

**PROPOSAL OF TRUMP OLD POST OFFICE, LLC**

JULY 20, 2011

IN RESPONSE TO REQUEST FOR PROPOSALS

U.S. GENERAL SERVICES ADMINISTRATION

REDEVELOPMENT OF THE OLD POST OFFICE BUILDING

WASHINGTON, D.C.

**TRUMP INTERNATIONAL HOTEL**

THE OLD POST OFFICE BUILDING

WASHINGTON, D.C.

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**PX-1164**

Index No. 452564/2022 (AFE)

**T R U M P**  
THE TRUMP ORGANIZATION

July 20, 2011

Kevin Terry  
Senior Realty Contracting Officer  
U.S. General Services Administration  
301 7th Street, SW, Room 7660  
Washington, DC 20407

Re: RFP for The Old Post Office

Dear Kevin,

I write to formally reintroduce myself to you and to present to the General Services Administration (GSA) the Trump team and our proposal for the redevelopment of The Old Post Office Building (OPO) into a world-class luxury hotel. I am leading the Trump team in our response to the GSA's RFP and my father, myself, and the rest of the team look forward to working with you during the evaluation of the proposals and, if we are fortunate enough to be selected, the redevelopment of the project. You can depend on our full cooperation and immediate response to any questions that you and others may have. I am confident that we will be able to demonstrate that our vision is the highest and best use for the OPO and that our proposal effectively addresses all of the GSA's goals for this iconic property prominently located on Pennsylvania Avenue in the heart of the Capital.

When I was a student at Georgetown University, I visited The Old Post Office Building to explore what existed inside that gorgeous and bold stone structure. Because hotels have long been at the core of our family business, even then I had a notion that the attributes of this building were perfect for a world class hotel. Today, I am positive. My team and I have now spent hundreds of hours understanding the building and the opportunity that it affords for redevelopment. In so doing we have studied what it was yesterday and imagined what it can be tomorrow.

I have carefully reviewed all of the information available about the OPO and have thought at length about the GSA's vision for the building, and can say with certainty that only a luxury hotel, along with an enhanced tourist experience oriented around the clock tower, can do what you ask of the building, i.e., preserve its grandeur, provide an open-arms warm welcome to the public, be all the good and right urban things you want for Pennsylvania Avenue and the District, and, certainly not least, be able to support a strong financial return to the GSA. We are good and meticulous caretakers of our buildings, conscientiously working to ensure that they accrue value over time. If you select us as the preferred developer and hotel operator, at the end of the term, I am confident that the GSA will be renewing the lease with my children – our fourth real estate generation.

In the strenuous course of making this submission, my team and I have grown a steady and solid appreciation and respect for this important historic landmark, which we hope you will put in our care.

As you will see on the following pages, we have brought together a superb team – smart, inventive, experienced and hard-working – I assure you that each of your goals is the same as ours.

Thank you for your time and consideration.

Sincerely,



Ivanka Trump  
Executive Vice President, Acquisitions & Development  
The Trump Organization  
New York, New York

725 FIFTH AVENUE • NEW YORK, NY 10022 • (212) 832-2000 • FAX (212) 935-0141



ARTHUR COTTON MOORE FAIA  
Architect Planner Preservationist  
Washington DC  
[www.arthurcottonmoore.com](http://www.arthurcottonmoore.com)

---

20 July 2011

Mr. Kevin Terry  
Senior Realty Contracting Officer  
General Services Administration  
301 7<sup>th</sup> Street, SW, Room 7660  
Washington DC 20407

Dear Mr. Terry:

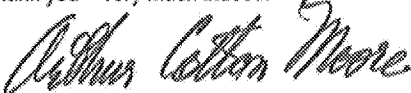
I am delighted to be before GSA for the second time on behalf of The Old Post Office. I have been its advocate since 1971, when I proposed that it become a hotel. I won your Level Three Design Competition over 105 firms to make it a Federal Office Building with commercial tenants, pursuant to the Cooperative Use Act of 1976. By all I know, I am the only living architectural continuity in its contemporary life. Now, I hope to continue the journey and take the building into the next phase of its long and productive life.

When we began to study the OPO back in the 1970s, we were stunned to realize that its two most powerful architectural features could not be seen together. When standing in the great Cortile, one would not know that it had a soaring Tower, the second tallest structure in the Nation's Capital -- and -- when outside, one would not know that its astounding Cortile could house a 20 story structure. That was our winning solution in your Design Competition -- unique among the other contestants -- to bring its two magnificent features together in concert: *the outside became inside*.

This time, our core idea celebrates the everlasting optimism and inherent beauty of gardens; this time, *the inside becomes outside*. Our five lush gardens will work in several ways: they will cushion and soften the muscular Richardsonian Romanesque Revival architecture; they will -- aesthetically and functionally -- organize the spread of planned uses and activities into a cohesive choreography, understandable to the various populations visiting the building at any one time; and lastly, they will embody for everyone's enjoyment and pleasure, the authentic experience of a Grand Hotel, comfortably at home on Pennsylvania Avenue.

When you published the RFP, I saw it as a chance not only to get the hotel use I have always believed the OPO deserved, but also to get the right hotel developer + operator -- and that is Trump. Here's why: Trump is a successful company that gets up in the morning with old-fashioned personal American values, work ethic, and discipline, consciously aiming to create the magic of *Pride of Place* -- the opposite in every way from an anonymous corporate chain. So, I immediately wrote to Ivanka Trump, and here we are.

I thank you -- very much indeed.

  
Arthur Cotton Moore

## EXECUTIVE SUMMARY

### Concept Overview:

The Trump Organization (“Trump”) proposes to redevelop The Old Post Office Building (“OPO”) into a luxury five-star hotel with mixed-use components including a Congress Bells Museum, an educational Exhibition Gallery, a world-class spa, a Grand Ballroom and extensive meeting facilities. Trump International Hotel, The Old Post Office Building, Washington, D.C., will be the premier hotel in the Nation’s Capital. Respecting the historic relevance of this landmarked property, Trump will ensure its preservation. Trump’s redevelopment vision will bring a new and sustainable life to this iconic structure and celebrate its architectural significance. It will welcome the public to share in the appreciation and enjoyment of this federal landmark, inject vibrant activity along Pennsylvania Avenue and within the Federal Triangle and provide the GSA with a strong financial return.

### Program:

Trump’s plan will ensure that the grandeur of the building is preserved and enhanced while providing the following:

- 261 luxurious hotel rooms and suites located on the 1st through the 9th floors of the OPO
- Four distinct food and beverage (“F&B”) venues including two signature restaurants on Pennsylvania Avenue, a casual café on C Street and an elegant Cortile Bar and Lounge
- More than 34,000 square feet of meeting space including a 13,600 square-foot Grand Ballroom (the largest ballroom and meeting space in the hotel’s competitive set)
- An educational Exhibition Gallery celebrating the history of the OPO
- A curated Congress Bells Museum integrated with access to the Clock Tower
- The Spa at Trump, a world-class spa and fitness center
- A collection of lush and dynamic gardens that link the interior and exterior of the building
- Dedicated vehicular access point on the reopened 11<sup>th</sup> Street providing drop-off for the hotel and Ballroom
- Valet parking incorporated into the basement of the Annex building

### Developer:

Trump is the world leader in visioning, developing, and operating luxury real estate. Trump’s track record and experience is particularly relevant in addressing the many opportunities and challenges associated with the redevelopment of the OPO, based on:

- Vast experience in developing and restoring first-class hotels
- Proven commitment to historic preservation and a strong record in adaptive use
- Ability to revitalize neighborhoods and create flourishing destinations
- Consistent, positive and effective relationships working with government agencies
- Strong financial standing and access to capital markets

Further, Trump is unique in having an award winning in-house hotel operating company, the Trump Hotel Collection (“THC”), which manages its many luxury hotel properties.

Executive Summary

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Development Team:**

Trump has engaged an impressive team of talented professionals, who bring a long and relevant history with the OPO, as well as a fresh perspective.

Design Architect:	Arthur Cotton Moore/Associates PC
Architect of Record:	WDG Architecture, PLLC
Historic Preservation Advisor:	John Cullinane Associates, LLC
Landscape Architect of Record:	Lee and Associates Inc.
Interior Design Architect:	Hirsch Bedner Associates
Structural Engineer of Record:	Robert Silman Associates
MEP Engineer of Record:	MG Engineering, PC
Sustainable Development Advisor:	Terrapin Bright Green LLC
Construction Management:	Lend Lease (US) Construction Inc.
Fire and Safety Consultant:	Aon Risk Solutions
Legal Advisor:	Edward V. Gregorowicz, Jr.

**Key Financials:**

Trump proposes an investment of approximately \$200 million towards the redevelopment of the OPO to create an economically viable asset that is projected to produce \$18 million of cash flow by the third year of operations.

Donald J. Trump and Colony Capital, LLC will be providing the equity for this project. Colony Capital is one of the world's largest unaffiliated real estate private equity investment managers. In addition, construction financing will be provided by one of the many strong banking relationships of Donald J. Trump and Colony Capital. This debt will make up 60% of the invested capital and will be refinanced at stabilization by permanent financing. As a result of the significant restoration efforts that Trump plans to execute, \$24 million of historic tax credits are anticipated.

**Offer to GSA:**

Trump is confident that the proposed plan for the redevelopment of the OPO will generate strong cash flows to support ongoing lease payments. The following offer is further elaborated upon in Section IV.

