little yellow sort of --

Barbara Res: Yeah, just post-its.

Drew Harwell: Post-it notes?

Barbara Res: You know, at first, I thought this is really beneath her. I mean, she's a Yale Law lawyer. But then I realized that she always knew what was going on because no matter what was going on in his office, she went in there. You know, she showed him a quote and she left and she knew what he

was saying and what he was saying talking about. She really had a pulse. She was very, very smart, Susan Heilbron.

Drew Harwell: What was her last name?

Barbara Res: Heilbron.

Drew Harwell: Halborn?

Barbara Res: Heilbron, H-e-i-l-b-r-o-n.

Drew Harwell: B-r-o-n.

Barbara Res: Uh-huh.

Drew Harwell: You don't still talk to her, do you, or know how to reach her?

Barbara Res: I talk on Facebook, but I haven't spoken to her a long, long time.

Drew Harwell: Is there any way you think you could introduce us or any way we could get a contact for her?

Barbara Res: No. You can try yourself. I mean, I think you'd be able to find her. She's in Martha's Vineyard.

Drew Harwell: Martha's Vineyard, okay.

Barbara Res: Yeah.

Drew Harwell: I'll reach out to her.

Barbara Res: Yeah. You should be able to find her.

Drew Harwell: Okay. And so, whether he had the door closed or not, she would go in there --

Barbara Res: Yeah.

Drew Harwell: -- on the hour?

Barbara Res: Yeah.

Drew Harwell: And he would also get the stacks of clips with his name on them in the mornings, right, from the news or whenever he was in the news?

Barbara Res: I don't know about that.

Drew Harwell: Did you never see that?

Barbara Res: No.

Drew Harwell: I had heard that that was a Norma thing, too, and I had sort of wondered how that all came together.

Barbara Res: That could have been. But I mean, it couldn't have lasted long because after a while, it would have been just too voluminous.

Drew Harwell: Yeah, yeah. What are the sorts of rituals did Donald have in that kind of way? Did he have sort of regular things he wanted through the day?

Barbara Res: No, not that I know of.

Drew Harwell: Yeah. And so, Trump would say everybody likes him. He could be charming but he could also be sort of ingratiating and he wasn't really ever nice. On that site, it wasn't like everybody loved him, right? I remember you writing about how people would scroll images of you and Ivana and all these --

Barbara Res: Yeah. But that was all sexism.

Drew Harwell: That was all sexism? Right.

Barbara Res: Yeah, yeah. The guys liked Donald, I mean, he was very funny with the workers.

Drew Harwell: Oh, really?

Barbara Res: Uh-huh.

Drew Harwell: So, he would go through this site and say hi to people or --

Barbara Res: Yeah.

Drew Harwell: Why did they like him? I mean, they seemed such polar opposites.

Barbara Res: Why did they like him?

Drew Harwell: Yeah.

Barbara Res: Because he seemed like a human being. I mean, you know, it's like why do people like him now. I mean, he comes across as being an everyman even though he's a billionaire. You know, so he would talk friendly to the contractors and how are you doing there and you know, that kind of thing.

Drew Harwell: Was that like a weekly thing that he would say hi to the contractors, that sort of thing?

Barbara Res: Whenever he was on the job. And then for whatever reason we might call him up and ask him to come over and look at something or he just happened to come out on the job.

Drew Harwell: Always in a suit, I'm guessing?

Barbara Res: Yeah, always.

Drew Harwell: With the hard hat or --

Barbara Res: Yeah, yeah. If it was appropriate, with a hard hat, you know.

Drew Harwell: Of the people you knew who worked with him - contractors, lawyers, architects - only a few actually liked him. Some respect him, some don't, many hate his guts. Would people talk about him when he wasn't around?

Barbara Res: Yeah.

Drew Harwell: Yeah. What would they say?

Barbara Res: It depends on who the people are. I mean, you know, a lot of times he rode [sounds like] with us and we, you know, would complain about him to each other.

Drew Harwell: Yeah.

Barbara Res: You know, he's a fucking pain in the ass and stuff like that.

Drew Harwell: Yeah.

Barbara Res: We used to buy lotto tickets and walk around saying take this job and shove it. You know, stuff like that.

Drew Harwell: That's funny.

Barbara Res: Yeah. But I mean, you know, it's no more than --

Drew Harwell: That's typical work boss stuff.

Barbara Res: He was very good at times. He built us up and you know, being a megalomaniac, everything was the best and the worst. His people were the best. So, he'd introduce you to somebody and somebody important, like Mayor Koch. He would say this is Barbara Res. She is the best person that ever worked in construction. She does this construction for me and you know, that kind of thing and that was pretty cool.

Drew Harwell: Yeah, yeah. He seemed fiercely protective once you are in his flock.

Barbara Res: He was pretty protective of me. I think more protective of me than others, and that might have been a gender thing. I don't know, but he was very protective of me.

Drew Harwell: Yeah. Did you appreciate that at that time or did you feel like, give me some space?

Barbara Res: No, I appreciated it.

Drew Harwell: Yeah.

Barbara Res: He gave me a lot of space. He gave me a lot of authority.

Drew Harwell: Yeah.

Barbara Res: And you know, sometimes, I felt I had responsibility without authority. Like I would have to go and do something and then he would say, who told you to do that, that kind of thing. But that's common.

Drew Harwell: Yeah.

Barbara Res: I mean, that's common in people that are, you know, big [indiscernible].

Drew Harwell: Right.

Barbara Res: Naturally, they're going to blame the next guy on the totem pole.

Drew Harwell: Yeah, yeah.

Barbara Res: I've never met a boss who was going to say, this was my mistake, you know, that kind of thing. Or I know you did this because you have a thousand decisions to make and if you make 99 out of 100 that are good and one that's not good, that's really great. You're doing great. I was able to put up with everything on Trump Tower. I mean, we used to have great fights, great fights.

Drew Harwell: Oh, really?

Barbara Res: Yeah.

Drew Harwell: Tell me more about this.

Barbara Res: We would call each other names and stuff like that. I was always a little bit deferential to him because I have to be, but not so deferential that I didn't fight back with him.

Drew Harwell: Yeah. I mean, what would the names be that you would use and was it over anything specific or was it always just one different part of the job?

Barbara Res: No. I mean, it could be over change orders.

Drew Harwell: Where he would want to change something and you would say, damn it, it's already in the plan?

Barbara Res: He wouldn't want to pay for a change order that he changed.

Drew Harwell: Oh, really?

Barbara Res: Yeah. And he would tell me, no, you're taken advantage of and you're too easy with these people. I'm not going to pay for this. I would say to him, you're being unfair. You have to pay for this and you wanted the change. Or Ivana, this is your wife that wanted the change. I'm not going to go back and tell them that I'm not going to pay for something that you ordered. You know, that kind of thing.

Drew Harwell: And he seemed to like the combat, right? This was what he enjoyed, was it or --

Barbara Res: He got pretty upset.

Drew Harwell: Oh, really?

Barbara Res: Yeah, yeah. He used to get upset.

Drew Harwell: How would --

Barbara Res: And sometimes, he liked the combat. Like I think he liked fighting with HRH especially with the head of HRH, Artie Nusbaum. He liked fighting with him.

Drew Harwell: What would he be like when he would get angry? What would he do?

Barbara Res: He'd get very, very angry. He would curse and -- I don't remember him throwing things, but he would get very, very angry. His face would get all red. You know, sort of like what you see in the debates like a couple of times where you could tell that he was very angry.

Drew Harwell: You would say his lips would curl up or turn light or something?

Barbara Res: Yeah, yeah.

Drew Harwell: Yeah.

Barbara Res: That, you know.

Drew Harwell: Would he get angry at specific people or just get pissed off in general?

Barbara Res: No, no. It was usually specific people.

Drew Harwell: And you said you don't remember if he threw stuff. Would he kick stuff, would he slam doors, would he punch walls?

Barbara Res: You know, my instinct says that I'm going to say yes but I can't think of an instance.

Drew Harwell: Because it happens so often or just because it's so long ago?

Barbara Res: No, just because it's so long ago.

Drew Harwell: Yeah. Did you ever feel worried or like you were potentially going to get hurt or somebody was going to get hurt?

Barbara Res: Just one time --

Drew Harwell: What happened?

Barbara Res: -- when we were at the Plaza. I have it in my book.

Drew Harwell: Which time was this?

Barbara Res: We were looking at the changes that we made to the rooms and the new furniture and everything and he got really angry at some green marble that we had put in. It was supposed to be like a dark green and it came out like a mottled kind of green. And it was this Chinese stone. It was a cheap stone and he approved it. And he saw what it looked like and he approved it. He was mad about it and he blamed me for it. He was very, very angry. This is shit, this is no good. He was looking at the furniture. And then, you're making a fucking fool out of me, you and Ivana. You know, that kind of thing. And he was really, really angry, so I remember him doing that.

Drew Harwell: Really?

Barbara Res: Uh-huh.

Drew Harwell: Screaming at the top of his lungs or --

Barbara Res: Yeah.

Drew Harwell: And so, you were worried like he was going to hit you or --

Barbara Res: I didn't know what to think. I was frightened.

Drew Harwell: Yeah.

Barbara Res: Yeah. I didn't really have a thought, you know, if something happened, that I would just let it happen, that kind of thing. Even though I was still very frightened, I still came back at him. And because of that, I was a legend in the Plaza then for the rest of the time that I worked there because I stood up to him, because there were people around, you know.

Drew Harwell: Oh, were there?

Barbara Res: Yeah.

Drew Harwell: Was Ivana around?

Barbara Res: No.

Drew Harwell: So, it was just him sort of surveying the marble and you were there and there were other contractors, I'm guessing?

Barbara Res: No. There was other people that worked for the Plaza.

Drew Harwell: Oh. And so, were they like stunned by this or --

Barbara Res: Yeah.

Drew Harwell: And so, you said you were just potentially going to let it happen or something. You just didn't know what was going to happen?

Barbara Res: Yeah. I mean, I didn't know what to think. I was really surprised.

Drew Harwell: Yeah. And he was probably in his suit, right?

Barbara Res: Of course.

Drew Harwell: You were probably in your work clothes?

Barbara Res: He was always in his suit.

Drew Harwell: Always in his suit?

Barbara Res: And I was always in a suit, too.

Drew Harwell: You're in a suit, too.

Barbara Res: The only time I ever wore jeans or anything like that was when I went in on a Saturday. And it's funny, when I went into the Plaza on a Saturday and I was wearing jeans, the people treated me differently. It was just really funny. I noticed that. It was stark [sounds like] enough for me to notice that I wasn't getting the same kind of treatment as --

Drew Harwell: That's funny.

Barbara Res: Yeah, it was funny. But I mean, when I was doing Trump Tower, I used to always keep work clothes with me and I will change into work clothes and go out in the field, which was the right thing to do because you couldn't walk around in high heels in the field and stuff like that. So, I will put on jeans and work boots and stuff like that because I was really

looking to see what was being done, if I was asked to look at a condition or something like that. But once I got to the Plaza, I didn't bring work boots or anything like that into the job anymore.

Drew Harwell: Just heels and a suit. Was it like a pants suit or --

Barbara Res: No, no. I used to wear regular clothes.

Drew Harwell: Just regular?

Barbara Res: You know, skirts and pants or whatever.

Drew Harwell: Was there ever any dress code with Trump or was it just sort of expected?

Barbara Res: No. I wouldn't say there was a dress code. I mean, I think that the women that work for him in the building -- he had a sales office in the building and they all wore nice outfits because it was presenting a face. He had Louise. It was Louise, so she didn't have to do anything. Louise was Louise. Then he had this other woman whose name I can't remember, but she was always wearing designer clothes and she had a whole staff of people, like three or four other women who were all very attractive. These were the people that were selling the apartments.

Then when Louise left and we were doing -- Donald did an apartment building, a couple of apartment buildings, other

apartments. He had this woman, Blanche, doing the sales for him and she was always very stylish.

Drew Harwell: And Trump always wanted beautiful women to be the sales?

Barbara Res: Not always. Well, yeah. To be the sales people, yeah, I guess so, yeah, because they all were very attractive. I mean, it turned out that way. So, there must have been a reason for that.

Drew Harwell: And you were the same age as Donald when you first came on, you were attractive. Did you ever feel like that was a part of why he --

Barbara Res: No.

Drew Harwell: No? You thought he loved your work, first and foremost?

Barbara Res: Yeah. I don't think he ever thought of me as a woman.

Drew Harwell: Oh, really? Why do you say that?

Barbara Res: Because he didn't treat me that way. I mean, although he was somewhat deferential. Maybe he did, but I never got that feeling.

Drew Harwell: And I know you talked with Frances [phonetic] about this. I'm sure you talk with everybody about it. But in general sort of how did he act around women who worked for him or that he would meet in the projects? Was there

any general way and could you sort of tell kind of how his behavior changed when he was around women?

Barbara Res: As far as I could see in the beginning, he didn't treat women any differently than he treated men. As far as his employees were concerned, he yelled at all of us. The way he treated you had more to do with whether he respected you than it did as to what your gender was, you know. I had a very good relationship with him. It was unique in the first many years right up until I left the West Side project. I saw him sort of giving the eye to someone, and I'm told that he did, you know.

Drew Harwell: Giving the eye when they would notice or when they would just be turned around or --

Barbara Res: Well, they must have noticed if they knew that it -- you know.

Drew Harwell: Yeah. Did you ever feel like that was unprofessional or uncalled for or was it just -- how was that?

Barbara Res: It's the way men are, you know.

Drew Harwell: Just all men are pigs, pretty much?

Barbara Res: I don't think he's -- I wouldn't say he's not any different. I mean, some of the things he said are just so aberrant. I try to relate this to my experiences with him and they don't relate my experiences with him so much because he never acted that way in front of me. Although after he started

hanging out with Marla, he changed and he started talking about women more and he started talking about having sex with women and things like that. So, it was something that you could predict that he would be -- and he did a *Playboy* shoot. I mean, to me, that is the ultimate. You've now crossed into a land where you are now another species when you do something like that. And it wasn't even like an interview. You know, people say, "I love the interviews." It was a whole cover with a naked woman and the whole nine yards. That to me changes everything. It changes the whole game.

Drew Harwell: Yeah.

Barbara Res: So, after that I just thought of him differently.

Drew Harwell: Really?

Barbara Res: Yeah.

Drew Harwell: Did that come after he was with Marla?

Barbara Res: I'm trying to remember exactly when it came. I can look it up.

Drew Harwell: Sure.

Barbara Res: I think it was '89 or '90. It was March 1990.

Drew Harwell: The *Playboy*? So, that would have been post Marla, I'm guessing?

Barbara Res: That was after. The interview probably happened before the big blow up and then the issue -- I guess it came out in February. It was probably in the throes of that whole divorce scandal that was going on.

Drew Harwell: Right. And so, Marla comes around and he becomes really macho that you said, and he starts talking about having sex with women. Was this --

Barbara Res: Well, don't forget that his financial problems started happening at the same time.

Drew Harwell: So, maybe they all sort of correlated?

Barbara Res: Yeah.

Drew Harwell: Was he feeling insecure about his money so he overdid it with the man stuff, do you think or --?

Barbara Res: Maybe, yeah. One of the things he did - this is a year later in '91 - was he was blaming the fact that he was seeing so many women. Sort of took his eye off the ball and other people that he trusted didn't come through for him and, you know. It was all that reason why the casinos were in such trouble.

Drew Harwell: So, that must have been a real -- I mean, how did it feel to go from a guy who you felt was your equal who really respected you to a guy who was talking this just sort of scummy way about women?

Barbara Res: I think, I felt sorry for him because he was going through the problems that he had. I hated what he had done with Ivana. I was mad at him for that. But I was sympathetic to an extent.

Drew Harwell: Because you knew how much other stuff is going on in his life?

Barbara Res: Yeah, yeah. And I was off to my own little world then for a while. We (Donald) had bought this property -- we didn't buy it. We were partners in a group that bought a piece of property in California called the Ambassador Hotel. And so, that was going to be a big development. We were going to do this big mixed-use development on it. The school district tried to condemn it. So, we were off there trying to convince the state legislature and the people in the neighborhood and everything that it would be bad for a school to be there, and it would be better for a Trump project to be there, which was 100 percent true.

So, I was off in la-la land, you know, L.A., doing all that stuff for quite a while. As a matter of fact, I missed the opening of the Trump Taj Mahal because I was at a meeting at the State Allocation Board in Sacramento. And so, I had my own little thing for a while and I wasn't really tuned in to what Donald was doing. And then, the school district got the money from the state to post a bond to buy our property and since

nobody had any money in our consortium, we took that money and it was no longer a fight. It was just a question of how much are they going to pay for the property. So, it became a condemnation lawsuit kind of thing so it wasn't going to be a big project.

I remember coming in. Donald calling me into his office then him telling me, look, I know that you're upset and you're depressed and I can understand. I've been depressed. You lose a job and it really is something that you mourn. Things will be all right. We've got lots of other things that we're going to be doing. So, you know, don't worry.

It was a very nice conversation that I had with him. Very -- I can't think of the word. Not endearing but, you know, kind of like it was a close conversation. You could tell that Donald had a closeness to me that was different from, I think, his relationship with other people even though we fought a lot.

Drew Harwell: Do you think he considered you a friend or how would you describe that relationship?

Barbara Res: I don't think he considered me a friend. I think he considered me a very loyal employee. You know.

Drew Harwell: Right. Because you have been there through his first big swings and they have both been really successful. And when you were doing the Ambassador stuff which seemed so frustrating, and with all the way on the other coast and he was

thinking -- his head was probably in Atlantic City most of that time, right? I mean, was he fairly involved with Ambassador stuff or was he detached from that?

Barbara Res: He wasn't involved at all. I mean, although we had to interview architects and stuff like that, he picked the architects and that was pretty much it. He came out for the press conference, which was in January of 1990. And then, he came out again -- I don't think he came out again after that. I think that was the last time he came out.

Drew Harwell: It must have been weird having worked so closely and then having that detachment there. Was it?

Barbara Res: Well, I was still in the office. I wasn't living in California. I was just going out there all the time so I was still in the office. So, I still saw a lot of him and then right after that, the head of the West Side project, Tony Gliedman, resigned and took a position with - I don't know - some publicly traded company. I forget the name of it, as a chairman.

So, we had an opening and Donald put me in charge of the West Side Yard. So that was like in the fall of '90. And I was all set to try to get that approved and start building it. I was going to get construction workers to march on city hall and we'll be doing advertising campaigns and stuff like that. And then, around the end of the year, somebody close to Donald, who

I don't know, but a person Donald trusted, approached him and said to him, look, I'm going to tell you now that you will never build that project. You have too much opposition.

We have seen that because we were in the DEP for almost four years and they hadn't approved our environmental impact statement. They kept sending back comments. And the law is that they only have so much time and then they have to approve it or deny it, but what good would it be forcing the hand that would just deny it? So, we kept answering the comments thinking that, eventually, it will be approved.

This guy told us it will never be approved, you know, that the opposition had the connections to stop it. So, he said that the people on the opposition, which were the Coalition for a Livable West Side, West Pride [phonetic], the regional plan -- [indiscernible], I can't figure it out, Riverside Park's council or something, the NRDC, the landmark conservancy, all these people, these big groups with a lot of money and a lot of influence were against us. And he said that they had all gotten together and had an architect who had an idea what would work on that West Side. They came in and we met with them and they told us this is what we'll go along with, and Donald adopted their plan.

So, in adopting their plan, you know, we sort of have to change everything we were doing, which was, okay, we could do

that. But one of the things he did was they said that they want the head of the project to be this guy, Richard Kahn, somebody that worked for them, and I was the head of the project. So, Donald said okay. I got really upset about that which was stupid. I mean, I made some stupid bonehead mistakes in my life, you know, but that was one of the beauts. So, I quit. I stayed on as a consultant working on Alexander's projects and the California project but that was the end of my relationship with Donald, really.

Drew Harwell: When you quit, what was that conversation like and how did he respond?

Barbara Res: He was upset.

Drew Harwell: What did he say exactly?

Barbara Res: I said, Donald, I'm going to leave. And he said what, what? Why? And I said because you got Richard Kahn running this thing. You don't need me. And he said that's stupid. Richard Kahn is just a figurehead. And I said, no. I'm going to leave. I really need the time for my son. So he said, okay. That's what we'll tell everyone.

So we did. The people from Richard Kahn, the guy, and the head of the Municipal Art Society came forward, took me out to lunch and they begged me to stay. They begged me to stay. You have to stay. You're the Trump person. We don't want to deal with him. We want to deal with you. And it'll be so much

better and it will go so much easier, why don't you stay and stuff like that. But I said no, I'm leaving.

I've done that several times in my career for better jobs. Well, you read my book. And that was it. I left. I stayed on in the capacity of doing the Alexander's projects which eventually, the banks bought him out of. So, I ended up working for Steve Roth for Vornado on that. I stayed on the California project for a long, long time. And then, I quit that California project. It wasn't working for him. That was like in '98.

Drew Harwell: Why did you say it was boneheaded for you to quit?

Barbara Res: Because I should have stayed with him. I should have stayed on that project. He ended up building up those projects and I should have stayed there.

Drew Harwell: Because?

Barbara Res: It was a good job and, you know, he respected me and I got along with him and it was just foolish of me to do that. It was egotistical - my feelings were hurt that someone else was going to be put in charge of the job. It was just not wise.

Drew Harwell: Did Donald talk to you after that point, and if so, in what way?

Barbara Res: Well, we worked together on what I was doing in California. I kept him abreast of that and everything. So,

he wasn't paying my salary. He was doing all the bills, paying all the bills through his accounting people. He was getting paid, reimbursed to do that, a fee. And then he was getting paid my salary. So, it wasn't like he was paying me. So whatever we spent money on, you know, he was a 20 percent interest, right? So, technically, it would cost him 20 percent of whatever. Like if he gave me \$100, that will cost him \$20. But then, he got a 6 percent fee on that \$100. So, it would actually only cost him like \$14 for \$100. So, he was like paying 14 percent of my salary.

But he was the developer so he was in charge and technically, he was in charge of me and I was in charge of the project. He didn't have a lot to do with that. It was a big lawsuit. What we did was we hired architects and we came up with a highest and best-use plan that we were going to show the court to prove what the property was worth. And then, we're all set to go to court and something happened. You're not interested in this. And one of the partners made a stupid move and Donald went along with it and then it just sort of like tore the rug out from under the whole thing.

Drew Harwell: I sort of remember hearing some of that. Yeah.

Barbara Res: They (the School Board) abandoned the project and asked for their money back, which we didn't have, so it got

very ugly from there. And I went to a meeting with Donald and all the partners and Donald laid into me and nobody defended me and --

Drew Harwell: What did Donald say?

Barbara Res: I don't know. He sort of blamed me for everything that happened and, you know, that kind of thing. And that time, it was right to quit. I just quit. And then, I found a job a year later. Well, I ended up going back to work for the people in California as a consultant again, but I ended up taking the job working for this hotel company a few years later or a year later or so.

Drew Harwell: And since you mentioned California, back in the '70s, Donald, even before he had done the Commodore, had said he had all these projects in California that he was working on. Do you know what those are? I don't know what he was talking -- I mean, he was saying a lot of stuff back then but I think [cross-talking].

Barbara Res: No. The '70s?

Drew Harwell: Yeah.

Barbara Res: No, he wasn't doing anything in the '70s.

Drew Harwell: It was all New York stuff then, right?

Barbara Res: It was what?

Drew Harwell: It was all New York stuff then, I'd imagine.

Barbara Res: I don't really know what he was doing. Maybe he looked at something in California. It could be.

Drew Harwell: Yeah. To go back to how he would deal with women, because I know that's an important part of our story. Marla had come around. He was feeling vulnerable with the Atlantic City and its financial stuff. He would talk about all the women he was intimate with. Was this a thing that he would talk about at the office or with you or with women around? What were the situations that he would bring this up?

Barbara Res: The thing that sticks out the most in my mind was in a limousine ride. We had gone to see the mayor or the -- what is that group that oversees projects? The planning board. We were in the car with some people and I don't remember who they were but I remember him going off on his brother and the people that worked in Atlantic City. And he's saying it's my fault because I was with women all the time, and that kind of -- I specifically remember being in his limo and hearing him say that. But I heard him say that other times too.

Drew Harwell: And he was saying he got distracted by the women or was he saying specific sort of detailed kind of stuff that was --?

Barbara Res: No. He was not saying details. So --

Drew Harwell: Yeah. And he was saying, bragging about being with top models and movie stars and that sort of thing.

He would say this at the office or to you or this is stuff you would overhear?

Barbara Res: Just in general. I mean, you know, we used to be in his office all the time and so, he would make these statements like this one wants me or that one is calling me all the time or whatever.

Drew Harwell: And that was obviously uncomfortable being a woman in that sort of situation, right? I mean --

Barbara Res: It wasn't really, to be honest with you. It didn't -- no. Nothing about him really bothered me except the personal attacks but I didn't like the *Playboy* thing. I hated that and I told him that I hated it.

Drew Harwell: What did he say?

Barbara Res: He said that it was a great thing and it was great for business and I was wrong.

Drew Harwell: And what did you say?

Drew Harwell: I told him, I said he doesn't look good. It makes him look like, you know, less professional and stuff like that. He said I was wrong. The thing with Marla, when they did that icky [sounds like] whatever they did, the *Post* had the comment, "best sex I've ever had," and he loved that. He had the paper right there on his desk and he held it up. We all thought, the people in serious positions in the company, thought that was terrible. I mean, he's got a six-year-old at home.

He's got a twelve-year-old that can read the papers. I mean, it was just -- we thought that was terrible. He thought it was the greatest thing.

Drew Harwell: Yeah. Yeah, that seemed kind of crass. He would have a lot of papers in this office, right? And he would frame certain stories, right? I mean, would you see that kind of stuff around? Not just that but other papers?

Barbara Res: He wouldn't have something like that framed. No.

Drew Harwell: Do you remember what he had framed or what his office looked like?

Barbara Res: Yeah, sure.

Drew Harwell: Tell me as much as you can remember.

Barbara Res: Any awards that he got. He had a baseball bat, I remember, from somebody in there. He had a championship belt.

Drew Harwell: Oh, like a boxing belt? Stuff like that?

Barbara Res: Yeah, yeah. There were pictures of his office around. I mean, you know. It's easy to see. I remember he got the Tree of Life Award from the B'nai B'rith he had that. He might have been on a magazine or something and had a cover and had a picture of that cover. He didn't have diplomas or anything like that on the wall. He didn't have his Wharton diploma.

Drew Harwell: And he would sort of sit behind his desk.
Would he kick his feet up? Would he --

Barbara Res: I don't remember him kicking his feet up. He had a red burl desk that we had bought when he was in 730 5th Avenue and he probably still has the same desk today.

Drew Harwell: Oh, really?

Barbara Res: Yeah.

Drew Harwell: You said red burl desk?

Barbara Res: Burl.

Drew Harwell: Burl?

Barbara Res: Burl wood.

Drew Harwell: Oh, burl wood. Okay.

Barbara Res: Yeah.

Drew Harwell: He wanted that desk specifically?

Barbara Res: Yeah, yeah. I remember when he and Ivana went and bought that desk. Burgundy. Everything was burgundy. They love burgundy.

Drew Harwell: Where did the desk come from? Do you remember?

Barbara Res: Oh, I don't remember.

Drew Harwell: Yeah.

Barbara Res: It was some kind of custom-made thing. I mean it was shaped like round and square on one side. And then

it came around this way and he had these chairs that fit and it was big enough to fit like six chairs around it.

Drew Harwell: And so, anybody would come in to meet him would sit in those chairs?

Barbara Res: Yes.

Drew Harwell: Where would he sit?

Barbara Res: Then he had a table in his office. Then he had chairs around the table that you could go on meet there and you could put plans on the table.

Drew Harwell: All burgundy stuff everywhere?

Barbara Res: I remember that.

Drew Harwell: Yeah.

Barbara Res: I don't remember what they were.

Drew Harwell: Yeah. Did he do anything in his office that you thought was sort of peculiar that you hadn't really seen other people do?

Barbara Res: In the office itself, he had all these cabinets made out of burl wood, but they weren't wood. They were Formica.

Drew Harwell: Oh, really?

Barbara Res: Yeah.

Drew Harwell: To save money? That's funny. There were so many instances of cost-cutting in these projects that were so

fascinating. Not just the salvage thing, but the cheap Chinese marble that he'd --

Barbara Res: That was the Plaza.

Drew Harwell: -- gotten mad at you at the Plaza. And there are all those stories about Fred walking around picking up nails at the job site.

Barbara Res: Yeah, I've heard of that. I don't know how true that is, really.

Drew Harwell: Yeah.

Barbara Res: Maybe it's true.

Drew Harwell: Would you see Donald do -- there are all those stories about Fred walking around picking up nails at the job site.

Barbara Res: Yeah, I've heard that. I don't know who true that is.

Drew Harwell: Yeah.

Barbara Res: Maybe it's true.

Drew Harwell: What sort of cost cutting stuff would you see Donald do around the projects besides the stuff that might be in your book.

Barbara Res: Well, we had inexpensive cabinets and with inexpensive marble in the bathrooms in Trump Tower and these multimillion dollar condos had crappy wood floors. They weren't like anything like this. They would just Section 8 parquet wood

floor and one-quarter - I'm trying to think - thickness, not three-quarters. Maybe a quarter inch or something like that, I forget, that you just glue down and you didn't put sleepers or anything like that under them.

Agglomerated marble instead of real marble, in another words, it's made with a mastic where they take crushed stone and they put it together and they make it. And it looks like a real marble but it's not. I mean you can tell right away that it's not a real marble. And we had Formica cabinets and Formica countertops and stuff like that in the kitchens. They were cheap stuff.

Drew Harwell: Yeah. That's so different from what he was selling. Would he talk about that juxtaposition at all or would you all bring it up to him?

Barbara Res: Louise and I fought with him bitterly about this stuff. I mean, Louis especially, I don't want this crap. I want real stuff. And he just said no. And to an extent he was right. What he said was people will take it out. And a lot of people did. A lot of people did. A lot of people paid me not to put it in, to be honest with you. And people that bought more than one apartment and combined them, they pulled everything out.

Drew Harwell: Yeah.

Barbara Res: Some people kept the stuff and lived there. But a lot of the people that kept this stuff didn't live there. They just had pied-a-terre or corporate investments in the apartments that nobody ever went into.

Drew Harwell: So they didn't care either way.

Barbara Res: Yeah. It didn't make a difference in the long run.

Drew Harwell: Yeah.

Barbara Res: It really didn't make a difference.

Drew Harwell: Do you remember any buyers ever saying, like this is cheap crap you're selling me.

Barbara Res: Yes.

Drew Harwell: Oh, really? Who was it and what did they say?

Barbara Res: I don't remember who it was but it was architects for buyers and stuff that would say that. And I would say, well, you're going to take it out anyway aren't you? "Yeah, of course, we will." Well, what do you want from me?

Drew Harwell: Oh, really?

Barbara Res: That kind of thing.

Drew Harwell: Would they ever complain to Donald or would you relay those complaints to Donald?

Barbara Res: No.

Drew Harwell: So to him it was, like, hey, why not? We're saving money.

Barbara Res: I don't remember anybody complaining about the finishes to Donald.

Drew Harwell: Yeah. Let's take a look through this stuff here. When we were talking about women and he has talked about his mom some. He sort of talked pretty respectfully about his mom. You had said he had treated his assistant with a deference you would give to your mother. What would he say about Maryanne and what sort of --?