Trump proposes a 60-year lease with a series of lease payments intended to provide the GSA with a risk-free return and significant potential upside from the successful redevelopment:

- Lease Deposit at signing of 2.5% of the NPV of Annual Base Rent
- Annual Base Lease Payments will be the greater of:
  - \$3 million (2013 dollars grown at CPI)
  - % of Gross Operating Revenue
 

▪ Years 1-10:	3.0%	▪ Years 31-40:	4.5%
▪ Years 11-20:	3.5%	▪ Years 41-50:	5.0%
▪ Years 21-30:	4.0%	▪ Years 51-60:	5.5%
- Deferred Participation Payments of 15% over a Preferred Return
- Development Savings Participation Payment if Trump achieves certain levels of development cost savings

Executive Summary

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**TABLE OF CONTENTS**

<b>Section I: Experience and Past Performance of Developer and Developer's Key Personnel</b>	<b>1</b>
1. DEVELOPER IDENTIFICATION INFORMATION	2
a. Developer contact information	2
b. Primary point of contact and person designated to authorize and bind the developer	2
c. Identification of affiliation	2
TRUMP ORGANIZATION OVERVIEW	3
TRUMP HOTEL COLLECTION OVERVIEW	11
2. DEVELOPER'S ORGANIZATIONAL STRUCTURE	14
a. Names of and contact information for principals	15
b. Number of employees	18
c. Annual business revenues	18
3. EXPERIENCE OF DEVELOPER AND REFERENCES	19
a. Contact information for references	19
b. Reference Letters	20
4. IDENTIFICATION OF THE PROJECT DEVELOPMENT TEAM	26
a. List of consultants	26
b. Primary points of contact and prior relationships	27
c. Development team organizational chart	33
d. Roles of the development team members	34
5. RELEVANT EXPERIENCE OF KEY MANAGEMENT DEVELOPMENT TEAM	44
a. Developer and development team experience, Completed Matrices B & C	44
b. Project descriptions, exterior photographs, and capital financing sources	47
c. Project references	105
<b>Section II: Developer's Site Plan and Design Concept</b>	<b>110</b>
A. CONCEPT NARRATIVE	111
1. How the Concept Will Meet the GSA's Visions, Goals and Design Standards	111
2. Rationale for Why the Concept will be Successful	115
3. Proposed Uses and General Allocation of Size and Location Within The OPO and its Annex	116
4. Overview of Modifications for Proposed Use	117
5. Land Use Plan	118
6. Public Access for Clock Tower	119
7. Development Timeframe Estimated to Reach Key Milestones	119

8. Description of General Approach to Ongoing Management & Operations	120
<b>B. ILLUSTRATIVE PLANS</b>	<b>121</b>
1. Site Plan	121
2. Landscaping including integration with streetscape	122
3. Rehabilitation / historic adaptive reuse versus new construction	123
4. View Impact Analysis	124
5. Walking Tour	125
6. Aerial Perspective	126
7. Site Sections	127
8. Old Post Office- Ground Floor and Annex- Basement Plan	128
9. Old Post Office- First Floor and Annex-First Floor Plan	129
10. Old Post Office-Mezzanine Floor and Annex-2nd Floor Plan	130
11. 11th Street Rendering	131
12. Pennsylvania Avenue Plaza Rendering	132
13. C Street Plaza Rendering	133
14. Cortile Rendering	134
15. Exterior Signage and Canopy Connection Details	135
<b>Section III: Developer's Financial Capacity and Capability*</b>	<b>136</b>
1. Composition of Developer's Current Real Estate Portfolio	138
2. Developer's Recent History Obtaining Development Financing Commitments	139
3. Bank References for Developer and Potential Equity Partner	139
4. Financial Statements	144
5. Statement Regarding Debarments, Suspensions, Bankruptcy, or Loan Defaults	145
6. Statement Describing Capital Requirements and Sources	145
7. Current Projects Underway	146
8. Completed Matrix A	148
9. Credit Report:	150
<b>Section IV: Developer's Financial Offer and Supporting Financial Information</b>	<b>166</b>
A. Pro forma analyses	167
B. Financing plan with summary of sources, financing mechanisms and use of funds	175
C. Cash flow pro forma for land lease	176
D. Letters of Interest from Equity Partner:	177
<b>Section V: Developer's Purchase Price</b>	<b>187</b>
A. Developer's purchase price	188

<b>Section VI: Additional Exhibits</b>	<b>189</b>
A. Rejection of other uses	190
B. Washington, D.C. hotel market overview	191
C. Letters of authorization	193

\* Trump's financial statements have been provided under separate cover along with each binder.

## Section I: Experience and Past Performance of Developer and Developer's Key Personnel

### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 1

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## 1. DEVELOPER IDENTIFICATION INFORMATION

### a. Developer contact information

Trump Old Post Office, LLC  
725 Fifth Avenue  
New York, NY 10022

Parent Ownership:  
Donald J. Trump  
(same address)

Specific Location:

Work will be performed at the Trump headquarters in New York, NY and Trump will establish a Washington, D.C. project office.

### b. Primary point of contact and person designated to authorize and bind the developer

Primary point of contact:

Ivanka Trump  
Executive Vice President, Acquisitions & Development  
725 Fifth Avenue  
New York, NY 10022  
Phone: 212.715.7256  
Fax: 212.836.3202  
itrump@trumporg.com

Person designated to authorize and bind the developer:

Donald J. Trump  
Chairman and CEO  
725 Fifth Avenue  
New York, NY 10022  
Phone: 212.715.7209  
Fax: 212.755.3230  
rgraff@trumporg.com

### c. Identification of affiliation

Trump Old Post Office, LLC ("Trump OPO") is a limited liability corporation created specifically to develop The Old Post Office Building. Trump OPO is wholly-owned by Donald J. Trump. The multiple development and real estate entities owned by Donald J. Trump are referred to throughout this document as The Trump Organization or Trump.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 2

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



## TRUMP ORGANIZATION OVERVIEW

For more than four decades, The Trump Organization has set new standards of excellence as it has expanded its interests in world-class hotels, luxury residential real estate, top-tier office buildings, championship golf clubs, ice skating rinks, gaming, merchandise, entertainment, wineries, fine dining and event management. This enduring commitment has afforded Trump the designation of arguably being the preeminent developer of luxury real estate in the world. Trump projects continue to elevate the global standard of luxury real estate across all categories.

Superior Quality, Attention to Detail and Execution are cornerstones of each Trump project. The Trump Organization's unparalleled breadth of experience is revealed in every aspect of the properties that bear its name – from the spectacular façades either restored or created in collaboration with the world's best architects, to the flawless interiors designed contextually for each property and its market, to the award-winning service – no aspect is overlooked. The company is meticulous in its approach to the design, development, marketing, sales and operations of each of its projects, working alone or in conjunction with public and/or private partners to create unique, highly valuable properties that are consistently deemed best in class.

The diverse capabilities of Trump's Executive Team, led by Donald J. Trump and his three children – Donald Trump, Jr., Ivanka Trump and Eric Trump – are unparalleled. With more than 40 years in the real estate arena under Donald J. Trump's leadership, the team brings with it a unique blend of knowledge and a comprehensive understanding of a full luxury lifestyle proposition.

Trump is the only truly vertically integrated luxury real estate company. While there are a plethora of experienced real estate developers, none exist that are globally recognized and have the ability to build, brand and manage their own hotels, clubs, residences and commercial office buildings. When marketing and positioning properties, whether hotel, residential, golf or commercial, the Team draws upon the synergies that exist among the organization's different businesses and reflects on the feedback received from the diverse group of brand loyalists that cross between them. Trump clients are uniquely loyal to the brand, as they know, based on experience, that they will receive the same level of service and quality whether at a Trump hotel, club, entertainment venue or residence. The buyer or guest's passion for the Trump brand can in part be attributed to an Executive Team that values collaboration and understands how to cross multiple industries and platforms seamlessly.

Top-tier development experience, meticulous design, award-winning service, a complete luxury lifestyle proposition and, perhaps above all, a team with a long and proven track record of successful execution, are what make Trump the global leader in real estate today.

### Sample Experience Relevant to The Old Post Office Building

The Trump Organization is uniquely suited to transform The Old Post Office Building ("OPO") into a global destination. Trump has developed projects with great success, both nationally and internationally, in U.S. cities such as New York, Chicago, Las Vegas and Los Angeles as well as Aberdeen, Scotland. **Over the course of four decades, Trump has been responsible for over 10 million feet of development and has completed some of the largest and most complex projects in the world.**

Trump's development experience is particularly relevant to many of the challenges and opportunities related to the OPO, due to: 1) its vast experience in developing and restoring first-class hotels integrated with its in-house hotel management team; 2) its proven commitment to historic preservation and restoration and its strong track record in adaptive use; 3) its ability to revitalize neighborhoods and create thriving destinations; 4) its consistent, positive and effective relationships working with public agencies; and 5) its recent complimentary acquisitions in the greater Washington, D.C. region.

#### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 3

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

### **Trump Hotel Development Experience**

Successfully redeveloping the OPO will take the leadership of a highly skilled group of professionals that have extensive experience in both the restoration of historic hotels and general hospitality development. The group will have to be sensitive to the programmatic challenges of creating a viable hotel product, while respecting and honoring the historic components of the building and the site. Trump has a significant advantage in that the operations group has been involved in all programming decisions from the beginning of its assessment.

**Throughout the decades, Trump has proven itself to be a leader in first-class hotel development, as well as redevelopment and restoration of highly complex hotel properties. Since 1981, Trump has restored, refurbished and developed eight world-class hotel properties, two of which were historically significant.**

These properties include:

- 1) Grand Hyatt New York (1,311 rooms) approximately \$123 million restoration and redevelopment of the former Commodore Hotel. This project included the redevelopment of parts of the landmarked Grand Central Terminal and opened in 1980
- 2) Trump Plaza, Atlantic City (906 rooms) approximately \$350 million development opened in 1984
- 3) Trump Marina, Atlantic City (605 rooms) \$320 million casino hotel opened in 1985
- 4) The Plaza Hotel New York (900 rooms) \$50 million restoration and refurbishment of one of New York's most treasured and storied landmarks completed in 1989
- 5) Trump Taj Mahal, Atlantic City (2,010 rooms) approximately \$750 million development opened in 1990
- 6) Trump International Hotel & Tower New York (176 rooms) \$190 million redevelopment opened in 1997 as part of a mixed-use project owned by General Electric Investments Corporation
- 7) Trump International Hotel & Tower Chicago (339 rooms) \$850 million development opened in 2008 as part of a mixed-use project that is currently the tallest residential tower in North America
- 8) Trump International Hotel Las Vegas (1,282 rooms) \$630 million development completed in 2008

In addition to the eight hotels that Trump has developed, the company currently manages four properties on behalf of third-party developers.