Barbara Res: What did he say about Maryanne?

Drew Harwell: Yeah, his mom.

Barbara Res: His mom was not Maryanne. Mary was his mother.

Drew Harwell: Mary, I'm sorry.

Barbara Res: Maryanne was his sister.

Drew Harwell: Oh, that's right. I'm sorry. I mixed that. What would you say about his mom?

Barbara Res: He didn't say a lot about her just that he loved her. And that I'm trying to think if it was he who told me or somebody else that she would go around and collect the rents. And she was very involved in the business with Fred. He only spoke about her in the general.

Drew Harwell: Yeah. Why was that you think? What would he say?

Barbara Res: Like my mother was a great woman, or my mother is a great woman or something like that, that kind of thing.

Drew Harwell: He seemed to just talk so much about Fred and Fred was so involved, and yet his mom was such sort of a shadow that he would --

Barbara Res: I don't know. I didn't read all the books or I don't know what he talked about. I know in *The Art of the Deal* he talked about his mother being impressed by pomp and circumstance and how she watched that whole coronation of Queen Elizabeth and how very impressed she was by that.

Drew Harwell: Right.

Barbara Res: She was very proud of Donald. And unlike Fred, she liked me a lot.

Drew Harwell: Oh, really?

Barbara Res: Yes.

Drew Harwell: Where would you see her?

Barbara Res: Just at functions. Or she would come into the office. But she was always very nice to me. And I think that Donald spoke well of me to her. So that would have carried a lot of weight.

Drew Harwell: How often would he see her?

Barbara Res: Huh?

Drew Harwell: Do you know how often he would see her?

Barbara Res: A couple of times a year. (Res later corrected herself; said "he saw his parents a lot.")

Drew Harwell: Because she was still in Queens.

Barbara Res: Yeah. As a matter of fact, they bought -- they didn't buy an apartment. I don't know if they bought it or Donald gave them an apartment, but they had an apartment for Fred and Mary. We finished it to their taste. We bought furniture, put in moldings and things like that. I think she was around for that.

Drew Harwell: Oh, really? Where was the apartment?

Barbara Res: Let's see, Donald was on 66, 67 and 68. And I think Fred was on 64 in the L apartment. I don't remember.

Drew Harwell: What's the J, K, L, those are on like the floor plan you're saying?

Barbara Res: Yeah. It was above 60.

Drew Harwell: Above 60?

Barbara Res: Yeah, in Trump Tower.

Drew Harwell: So above 60 was where all the really nice --?

Barbara Res: No, no, no. The apartments were the same all the way up.

Drew Harwell: They're all the same.

Barbara Res: It's just the floor plan has changed a little bit, like it went from a two-bedroom to a three-bedroom. So they had a three-bedroom on one of the high floors.

Drew Harwell: Okay. That's nice. So they did that specifically so Trump's parents could live there?

Barbara Res: No, no. That was the way the apartments were designed. And then Donald just picked one out and said this is for Fred and Mary. I remember they had an imported marble fireplace. Even though there was no fireplace, they had the mantelpiece.

Drew Harwell: Just on the wall there was that.

Barbara Res: Exactly. Yeah. Yeah.

Drew Harwell: How often would they be there?

Barbara Res: Huh?

Drew Harwell: How often would they be there? They wouldn't stay a long time.

Barbara Res: Oh, I don't know. Not too often, I don't think.

Drew Harwell: Yeah. Thinking about the apartments and you mentioned Verina Hixon.

Barbara Res: Verina Hixon.

Drew Harwell: That sounded like a fun time. I heard a crazy thing from someone. I wonder if I could run it by you.

She never paid a dime, right? There was some weird arrangement where --

Barbara Res: No, she paid.

Drew Harwell: Did she?

Barbara Res: Yeah, yeah. I don't think she paid everything but I mean he sued her for not paying maintenance or something. But I think she paid for her apartment.

Drew Harwell: Did she?

Barbara Res: Yeah. I mean it's all written up. You can look it up.

Drew Harwell: Do you remember what her apartment looked like or how different it was or what she was trying to get in there?

Barbara Res: She put a swimming pool in her apartment.

Drew Harwell: That was the indoor swimming pool, right?

Barbara Res: Yeah. I remember walking into her apartment one day and there were these paintings all over the place which I thought were stupid looking paintings. My sister, in the 50s, would read what they call romance magazines which were comic books. And they would have pictures of women and they would have bubbles over their heads with things saying, oh, I wish he would call or something like that. These paintings were like that [cross-talking].

Drew Harwell: The Lichtenstein paintings, right? I remember even writing about that. And so those --

Barbara Res: She had them all. She was a wheeler-dealer. She was always selling something or doing something. I don't think she was really rich. I think that had people giving her money. She had this boyfriend. They said they were just friends, but they were more than just friends. He was the head of the Teamsters Union in New York. It was a big, big --

Drew Harwell: Was this Cody?

Barbara Res: John Cody.

Drew Harwell: John Cody, he sounds like sort of a bad guy.

Barbara Res: Yeah, he ended up in jail. I think he died in jail.

Drew Harwell: Did she have a bunch of bathrooms in her apartment, too? I remember watching that or was it just the indoor?

Barbara Res: She had a couple of bathrooms.

Drew Harwell: Somebody had suggested that they were setting those apartments up as a brothel?

Barbara Res: Oh, I don't know.

Drew Harwell: Have you ever heard of that such thing?

Barbara Res: No.

Drew Harwell: Could that have possibly happened or is that just so weird? It's such a weird thing to even think about it.

Barbara Res: With Verina, I think that was possible.

Drew Harwell: Yeah. But you never heard that or heard Donald talk about that or anything?

Barbara Res: No.

Drew Harwell: So in Donald's office, he had the baseball bat signed. Was it signed by somebody?

Barbara Res: Yeah, I guess so.

Drew Harwell: And he had the boxing belt. Would he sort of pace around the office or would he always be seated?

Barbara Res: He was usually seated.

Drew Harwell: Would he be drinking water? He wasn't drinking Diet Coke by then.

Barbara Res: Yeah. By then, he was drinking Diet Coke.

Drew Harwell: Yeah.

Barbara Res: Maybe he was drinking water. He might have been drinking water. That might have been his drink of preference, water. So I know he didn't drink coffee.

Drew Harwell: And Norma's office, was it right outside or --?

Barbara Res: Well, eventually she moved into the office next to him, which was Ivana's office for a while. And then Nick Ribis went into that office, the guy from the casinos.

Drew Harwell: Okay.

Barbara Res: Norma was outside in a cubicle.

Drew Harwell: In a cubicle. And at this point, was it on the 26th floor or was this still the 5th Avenue office?

Barbara Res: Twenty-sixth floor.

Drew Harwell: Okay. When did that move happen?

Barbara Res: When we finished Trump Tower. That was probably in '83.

Drew Harwell: Do you remember that move or Trump talking about the move or your office move?

Barbara Res: Yeah. I remember we had a decorator that designed everything. It went pretty smoothly.

Drew Harwell: So Donald would take calls as John Barron, right?

Barbara Res: He would say that he was John Barron. He would make calls as John Barron.

Drew Harwell: Do you remember those? Were you around?

Barbara Res: Yeah, I remember him doing that.

Drew Harwell: I'm just so curious about that. Would he change his voice? Would he close the door?

Barbara Res: No.

Drew Harwell: He would just do it in his own voice?

Barbara Res: Yeah.

Drew Harwell: And he would be in his office but the door would be open or --?

Barbara Res: I mean, he did it so many times. I'm sure I was in there. I heard him talking once or twice.

Drew Harwell: So this wasn't anything he hid or anything. This was just --

Barbara Res: Nuh-uh.

Drew Harwell: Would he laugh about it after? Would you all laugh about it?

Barbara Res: Yeah.

Drew Harwell: And so everybody sort of knew in the office?

Barbara Res: In the office, we knew.

Drew Harwell: Yeah. Who would laugh about it, you or him or everybody together?

Barbara Res: Whoever was there.

Drew Harwell: It's such a funny -- I mean, did that seem odd to anybody else at the time?

Barbara Res: Strangely enough it didn't seem odd. Like, I remember him saying I'm going to call *New York Magazine* or something like that. And he would call and he would say this is John Barron. And I think sometimes he would say he was the spokesman for the Trump Organization. So it wasn't like he was pretending that much.

Listen, you could say whatever you want about this guy. He is the master salesman. He was extraordinary. And the way he promoted that building, I mean he had good people. Don't get me

wrong. This woman -- what the hell was her name? Joan, I can't think of her last name. She worked with David Sklar. David was the leasing agent that we had in-house. And Joan was an independent leasing agent who Donald gave a contract of \$1 million for which was a lot of money back then. She leased out the stores.

And believe me, she did a spectacular job. She got people like you wouldn't believe. Why would they come to the United States to begin with? She got them to come to the United States and put their flagship stores in this building that was just being built. It was just unreal, the buzz that he generated for this building. We had Loewe of Spain. We had Asprey. Asprey is a very, very famous jewelry store in Britain. Harry Winston put a kiosk in the building. We had Charles Jourdan, the shoe store. We had Ludwig Beck which was a German-like kind of specialty store that came in. Martha from Park Avenue came in. I mean she had been on Park Avenue forever and never thought of having a second store. She came in to Trump Tower and put a store in there. It was just unbelievable.

Drew Harwell: Would Trump lead the negotiations with these retailers or would he have other people? How would he sort of smoosh these people into the agreeing?

Barbara Res: I think Joan did most of it.

Drew Harwell: And it was definitely a priority of Trump to get the finest stores in here, right?

Barbara Res: Absolutely.

Drew Harwell: Do you remember anything specific about how he would make these pretty incredible deals? I mean would he send his limo to pick people up? Would he have Joan doing anything specific?

Barbara Res: Joan did everything. She knew what to do. I mean when she went to see a designer, she was wearing that designer's clothes. She was a phenomenon. I wish I could remember her last name.

Drew Harwell: Yeah. I wonder if she's still around to talk to.

Barbara Res: No, she's probably not. She was in her 50s then. So that would put her in her 80s now, I guess.

Drew Harwell: Yeah. You have such --

Barbara Res: Joan Siegel, S-i-e-g-e-l.

Drew Harwell: When a new retailer would sign on, would there be any sort of celebrating, or what would Trump say or --?

Barbara Res: Well, the way he paid her was there were 50 stores, so he paid her \$20,000 a store so she would get her bonus or whatever. I mean that was my understanding of it. I could be wrong. I mean that was the public, maybe it was more

than that for all I know. Maybe that's all we knew about it. But it was whenever she had a store, it was a big deal.

Drew Harwell: Yeah. Was there ever a store that she had gotten an agreement on and just wasn't high quality enough that Trump said no?

Barbara Res: No.

Drew Harwell: So she always had her finger on the pulse.

Barbara Res: Yeah. She never brought in anything that wasn't the best.

Drew Harwell: Yeah.

Barbara Res: I mean they went after people. It was a while to get some of the people they went after. I mean, she worked on it.

Drew Harwell: So you just said, he was so good at making his deals and managing the media and managing hype. I mean, the Wollman Rink stuff with Koch and -- do you remember that?

Barbara Res: I wasn't working for him but I remember it.

Drew Harwell: What was that like? What was the sort of feeling around the city?

Barbara Res: I think that Donald saw this decaying rink and said I'm going to do something about this. I think he really did say I can probably do something about this. And I'll get them to pay me for it. It will be free publicity and stuff like that. And he talked to HRH about it. And HRH, the

construction company, he told them they should do it for no fee. That they'll get a lot of publicity which I think they did end up doing it for no fee. And they were the ones that said let's go to Canada and see what they do in Canada. It wasn't Donald's idea.

Drew Harwell: Oh, really?

Barbara Res: Yeah. It was Artie Nusbaum's idea.

Drew Harwell: Artie Nusbaum?

Barbara Res: Yeah.

Drew Harwell: He was with HRH.

Barbara Res: Uh-huh.

Drew Harwell: And so everybody was so excited about that, right? Because the city had spent so much money screwing it up in so much time. And finally he sort of comes in and is the savior.

Barbara Res: Yeah.

Drew Harwell: Did you have any sort of other memories of how he would use the media or just really control the story in times like this even when you were working with him?

Barbara Res: I learned at his feet how to control the media, how to not say the wrong thing, how press can be good even if it looks bad, that kind of thing. He was very good with the press. You can see him now. I mean, he just gets away with stuff. Why are they letting him get away with it? And yet he

does. He just knows how to manipulate it. And he knows how to twist it and say something else and not answer the question. He is really good at that. And I learned how to do that from him, too.

Drew Harwell: What sort of specific examples can you remember or things you remember him really pulling off?

Barbara Res: I don't remember things that he pulled off. I remember things that I pulled off.

Drew Harwell: Like what?

Barbara Res: We had a couple of deaths on the job.

Drew Harwell: I think I remember, at the Tower, right, Trump Tower?

Barbara Res: Yeah, yeah. And the fire, there were several things that happened on the job. When we were opening Trump Tower, the press came in, "You'll never get this open" and stuff like that. I told them, "You come back here with your camera crew on Monday, we'll be open here." I just watched him and I learned. A lot of it is intuitive. He has the instinct and I have the instinct, too. I think maybe you're thinking she's talking to me and she's not so brilliant and all that.

Drew Harwell: I'm not thinking that at all.

Barbara Res: I don't know. I tend to be very honest and straightforward with the press. But you got to be very careful

what you say. That's why when I want to be off the record, I'm pretty clear that I'm off the record.

Drew Harwell: Sure. Yeah.

Barbara Res: Not everyone honors that. But Donald had a way of getting to print whatever he would say even if it weren't necessarily the whole and honest truth. He just was very convincing. He was extremely convincing. He had tremendous self-confidence which is important. And he just managed to pull it off. He managed to say what he would say and people would write it and then it would be the truth.

Drew Harwell: Yeah.

Barbara Res: That was the thing with him that they call the big lie. You say something enough times, it becomes the truth. And he is the master of that.

Drew Harwell: Yeah. I think you're totally right in it being just an instinct. He had it and I'm sure you working with him. Was there any specific sort of words we could use or phrases or tactics? I mean you can even see it when he talks now. He just has a style about it.

Barbara Res: Well, there's one thing he says that you'll notice now. When I say this, you'll understand. Like, he will say something. And what it does is he brings the listener into the conversation and makes them take ownership of it. That's one of the things that he does.

Drew Harwell: He sort of -- it's a way of kind of buttering up the person, too.

Barbara Res: Yeah.

Drew Harwell: So like, you'll get this. You're smart enough. You can get this.

Barbara Res: Right, right. That's exactly right. And it's ingratiating in a way. And he can be very ingratiating with the press. Now, he's a little bit stupid about what he does with the press. I mean, he isolates the press when he doesn't necessarily have to. But you know what? Let me not call him stupid about anything because there's always some method to his madness. I mean, I think he thinks that his public loves the fact that he is anti-media and so he does "you're unfair to me," this and that, even with people that aren't unfair to him. And the public just eats that up.

Drew Harwell: Right.

Barbara Res: But anybody that would take a minute to do an investigation would know that he was always the darling of the media. He's not gotten the scrutiny. Even to this day, he hasn't gotten the scrutiny that he deserves.

Drew Harwell: Right. Were there any other tactics like the John Barron stuff that you would remember, specific sort of deceptions that he would use?

Barbara Res: Well, I know that he put out rumors like the fact that Princess Diana was looking at an apartment in the building. I mean, he put that rumor out. And I'm sure he put out other rumors. There were lots of rumors so I'm sure that he put them out.

Drew Harwell: I think everybody heard about there's an Elton John concert or something.

Barbara Res: I was complicit in that. I mean --

Drew Harwell: Yeah, that might have been you actually spreading that on.