**With more than \$3 billion of highly complex hotel properties developed or redeveloped, Trump has consistently demonstrated its leadership in the development sector of the hospitality arena.**

### **Commitment to Historic Preservation and Strong Track Record of Adaptive Use**

Since its inception, Trump has demonstrated its commitment to working closely with local governments and communities to preserve, restore and respect important properties. **Trump's long history of redevelopment and renovation spans seven properties, four of which are landmarked. Trump has also adapted the use of four of these properties to create more viable and successful alternatives.**

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 4

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**These projects include:**

**The Restoration and Redevelopment of The Commodore Hotel and the Restoration of Grand Central Terminal** – From 1977 to 1980, Trump worked on the \$123 million restoration and redevelopment of the historic, but dilapidated, Commodore Hotel and the adjacent Grand Central Terminal. In addition to the hotel's restoration, the City of New York asked Trump to undertake the total exterior restoration of the façade of the landmarked, iconic Grand Central Terminal. Trump earned many accolades for this meticulous work. The Commodore was developed into the first-ever Grand Hyatt Hotel and opened in 1980. The development is considered one of the most successful restorations in the City and earned Donald J. Trump an award from Manhattan's Community Board Five for the "tasteful and creative recycling of a distinguished hotel."



The Grand Hyatt Hotel

**The Restoration and Refurbishment of The Plaza Hotel** – In 1989, Trump spent \$50 million to restore and refurbish The Plaza Hotel, one of New York's most beloved icons. The property, which Trump called a "masterpiece" in a letter to The New York Times, is both a New York City Landmark (designated in 1969) and a National Historic Landmark (designated in 1986). Trump completely restored and refurbished the hotel's interior and exterior with precise detail. Trump was heralded by The New York Times Magazine for its careful preservation of the building's exterior, down to a replication of the building's original outdoor canopies.

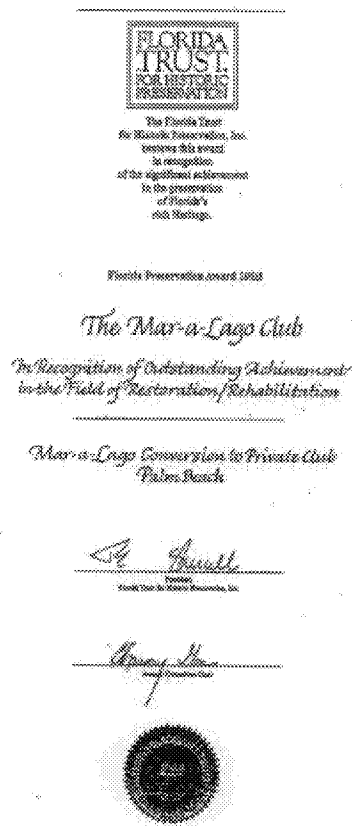


The Plaza Hotel

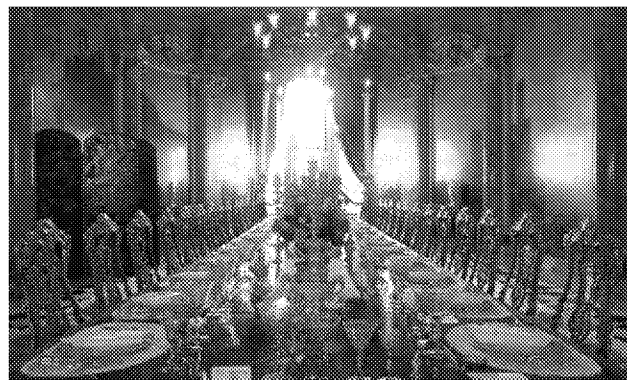
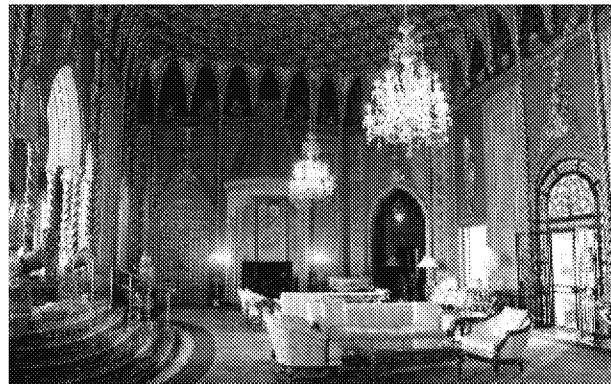
## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 5

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**The Restoration and Adaptive Use of Mar-a-Lago** – One of Trump’s most highly lauded preservation efforts began in 1995 with the conversion of the Marjorie Merriweather Post Estate in Palm Beach. Mar-a-Lago was built in 1924 and designated a National Historic Landmark in 1980. Trump spent \$40 million on a detailed, historically conscious restoration of the estate, converting it from a residential property into The Mar-a-Lago Club, one of the world’s most coveted and successful private country clubs. The property now features 32 hotel rooms, a spectacular Grand Ballroom, a massive private dining room, magnificent gardens and a dedicated beach club. Mar-a-Lago has many times been called “The Jewel of Palm Beach,” and Trump has won both a Judge James R. Knott Award for Outstanding Historical Contribution to Palm Beach County and an Outstanding Achievement Award from the Florida Trust for Historic Preservation in the Field of Restoration and Rehabilitation.



Florida Trust for Historic Preservation Award

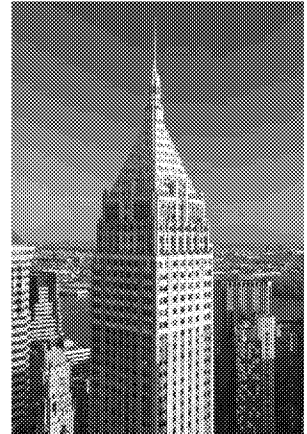


Please find a letter from Paul Edmonson, General Counsel of the National Trust for Historic Preservation, later in this section that speaks to Trump’s successful stewardship of this property.

SECTION I: Experience and Past Performance of Developer and Developer’s Key Personnel | 6

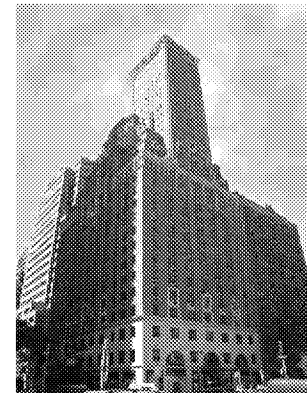
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**The Preservation of 40 Wall Street** – In 1995, Trump purchased 40 Wall Street in New York City, a commercial tower built in 1930, and formerly the world's tallest building. Over the past 16 years, Trump has spent over \$100 million on ongoing renovations and significant improvements to preserve and enhance the tenancy of this spectacular building, creating a flourishing office property and recently completing the largest retail lease signed on Wall Street in over a decade. 40 Wall Street was designated a New York City Landmark in 1998.



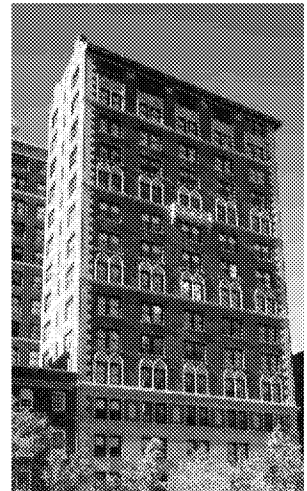
40 Wall Street

**The Restoration and Adaptive Use of Trump Park Avenue** – In 2002, Trump began the \$110 million restoration and conversion of the historic Delmonico Hotel to super-luxury condominium residences. Built in 1929 and located on famed Park Avenue in New York City, the property and its location were ideal for condominium residences. Now, the building is considered one of New York's most coveted residential developments, with several individual units worth in excess of \$20 million. Trump has been lauded by a multitude of publications for having retained the grandeur and charm of the building while incorporating 21st century services and amenities.



Trump Park Avenue

**The Restoration and Adaptive Use of 610 Park Avenue** – In 1998, Trump managed the redevelopment of the historic Mayfair Hotel, built in 1925, to luxury condominiums, now known as 610 Park Avenue. The approximately \$60 million redevelopment, a collaboration with Colony Capital, was extremely successful, as it maintained the property's historic value and pre-war design, while realizing its highest and best use as a luxury condominium building. Trump also brought the world-renowned restaurant, Daniel, to the property. Daniel received international recognition as a Michelin three-star restaurant and one of *The New York Times*' few four-star-rated restaurants. Daniel is one of Trump's most valuable food and beverage relationships.

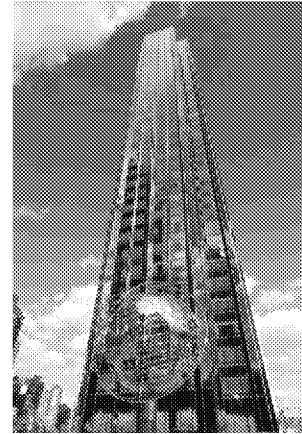


610 Park Avenue

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 7

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**The Redevelopment and Adaptive Use of Trump International Hotel & Tower New York** – In 1997, Trump completed the \$190 million conversion of the office building formerly known as the Gulf and Western Building, which was designed and built in 1969 by Thomas E. Stanley. The building was stripped to its skeleton and given a new façade designed by Philip Johnson and Alan Ritchie. The property is now known as Trump International Hotel & Tower New York, a mixed-use development including a luxury hotel with hotel condominium units and a residential tower, and has become one of the defining buildings on Central Park West. The hotel is the only double *Mobil Five Star* property in New York. In addition, Trump International Hotel & Tower New York is the only Forbes five-star, AAA five-diamond, and Michelin three-star hotel in the world. One of its residences recently sold for more than \$33 million, breaking the record for the highest-selling condominium in Manhattan in 2010.



Trump International Hotel & Tower  
New York

**A deep commitment to the restoration of historically significant properties and creative adaptive use projects is a major part of the DNA of Trump and will continue to be fundamental to the company's mandate going forward.**

### Positive and Effective Work with Government Agencies

Trump prides itself on its strong and effective relationships with government agencies around the globe. When Trump works with an agency, whether in an official public-private partnership or simply in collaboration, the property becomes a tremendous asset and benefits both public constituents and the surrounding area.

By way of example, Trump has enjoyed a great working relationship with the City of New York. Of particular note, and perhaps the government project Donald J. Trump is most proud of, was the renovation and ongoing operation of Wollman Ice Skating Rink in Central Park. Back in 1986, after almost a decade of false starts, repeated construction-related issues and with almost \$20 million of City money invested in the reconstruction of the rink, then-Mayor Ed Koch asked Mr. Trump to step in on behalf of the City and perform the reconstruction. The project was completed for \$2 million in four months, ahead of schedule and under budget, and a terrific partnership was born. Since that opening, Trump has maintained and operated both Wollman and Lasker Rinks and continues to successfully run these facilities today.

Over these 25 years, Trump has spent millions of dollars on capital improvements and has paid multiple millions in rent – all to the benefit of the City of New York. As a result of this success, Trump was recently awarded a ten-year contract to fully renovate and operate the Central Park Carousel, one of the City's most beloved recreational facilities and a New York City landmark. As part of this concession, Trump has undertaken restoration work to both the building and the historic hand-carved horses. Most recently, Trump was designated for the award of a 20-year contract for a high-end, tournament-quality public golf course in one of New York City's parks. This complex project, which has a price tag in excess of \$100 million, involves the conversion of a closed landfill to a golf course. It calls for Trump to invest millions of dollars in capital, including the construction of a state-of-the-art clubhouse. The award of this contract speaks to the City's confidence and trust in Trump based on its long, successful history with the City of New York and Trump's position as the leader in the development and operation of world-class golf courses.

Perhaps Trump's largest example of working with government agencies effectively is the redevelopment of the historic "West Side Yards" in 1997 – now known as one of the most ambitious and successful large-scale development projects ever in Manhattan. This expansive property was located on the former site of the Pennsylvania

#### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 8

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Railroad Yards, spanning from West 59<sup>th</sup> Street to 72<sup>nd</sup> Street on the Hudson River. Trump saw the site, which was in tremendous disrepair, as a rare and unique opportunity to develop a residential community on New York's waterfront. Closely working with several City of New York government agencies, including the Department of Parks & Recreation, the Department of Transportation and the Department of Environmental Protection Services, over a ten-year period, Trump planned the transformation of 92 waterfront acres and developed a thriving, vibrant community. Trump built and redeveloped approximately \$1.172 billion of both public and private property, including the spectacular 23-acre park known as Riverside Park South, arguably the most beautiful along the Hudson River, and the revitalized industrial pier, now a recreational pedestrian pier and a well-trafficked highlight of Riverside Park. In close collaboration with government agencies, Trump also built seven ground-up residential buildings from 65<sup>th</sup> Street to 72<sup>nd</sup> Street, featuring luxury condominium residences and high-end rentals – all with the City's top-tier services, amenities and waterfront views. The Riverside South area is now one of the Upper West Side's most desirable and loved neighborhoods.

Trump enjoys strong relationships with public agencies in all of the cities in which it develops its properties. Ranging from large-scale real estate developments to world-class golf facilities to ice skating rinks and even a landmarked carousel, Trump's relationships have been remarkable success stories for those public agencies involved. Perhaps this stems, in part, from the fact that Mr. Trump has as part of his key executive staff, employees with many years of public sector experience. These executives fully understand the dynamic and complex nature within which the public sector must work. As such, they are quite adept at pragmatically managing projects with an intimate understanding of what is expected in these partnerships and ensuring that Trump over-delivers once awarded important concessions. Trump is indeed proud of its partnerships with the public sector.

*Please contact the included reference, Charles Kloth, Director of Concessions for the City of New York Parks & Recreation, for further information on Trump's strong partnerships with public agencies.*

### **Complementary Acquisitions in the Washington, D.C. Area**

Trump has been focused on the greater Washington, D.C. region and made two acquisitions of incredible properties in the last two years. Trump purchased and has been significantly investing in Trump National Golf Club Washington, D.C. in Potomac Falls, Virginia and Trump Vineyard Estates in Charlottesville, Virginia. Both of these properties have the potential to provide benefits to the management of the OPO.

In 2009, Donald J. Trump purchased Trump National Golf Club Washington, DC, formerly Lowes Island Golf Club. This impressive property is situated on approximately 600 acres with vast frontage on the historic and beautiful Potomac River and boasts 36 holes of championship golf, a 50,000-square-foot clubhouse, extensive swimming facilities and a six-court tennis facility. Since purchasing the property, Trump is in the late stages of making numerous upgrades, such as renovating the clubhouse, adding a 5,400-square-foot Grand Ballroom and an 80-person grill room, redesigning the member locker rooms, installing a new irrigation system, adding a 65-foot water sculpture behind the 18<sup>th</sup> green, and rebuilding a 75,000-square-foot driving range. Associating this property with the OPO would provide significant opportunities for cross-promoting multiple event business at the two properties.

Trump made its second foray into the region recently with the purchase of the world-famous Kluge Vineyard, now named Trump Vineyard Estates. The vineyard, located on approximately 900 acres, is known for its award-winning sparkling wines and New World Red, a classic Bordeaux blend. Since acquiring this asset in 2011, Trump has already begun numerous improvements to the property, including renovation of the Carriage Museum, the Pavilion, a large outdoor event space and the "Farm Shop," which sells all of the natural products grown on site. Since its purchase, Trump has been committed to preserving the natural and historic beauty of this renowned property. Visits to the vineyard could be arranged for guests, and wine-tasting events could be held at the OPO.

#### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 9

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

In summary, Trump's expansive portfolio of relevant projects along with its commitment to historic preservation, adaptive use, public partnerships and revitalizing neighborhoods, make it uniquely suited to restore and redevelop the OPO into a world-class luxury hotel and destination.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 10

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



## TRUMP HOTEL COLLECTION OVERVIEW

The Trump Organization is unique as a developer in that the Company founded and wholly owns an award-winning, luxury hotel brand and management company called Trump Hotel Collection (“THC”). THC currently manages six hotels, having opened five of these properties since 2008. Trump’s ability to both develop and manage luxury hotels has resulted in THC’s daily participation in all programming, space planning and concept development for the OPO. This early involvement provides the GSA with additional certainty of the viability of the planned project and a full commitment from management. In addition, and unlike competitors at the top tier of luxury, THC does not have competing hotel properties in the Washington, D.C. market. The OPO will be the only hotel option for Trump loyalists.

### THC Story

#### THE NEXT GENERATION OF LUXURY HOSPITALITY

Launched in October 2007, ten years after Donald J. Trump unveiled his vision for a luxury hotel at Manhattan’s Columbus Circle, the internationally renowned developer and his three grown children – Donald Jr., Ivanka and Eric – have taken the concept worldwide. Trump Hotel Collection represents the next generation of luxury hospitality – one that raises the bar on the luxury travel experience with a style of customized service that is unmatched.

The creation of THC is a natural extension of the Trump brand in the luxury sector of the hotel industry. Each hotel is distinguished by outstanding architecture, created by some of the finest architects in the world and complemented by the highest level of personalized service.

The preeminence of the Trump name in the real estate market, along with the brand’s global recognition, made Trump uniquely qualified to succeed in the competitive luxury hotel arena. THC offers a unique opportunity for the Trump family to make its mark on the international luxury hospitality market. The Company has been a true project of passion for two generations of Trump family members.

Each hotel in THC has distinctive architecture that makes a bold statement while simultaneously complementing the local landscape. In addition to the beauty of THC buildings’ physical structures and their premier locations, the brand is further distinguished by world-class dining experiences, the personalized services of a Trump Attaché and the unparalleled pampering offered to guest of The Spa at Trump.

### THC Differentiators

- Best locations
- Skyline-defining architecture
- Iconic architecture and design – to create a hotel that is at home in its locations, contextual and relevant to the destination. Ivanka Trump’s aesthetic drives the distinctive design, look and feel of the brand, from the design of room interiors and restaurants to the uniforms and bath amenities packaging.
- Trump Attaché – provides each guest with uncompromising service, no matter how particular, throughout his or her stay. Following checkout, the Attaché meticulously records each guest’s preferences and maintains a detailed guest history to ensure that no stay feels like the first and no request needs repeating.
- The Next Generation of Luxury Hospitality – Building on the foundation laid by their father, Donald Jr., Ivanka and Eric have reinvented the luxury hotel experience for the modern traveler and are involved with both the Company’s strategic and daily operations.

SECTION I: Experience and Past Performance of Developer and Developer’s Key Personnel | 11

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

- **Balanced Scorecard Approach to Management** – THC maintains an ongoing Hotel Performance Score Card that measures Guest Satisfaction, Guest Reviews, Gross Operating Revenue, Market Share and Gross Operating Profit toward specific targets and goals. This is designed to motivate exceptional performance relative to Trump's people, product and profit.
- **Brand Standard Adherence** – THC has a myopic focus and constant review process in place to measure guest feedback via social networks and independent surveys.
- **Human Asset Investment** – This begins with a mandatory THC brand orientation that speaks to the key tenets of Trump's success, the brand's mission and vision and a full understanding of each Team member's role in that mission; each associate receives approximately 100 hours of training each year.
- **Capital Program Management and Reinvestment** – The investment of substantial amounts of capital in Trump hotels, both upfront and over time, ensures pristine conditions are maintained to preserve a five-star standard of luxury and achieve strong asset appreciation. In addition, soft goods are typically updated or replaced every five years and case goods are replaced every ten years.
- **Community Outreach** – THC recognizes that the key to the Company's success is not only the quality of the product, but also a strong community presence and support of its neighbors. From sponsoring fundraisers and hosting community events to donating products to charity auctions and local shelters, THC is truly committed to being a community leader in each of the markets represented.