Barbara Res: Well, at first I believed it that Elton John was going to stay in the Presidential Suite at The Plaza. And the concert was at Madison Square Garden. And I went to it. It was great. We had great seats. But the rumor was that he was going to stay in The Plaza. And the rumor also was that we were going to put the Presidential Suite in The Plaza. The real Presidential Suite. But the FBI came and looked at it and laughed at it. I mean there was just no way.

Drew Harwell: So wait. So you were going to say you were going to put an actual Presidential Suite that an actual president would stay in?

Barbara Res: Well, that was the rumor he put out that the president was going to move from the Waldorf-Astoria to The Plaza because when the president is in town, he stays or used to

stay at the Waldorf. And that he was going to move to The Plaza Hotel for his Presidential Suite.

Drew Harwell: So he started spreading that rumor?

Barbara Res: Yes. Yeah.

Drew Harwell: And so the FBI came out there, too?

Barbara Res: Yeah. Was it the FBI or maybe it was the Secret Service?

Drew Harwell: Secret Service.

Barbara Res: Yeah. And looked at what we had and just -- we would have to have a kind of bullet proof glass that we just couldn't accommodate, that kind of thing. It just wasn't going to work.

Drew Harwell: And so he had spread the rumor and then they had come out or they had come out? How did that work?

Barbara Res: I think he spread the rumor first.

Drew Harwell: Yeah. How would he spread rumors? Did he have specific reporters who would go to --?

Barbara Res: I don't know. I don't know. I'm sure he had people that would drop -- I mean after a while. Initially, it was all him making the calls himself. But after a while, I'm sure he had reporters and stuff.

Drew Harwell: Yeah. So he was The Donald; that was the Ivana phrase. You were The Barbara, right?

Barbara Res: Yeah, the Barbara.

Drew Harwell: Did he ever call you -- yeah. When did that start?

Barbara Res: And Dick Wilhelm was The Dick. It was so bad. I made The Dick.

Drew Harwell: What did Dick Wilhelm do?

Barbara Res: He was the manager of The Plaza Hotel.

Drew Harwell: That's right.

Barbara Res: The general manager.

Drew Harwell: Were there any other sort of terms of endearment? I mean what would people call Donald? Would they call him Mr. Trump? Would they call him [indiscernible]?

Barbara Res: We all call him Donald, except for Norma who called him Mr. Trump.

Drew Harwell: And now it seems like everybody calls him Mr. Trump?

Barbara Res: Really?

Drew Harwell: Yeah. Even his top aides --

Barbara Res: The people that work for him?

Drew Harwell: At least when I see him in the media, they're all calling him Mr. Trump.

Barbara Res: You sure they're not just referring to him as Mr. Trump?

Drew Harwell: I think -- yeah, I could be wrong. But hey, I'm not there but --

Barbara Res: That's amazing. Well, it doesn't surprise me because I think that he's got himself surrounded by sycophants now. I don't think that he has any really strong people like he used to.

Drew Harwell: Yeah. Do you think that was function like he wanted more yes men and yes women or they just gravitated toward him?

Barbara Res: No, I think he wants more. He doesn't want to be argued with anymore. He's too big a star. He says who do you consult? I consult myself. I mean how do you deal with that level he does? He thinks he knows more than anybody in the whole world about every single thing. I mean, you know --

Drew Harwell: Yeah. The concrete club stuff, the sort of concrete cartel stuff is so fascinating to me. How did that work? I mean you had been doing that sort of work for a long time. I'm sure it was just a part of doing business, right? I mean getting the right contractor in at the right time. Do you remember how? What was that like?

Barbara Res: We had drawings. And drawings went out for bid. And what would happen was there would be a calculation of the amount of steel that was in the project. Basically, people went to outside contractors to get that information. And there was this thing the bureau. The bureau would calculate the amount of steel. And then the rest of it would be the concrete

which the contractors themselves would calculate. Then they would price it up based on how much they had to pay for steel and how much concrete they thought they needed.

I understand just from not really rumors but sort of like what everybody understood eventually that this was not supposed to be Dic Concrete's job. So apparently, there was some price fixing going on among the concrete contractors. They decided in advance who got the big jobs and this wasn't going to be Dic's. Now, whether or not it was a matter of fixing prices or whether it was a matter of giving the right price but who gave the right price. It's something I don't know the answer to. And it might have been as simple as that. It was not just that they were in a consortium to defraud, although why bother. But the rumor was that it wasn't Dic's job. And Fred Trump pushed hard for Dic Concrete. Dic Concrete kept lowering its price. And we gave the job to Dic Concrete.

Drew Harwell: So they ended up being the lowest bidder?

Barbara Res: Yeah. They were the low bidder. Or at least that's what we were told. But I think they were the low bidder, yeah.

Drew Harwell: But they had also sort of jumped in line or jumped into a space that one or the other contractor believed they --

Barbara Res: They're supposed to have, yeah. That was the rumor.

Drew Harwell: So that was something the contractors would talk about or was that something that Donald would talk about? I mean he had to know.

Barbara Res: I don't think Donald talked about it. I think it was more the people at HRH ultimately talking about it after the fire.

Drew Harwell: Oh, yeah, after the first fire or the second fire?

Barbara Res: No, the big fire.

Drew Harwell: That second one where they guy was in the cab still, kind of scary. So Donald had known that Fred had gotten involved and had pushed the contract in one specific way. Did Donald worry about facing the wrath of the concrete --?

Barbara Res: I don't know.

Drew Harwell: Yeah. Would he talk about that sort of stuff or having to make the right connections in those ways with you?

Barbara Res: No.

Drew Harwell: That seems so unlikely because it was just a part of doing business, right?

Barbara Res: Yes, it was. And I think that for the most part, I certainly deferred to HRH on that. There was no

question. That was one of the things that they did. They traveled in those circles. But from what I read in Wayne Barrett's book, Donald liked to get involved in that. And he was involved with Bill Cody -- not Bill Cody. What was his name? John Cody.

Drew Harwell: John Cody.

Barbara Res: In some ways that I didn't know about at the time. I mean I told Donald that John wanted to meet with me and Donald said go ahead. But I didn't know that Donald had met with him on a couple of occasions. In a way, Donald was protective of me a little bit when it came to that kind of thing. But he let me meet with John Cody a couple of times. I know that Roy Cohn was very, very valuable to Donald. He was a highly trusted counsel. And Roy knew his way around that arena. There was an occasion where one of the contractors, one of the owners of one of the stores got into trouble with the carpenters union. That could have been very ugly.

Drew Harwell: What happened?

Barbara Res: I had told him he can't bring his own workers in from California to work on the woodwork, just can't do it.

Drew Harwell: Woodwork in the build-out of the store.

Barbara Res: In the store, yeah. I said it's a union job. You got union workers. And he said, okay, fine. Then I reminded him of it then he said, okay, fine, again. And then on

a weekend or something, he brought in the carpenters and they weren't union. I got wind of it I guess the next day or something. I remember being there at night with the head of the carpenters' union, not the head of the union, the steward, the shop steward for the carpenters and the shop steward for the Teamsters. And they told me that they were going to break this guy's legs.

Drew Harwell: Oh, really.

Barbara Res: Yeah. And I was saying I'll get the guy to sign a shop deal, which is you sign up with the union for one contract for one job. It's called the job shop. And they said they were going to give me so much time to do it. And I got the guy to agree to it. And that was the end of it. Now, how much of that was true? I don't know. I mean I think that they would have hurt him somehow. How they would have done that? I don't know. Would it be physically or whether they wanted to destroy his shop, I don't know. But they would have hurt him without a doubt for doing that. That was a wrong and stupid thing for him to do. I was so angry at the guy because I had told him and I had warned him in advance and everything else.

But there were things like that. We had a situation. We wanted to put Christmas trees on the terraces. There are so many terraces there. On the first Christmas we were open, we want to put Christmas trees on. So we put Christmas trees and

we wanted to light them up. And the electricians claimed it. They said that's our job. You can't do it. You have to have Local 3 electricians. So I said go ahead and do it. And I think I even got the lights or something. And they weren't doing it.

My husband seems to think it was Donald who said to do it ourselves. But I somehow I think it was me who told the chief of engineering to go ahead and do it yourself. Just have the laborers that we have in the building, the building workers, go ahead and put the lights on the trees. Here's what happened. The electricians changed the breakers in the panels so that the voltage across the lights would be 220 instead of 120 and blew out all the lights. They blew out all our breakers.

Drew Harwell: So after all the trees were out and the lights were out, they just did it to screw you over.

Barbara Res: Yeah, yeah. And I wanted to go after the guy. I wanted to file criminal charges but Donald wouldn't let me. And he was probably right.

Drew Harwell: For volt shattering or tripped parts --

Barbara Res: No. It was just everything was burned down. The circuitry and we had to pull new circuits and new wires and then put -- so the contractor ended up doing the work and we didn't pay him for it.

Drew Harwell: The electricians finally ended up doing it?

Barbara Res: The contractor ate that. But that contractor had been a replacement contractor on the job because we threw the original electrician off the job. We had a lot of problems with electricians. He made so much money on the job. I didn't worry about him losing a little bit of money on these Christmas trees. But it was really a shame that they did that. It was a terrible thing to do. But my brother-in-law, Victor Lappe, who was a superintendent for a long time, 40 years in the business, knew more than anybody I have ever met about anything in the business except for my husband. He used to tell me stories that when unions got angry about something, they would do terrible things. Like, somebody put a 40 gallon drum into a big duct and they closed it up. And you had all these noise and stuff and it was nothing you could do about that.

I got in trouble with the unions a couple of times. One time, I was waiting for the plumber to drill a drain in the floor and he didn't do it. So I told my laborer to go ahead and drill it because I needed to put tile in. And so I got fined. But I got the hole put in. So it was a wise decision on my part. But the unions were, back then, extremely, extremely powerful. Now, you see a lot of the jobs going non-union. And it sort of like the unions reigned this upon themselves because they make so much money. They make too much money. I don't care how hard they work. They make too much money. And now,

you've got a lot of non-union contractors doing work and a lot of owners are going non-union to save money, so we'll see how that works out.

Drew Harwell: With this Christmas tree example, how many trees are we talking about? And are those terraces the balconies of --

Barbara Res: Yeah. Yeah. I don't know how many balconies are on there, a lot, maybe 20.

Drew Harwell: Was this one of the first sort of Christmases at the Tower or --?

Barbara Res: Yeah, it was the first one. There were probably 20 terraces. It looks like 17 here and then we have the other trees -- no, I think the other trees were all lit up by the electricians. I think it was just on the terraces.

Drew Harwell: Got you.

Barbara Res: So I think it was 17 that I counted if I counted it right.

Drew Harwell: And so how much did Donald know about this whole tree debacle?

Barbara Res: He knew about it.

Drew Harwell: What did he say?

Barbara Res: He kept telling me to get the trees lit up. That's probably why I just started to have them to do it.

Drew Harwell: That's probably why, yeah, the pressure on you, right?

Barbara Res: He said it was a shame. But I wanted to file charges and he wouldn't let me.

Drew Harwell: Why not?

Barbara Res: Because he didn't want the press probably. And it was probably a wise decision on his part.

Drew Harwell: And this example with the shop build out. That was at the beginning of when Trump Tower was opening and all the retail shops are opening with the example where the guy wanted to bring his own --

Barbara Res: It was not for the grand opening on February 14th but it was after that. It was in the summer of 1983.

Drew Harwell: Okay. Got you. And so people had told you that we were going to break this guy's legs because he is not playing along, or was that just sort of the rumor you had heard?

Barbara Res: No, no, no. The shop steward for the carpenters and the shop steward for the Teamster told me they're going to break his legs.

Drew Harwell: And this was the guy working for that retail --

Barbara Res: He was the owner of the retail store.

Drew Harwell: Do you remember which store it was?

Barbara Res: Lina Lee, L-i-n-a L-e-e.

Drew Harwell: I remember you talking about it in the book. She was a big sort of fashion from California or something like that.

Barbara Res: Yeah.

Drew Harwell: Wow. So this may have been one of their first New York stores or I mean --

Barbara Res: It was the New York store. I don't even know if they're in business anymore. You have to understand that you got to look at this Trump Tower and you got to freeze the time. You got to look at 1983 and what was going on in the country in 1983. And it was just unprecedented that he would have all these stores inside the building. I mean when Water Tower in Chicago had some stores but they had anchors. They had, I'm going to say, Macy's in one tower. I don't know who their anchor -- Bloomingdales. Water Tower has Bloomingdales. So I mean the fact that they had stores, sort of made sense to have a mall. But here, we had no anchors at all. And the rents we were getting, you would not believe, \$150 a foot, I mean, it was unheard of at the time the kind of rents we were getting. I'm trying to think of one, it started going downhill after a while. I mean we had all these movie stars coming and famous people and rich people coming to shop there. And then the tourists took over and if it became a touristy thing. And stores started to

close and we put in like you put in Tower Records and Nike World opened up. Now, there's a Gucci store there.

Drew Harwell: Somewhat there, yeah.

Barbara Res: They have the whole 5th Avenue.

Drew Harwell: Right.

Barbara Res: And what they did and I hate him for this and I hate them for this, is they changed all the marble at the entrance. It used to be the beautiful breccia pernice and they changed it to black and white stone of some sort. It looks like shit. It just totally changed the building.

Drew Harwell: Whose idea was that?

Barbara Res: It was I think Gucci. Yeah, it was their idea.

Drew Harwell: It was like the pink marble, right?

Barbara Res: Yeah, yeah. It's in the picture.

Drew Harwell: And some of these stores couldn't even afford those rents, right? I mean it was incredibly pricey. So it was all just the power of the hype they were giving it, right, that they would --

Barbara Res: Here's the front entrance. We had these two tees [sounds like].

Drew Harwell: Oh, yeah.

Barbara Res: There was a picture, if ever you want a picture, of Donald sitting on one of these tees.

Drew Harwell: Oh, really?

Barbara Res: It is the stupidest picture I have ever seen in my life. And I can't believe it. You know how they did that picture with the Dukakis when he was sitting in the tank? It would be a perfect picture of Donald.

Drew Harwell: We got to get that then.

Barbara Res: You got to find it. But, I mean, we would have things like this. Look at the busby on the doorman. These hats cost a couple of thousands of dollars apiece.

Drew Harwell: Really?

Barbara Res: Yeah.

Drew Harwell: Was that an Ivana touch?

Barbara Res: That was an Ivana thing absolutely. We had the piano with the Eddy Duchin Orchestra playing. We didn't always have a violin but we always had a piano.

Drew Harwell: You had mentioned, the piano would play and then the homeless guys would sort of sit out front.

Barbara Res: There was the bench.

Drew Harwell: There was a bench?

Barbara Res: They would sit on the bench, yeah.

Drew Harwell: And it was Donald's idea to put the potted plants on the bench or something like that?

Barbara Res: Yeah. Yeah.

Drew Harwell: What would he say about those homeless guys and how long did it take them to --

Barbara Res: Kept them out of the building, they have this security guy take them out of the building. I'm trying to see if there's a picture of the bench. The bench was right here along the wall if you continued this wall.

Drew Harwell: So they would actually come in. It's sort of silly.

Barbara Res: The bench was here. I don't know. You can't really see it because of the reflections. But yeah, he got rid of the homeless people. Eventually, he got rid of the piano and he got rid of the guards in front. But it made so much money. It didn't matter what he was spending on this shit. It was just --

Drew Harwell: Did he ever sound like self-aware of how sort of ridiculous it was? Or was it just so --?

Barbara Res: What was ridiculous?

Drew Harwell: Donald would say we maybe don't need guards with big busbies on, or was he just all in all the time?

Barbara Res: I think he had [indiscernible] with Ivana but she wanted this. She was very much into the idea, but he loved the idea of having the haberdashers who made clothes for the royal family making his guard's uniforms. He loved that idea. And Equitable never challenged him on a single thing. Equitable

was the partner in Trump Tower. Once a month, they would have this very nice man come in. And I would take him around and show him all the work that was done. And he would sign off on the requisition. He never ask one question in all the times that he came in. And that was it. They never questioned Donald. Every three or four months, we'd go to a meeting in Equitable and we talk about what was happening and what the plans were and how the retail was going. And there was a guy there whose name I can't remember. But Donald would talk to him every week or every two weeks and just finesse him and --

Drew Harwell: So Donald knew how to handle them, too.