#### THC Market Share Results

THC competes at the highest level of luxury in each of the markets in which it competes (two hotels in New York, plus Chicago, Las Vegas and Waikiki). In 2010, the five-hotel portfolio achieved a combined average RevPAR Index of 107 against formidable hotel brands such as Four Seasons, Park Hyatt, The Peninsula and The Ritz-Carlton.

- THC competes at the highest tier of luxury properties in each of the markets in which it enters and garners a disproportionate amount of market share relative to that competition.
- In 2010, the 5-hotel portfolio achieved a combined RevPAR Index of 107 – which represents that the hotels outperformed their competitive set by 7% - against formidable hotel brands such as Four Seasons, Park Hyatt, Peninsula, and Ritz Carlton.

#### THC Award-Winning Brand Portfolio

##### **Trump International Hotel & Tower New York**

One Central Park West

145 Rooms

Forbes Five-Star Hotel Award, 2011, 2010, 2009

New York's only Five-Star Hotel with a Five-Star Restaurant

AAA Five-Diamond Hotel Award, 2011

AAA Five-Diamond Restaurant Award for Jean Georges, 2011, 2010, 2009, 2008

##### **Trump International Hotel & Tower Chicago**

401 North Wabash Avenue

339 Rooms

20,000-square-foot Event Space

23,000-square-foot Spa and Fitness Center

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 12

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Travel + Leisure 2010 World's Best Awards: "#1 Large City Hotel – Continental U.S. and Canada"  
Travel + Leisure 2011 World's Best Service Awards: "#1 City Hotel in the U.S. and Canada" and "#4 City Hotel in the World"  
U.S. News & World Report "#2 Hotel in Chicago" and "Top 10 Best Hotel in the USA," 2011  
AAA Five-Diamond Hotel Award, 2011

**Trump International Hotel Las Vegas**

2000 Fashion Show Drive  
1,282 Rooms

U.S. News & World Report "Top 15 Best Hotel in Las Vegas," 2011  
Forbes Four-Star Spa, The Spa at Trump, 2011, 2010, 2009  
AAA Four-Diamond Hotel, 2011, 2010  
Spa Magazine "Favorite New U.S. Spas," The Spa at Trump, 2009  
Condé Nast Traveler's "Hot List," The Spa at Trump, 2009

**Trump International Hotel Waikiki Beach Walk**

223 Saratoga Road  
462 Rooms

U.S. News & World Report "Top 10 Best Hotel in Hawaii" 2011  
AAA Four-Diamond Hotel Award, 2010  
Hawaii Business Magazine's "Best Places to Work," 2011

**Trump SoHo New York**

246 Spring Street  
391 Rooms

U.S. News & World Report "Top 15 Best Hotel in New York," 2011  
Travel + Leisure "It List" of Top 50 Favorite New Hotels, 2011  
Condé Nast Traveler's "Hot List," The Spa at Trump, 2011

**Trump Ocean Club International Hotel & Tower Panama**

Punta Pacifica  
369 Rooms  
46,000-square-foot Event Space

Opened July 6, 2011  
Largest building in Latin America

**Trump International Hotel & Tower Toronto**

325 Bay Street  
261 Rooms  
12,000-square-foot Event Space

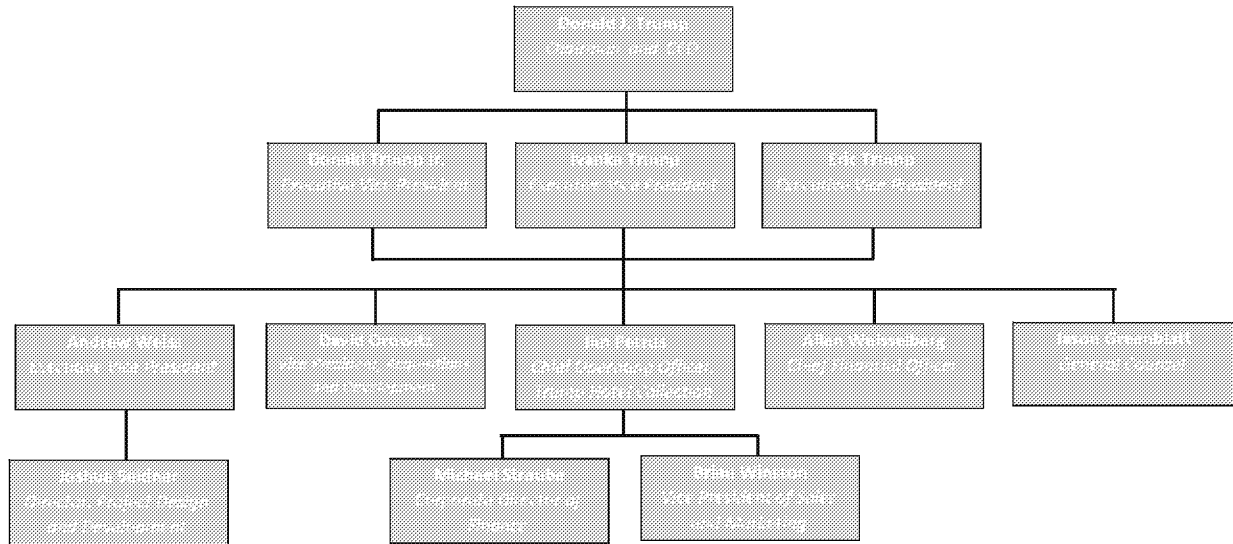
Opening 2011  
Second-tallest building in Canada

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 13

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## 2. DEVELOPER'S ORGANIZATIONAL STRUCTURE

The Trump Team for The Old Post Office Building will be composed of the most senior staff at The Trump Organization.



### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 14

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**a. Names of and contact information for principals**

<i>Principals of Developer's Team</i>	<i>Background</i>	<i>Role in the OPO Redevelopment</i>
<p><b>Donald J. Trump</b> Chairman and CEO 725 Fifth Avenue New York, NY 10022 Phone: 212.715.7209 Fax: 212.755.3230 <a href="mailto:rgraff@trumporg.com">rgraff@trumporg.com</a> Founder and Owner</p>	<p>Donald J. Trump is the very definition of the American success story, continually setting the standards for excellence while expanding his interests in real estate, gaming, sports and entertainment. He is the preeminent developer and owner of luxury real estate around the world including such iconic projects as Trump Tower on Fifth Avenue, the Mar-a-Lago Club, and Trump International Hotel &amp; Tower Chicago. His commitment to excellence extends from his real estate holdings to the entertainment industry including his role as the star and co-producer of the NBC hit series <i>The Apprentice</i> and <i>The Celebrity Apprentice</i>. An accomplished author, Mr. Trump has written more than ten bestsellers and his first book, <i>The Art of the Deal</i>, is considered a business classic. He received a star on the Hollywood Walk of Fame in 2007. Mr. Trump is the archetypal businessman—a deal maker without peer and an ardent philanthropist.</p>	<p>Donald J. Trump is heavily involved in the planning, design, construction, and management of every one of his properties. He will be involved in both major and day-to-day decision-making. Mr. Trump will be the person designated to authorize and bind the developer</p>
<p><b>Ivanka Trump</b> Executive Vice President, Acquisitions and Development 725 Fifth Avenue New York, NY 10022 Phone: 212.715.7256 Fax: 212.836.3202 <a href="mailto:itrump@trumporg.com">itrump@trumporg.com</a></p>	<p>As Executive Vice President of Development and Acquisitions, Ivanka M. Trump is charged with the domestic and global expansion of The Trump Organization's real estate footprint. Ms. Trump actively participates in all aspects of both Trump and Trump branded projects, including deal evaluation, pre-development planning, financing, design, development, sales and marketing, ensuring that Trump's world-renowned physical and operational standards are met.</p> <p>Some of the properties Ms. Trump oversees include Trump International Hotel &amp; Tower Chicago, Trump Ocean Club International Hotel &amp; Tower Panama, Trump International Hotel &amp; Tower Toronto and in New York, Trump International Hotel &amp; Tower New York, and Trump SoHo. Since joining The Trump Organization, one of Ms. Trump's primary focuses has been to bring the Trump Hotel Collection brand to global markets. In January 2010, Trump International Hotel &amp; Tower New York, the flagship property of the Trump Hotel Collection, began an extensive multimillion dollar renovation of its 167 guest rooms &amp; suites. Ms. Trump is responsible for leading this massive \$30-million dollar renovation.</p> <p>Prior to working for The Trump Organization, Ms. Trump worked as a project manager in the retail development division of Forest City Ratner Companies and received her bachelor's degree in real estate from the Wharton School of Finance at the University of Pennsylvania, graduating cum laude.</p>	<p>Project Executive for the OPO and the primary point of contact.</p>

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 15

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Donald Trump, Jr.**  
Executive Vice President,  
Acquisitions and Development  
725 Fifth Avenue  
New York, NY 10022  
Phone: 212.715.7247  
Fax: 212.836.3202  
[djtjr@trumporg.com](mailto:djtjr@trumporg.com)

Donald J. Trump, Jr. is an innovator and leader in today's young business world. As an Executive Vice President at The Trump Organization, Donald Jr. works in tandem with his siblings, Ivanka and Eric, to expand the company's real estate, retail, commercial, hotel and golf interests nationally and internationally. His extensive real estate development experience, rigorous education and inherent business sense add a level of detail and depth to the management of all current and future Trump projects. In addition to new project acquisitions, Don is involved in all aspects of the company's development, from deal evaluation, analysis and pre-development planning to construction, branding, marketing, operations, sales and leasing.

Involved in all key decisions.