Barbara Res: Yes.

Drew Harwell: Or they just didn't want to get involved, they figured he was the --

Barbara Res: Donald knew how to handle them. And they liked what he was doing. And it was successful from the beginning because you could see the stores that were coming in. The press he was getting was phenomenal. There was a picture of Trump Tower [indiscernible] on the cover of *Paris Vogue* with a model kissing it. It was on the cover of *Paris Vogue*, Trump Tower. What the hell. This is a building that isn't even built yet? It's just unbelievable how he manages to do this. So Equitable loved him. And then once we started selling apartments, we were selling apartments on drawings and people

were rushing in to buy apartments. Louise was amazing. She got Steve Ross who was the head of a big media company. I don't think it exists anymore. I think HBO owns it now. But they owned Elektra and Asylum Records and they owned Atari Games because I remember Elektra and Asylum had an apartment. They owned MCA, so they got an apartment for the head of Elektra and Asylum. They got an apartment for the head of Atari. And then Steve Spielberg came in and got an apartment. That's all in the book.

Drew Harwell: I remember you talking about that, yeah, yeah.

Barbara Res: Yeah, yeah, yeah. And this was all Louise. So we had all these famous people buying apartments before the building was even opened and fixing them up. Equitable was beside themselves. They made so much money on this job, it was ridiculous.

Drew Harwell: Yeah. And Donald had to love all the celebrity presence right? Spielberg, Michael Jackson --

Barbara Res: Oh, he did. He used to come with all of them. Jackson was after the building was opened. But they'd come into the apartment and they would meet Donald. And sometimes he would come around with them. But if not, I would always take them around to see their apartments.

Drew Harwell: What was Donald's sort of manner during this time. I mean, was he just constantly still fast moving? Did he ever allow himself anytime to laugh about it all, or was he just constantly working?

Barbara Res: He was constantly working but we talked about it a lot, how great it was. And he had Atlantic City going on at the same time, too. So he puts some energies into that.

Drew Harwell: I want to bring up one other thing. We've talked to people who would talk about these Dr. Greenberg days. Does that mean anything to you?

Barbara Res: Yeah.

Drew Harwell: What do you know about that?

Barbara Res: I went to see him.

Drew Harwell: Dr. Greenberg.

Barbara Res: Yeah. I don't remember his name being Dr. Greenburg. But I went to Donald's doctor because Norma gave me his number. And he put me on this series of pills because I wanted to lose weight. It was about weight control. I went to Canyon Ranch and I couldn't do the morning walk. My pulse went up to 104 just walking. And I called the doctor and he told to stop taking everything but one particular pill and I did. And what happened was, while I was in Canyon Ranch, I gained weight which was horrible thing because you're supposed to go there and lose weight.

Drew Harwell: What's Canyon Ranch?

Barbara Res: Canyon Ranch is a spa.

Drew Harwell: Okay. So you went as a vacation or something?

Barbara Res: I went there as a vacation but to lose weight. And here, I was gaining weight. I wasn't working for Trump at the time come to think of it. This was right after I had my baby. I was trying to lose baby weight. I had twins. So I called Norma and she gave me the name of this doctor. I think it was the doctor that everybody went to see. But he would do is he gave me thyroid pills when I didn't need thyroid pills. So what they do is they shut down my ordinary thyroid and they were acting instead. They were hormones so that my thyroid wasn't producing hormones. As soon I went off the pills, my thyroid had stopped working and it took a while to get back so that's why I gained weight. But it was a cocktail of five different pills. A vitamin, and thyroid pills, and I don't know what else. And I guess everybody lost weight. He might been giving B12 shots and things like that, too. I don't know.

Drew Harwell: So he was just the guy that everybody would go to. He was in Manhattan and if you wanted to lose weight, you would go to --

Barbara Res: Yeah.

Drew Harwell: It says Joseph Greenberg here. Maybe it's a different --

Barbara Res: Yeah. No, I don't remember. But I assume it was the same doctor that he was sending people to.

Drew Harwell: Yeah. Would Donald take these pills, too?

Barbara Res: I don't know.

Drew Harwell: Yeah. So people will tell that Donald had sort of a heavy consumption of these pills. That he would go to this Dr. Joseph Greenberg guy and --

Barbara Res: People said Donald took the pills?

Drew Harwell: Yeah.

Barbara Res: Who was that that said it?

Drew Harwell: Some tabloid said it but it was also in this *Lost Tycoon* book, Henry [sic] Hurt, have you heard of that? [Indiscernible] a while ago. But he had sort of connected Donald's mood swings to these pills he would take.

Barbara Res: It could be.

Drew Harwell: And he would say Dr. Greenburg determined that Donald had a metabolic imbalance. A kind of catch all diagnosis that opened the door to writing a prescription. The medical literature warned of dangerous side effects including anxiety, insomnia, and delusions of grandeur.

Barbara Res: He didn't need anything for delusions of grandeur. He had that all.

Drew Harwell: Yeah. "According to several Trump Organization insiders, Donald exhibited all these ominous symptoms of diet drug usage. The first thing I would do when I got to the office in the morning," recalled one former vice-president, "was go to see Norma and ask her is this a Dr. Greenberg day?"

Barbara Res: Who said that? Do you know?

Drew Harwell: It doesn't say. It was somebody anonymous, a former vice-president. "If she said yes, I would do everything I could to stay out of Donald's way."

Barbara Res: We used to go to Norma a lot. We called her the barometer.

Drew Harwell: Oh, really?

Barbara Res: Based on how she treated us, often lets us know how Donald is feeling about us. Because she knew when he was complaining about fucking this one or fucking that one, you know, fucking Barbara. She would know. And she acted differently towards us.

Drew Harwell: Really?

Barbara Res: Although, I was very good friends with Norma and stayed friends with her until she died. But you knew what mood he was in. Like, if you wanted to talk to him, you would ask her is now a good time to talk to him? And she would let you know. Yes or no, or don't go near him, and stuff like that.

Drew Harwell: Wow. So she would be cold to you if he was mad at you?

Barbara Res: Down on me, yeah.

Drew Harwell: And would she do that on purpose or was that just --

Barbara Res: I don't know. It might have just been the way she was feeling.

Drew Harwell: Yeah. She just couldn't hide that emotion maybe or something.

Barbara Res: Yeah. I don't know.

Drew Harwell: That's interesting. So Norma was the barometer.

Barbara Res: Yeah, we called her the barometer.

Drew Harwell: So do you remember specific times when you need to go to Donald and she would be like, no, bad day.

Barbara Res: Yes.

Drew Harwell: What would she say specifically? Do you remember?

Barbara Res: Just don't go in there.

Drew Harwell: His door would be closed?

Barbara Res: Right.

Drew Harwell: But you've never heard Dr. Greenberg day or anything like that?

Barbara Res: No. I never heard that, no.

Drew Harwell: But he would have mood swings?

Barbara Res: Yeah. He did have mood swings.

Drew Harwell: Was it another thing where he had fewer in the beginning and they became more rampant as --

Barbara Res: Yeah.

Drew Harwell: Any specific things that would tick him off?

Barbara Res: Into a mood swing?

Drew Harwell: Yeah.

Barbara Res: Not that I know.

Drew Harwell: Just random.

Barbara Res: Yeah.

Drew Harwell: How often were these?

Barbara Res: It's just I never thought of them as mood swings until you mentioned it. And it was just is he in a good mood today or is he in a bad mood today? Because there was so much going on in his life that there could be something that would tick him off.

Drew Harwell: Right.

Barbara Res: And never let it be said that he would not take out something that happened somewhere else on you. That was par for the course, blaming a messenger and shooting the messenger or stuff like that, I mean that happened all the time with him.

Drew Harwell: Right. Yeah, because if you were to go in there and if Norma said don't go in there, how would he -- I mean, he would just blow up at you?

Barbara Res: Yeah.

Drew Harwell: Do you remember when his brother Freddie died?

Barbara Res: I wasn't there.

Drew Harwell: You weren't there at that time?

Barbara Res: No.

Drew Harwell: That would have been, I guess, '81 or something.

Barbara Res: No, it was before that.

Drew Harwell: Oh, was it before that?

Barbara Res: Yeah.

Drew Harwell: And I think you had told --

Barbara Res: Because I remember my brother died not long after I started and he died of alcoholism, too. And Donald came to the funeral.

Drew Harwell: Did he?

Barbara Res: Yeah.

Drew Harwell: Was this after his own brother had passed or --?

Barbara Res: Yeah.

Drew Harwell: So he had at to at least understand a little bit of what that was like.

Barbara Res: Yeah, he was [indiscernible].

Drew Harwell: Did he say anything about that or --?

Barbara Res: Yeah. He spoke to me about his brother a few times.

Drew Harwell: What would he say?

Barbara Res: It was a shame because he was a great guy.

Drew Harwell: Did he say -- it was such sort of tragic case with his brother because it seemed like his brother had worked with Fred a lot. And he just didn't take to it as well as Donald did.

Barbara Res: Yeah, I think Fred broke him. Maybe Donald got the benefit of that because Fred might not been as hard on Donald as he was on Fred, Jr. And plus Donald grew up in his shadow. So where Donald probably experienced an impact in his life was that he was probably competing with his brother. Trump competing for his father's affections probably.

Drew Harwell: Right.

Barbara Res: I mean this is just speculation.

Drew Harwell: Yeah. Would Donald talk about his brother before he had had passed away?

Barbara Res: No, I didn't know him when his brother was alive.

Drew Harwell: You, I think, told Francis that you wrote a book and you sent to Donald. But you don't think he read it. And that you run into him at a funeral and he was really nasty to you. What happened there?

Barbara Res: Norma's funeral.

Drew Harwell: Whose funeral?

Barbara Res: Norma's.

Drew Harwell: When was that and where was that?

Barbara Res: I don't remember. I wrote the book in 2013. And it was probably in the winter of 2014 that I saw him at the funeral or the fall. It was either the fall of 2013 or the winter of 2014? And I was with a friend of mine who had worked with me on Trump Tower and I remained friendly with, Jeff Walker. And I saw Donald, and I said, hey, Donald, here's the old team. We should do something together again. And Donald didn't say anything to me. And he said to Jeff, "You know, she wrote a book. It's the worst piece of shit. No one's going to read it." And I said Donald, what are you talking about? My book is great. And he just waved me off. He was so nasty to me. It was terrible.

Drew Harwell: That's awful.

Barbara Res: Yeah. And it would make me feel bad. I was surprised. I mean I was shocked. Because I would have thought that he liked the book. You read the book. I mean it's not

that bad about him. It's honest but it sort of makes him look larger than life. It makes him look like a character that he envisions himself as.

Drew Harwell: Right.

Barbara Res: But I don't imagine in a million years that he read the book. He probably gave it to someone who was an amateur and didn't know much of anything. And read it, "Oh, it's terrible for you, you know, she made you look so bad." And that was it. And it's a shame really because I thought that he might promote the book.

Drew Harwell: Really? Yeah, that's such a disappointment to expect.

Barbara Res: Yeah, it was. It was. A terrible disappointment to me. When I left him the last time, the last time I had seen him, I told him I was leaving and he was, "Oh, why?" And, "I said this Southern California thing is not working out. And you're not appreciative of what I've been doing and you don't want to go forward with it. I mean I just think that I should probably leave now." And it was okay. And that was the last we had to do each other. Then I saw him at his father's funeral and he was very nice to me. There were a lot of people around him. And I just went up to him and said, hey, Donald, how are you doing? And he said, "Thanks for coming. I'm doing okay," and everything else.

And then I went to law school and I asked, I guess at the funeral, I asked him if he would write a letter of recommendation and of course he did. And when I was applying to the bar again, I asked if he would write a letter of recommendation. I don't think Norma was there anymore. I think it might have been Rona [phonetic]. But of course, he did and I thought everything was fine. And then like I said, I wrote him a letter. Rather, I sent him the book. Subsequent to him signing for the bar for me, I wrote him a couple of letters that he never answered. I asked could I just come in for 15 minutes and sit with you. But he was just too important to be bothered with me at that point. But I never expected that reaction.

And then I had nothing to do with him from that point on until some people started calling me and they said, "He's been saying that you built Trump Tower." I said you're kidding. He's been saying that? And they said, "Yeah, he's talking about you in stump speeches." But it turned out that he never mentioned my name. He just talked about this woman that was fantastic and he's great for women and stuff like that. And I figured here's an opportunity for me to promote my book and maybe I could have someone interested in it so I've been doing these interviews. Some people have said that I backstabbed him. I'm an ingrate. I'm not stabbing him in the back. I'm not saying anything bad about him.

Drew Harwell: Who said that? Trump supporters?

Barbara Res: People who were supporting him and stuff like that. So I'm just hoping I could get someone interested in my book or doing a story about my book or something like that.

Drew Harwell: How frustrating. Do you remember where this funeral was?

Barbara Res: Where it was?

Drew Harwell: Yeah.

Barbara Res: Yeah, it was in a church on the East Side, a big church, a cathedral, not Saint Patrick's. In the 70's I think it was. It would be easy enough to look up. Norma Foederer was her name. And then when I did *Inside Edition*, the people from *Inside Edition* told Donald that they had spoken to me and I said it was great to work for him but very tough. And he said, "Oh, that's nice. Give her my regards."

Barbara Res: ... I would say just a couple of things. He talks about having women in his company. I would find out who they are, you know, where were these big women executives that you have? I don't, you know, who are they? And the same thing with black people. Does he have any black people employed in his company? I bet he doesn't have any.

Drew Harwell: Yeah, I remember the quote about him not letting them count the money. He likes the guys [cross-talking].

Barbara Res: Yeah. That was from O'Donnell's book.

Drew Harwell: Yeah.

Barbara Res: Yeah. And he also made a quote about he wants people with beanies sitting there, right?

Drew Harwell: Yeah. Yarmulkes, right?

Barbara Res: Yeah. Yeah. So that tells you a couple of things about him that you could probably research more.

Drew Harwell: Would he say other racially insensitive stuff?

Barbara Res: He said that Germans were good with -- he wanted a German to be the guy that was the superintendent for the apartment building and he hired this German guy. And he said, "Oh, Germans are clean," like he had specific - without going into it - specific, you know, this race was this and Germans were clean. That's the one thing I remember. Germans are clean. And he hired this German guy and I fired him and he hired him back and I fired him again. This is in the book. It took three times to fire this guy before we got rid of him. He kept going across the street to Donald.

Drew Harwell: And so he was sort of intoning that Germans are clean and other people are unclean?

Barbara Res: Yeah. Well, yeah. And he'd want a German to look after the cleanliness and he'd want, you know, somebody,

like O'Donnell said, somebody with a yarmulke to be counting the money, you know, that kind of thing.

Drew Harwell: Would he say anything about black people or Hispanic people at that time that sort of caught you off guard?

Barbara Res: No. He didn't say anything to me that I --

Drew Harwell: But would he say stuff during work? Would people talk about --

Barbara Res: I don't want to go into anything about that, you know, no.

Drew Harwell: So it sounds like he did, but it's just not anything that you feel comfortable talking about.

Barbara Res: I didn't have that kind of level of conversation with him so I don't really know. It's just, like I said, I'd like to see like while I was there? Nobody black worked while I was there. Nobody Puerto Rican worked when I was there. Is that a coincidence? You know, just there were some people in the building like the engineer's assistants and stuff like that. I think there were a couple of minorities there.

Drew Harwell: Uh-huh. And yeah, you have to wonder if it's a coincidence or if it ends up him just being --

Barbara Res: Yeah. And like I know that he said he had me -- he said I have women in construction. He did not have women in construction. There was a *woman* in construction. He likes to say I gave women positions in construction. No. He had me.

He had Blanche, but she was a salesperson. She didn't have a degree in engineering. I don't even think she went to college. And Louise was a salesperson. She wasn't an engineer. She wasn't in construction, so he lied about that.

Drew Harwell: You think he would use you three as sort of tokens of, hey, I'm open to everybody. I've got women in my organization. When really, he hadn't really given that many opportunities?

Barbara Res: No, because I don't think that using them would be of any use to him. There was nothing unusual about having a saleswoman in condo sales. That's, you know, usually condo sales people are women or they're at least --

Drew Harwell: But in construction, it was so rare and you talked about this.

Barbara Res: Yeah, it is rare.

Drew Harwell: Yeah.

Barbara Res: So that was his -- that's why he used me as his example.

Drew Harwell: You think he knew there was a publicity factor in that, in having you around and talking up -- clearly your skill is that you've gotten there because you deserved it. But did you feel like he had ever tried to use that as --

Barbara Res: Yes.

Drew Harwell: Yeah.

Barbara Res: I think that initially, there was a story done about me, the one that you saw.

Drew Harwell: Where was this again?

Barbara Res: It was in the *Daily News* on December 8th, December 9th, rather. What's the date?

Drew Harwell: Uh, it doesn't say down here.

Barbara Res: I'm pretty sure it was December 9th because it was the day after John Lennon was killed. And it didn't run in any of the editions except on Staten Island or something.

Drew Harwell: What did you smoke back then?

Barbara Res: Hmm?

Drew Harwell: What did you smoke back then? Which brand?

Barbara Res: Oh, Marlboros.

Drew Harwell: Did Donald ever talk about that?

Barbara Res: With me smoking?

Drew Harwell: Yeah.

Barbara Res: No.

Drew Harwell: Did he ever care?

Barbara Res: No. I'm sure I smoked in front of him. I'm sure I smoked in his office.

Drew Harwell: I didn't know. He's such a germophobe and such a stickler about it.

Barbara Res: I don't know. But anyway, getting back to did he make -- I think he set up that interview. And then after

that, I was on "To Tell the Truth" and I think that there would have been a lot more publicity, except I think he stopped it. I think he curtailed it at that point. But I can imagine, you know, who would have told the *Daily News* that they should write a story about a woman engineer. It sounds like Donald.

Drew Harwell: Sounds like Donald, right.

Barbara Res: The way I saw it. I don't know.

Drew Harwell: The stuff about Mexicans being rapists and some of the other sort of horrible stuff he said, did he ever talk like that back then?

Barbara Res: Not that I recall. But there was an article in *The Guardian* and they talked about this ad that he took out in the *New York Times* when the --

Drew Harwell: The Central Park Five?

Barbara Res: The Central Park rape occurred. Now, they asked me if I thought that was racially motivated and, you know, in my innocence I said no. I said it was more of a law and order thing. And I have to honestly say that. I didn't think it was racially motivated but it might have been racially motivated.

Drew Harwell: Uh-huh. Yeah, it seemed like one of those things where it was a very sort of subtle prejudice.

Barbara Res: Could be. Like I said, I didn't understand why he did that but I thought it was because he was infuriated

by what happened and thought that the death penalty should be back for something like that. And just I never made the connection, and partly because, like I said, I think he insulated me from a lot of things. I don't think he spoke. If he was speaking racially, I don't think he did it in front of me.

I mean, he made jokes. I remember jokes, Polish jokes, Italian jokes, you know. We used to sit around and talk. You know, there were times when I was in the office with Jeff and maybe Milton Goldfine or somebody else and Donald would just go off and he'd start talking. Like he had this friend, Pat Cooper. Did you ever hear of that name?

Drew Harwell: No.

Barbara Res: This is the funniest guy I've met. He was a comedian that worked with Jerry Vale. He was a famous singer and they used to have nightclubs in New York like the Copacobana and he would do nightclub acts and stuff. And he would come in and Donald was recounting a story that Jerry Vale, not Jerry Vale, Pat Cooper told him and he would have us in stitches. And we'd be sitting in his office, laughing at these jokes and stuff. He was very personable with us. He was very, very approachable. Again, you're going back 30 years so he was very personable with us and talked to us about things other than just business.

Drew Harwell: Right. And the Polish jokes and the Italian jokes, that was just sort of something that everybody would be joking around at that time.

Barbara Res: Yeah.

Drew Harwell: Was there any other sort of off-color stuff you remember that particularly threw you back?

Barbara Res: No. I just remember him making -- and I said this to somebody. I forget which interview this was. Oh, it was Christiane Amanpour. He knew this guy that liked younger women.

Drew Harwell: Oh, right.

Barbara Res: And he talked about this guy like it was something funny, like, yeah, he likes them. And he used an expression that would have meant around the time that they start menstruating. You know, that was like a joke to him and it came up because she asked me what I thought of his comment about dating Ivanka if it wasn't his daughter. That shocked me. I never could imagine him saying something like that. And then I thought about his joking about this guy that liked young girls.

Drew Harwell: I remember you -- I'm glad you brought that up. I remember you writing that down. Yeah, talking about somebody that he knew through business who trafficked in very young women.

Barbara Res: Yeah. The "trafficked" is not the right expression.

Drew Harwell: Would he date --

Barbara Res: It implies that -- who wanted to go out with young women, very young women.

Drew Harwell: And would he go out with these women? I mean he had to meet them somehow.

Barbara Res: I don't know, with the guy?

Drew Harwell: Yeah.

Barbara Res: I don't know. I would imagine so. I mean Donald was joking about it so, you know. Donald knew all sorts of people. And rich people have all sorts of habits.

Drew Harwell: Right.

Barbara Res: I think that was this guy's habit - young girls. And just what I remarked on was the fact that Donald thought it was funny and we were horrified by it.

Drew Harwell: So everybody was horrified, men and women.

Barbara Res: Yeah.

Drew Harwell: But Donald was making jokes about it.

Barbara Res: Made a joke about it, yeah.

Drew Harwell: And he had said something about -- do you remember sort of closer to what the language was of the joke when he said it? He said something about them being closer to menstruating or something, or --

Barbara Res: No, I don't remember what he said, but it was maybe he got a call from the guy or maybe his name came up in, you know, I don't know how. We were sitting there discussing something else and this came up and Donald made this joke.

Drew Harwell: Uh-huh. Were people taken aback at that time?

Barbara Res: Yeah.

Drew Harwell: How did people respond?

Barbara Res: That's horrible.

Drew Harwell: People said that?

Barbara Res: Yeah.

Drew Harwell: And as a joke like, oh you're horrible, or actually like --

Barbara Res: No. Like, that's horrible, Donald. How can you joke about a thing like that?

Drew Harwell: Yeah.

Barbara Res: And he said, "Oh, it's not me. It's this guy," that kind of thing.

Drew Harwell: Ah. Any other instances where he would talk about young girls like that, young women?

Barbara Res: No.

Drew Harwell: Yeah, that Ivanka thing is so bizarre.

Barbara Res: Yeah. That really surprised me that he said that.

Drew Harwell: It's just a window into something else, you have to wonder.

Barbara Res: Yeah. It makes you wonder. Yesterday at an interview or the day before, he was asked about abortion and he started talking about women being punished. And it reminded me of - I put this on my Facebook page - one time, we had him. He had to be deposed in connection with the California project and he didn't want to do it. And we told him you're lucky they're not calling you as a witness and making you go to California. We were in court, you know, and you should just do the deposition. "All right, I'll do it. I'll do it." But we wanted to prepare him and he said, "I don't need preparation." We tried to give him like a two-hour prep. He gave us two hours to prepare him and he just didn't listen to anything we said. He was not --

So when the deposition came, they asked him questions he didn't know anything about, but damn it if he didn't answer the question. And that was exactly the way I saw him (in connection with the abortion comment; unprepared, but speaking anyway). He doesn't know what he's talking about. It just shocked me that he would say something so fucking stupid.

Drew Harwell: Yeah.

Barbara Res: You know? But then I thought of that deposition where he answered questions where he didn't know what

they were talking about. So it's kind of the same thing with the Ivanka thing.

Drew Harwell: Right. He just talks without thinking.

Barbara Res: He just -- in here, out there. I don't think he thought about what he was saying. I really don't think that he meant that, the way it sounded.

Drew Harwell: And then his strategy is never to apologize.

Barbara Res: Exactly.

Drew Harwell: It's always to attack, attack, attack.

Barbara Res: Which is really, what he should have done was I don't know what I was thinking. I didn't mean that. That's what he should have said. Because I really don't think he meant it.

Drew Harwell: I'm sure he didn't. I'm sure he wishes he could take it back.

Barbara Res: But like I said, things can be a big joke to him and then that's, you know.

Drew Harwell: Yeah.

Barbara Res: I think he should say -- he's tried to backtrack a little bit. He backtracked on the abortion thing.

Drew Harwell: I thought about that.

Barbara Res: He absolutely backtracked because he was alienating everyone, you know. And I think that a lot of this women's stuff, I think that if he just wink, wink, nod, nod,

backtracked a little bit more, you know, he said it's celebrity and I didn't know I was going to be running for president. But I think that it would do him well with his base, which includes women, to try to dissociate himself from some of the comments that he made.

Drew Harwell: Yeah.

Barbara Res: But I don't think he will because he thinks he knows better than anybody that would give him advice, just like when he was dating Marla. He knew what was right and I don't know if he was right or wrong. I mean in my mind, I think that was the turning point from when he was considered serious by other developers and other people in the business. I think that that was -- after that, I don't think he was considered a serious businessman.

Drew Harwell: Oh, really? With the Marla stuff?

Barbara Res: Yeah, when he broke up with Ivana and did the *Playboy* and all that. I think that was the beginning of the end of him being a serious businessman.

Drew Harwell: How could you tell?

Barbara Res: And he moved into being a cartoon.

Drew Harwell: Yeah. How could you tell? Could you just tell from how the other businesspeople were acting or was that just for your --

Barbara Res: I don't remember if there were comments from other people in the business or not, but I remember I was talking in the office about how ridiculous it was for him to be doing this stuff. And we told him, if you're going to date somebody, go out with somebody like Barbara Walters. You know, date a serious woman, not a 26-year-old.

Drew Harwell: Right.

Barbara Res: And it just went right over his head.

Drew Harwell: And you had mentioned he wasn't discriminatory against woman that I saw, but he was sexist and he made comments and stuff like that. And we talked a little bit about that already, but what sort of comments really do you remember that were just --

Barbara Res: Just I remember we interviewed this architect for the California project. Out of nowhere, he starts talking about -- we were talking about different neighborhoods and I told him of the times in California like Hancock Park and downtown LA and stuff like that and the Valley, and he says I hear that the women of Marina del Ray -- and he starts talking about women's bodies. And that was just it was a shock to me and it was a shock to the architect. We were just, what is he saying?

Drew Harwell: What did he say exactly?

Barbara Res: I don't remember exactly. I'd rather not go into what he said actually.

Drew Harwell: Because it's probably off color.

Barbara Res: Because it was just an off-color remark about women in Marina del Ray.

Drew Harwell: And when he would talk about women's bodies back in New York --

Barbara Res: But that was the only time I remember specifically him doing that.

Drew Harwell: Oh, really?

Barbara Res: Yeah.

Drew Harwell: So he didn't talk about women's bodies that much, or --

Barbara Res: No. And I asked my colleague who met with him a lot of times separately if he had any recollection of Donald talking about women and he said no.

Drew Harwell: So he would sort of look and gawk and all of that.

Barbara Res: Yeah. He sort of looked and gawked.

Drew Harwell: But he wouldn't say things?

Barbara Res: Not in front of me.

Drew Harwell: But other people would be around and he would say things or --

Barbara Res: Not that I know of.

Drew Harwell: Yeah.

Barbara Res: And I asked my friend. He said the only thing he can remember is that he was in a crowd of people with Donald, and Marla came onto the scene and he was saying to everybody, "Look at her. Look at how beautiful she is," you know? But he said that about Ivana too.

Drew Harwell: There was so much harassment with you [sounds like] on the job site, and I can't imagine how that would have been. I can't imagine what that was like.

Barbara Res: It was horrible.

Drew Harwell: I mean just -- and you're not the only woman to have ever dealt with that. But I can't -- it's just horrible, and the things people would say and the things people would paint on the walls. Did Donald know about that stuff and did he act on it? And should he have -- I mean it seemed like it was pretty overt.

Barbara Res: Most of the stuff happened before I became vice-president of Trump Tower. You know, once I was vice-president of Trump Tower, there was still stuff going on but I was very powerful and I could make it go away and I did, you know?

Drew Harwell: That was when you would dispatch people to paint over the stuff, right?

Barbara Res: Yeah, which was a great idea.

Drew Harwell: That was a great idea.

Barbara Res: So I think Ivana was upset about it too.

Drew Harwell: Oh, so she had seen the stuff already at the job site?

Barbara Res: Yeah.

Drew Harwell: So Ivana was upset. Donald had to know about it too, right?

Barbara Res: You know, I don't remember. I don't remember if he told me to find out who was doing it, but I never found out. I didn't want to make the guy a cool celeb, I didn't want to make him, you know, not a cool celebrity. I mean I didn't want to do that. I just wanted to make him irrelevant and that's what I did.

Drew Harwell: Right. So but Ivana found out about the sketches and whatever. Donald had to know about those, too, right?

Barbara Res: He probably did. Yeah.

Drew Harwell: How did he react with that sort of thing?

Barbara Res: He didn't say anything to me. She probably told him I was handling it. It was probably fine with him, you know? Because I mean he was putting her out there. He knew he was putting her out there and he knew what went on in the field, so --

Drew Harwell: So it sounded like a lot of the harassment would have been during the Grand Hyatt days.

Barbara Res: And before that.

Drew Harwell: And before that.

Barbara Res: Before that, you know, when I was with the electricians.

Drew Harwell: So back in the Grand Hyatt days when Trump was around, do you think he saw any of that harassment and did he act on any of that stuff?

Barbara Res: No.

Drew Harwell: Should he have seen it?

Barbara Res: Would he have acted if he saw it? I'm sure he would have.

Drew Harwell: You think so?

Barbara Res: Yes. I'm sure he would have said, no, don't do this. Put a stop to that or something like that.

Drew Harwell: He just hadn't been around.

Barbara Res: Yeah. He wasn't around that much that he would see anything like that.

Drew Harwell: Yeah, because that was still back when he was only coming in New York once in a while.

Barbara Res: You know he must have seen naked pictures and stuff like that and didn't say anything about that.

Drew Harwell: Right.

Barbara Res: But what would he have? It was just -- that was the way it was. There was no thought to change anything like that. I mean, you know, it was accepted. It was welcomed. People would give out calendars at Christmas time, [indiscernible] with *Playboy* naked models. And they'd pay *Playboy* to be able to print their name on the calendar. That was accepted. That was what was done. Women were not welcome on job sites. You saw the -- in my book, I talked about the memo that went out with keep women off job sites, you know.

Drew Harwell: Horrible.

Barbara Res: Yeah. It was horrible.

Drew Harwell: And a credit to you for --

Barbara Res: It really affected me, there's no question about it.

Drew Harwell: I'm sure.

Barbara Res: I internalized everything. What are you going to do?

Drew Harwell: I'm sure it was so hard for you. The mean stuff Donald would say and some of the blowups he would have, how was your reaction when you would leave the job site? I mean you had to be thinking about that stuff when you would go home, Donald yelling at you and being afraid of Donald. I mean, was it ever --

Barbara Res: Yeah. I mean, it's like I told you about the time that I got into an accident. I did tell you about that, right?

Drew Harwell: I remember that from your book I think, right?

Barbara Res: Yeah. We had a big fight and I came home and I hit the side of the highway and there was a big granite curb there and I hit that curb, then I blew out my two tires.

Drew Harwell: Oh, I don't remember that, actually.