Upon joining the Trump Organization in 2001, Donald, Jr. initially worked at Trump Place, the historic West Side Yards redevelopment in New York City, one of the most ambitious and successful large scale development projects in Manhattan. The project spanned several blocks, featured 17 buildings, and created a new community. From there he went on to lead the development of Trump Park Avenue, a conversion of the historic Hotel Delmonico to an ultra-luxury residential condominium on Park Avenue at East 59th Street, which has been a tremendous success. Donald Jr., alongside his father, is also overseeing Trump International Golf Links, Scotland, a 1,400-acre property in the northeast of Scotland, planned to become one of the finest golf destinations in Europe.

Donald Jr. received his Bachelor's degree in Finance and Real Estate from the Wharton School of Finance at the University of Pennsylvania.

**Eric Trump**  
Executive Vice President,  
Acquisitions and Development  
725 Fifth Avenue  
New York, NY 10022  
Phone: 212.715.7260  
Fax: 212.836.3202  
[etrump@trumporg.com](mailto:etrump@trumporg.com)

Eric F. Trump joined The Trump Organization in 2006 after graduating with honors from Georgetown University in Washington, D.C., with a degree in Finance and Management, and a minor in Psychology. As Executive Vice President of Development and Acquisitions, Eric is actively involved in all aspects of real estate development and deal flow, both nationally and internationally. From the initial acquisitions and development or licensing partnership to the final design, construction, sales and marketing functions, he plays a pivotal role in Trump projects around the world.

Involved in all key decisions.

Nationally, Eric has been instrumental in the development of Trump International Hotel & Tower in Chicago, currently the tallest completed residential building in North America. Eric has also focused his efforts on Trump International Hotel Las Vegas, the tallest building in Las Vegas, personally overseeing all aspects of the project from architecture to marketing to hotel management. Eric is also currently involved, alongside his father, Donald J. Trump, in the expansion of the world-class Trump portfolio of golf courses. During Spring 2009, Eric was instrumental in the purchase of Trump National Golf Club Washington, D.C., a 600-acre, 36-hole golf club with 3 miles of frontage on the Potomac River. Since then, Eric has been extremely active in expanding and overseeing what are known to be the finest golf courses in the world.

#### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 16

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

<p><b>Andrew Weiss</b> Executive Vice President 725 Fifth Avenue New York, NY 10022 Phone: 212.715.7206 Fax: 212.836.3202 <a href="mailto:aweiss@trumporg.com">aweiss@trumporg.com</a></p>	<p>Andrew Weiss joined The Trump Organization in 1981 and has been managing the design and construction of major new and rehabilitation development and construction projects for the company since that time. As Owner's Representative/Project Director, Mr. Weiss leads The Trump Organization team through the development of the program, selection of the project team members, including architects, engineers, consultants and contractors and their supervision in the preparation of construction documents and award of contracts. Throughout each project, Mr. Weiss coordinates the work of the design and construction team with the needs of marketing, finance and building management and operations departments to deliver a successful project design. Thereafter, he oversees the construction through completion and start up and the transition to management and operations.</p> <p>Mr. Weiss holds a Bachelor of Science degree (Civil Engineering) from Columbia University, a Masters of Business Administration degree (Finance) from the Stern School of Business and is a licensed Professional Engineer (NY), and a Member of the American Society of Civil Engineers.</p> <p>Most recently Mr. Weiss has completed overseeing the construction of Trump International Hotel &amp; Tower Chicago, Trump International Hotel Las Vegas, Trump Park Avenue (redevelopment) and is managing the implementation of Trump standards for various projects across the world.</p>	<p>Oversees all aspects of the design and construction process, as well as primary point of contact for GSA.</p>
<p><b>Allen Weisselberg</b> Executive Vice-President/ Chief Financial Officer 725 Fifth Avenue New York, NY 10022 Phone: 212.715.7224 Fax: 212.832.5396 <a href="mailto:weisselberg@trumporg.com">weisselberg@trumporg.com</a></p>	<p>Allen Weisselberg has been with The Trump Organization since 1973 and has been its Chief Financial Officer since 2002. His responsibilities include the oversight of all accounting and financial planning for all real estate holdings, golf and social clubs, licensing and brand development, sales and leasing as well as Mr. Trump's personal holdings.</p>	<p>Oversees all relationships with the banking community.</p>
<p><b>Jim Petrus</b> Chief Operating Officer Trump Hotel Collection 725 Fifth Avenue New York, NY 10022 Phone: 212.715.7227 Fax: 212.836.3202 <a href="mailto:jpetrus@trumporg.com">jpetrus@trumporg.com</a></p>	<p>Jim Petrus is the Chief Operating Officer for Trump International Hotels Management LLC, the operating arm of Trump Hotel Collection. His appointment in 2006 propels an already illustrious career that has included more than three decades of management-level hospitality industry experience. Among the list of leading luxury hotels, resorts, and brands with which Jim has worked include Starwood, Hyatt Hotels and Resorts, and Colonial Williamsburg Foundation. In his current role, he is responsible for oversight of the development and operation of the new, compelling luxury hotel brand for the 21st century. Also, Jim has led the opening of over twenty luxury hotels and resorts around the world and has been responsible for repositioning iconic assets.</p> <p>Jim graduated from Michigan State University's School of Hotel, Restaurant and Institutional Management.</p>	<p>Oversees a team that is responsible for defining the technical requirement for the hotel during development and operating the hotel after opening.</p>
<p><b>Jason Greenblatt</b> General Counsel and Executive Vice President New York, NY 10022 Phone: 212.715.7212 Fax: 212.832.5396 <a href="mailto:jgreenblatt@trumporg.com">jgreenblatt@trumporg.com</a></p>	<p>Jason D. Greenblatt received his J. D. degree in 1992 from the New York University School of Law. Following graduation, Jason worked for Fried, Frank, Harris, Shriver &amp; Jacobson. In 1997, he joined The Trump Organization and since then, he has represented Donald J. Trump and The Trump Organization in legal and business matters, concentrating on all aspects of domestic and worldwide real estate development, financings, acquisitions, operation and management. Mr. Greenblatt serves as Executive Vice President and General Counsel.</p>	<p>Oversees negotiating of all contracts related to the project.</p>
<p><b>David Orowitz</b> Vice President, Acquisitions and Development 725 Fifth Avenue New York, NY 10022 Phone: 212.836.3252 Fax: 212.836.3202 <a href="mailto:dorowitz@trumporg.com">dorowitz@trumporg.com</a></p>	<p>David Orowitz joined The Trump Organization in 2008 and is responsible for evaluating new development opportunities, raising capital, and structuring partnerships. He sourced and is the day-to-day business lead on Trump Towers Mumbai, a luxury high-rise development in south Mumbai, composed of 200,000 square feet of luxury condominiums. Prior to joining The Trump Organization, David received his MBA from the Wharton School at the University of Pennsylvania, where he graduated with Honors with a concentration in Real Estate.</p>	<p>Manages day-to-day relationship with key stakeholders including equity and debt partners.</p>

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 17

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

<p><b>Joshua D. Seidner</b> Assoc. AIA Director, Project Design &amp; Development 725 Fifth Avenue New York, NY 10022 Phone: 212.836.3231 Fax: 212.836.3202 <a href="mailto:jseidner@trumporg.com">jseidner@trumporg.com</a></p>	<p>As a part of The Trump Organization since 2008, Joshua Seidner is responsible for the management of the design process on various projects. Joshua's role coordinating and organizing the design teams, with a specific focus on maintaining the high standards of the Trump brand, has been pivotal in the planning, design, and approval of The Trump International Golf Links, Scotland master plan project.</p>	<p>Oversees design teams.</p>
<p><b>Michael Straube</b> Corporate Director of Finance, Trump Hotel Collection 725 Fifth Avenue New York, NY 10022 Phone: 212.715.6784 Fax: 212.836.3202 <a href="mailto:mstraube@trumphotels.com">mstraube@trumphotels.com</a></p>	<p>Michael Straube joined The Trump Organization in 2010, but has 30 years of experience in the hospitality industry working in all types of properties both domestically and internationally.</p> <p>Over the course of his career, Mike has developed specialties and has extensive experience in asset development, renovations, pre-opening hotel operations and planning, management contract acquisitions and transitions, purchase and sale processes, due diligence and pro forma modeling, troubled asset workouts, union relations &amp; negotiations, F&amp;B operations (both internal and third-party partnerships), branding/repositioning, property-level and corporate-level team building and has performed functions from the ownership and management sides of the table. Specifically, in his roles in hospitality finance, he has developed accounting SOPs and internal audit programs, developed management software applications with strategic vendor partnerships, and managed hotel accounting operations, both centralized and decentralized, in the United States, the Caribbean, and Eastern Europe.</p> <p>Mike holds a Bachelor of Science degree in Hotel Administration from the University of Nevada, Las Vegas.</p>	<p>Supports optimization of hotel program and developing all operational budgets.</p>
<p><b>Brian Winston</b> Vice President Sales and Marketing, Trump Hotel Collection 725 Fifth Avenue New York, NY 10022 Phone: 212.715.6782 Fax: 212.836.3202 <a href="mailto:bwinston@trumphotels.com">bwinston@trumphotels.com</a></p>	<p>Brian Winston oversees brand and field sales, marketing and revenue strategy for Trump Hotel Collection. Prior to joining Trump Hotel Collection, a 23 year veteran in the hotel sales &amp; marketing field, Brian has held senior level sales &amp; marketing positions with Hilton Hotels Corporation and InterContinental Hotels &amp; Resorts - in New York, Boston, Washington, DC, Chicago &amp; San Francisco. Brian is currently directing the pre-opening sales &amp; marketing efforts for Trump Hotel Collection new properties in Panama &amp; Toronto and has successfully pre-opened several major hotel projects prior.</p>	<p>Evaluates market demand to optimize program and positioning.</p>

**b. Number of employees**

The Trump Old Post Office, LLC entity has been created specifically for this project and currently has no employees, but will be supported by the full staff and resources of The Trump Organization. Trump employs more than 2,700 people and oversees another 1,700 employees in properties that are managed, but not owned.