Barbara Res: Yeah. I got very upset. We would really have bad fights. I'm sure he was upset too.

Drew Harwell: So because I don't remember that point, so that was after a fight you had had and you were --

Barbara Res: In his office, yeah, and I went home.

Drew Harwell: At his office. Do you remember what the fight was about?

Barbara Res: It was about Verina.

Drew Harwell: Oh, really?

Barbara Res: Yeah. I think he was accusing me of taking her side against him or something. And maybe even worse, you know, like taking money for it or something.

Drew Harwell: Oh wow. And so what was he saying? Was he just cursing and --

Barbara Res: Yeah, you know, this is, you know. That kind of thing and you did this and you did that. You know, it's hard for me to realize, to imagine us having these fights but I remember that we did because now he's such a celebrity. I can't imagine ever talking to him that way, but we used to have big fights. And I think he apologized for that. My recollection says that he did, yeah.

Drew Harwell: But at the time, you were so affected by it so you left work on time?

Barbara Res: I was shaking.

Drew Harwell: You were shaking.

Barbara Res: Yeah.

Drew Harwell: Shaking mad or shaking scared?

Barbara Res: Shaking upset, not scared. I was never scared.

Drew Harwell: Just upset.

Barbara Res: Except for that one time.

Drew Harwell: Yeah.

Barbara Res: It was at the Plaza.

Drew Harwell: And what made that time different?

Barbara Res: I never saw him so angry.

Drew Harwell: Yeah, with the curled lip.

Barbara Res: You read it. It's in the book.

Drew Harwell: That was off the Ivana cabinet or whatever, right?

Barbara Res: Yeah, the armoire. Yeah. He either pulled it off or I don't know if he pulled it off and threw it or pulled it off its hinges and hung down. I don't remember. I don't know what I say in the book, but I mean he was insane. He was beside himself.

Drew Harwell: Yeah. Over pretty much nothing, I mean --

Barbara Res: Yeah. There was much more to it than that. Yeah. That was all that was going on.

Drew Harwell: The pulling off, I mean was there a physicality to his anger sometimes?

Barbara Res: Look at this shit. Look at this shit. Look at this shit. Fucking Ivana, you know, and there it goes.

Drew Harwell: And in other moments, would he do the same? Just slamming stuff?

Barbara Res: Yeah, but I don't remember. I know that it's true that he was physical in his anger, but I don't remember any manifestation of it, you know?

Drew Harwell: Uh-huh. And so after this fight maybe about Verina, you were driving home and that's when you had that accident?

Barbara Res: Yeah.

Drew Harwell: And so you were probably just distracted and upset?

Barbara Res: Yeah. I was angry that he would dare to think that I would take anyone's side against him. You know, that to me was the ultimate. I am so project-oriented. I wouldn't do anything to hurt the project. Even if Donald told me to do it, I wouldn't do it.

Drew Harwell: It's almost questioning your loyalty after you had proven it.

Barbara Res: Absolutely. Absolutely.

Drew Harwell: And when did he apologize?

Barbara Res: Probably the next day, I mean I don't remember but my memory tells me that he did. He knew he went over the line.

Drew Harwell: That seems like --

Barbara Res: And I apologized to him.

Drew Harwell: Oh, did you?

Barbara Res: Because I said bad things to him, yeah.

Drew Harwell: So you weren't hurt in the accident?

Barbara Res: No.

Drew Harwell: I mean you were just shaken.

Barbara Res: My tires were hurt.

Drew Harwell: Your tires were hurt.

Barbara Res: Yeah.

Drew Harwell: Was it rare that he would apologize?

Barbara Res: Absolutely.

Drew Harwell: Yeah, it seems.

Barbara Res: I don't remember him doing it ever before or after.

Drew Harwell: The Atlantic City period where he was probably just as -- I mean, probably angry a lot, what was it like to be sort of around his staff and his run-of-the-mill employees that time? I mean, we sort of talked about it already, but he was probably --

Barbara Res: I'm not sure I understand the question.

Drew Harwell: When he was starting to get more involved in Atlantic City in the late '80s when you had come back to him and this was not the time when you would both be walking to meetings anymore.

Barbara Res: No, no. He always had bodyguards.

Drew Harwell: Yeah. Tell me more about that time. He had bodyguards. Would he close the door more often? Would he yell more often? Would he --

Barbara Res: It was palpable that he was a celebrity. He was not the same Donald that you would sit and chew the fat with so much. Although we still had moments, like I said when he told me that he had been depressed at times and things like

that. But he was definitely not the same Donald that would go to a meeting with you and stuff like that.

Drew Harwell: You said that when he would talk about being depressed --

Barbara Res: No, he didn't talk about being depressed. That one time when I told him, you know, when he told me that you know, what happened, when we talked about what happened with California.

Drew Harwell: Oh, right.

Barbara Res: Yeah.

Drew Harwell: But he was much more guarded at that time.

Barbara Res: Much more of the sort.

Drew Harwell: Yeah.

Barbara Res: You know. And he was aware of who he was and people recognized him in the street, but not like now or not right now, like --

Drew Harwell: Not like the -- yeah.

Barbara Res: Not like the celebrity days, the *Apprentice* days. But I'll tell you something interesting. When we were in California, we were going to have this trial and we set up a focus group and did some polls and stuff like that. You would not believe how well-known he was. [Phone rings] Excuse me, I have to get this.

Drew Harwell: All right. Sure.

Barbara Res: Yeah. Hello? Hello? Nobody there.

Drew Harwell: Okay. The focus group you were saying?

Barbara Res: Oh, yeah. So we also did a poll. He had better name recognition than the president.

Drew Harwell: Oh, right.

Barbara Res: And that was in 1991.

Drew Harwell: That's crazy.

Barbara Res: Ninety-three. I mean, something like that. I forget when it was.

Drew Harwell: I think I remember that from your book or somewhere, but yeah and it's only grown since then. Were you around when he was starting to tighten his belt and he was with the Atlantic City bankruptcies and he was on the \$450,000 a month --

Barbara Res: Yeah, yeah.

Drew Harwell: What was he like then? I mean do you remember how his spending changed, how his demeanor changed?

Barbara Res: We had a party, a Christmas party, and I remember two Christmas parties that we had, '89 and '90. In '89 he came in and he spoke about, you know, things were tightening up in the market and stuff like that. I remember that. And then in '90 I don't remember what he said exactly, but I know that this one guy who worked for me was let go shortly after that.

Drew Harwell: Where were the Christmas parties?

Barbara Res: At the Plaza.

Drew Harwell: Were the parties more restrained? I mean could you tell that this was an operation of his strength?

Barbara Res: Yes.

Drew Harwell: How could you tell?

Barbara Res: I don't know.

Drew Harwell: Did his look at all changed? I mean did he seem less flamboyant at that time?

Barbara Res: Yeah. He was very angry. I mean, like I said, we would sit in the car and he was complaining about his brother and all this stuff. He wasn't pleasant to be around at all; whereas, before sometimes it was fun to be around him.

Drew Harwell: And so by that time the fun was pretty much gone at all times.

Barbara Res: Yeah, I would say when we had to make the deal with the people on the West Side and stuff like that.

Drew Harwell: And so he was sobered, was he still kind of a braggart? Was he still sort of larger than life?

Barbara Res: Yes.

Drew Harwell: So that hadn't changed.

Barbara Res: No.

Drew Harwell: Could you tell how his --?

Barbara Res: I mean, he made a thing out of his bankruptcy, or not his bankruptcy but his poverty. I mean he made a point of saying I'm worth minus \$500 million. Everything he did, he got publicity out of. He turns a sow's ear into a silk purse. He had the Midas touch. People say that about him, and he does. Everything that has gone wrong for him I remember turning out right, even simple things like not being able to get certain ugly fixtures that he didn't like that the architects regretted. And then it turns out that they stopped making it. I mean it was just --

Drew Harwell: Oh, really?

Barbara Res: Everything always turned out golden for him.

Drew Harwell: What was this fixture thing? What happened here?

Barbara Res: Oh, some kitchen fixture that he didn't like, that the architects had approved and he approved and inadvertently he was very unhappy with. But we were stuck with them. And the next thing, you know, they stopped making it.

Drew Harwell: So he was able to work it out with the architect that he would get something else?

Barbara Res: So we ended up getting something better.

Drew Harwell: The outcomes of Donald.

Barbara Res: Yeah.

Drew Harwell: And he's talked about how he was walking with Ivanka or something and he saw a homeless guy, and he was like that guy is worth half a billion dollars more than me.

Barbara Res: Yeah.

Drew Harwell: Do you remember any moments where he said like --?

Barbara Res: I remember him saying that depending on how things work out, Ivanka would be known either as a local beauty, a national beauty, or an international beauty.

Drew Harwell: Oh, really?

Barbara Res: Yeah.

Drew Harwell: He said that to you in what content?

Barbara Res: There were other people there, I don't remember. But it was like depending on how things work out.

Drew Harwell: Wow. So that's a pretty rare moment for him, to be so chastened. Like he's constantly taking over the world and --

Barbara Res: Yeah.

Drew Harwell: Did he feel like he was going to just fall apart at that moment?

Barbara Res: No.

Drew Harwell: You thought he was still going to keep going on?

Barbara Res: I never thought he would lose out.

Drew Harwell: Even two bankruptcies in?

Barbara Res: I wasn't there. Well, no. I mean I didn't really know him after the two bankruptcies. I'm thinking more in terms of when the banks all got together and we had this big meeting to decide what they were going to do, and what they were going to give him, and what we'll show, if they're going to bottom line everything. I knew that he would make it.

Drew Harwell: How did he get away with such a long leash in those bank meetings? I mean they just --?

Barbara Res: Because the properties were worth nothing without him; whereas, with him there was a possibility that he could put his brand on them. Even then, before he had a brand, they knew that there was a brand in the making.

Drew Harwell: They knew if they took everything from him, they would just have a shit ton of debt and nothing that --

Barbara Res: Whereas, with him they had the potential of getting a developer that knew what he was doing, to do a development that would work out and would make money.

Drew Harwell: Did he make that point for them? I mean, was he hammering that point or was that something that they believed on their own?

Barbara Res: He had a guy, Steve Bollenbach, who, if there was someone that you could try to talk to, I would talk to him. But he won't talk to you probably.

Drew Harwell: Spell that.

Barbara Res: He was the workout guy. B-o-l-l-e-n-b-a-c-h.
And I'm sure that he was hammering away at it too.

Drew Harwell: So he was hitting the creditors and the banks, and you're screwed if you --

Barbara Res: Yeah, absolutely.

Drew Harwell: Where did he come from? Was he always working with --?

Barbara Res: Marriott. The banks called him in.

Drew Harwell: And he was on Donald's side or he was a media --?

Barbara Res: He was a workout guy but he was on Donald's side.

Drew Harwell: Who else should we talk to?

Barbara Res: If you can find Tom Macari.

Drew Harwell: Who's that?

Barbara Res: He was the kid that was in charge of the demolition.

Drew Harwell: Of?

Barbara Res: Bonwit Teller.

Drew Harwell: How do I spell Macari?

Barbara Res: M-a-c-a-r-i.

Drew Harwell: So he's in charge of demolition. What would he tell us, do you think?

Barbara Res: He would tell you the story about the Polish workers, if he is talking. But I got a feeling that he has signed a nondisclosure agreement.

Drew Harwell: Oh, these were the Polish workers who were paid like dirt and turned around.

Barbara Res: And Donald said he had no idea of it, but Macari was on the job every day.

Drew Harwell: That's a good idea.

Barbara Res: Donald made a point of saying I'm not stupid, I wouldn't walk out onto a demolition project. But Tom worked for Donald. Donald gave me Tom when he hired me. He said he is this guy who used to be the engineer at the Bonwit Teller building. He had some kind of job in the operations of the Bonwit Teller building. And Donald said he'll work for you, he'll be your assistant.

But I told him like it's not going to work with Tom. So Donald kept him along because he was doing other projects. I mean he's doing a building on 3rd Avenue. I forgot the address, so 3rd Avenue or 63rd Street or something like that. Tom helped him put together some of the work there. I don't remember what Tom was doing. I just know that he was involved with that. And he was also involved with the building on -- it's called Trump Park. It's on Central Park South.

Drew Harwell: Oh, right. Yeah, that was the whole Central Park South fiasco - the tenants who had the rent control, they didn't want to leave.

Barbara Res: Yeah. I think he was involved in that.

Drew Harwell: So we should try and reach out to Tom Macari on our own. It doesn't seem like you have a good relationship with him anymore.

Barbara Res: No. I don't have at all.

Drew Harwell: He handled the cheap Polish labor to do the construction at Bonwit Teller so Donald could keep his hands clean.

Barbara Res: Well, I don't know what the deal was. I really don't. You know how much I know? I know what I read in Barrett's book.

Drew Harwell: Yeah, me too. Lisa Calandra, did you know her? Ivana's assistant. Would she be good to talk to?

Barbara Res: I don't think she'll talk to you.

Drew Harwell: Why not?

Barbara Res: I don't know. I just don't think so. Lisa is a great gal.

Drew Harwell: So you're still --?

Barbara Res: If you ever find her.

Drew Harwell: Do you think you could introduce us?

Barbara Res: No.

Drew Harwell: Why not?

Barbara Res: Because I don't think she'd want to talk to you. She's a very private person.

Drew Harwell: She just doesn't want to get involved?

Barbara Res: I don't think so.

Drew Harwell: It seems like she would have a great insight to this time too from the Ivana side.

Barbara Res: Yes, she would.

Drew Harwell: Would it be too much to ask --?

Barbara Res: I mean you could call her. I'm not saying that --

Drew Harwell: Do you have a number for her?

Barbara Res: No. But she lives in New Milford.

Drew Harwell: New Milford. Okay, we can look her up.

Barbara Res: And she's mentioned enough in Harry Hurt's book. You can just tell her that that's --

Drew Harwell: They think she'll probably just not want to --

Barbara Res: I don't think she'll talk to you. No.

Drew Harwell: We'll give her a call.

Barbara Res: Yeah. Why not try?

Drew Harwell: Yeah. Who else?

Barbara Res: You've got Blanche. You've got Susan. You've got --

Drew Harwell: I think we've reached out to them. I don't know if we've talked to them yet.

Barbara Res: I don't think anyone who had worked at the Trump Organization will talk to you.

Drew Harwell: Probably not.

Barbara Res: No. And I think that anyone that had left him within a certain period of time will not talk also because I think they had probably signed agreements.

Drew Harwell: Yeah. Was he demanding agreements from people, NDAs or --?

Barbara Res: I hear that he's demanding agreements. But I've never met an employer that hasn't got an agreement, the severance agreement with an employee when they were let go. Why wouldn't you?

Drew Harwell: Yeah.

Barbara Res: *Quid pro quo*. I'd give you this much money and just sign this agreement that you won't disparage me. A non-disparity agreement they call it.

Drew Harwell: Did you ever sign anything with him?

Barbara Res: No.

Drew Harwell: He must not have been --

Barbara Res: I never got fired. I always quit.

Drew Harwell: Yeah, you quit on your own.

Barbara Res: So when you quit on your own, they don't have to do anything. When I quit Trump Tower the first time, they gave me all my vacation pay because I never took a vacation.

Drew Harwell: Really? How much pay --?

Barbara Res: About seven weeks.

Drew Harwell: I mean did you have weekends during that time?

Barbara Res: Did I what?

Drew Harwell: Have weekends during the Trump Tower time?

Barbara Res: Weekends?

Drew Harwell: Yeah. Or were you just constantly working?

Barbara Res: No, I wasn't constantly working. I didn't have any kids or anything. My job was my life.

Drew Harwell: During that time, Trump was at Le Club and Studio 54 --?

Barbara Res: No, no. That was before.

Drew Harwell: That was before, that was like the life I've seen.

Barbara Res: Yeah, before his marriage.

Drew Harwell: Yeah. That's right, before he was married. I'm sure I've talked your ear off. I really appreciate you letting me come in your house. I'm sure you're sick of doing these. Are you sick of doing these?

Barbara Res: What?

Drew Harwell: These interviews, are you sick of doing these?

Barbara Res: I don't know. I get depressed and then I have to meet someone just like you, anyone who would talk, and it's like memories for me.

Drew Harwell: Yeah, because there's still a lot of good memories.

Barbara Res: The good old days.

Drew Harwell: Is there anything else we should read, or think about, or ask about?

Barbara Res: Well, you've read the book. You should write it down, this book you've read. Harry has his book. Are you going to talk to him?

Drew Harwell: I will reach out to him. That's a good idea.

Barbara Res: I think he's talking, that's what I hear. But don't quote me. Michael O'Donnell will talk to anyone. Have you spoken to him?

Drew Harwell: No, not yet.

Barbara Res: No, not Michael O'Donnell. Michael D'Antonio.

Drew Harwell: Oh. I just finished his book.

Barbara Res: *Never Enough.*

Drew Harwell: *Never Enough*, yeah. It was pretty good. I actually ended up riding up here with a colleague who's going to meet Wayne Barrett at his brownstone in Park Slope.

Barbara Res: Oh, really? How coincidental.

Drew Harwell: Isn't that funny? Yeah, we were sitting next to each other. Wayne has evidently got an attic full of junk that we're going through now.

Barbara Res: Oh, really?

Drew Harwell: From all of his years of reporting.

Barbara Res: Wow. His book is a scorcher. I'm surprised that it's not been rehashed and stuff. But you know what? The people that would be interested, I think, in reading about Trump are his supporters and I don't think they read.

Drew Harwell: Probably not. I don't think so.

Barbara Res: To be honest with you. Because there's been so much about me through this period [sounds like] and yet I'm not selling any books.

Drew Harwell: It is sort of a while. There's so much gold from this time that's unknown. I think you may have made this point in the book - like the people who like him, like him. Nothing is going to change their mind at this point. People who hate him, there's a lot of them, aren't going to change their mind either.

Barbara Res: Yeah. But even if they -- like I said, if they like him, they should be curious about knowing more about him. But they don't read. They read *People Magazine*.

Drew Harwell: Yeah. But the fact that he's a step away from the presidency is --

Barbara Res: I think maybe if he gets the nod, there'll be more interest.

Drew Harwell: Yeah, I think so. These are the notes I took from your book. This is how much I liked it. I'm going to go through really quick.

Barbara Res: Why don't you ask the people there to review, that they review it.

Drew Harwell: I should. I will. Read this and learn it. These people will kill you. They keep track of everything. Was that they'll kill you like in court or --

Barbara Res: Yes.

Drew Harwell: -- you'll wake up sleeping with the fishes?

Barbara Res: No.

Drew Harwell: Donald told you it's going to be the most important project in the world.

Barbara Res: He was sort of right. I mean, you know.

Drew Harwell: It was pretty big. Oh, Tony Gliedman.

Barbara Res: Oh, you're that far?

Drew Harwell: So I was reading some other New Jersey Casino Control Commission thing where you all had gone to Tony when he was with the city asking for the tax break.

Barbara Res: Yeah.

Drew Harwell: He said no, that the building was obsolete. Then you went to the court and they agreed with you all.

Barbara Res: I don't know. I mean I wasn't --

Drew Harwell: I'm just reading, yeah.

Barbara Res: Yeah.

Drew Harwell: They agreed with you all, then a couple of days Donald made some legal complaints against Tony specifically for \$100 million or something. Do you remember this?

Barbara Res: Yeah, that sounds like it. Yeah.

Drew Harwell: During that time, this was when I'm guessing he was saying fat fuck. He was probably livid over Tony, right?

Barbara Res: Yeah. Yeah, he was. But he ended up hiring him.

Drew Harwell: Yeah. I mean that was a concentrated effort on Donald's part, to bring in enemies where they would be closer for him to watch --

Barbara Res: No, no. I think he thought that the guy was competent, and that he's really connected, and he would be good for Donald.

Drew Harwell: You think so?

Barbara Res: Yeah, absolutely.

Drew Harwell: There wasn't anything sinister on that?

Barbara Res: No. Oh, sinister, yeah. In a sense, he thought he was connected.

Drew Harwell: Yeah.

Barbara Res: And he was connected. He was very connected, Tony Gliedman. I mean, I remember one little thing that I did for Alexanders, he got us a franchise agreement to cover the street that went between the building and the parking lot so that we could run a bridge across that, and that's very hard to get.

Drew Harwell: Oh, yeah. I remember hearing about that.

Barbara Res: What the hell did they call it? Oh, I can't think of it. But there's an expression for it.

Drew Harwell: Skybridge or something?

Barbara Res: View corridor.

Drew Harwell: Oh, view corridor.

Barbara Res: And we went to the Department of Franchise [phonetic] with it, and Tony Gliedman got that for us.

Drew Harwell: Right?

Barbara Res: Yeah.

Drew Harwell: Because he was --

Barbara Res: Not illegally or anything, but he made it move. He was very close with the Borough President of Queens,

Claire Shulman. And also with the - I forget if he was mayor at the time, Dinkins.

Drew Harwell: Oh, yeah, Dinkins.

Barbara Res: Tony Gliedman used to play tennis with Dinkins all the time which made me laugh because it was so --

Drew Harwell: Dinkins probably loved him because he always won.

Barbara Res: No. I'm not sure. They told me he was pretty flat on his feet.

Drew Harwell: So I'm guessing Donald didn't call him fat fuck when Tony was working for him.

Barbara Res: Not to his face, no.

Drew Harwell: But when he was working for him he still used the phrase?

Barbara Res: No, I don't think so.

Drew Harwell: You were saying how Donald is so anti --

Barbara Res: He doesn't like fat people.

Drew Harwell: Yeah.

Barbara Res: Which is probably why he went to Dr. Greenberg, because he was worried about gaining weight.

Drew Harwell: Yeah. Would he ever talk about that?

Barbara Res: No. What? Talk about what?

Drew Harwell: Talk about him gaining weight.

Barbara Res: No.

Drew Harwell: Yeah. I was going to say like, if anything, he wouldn't. You mentioned Roberta Bryant [phonetic]. She worked for you as an executive secretary.

Barbara Res: Yeah.

Drew Harwell: Is she still around? Do you still talk to her?

Barbara Res: I don't know where she is. I don't think she knows anything. No. You could talk to Jeff Walker [phonetic], but he won't talk.

Drew Harwell: Who's Jeff Walker?

Barbara Res: He worked for me, Jeff Walker.

Drew Harwell: Oh. Where is he now?

Barbara Res: Mystic, Connecticut. But I don't think he'll talk to you.

Drew Harwell: I love the story about the trees that you had brought in, and some of you had gone down to Florida and all the leaves. What a mess.

Barbara Res: One by one I'm cutting them down.

Drew Harwell: That's a shame.

Barbara Res: It was blocking the view with the atrium. I mean, he was right. Donald was right. I mean when you look at the atrium -- let me see if there's a good picture here. Well, maybe I kind of left one. When you look down at the atrium, you can see the whole atrium here. Otherwise, it was that much

changed. So you could have one or two maybe. But they were enormous. I mean they were enormous. Where were the ones that were in front of the atrium? You could just see a reflection of them, but they weren't as big as the ones that were in the atrium.

Drew Harwell: I hope they sell these books still. I want to take a picture --

Barbara Res: It's probably out of print.

Drew Harwell: I'm going to take a picture of the cover, if that's all right.

Barbara Res: You want water, or soda, or something?

Drew Harwell: I'm all right. I had put you out already -- I know there's no way to get another copy of this *Savvy Woman* Magazine, but I wish I could.

Barbara Res: You can have it.

Drew Harwell: Are you sure?

Barbara Res: I just noticed I have five of them.

Drew Harwell: Oh, you do have five of them.

Barbara Res: Yeah. Or you could send it back to me in case I'll need it.

Drew Harwell: I would send it back to you. These three women probably were some of the only actual --

Barbara Res: That is Blanche Sprague and Susan Heilbron.

Drew Harwell: Were there other female executives besides you three?

Barbara Res: No.

Drew Harwell: So this was all --

Barbara Res: Ivana.

Drew Harwell: Oh, and Ivana. Yeah, I'll send this back to you. I also love the story about the waterfall leaking.

Barbara Res: He keeps going without a cut. He keeps going on.

Drew Harwell: And did Donald ever know about that?

Barbara Res: What?

Drew Harwell: That it was effectively spitting glue.

Barbara Res: I think he now knew.

Drew Harwell: What's this thing about Donald auditioning New Jersey General's cheerleaders? Is that as pervy as it sounds?

Barbara Res: What about?

Drew Harwell: One of the parties in the atrium.

Barbara Res: Oh, yeah, when we picked the cheerleaders. That was pretty sexist.

Drew Harwell: Yeah. I mean these cheerleader things are always like that. Did Donald say anything about those women?

Barbara Res: No. I know Ivana designed their uniforms.

Drew Harwell: Oh, that's right.

Barbara Res: So I had a Halloween party and Lisa showed up dressed as one. Lisa is beautiful. She's just beautiful, I mean to her detriment. It's sort of like, you know, taking her seriously because she's so attractive. They gave her a lot of shit. She took a lot of shit, Lisa, from guys.

Drew Harwell: She was different than the woman who worked on the jobsite who put up the *Playgirl* Magazine?

Barbara Res: Oh, poor Ann [phonetic]. Yes. She tried her best. She just didn't know the right thing to do.

Drew Harwell: I can't imagine. I really can't. Oh, I love this crazy use of cozy bunch of backstabbing cutthroats for Trump's secretaries, his security detail, his land planner, all these utility lawyers and all these folks. So Donald used to come in really early, 7:00 AM or so.

Barbara Res: Before that even.

Drew Harwell: Before that even?

Barbara Res: Yeah.

Drew Harwell: How early are we talking?

Barbara Res: I don't know. Before 7:00. And then I started to come in. I guess he stopped. He was working at home, but he didn't come into the office until later. And I would be there in the morning. If the phone rang, I'd pick it up. I used to be there late in the night too. I remember one time Larry Guccione [phonetic] called and he said is Donald

Trump in. I said I don't know, who's calling or something. He said Larry. Oh, you, I said, which was terrible thing to say.

Drew Harwell: Oh, you.

Barbara Res: Yeah. And then he must have said something to Donald because Donald said something to me about that.

Drew Harwell: Oh, really?

Barbara Res: Yeah.

Drew Harwell: Who was Larry Guccione?

Barbara Res: I think that's the name. He was the owner of *Penthouse Magazine*.

Drew Harwell: Oh. And so what would it be like when Donald would get into the office? Was it just let's get to work or would he have his own little morning ritual that he would get in?

Barbara Res: I don't know. But I doubt if he had a morning ritual. He used to have a secretary before Norma. Boy, I wish I remember her. She would have been a great one for you to talk to.

Drew Harwell: Oh, really?

Barbara Res: Oh, she was a scream. They used to fight like you won't believe.

Drew Harwell: Really?

Barbara Res: Yeah.

Drew Harwell: Over what?

Barbara Res: Whatever they were fighting about. I don't really know. I mean, you know, why didn't you do this? What do you mean why didn't I do it? Why didn't you give it to me yesterday? Who do you think I am? I'm not, you know, this kind of thing. They would go at each other's throat. She was a young woman too. I wish I could remember her name. She was funny. It was funny because while she was still there, Norma Foerderer would call to try to talk to Donald and I would answer the phone and she would be very noncommittal. She didn't know who I was.

Drew Harwell: Oh, really? How could she not know?

Barbara Res: She didn't know because she wasn't working for us yet. So when she finally came to us, I would tell her I was the one that answered the phone when you call all those times. You would try to be noncommittal and she laughed at it. She was amazing. You're going to hear a lot about her.

Drew Harwell: I'm sure. What did she look like and what she dressed like? I don't think I've ever seen a picture of her.

Barbara Res: She was very sophisticated looking. She looked like an elder -- I used to compare her to - what's the matter with me - Audrey Hepburn.

Drew Harwell: Oh, really?

Barbara Res: Yeah. She was very sophisticated.

Drew Harwell: Was she wearing like really elegant dresses?

Barbara Res: Conservative, very conservative clothes. She was with the Foreign Service in her career before.

Drew Harwell: Oh, wow. In what capacity?

Barbara Res: I don't know that.

Drew Harwell: I haven't done enough reading about her.

Barbara Res: A very, very sophisticated woman. She gave Donald a lot of class [sounds like].

Drew Harwell: Really?

Barbara Res: Yeah. I don't think he'd be carrying on the way he is if she was still there.

Drew Harwell: There was this thing where you all were in the helicopter and beginning to shake over the Hudson. And Donald was just -- he turned whiter than white and was freaking out.

Barbara Res: Yeah, he was scared.

Drew Harwell: This was after the other executives had passed around. Was he screaming or was he --?

Barbara Res: No, no, no. He was trying to act calm, but I could tell.

Drew Harwell: From what, just the color of his face?

Barbara Res: Yeah, yeah. And then he joked about it with Nate Holden who was black. He said, oh, Nate turned white.

Drew Harwell: Did Nate appreciate that?

Barbara Res: Yeah, they thought it was funny. Or he acted like he thought it was funny. You know, black people, how they confront comments that may be racist, oftentimes they just go with the flow. A lot of things that were said to me, I just laughed at them and took them in my stride.

Drew Harwell: Because it's easier that way.

Barbara Res: But I don't think Donald meant anything by that.

Drew Harwell: Right. That's it, yeah.

Barbara Res: I don't think it was a racist remark. I think it was kind of funny. He turned white.

Drew Harwell: And Donald would handpicked the secretaries, the girls in his office who have received the [indiscernible]?

Barbara Res: Did I say that he handpicked them? I don't know if he handpicked them or if he just gave the instructions out to whoever was picking them what he wanted. But he had the most beautiful secretaries.

Drew Harwell: There was something, maybe Francis brought this up, but he said a very ugly woman that he had to meet with or something that he didn't want to meet with that he made you meet with her at the Plaza?

Barbara Res: I told that story to the *Rolling Stone*.

Drew Harwell: Oh, that's where I saw it.

Barbara Res: Yeah.

Drew Harwell: Who was that?

Barbara Res: It was somebody on the coalition, the group of consortium people, a very powerful woman. She wanted to meet with Donald. Donald said I have to meet -- somebody told somebody to set up the meeting, and they set it up with her and nobody else. He was upset about that and told me to come to the meeting. He didn't want to go it alone. It was supposedly he didn't want to be seen with her.

Drew Harwell: He didn't want to be seen with her because she was ugly.

Barbara Res: At his table.

Drew Harwell: This was at the Plaza?

Barbara Res: Uh-huh.

Drew Harwell: Did he talk before that about not wanting to be seen with ugly women?

Barbara Res: No.

Drew Harwell: But it was something that didn't surprise you.

Barbara Res: It was sort of understood that that's why. I mean he talked about how ugly she was. He did talk about that. She is the ugliest woman I've ever seen. As I think about it, I remember him making comments like that. People being this part of -- like he says he's the smartest white man or stuff like that, I mean he talked about people.

Drew Harwell: Like you were saying earlier, he would find a weakness or what he thought was a vulnerability in him or her.

Barbara Res: But this woman was off. But it was just so ridiculous.

Drew Harwell: You said I liked working 12-hour days. I like the whirlwind when I went working for Trump, but he had changed. The financial wars have taken a toll on him and he was sullen and bitter. He was not the same man. I'm not comfortable with him either, I walked away. He's sullen and bitter. That's a pretty --

Barbara Res: What?

Drew Harwell: Sullen and bitter.

Barbara Res: At the end, yeah.

Drew Harwell: Well, yeah, again that was a great book. All right. Well, I think I've taken up enough of your afternoon.

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