**c. Annual business revenues**

Currently Trump Old Post Office, LLC has no revenue, but Trump subsidiaries generate more than \$410 million of revenue annually.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 18

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



### 3. EXPERIENCE OF DEVELOPER AND REFERENCES

#### a. Contact information for references

The following references are for Donald J. Trump, the individual, and The Trump Organization, which comprises all of his wholly-owned subsidiaries.

<b>Contact and Company</b>	<b>Relationship</b>
<p><b>Paul Edmonson</b> Chief Legal Officer / General Counsel National Trust for Historic Preservation 1785 Massachusetts Avenue, NW Washington, DC 20036 Phone: 202.588.6101 Fax: 202.588.6038 Paul_edmonson@nthp.org</p>	<p>Represented National Trust for Historic Preservation during the renovation of Mar-a-Lago</p>
<p><b>Charles Kloth</b> Director of Concessions City of New York Parks and Recreation The Arsenal 830 Fifth Avenue, 5<sup>th</sup> Floor New York, NY 10065 Phone: 212.360.3426 Fax: 212.360.3434 charles.kloth@parks.nyc.gov</p>	<p>Represents NYC Parks for concessions with Trump, including: 1) The full scale renovation and operation of Wollman and Lasker ice skating rinks in Central Park; 2) the full scale renovation and operation of the historic and landmarked Central Park Carousel; 3) The recent award of a contract soon to be signed for a high end public golf course</p>
<p><b>Herbert Kolben</b> Senior Vice President, Investment Group The Union Labor Life Insurance Company 8403 Colesville Road Silver Spring, MD 20910 Phone: 202.682.7923 Fax: 202.682.6940 hkolben@uillico.com</p>	<p>Lender on 40 Wall Street and Mar-a-Lago</p>
<p><b>Dale Frey</b> Chairman and President, Retired General Electric Investment Corporation 1 Aspetuck Hill Lane Weston, CT 06883 Phone: 203.227.8822 Fax: 203.227.5016 biggiefrey@aol.com</p>	<p>Partnered with Trump on the development of Trump International Hotel &amp; Tower New York</p>

Please see Section VI for copies of Letters of Authorization notifying references that they may speak freely with the GSA. In addition, all other references and letter writers included throughout the presentation have been notified with similar letters.

**b. Reference Letters**

The Trump Organization requested letters from some of the previously identified references as well as other relevant individuals to describe their successful past projects with Trump. The following reference letters are from Paul Edmonson (National Trust for Historic Preservation), Dale Frey (Formerly of General Electric Investment Corporation), Phillip Ruffin (Ruffin Companies), and John Myers (Formerly of GE Asset Management).

In addition, Trump's equity partner, Colony Capital, has solicited a letter of reference from Ralph Malami, Manager, Capital Markets and Resolutions, Franchise and Asset Marketing Branch at the Federal Deposit Insurance Corporation ("FDIC"). Per FDIC policy, Mr. Malami was required to send the letter directly to the GSA and not to Colony or Trump for inclusion in this response. The letter was sent to Kevin Terry during the week of July 11<sup>th</sup>. Please feel free to directly contact Mr. Malami, whose information is below, to better understand Colony's effective public-private partnership with the FDIC.

As background, Colony Capital is the largest acquirer of FDIC loans, having won five of the FDIC's 16 Structured Sales to-date. The Structured Sale program represents an innovative, collaborative public-private structure in which the FDIC partners with private market participants, such as Colony Capital, and remains a majority partner in the deal by retaining on average 60% of the equity with the remaining 40% being held by Colony Capital. This provides the FDIC with economic upside while placing thousands of loans worth billions of dollars into the hands of the private market for care and stewardship. In this respect, Colony Capital is a well-respected partner of the U.S. government in addressing the FDIC's goals and needs to remedy the financial sector through structured loan dispositions.

**Ralph Malami**

Manager  
Capital Markets and Resolutions  
Franchise and Asset Marketing Branch  
FDIC  
550 17th Street NW  
Washington, D.C. 20429-0002  
Phone: (202) 898-3713

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 20

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**NATIONAL  
TRUST  
FOR  
HISTORIC  
PRESERVATION™**

Paul W. Edmondson  
Chief Legal Officer/General Counsel  
paul\_edmondson@nthp.org  
Tel. 202-588-6101

July 5, 2011

U.S. General Services Administration  
301 7<sup>th</sup> Street SW  
Washington, D.C. 20407  
Attn: Kevin M. Terry, Contracting Officer

Re: Old Post Office RFP, Solicitation No. NR-73002105

Dear Mr. Terry:

I am writing at the request of Mr. Donald Trump relative to the GSA's recent Request for Proposals for the reuse of the Old Post Office building located at 1100 Pennsylvania Avenue in Washington, DC. Mr. Trump has asked the National Trust to offer its perspective on his qualifications as the steward of a nationally-significant historic property, based on our experience with him in connection with Mar-a-Lago, a National Historic Landmark in Palm Beach, Florida.

In 1985, Mr. Trump became the owner of Mar-a-Lago, the former Marjorie Merriweather Post estate in Palm Beach. In 1995, Mr. Trump donated a Deed of Conservation and Preservation Easement over Mar-a-Lago to the National Trust, and since that time we have worked closely with him on his on-going stewardship of the historic property's main house (ca. 1927), its outbuildings, and surrounding landscape (comprising seventeen acres between the Atlantic Ocean and Lake Worth).

Mar-a-Lago is a complex historic site. The mansion building in particular has very significant architectural features, both with respect to its exterior and interior (a large number of the mansion's interior features and finishes are protected under the easement). Mr. Trump has a strong appreciation for the extraordinary historic and architectural significance of the property, and has been personally involved in ensuring that the historic features of Mar-a-Lago continue to reflect a very high level of maintenance. In instances where the easement has required the National Trust's prior review and approval for work at the property, Mr. Trump's approach has been respectful and responsive, not only to the National Trust's legal role in administering the 1995 easement, but to the overall preservation of this nationally-significant historic resource.

1785 Massachusetts Avenue, NW Washington, DC 20036  
☎ 202.588.6000 ☎ 202.588.6038 ✉ info@nthp.org www.PreservationNation.org

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 21

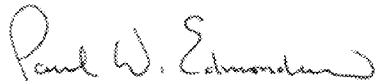
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Although Mar-a-Lago is a significant historic landmark, it is also an active club property and venue for public events. As such, Mr. Trump and the management of the Mar-a-Lago Club – like other historic property owners – have had to address the sometimes challenging relationship between ensuring a viable current use and respecting the historic character of the original property. Sometimes this has involved rehabilitation of existing structures (following the Secretary of the Interior's Standards as provided in the easement), and sometime this has involved new construction of adjacent facilities (with design review carried out by the National Trust under the terms of the easement). Mr. Trump has worked with us to ensure that these projects have been implemented with creativity and sensitivity, and we would anticipate that he would bring the same approach with respect to the redevelopment of the Old Post Office building.

We appreciate that other potential respondents to the Old Post Office RFP may also have strong qualifications as developers or operators of historic properties. We are pleased, however, to recognize Mr. Trump's experience as the owner and steward of a nationally significant historic property.

I would be happy to discuss further the National Trust's experience with Mr. Trump, should that be helpful to you.

Sincerely,



Paul W. Edmondson  
Chief Legal Officer/General Counsel

Cc: Ms. Stephanie Meeks, President  
Mr. Donald Trump

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 22

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Dale F. Frey  
1 Aspetuck Hill Lane  
Weston, Connecticut 06883

July 6, 2011

Kevin Terry  
Senior Realty Contracting Officer  
U.S. General Service Administration  
301 7<sup>th</sup> Street, SW, Room 7660  
Washington, DC 20407

Re: Trump Organization

Kevin,

It is due to my strong regard for Donald Trump, and his development and management team at the Trump Organization, that I write this reference letter. During my time as President and Chairman of General Electric Investments Corporation, I witnessed first-hand how his team creatively approaches problem properties and is able to turn them into world-class assets.

In 1993, we obtained the Gulf+Western building on Columbus Circle. The building had been a problem from the onset due to its odd office location and structural issues that resulted in nausea-producing swaying. Tenants were clearing out and the last leases were due to expire in 1995.

Donald came to us with the proposal to convert the project into residential and hotel condominiums, which would make it New York's first hotel condominium. He had the vision to see that, with his name attached to the project and the right program, Columbus Circle was set to take its place as a premier area of the city.

Donald was responsible for redeveloping the building and brought in the complex development on time and on budget. The property opened in 1997 as the Trump International Hotel and Tower and by the end of that year every unit was sold out at record prices. Today, it is the only Forbes 5-Star hotel with a Forbes 5-Star restaurant, Jean-Georges, in the United States. The neighborhood has changed dramatically as other luxury developments such as the Time Warner Center with the Mandarin Oriental and 15 CPW have followed our project.

This project with Donald was the most successful real estate project in my time at GE and the company continued to work with him after I left. I am sure that Donald would bring the same level of success to the Old Post Office building. Please feel free to contact me with any questions.

Sincerely,



Dale Frey  
CEO, President and Chairman of the Board of General  
Electric Investment Corporation  
July 1984 - July 1997

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 23

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



June 30, 2011

Kevin Terry  
Senior Realty Contracting Officer  
U.S. General Service Administration  
301 7<sup>th</sup> Street, SW, Room 7660  
Washington, DC 20407

Re: Trump Organization

Kevin,

Since 2005, I have been 50/50 partners with Donald Trump and his three adult children in Trump International Hotel and Tower, Las Vegas. Donald is a first-class builder in every regard and his development and hotel management teams have surpassed my every expectation.

Las Vegas is one of the toughest places to build in the country as evidenced by the many prominent projects that have come in literally billions of dollars over budget. Using the same contractor as some of those ill-fated projects, Perini, Donald not only completed the building ahead of schedule but also under budget. As impressed as I have been with his development efforts, I have been equally impressed with his hotel management team. I personally have experience owning and managing hotels in Las Vegas, including Frontier, Treasure Island and others, and know firsthand that it is the most challenging and competitive market in the country. Trump's management has resulted in operations that have both received accolades and generated profits.

I am sure that Donald, if given the chance, would do amazing things with the Old Post Office building. If you have any questions, I am available to further discuss.

Best,

A handwritten signature in black ink, appearing to read 'P. Ruffin', is written over a light blue horizontal line.

Phillip G. Ruffin  
President, Ruffin Companies

316 342-7580  
FAX 316 342-0316  
1520 S. FLORENCE  
WICHITA, KANSAS 67209  
P.O. BOX 17087  
WICHITA, KANSAS 67217

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 24

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**John H. Myers**

326 Hillside Road, Fairfield, CT 06824 Cell: (203) 520-3665

Kevin Terry  
Senior Realty Contracting Officer  
U.S. General Service Administration  
301 7th Street, SW, Room 7660  
Washington, DC 20407

Mr. Terry,

This letter is to express my strong regard for Donald Trump and his outstanding real estate development team. While I served as President and CEO of GE Asset Management, I was personally involved in several development projects with the Trump Organization. These projects were all great financial successes for both GE and the Trump Organization. They were developed by the Trump Organization to the highest standards of quality, executed flawlessly, and exceeded our underwriting projections.

The development of Trump International Hotel and Tower, New York in the mid 1990's creatively altered a problematic office building into a premier five star hotel and condominium tower. This mix-used project required significant structural work and was expertly managed by Andy Weiss, head of construction of the Trump Organization, and his team. GE and the Trump Organization continue to be very proud of the fact that the introduction of Trump International breathed new life into NY's then desolate and downtrodden Columbus Circle. The development of this building encouraged substantial private reinvestment into this underutilized location as evidenced by a plethora of new projects that followed our tower's opening (including the Time Warner Center and the Museum of Arts and Design.) I was particularly impressed with Donald's personal involvement in all facets of the project.

Another example of GE's successful collaboration with Donald and his team is evidenced by the development of Trump Park Avenue, where GE provided construction financing for the renovation. The outcome of this conversion of a tired but historic hotel (The Delmonico) to luxury residential condominiums also had an outstanding outcome, resulting in a very successful sellout and the full repayment of GE's loan.

Please feel free to contact me with any questions that you might have about my experience working with Donald and the Trump Organization.

Best Regards,



John Myers  
President & CEO of GE Asset Management, Retired

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 25

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

#### 4. IDENTIFICATION OF THE PROJECT DEVELOPMENT TEAM

##### Overview of Development Team:

In association with Arthur Cotton Moore, FAIA, The Trump Organization has put together a renowned team of talent to act as stewards of The Old Post Office Building to carefully preserve, design and redevelop the property. Trump's in-house management company, Trump Hotel Collection, will operate the hotel. The members each have a breadth of experience in related projects and individually bring unique strengths to the building.

The methodology for selecting the development team was to focus on individuals who had relevant experience in the following areas:

- Creative approach to adaptive use
- Commitment to preserving historic buildings
- Track record of successfully partnering with the public sector
- Sustainability know-how
- Depth of hospitality experience
- Excitement and full commitment to this project

##### a. List of consultants

The development team comprises of the following groups who have all been actively involved in the preparation of this response.

<i>Developer:</i>	<i>Trump Old Post Office, LLC (wholly-owned by Donald J. Trump)</i>
<i>Design Architect:</i>	<i>Arthur Cotton Moore/Associates PC</i>
<i>Architect of Record:</i>	<i>WDG Architecture, PLLC</i>
<i>Historic Preservation Advisor:</i>	<i>John Cullinane Associates, LLC</i>
<i>Landscape Architect of Record:</i>	<i>Lee and Associates Inc.</i>
<i>Interior Design Architect:</i>	<i>Hirsch Bedner Associates</i>
<i>Structural Engineer of Record:</i>	<i>Robert Silman Associates</i>
<i>MEP Engineer of Record:</i>	<i>MG Engineering, PC</i>
<i>Sustainable Development Advisor:</i>	<i>Terrapin Bright Green LLC</i>
<i>Construction Management:</i>	<i>Lend Lease (US) Construction Inc.</i>
<i>Fire and Safety Consultant:</i>	<i>Aon Risk Solutions</i>
<i>Legal Advisor:</i>	<i>Edward V. Gregorowicz, Jr.</i>
<i>Hotel Operator:</i>	<i>Trump Hotel Collection (wholly-owned by Donald J. Trump)</i>

#### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 26

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



**b. Primary points of contact and prior relationships**

**Development**

<p><b>Company:</b> <i>Trump Old Post Office, LLC</i></p> <p><b>Primary point of contact:</b> <i>Ivanka Trump</i>  <i>Executive Vice President, Acquisitions &amp; Development</i>  <i>The Trump Organization</i>  <i>725 Fifth Avenue</i>  <i>New York, New York 10022</i>  <i>Phone: 212-715-7256</i>  <i>Fax: 212-688-8135</i>  <i>itrump@trumporg.com</i></p>	<p><b>Role:</b> <i>Developer</i></p> <p><b>Prior relationships:</b></p> <p><i>Worked with Hirsch Bedner Associates:</i>  <i>Trump International Hotel &amp; Tower New York, NY</i>  <i>Trump Taj Mahal, Atlantic City, NJ</i>  <i>Trump Ocean Club International Hotel &amp; Tower Panama</i></p> <p><i>Worked with Robert Silman Associates:</i>  <i>Trump National Golf Club Westchester, NY</i></p> <p><i>Worked with MG Engineering, PC:</i>  <i>40 Wall Street, New York, NY</i>  <i>Trump Tower, New York, NY</i></p> <p><i>Worked with Lend Lease (US) Construction Inc.:</i>  <i>Trump International Hotel &amp; Tower Chicago</i>  <i>Trump World Tower, New York, NY</i>  <i>Chairman Tower at Trump Taj Mahal, Atlantic City, NJ</i>  <i>Trump Castle Expansion, Atlantic City, NJ</i>  <i>Trump Place, Riverside South, New York, NY</i>  <i>Trump Plaza, GM Building Plaza Renovation, New York, NY</i></p> <p><i>Worked with Aon Risk Solutions:</i>  <i>Trump International Hotel &amp; Tower Chicago</i>  <i>Trump International Hotel &amp; Tower Dubai, UAE</i>  <i>Trump International Hotel Las Vegas</i>  <i>Trump Ocean Club International Hotel &amp; Tower Panama</i></p>
--	---

**Architecture and Engineering**

<p><b>Company:</b> <i>Arthur Cotton Moore/Associates PC</i></p> <p><b>Primary point of contact:</b> <i>Arthur Cotton Moore, FAIA</i>  <i>Principal</i>  <i>Arthur Cotton Moore/Associates PC</i>  <i>700 New Hampshire Avenue NW</i>  <i>Washington, D.C. 20037</i>  <i>Phone: 202-337-9081</i>  <i>Fax: 202-337-2244</i>  <i>ACM@patriciamoore1504@gmail.com</i></p>	<p><b>Role:</b> <i>Design Architect</i></p> <p><b>Prior relationships:</b></p> <p><i>Worked with WDG Architecture, PLLC:</i>  <i>Arthur Cotton Moore/Associates PC was</i>  <i>Design Architect to WDG Architecture on the Portals Complex of 3 million</i>  <i>square feet of office space in Washington, D.C.</i></p> <p><i>Worked with John Cullinane Associates, LLC:</i>  <i>Swedish Embassy site, Washington, D.C.</i>  <i>John Adams Memorial site, Washington, D.C.</i>  <i>Portals Complex, Washington, D.C.</i></p> <p><i>Worked with Lee and Associates Inc.:</i>  <i>Washington Harbor Georgetown, Washington, D.C.</i></p> <p><i>Arthur Cotton Moore, FAIA and Jeff Lee:</i>  <i>Co-Trustees for Committee of 100 on The Federal City</i></p>
---	--

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 27

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Company: WDG Architecture, PLLC**

**Primary point of contact: Durwood Dixon**

Managing Principal  
WDG Architecture, PLLC  
1025 Connecticut Avenue NW  
Suite 300  
Washington, D.C. 20036-5424  
Telephone: 202-530-1373  
Facsimile: 202-463-2198  
ddixon@wdgarch.com

**Role: Architect of Record**

**Prior relationships:**

Worked with Arthur Cotton Moore/Associates PC:  
Portals Complex of 3 million square feet of office space in Washington, D.C.

Worked with Lee and Associates Inc.:  
USGS CFC HQ/ Reston, VA  
Numerous Washington, D.C. downtown projects

Worked with Robert Silman Associates:  
1350 Eye Street Lobby Renovation, Washington, D.C.  
Rotonda Clubhouse Feasibility Study, McLean, VA  
Science Applications International Corporation (SAIC) Office Building, SCIF Trenching, Chantilly, VA  
Shenandoah Crossing Clubhouse, Fairfax, VA  
Georgian Towers Fitness Center and Leasing Center, Silver Spring, MD  
Key Towers Residential Building, Canopy, Alexandria, VA  
Cascade North Office Building, Slab Infill, Reston, VA

Worked with Lend Lease (US) Construction Inc.:  
Thomas Circle – Andover House, Washington, D.C.  
The Metropolitan at Pentagon City, Arlington, VA  
The Metropolitan at Pentagon Row Arlington, VA  
Bethesda Center North, Bethesda, MD  
Warwick House/Columbia Center Phase II, Arlington, VA  
Fairfield at Clarendon, Arlington, VA

Worked with Aon Risk Solutions:  
St. Elizabeth's U.S. Coast Guard Headquarters Aon

FPE has also provided fire protection/life safety code consulting services to WDG for various projects in the Washington, D.C., Metropolitan Area

Worked with Edward V. Gregorowicz, Jr.:  
CDC - Center for Health Statistics, Hyattsville, MD  
VA - Techworld, Washington, D.C.  
Office of Justice Programs, Washington, D.C.

**Company: John Cullinane Associates, LLC**

**Primary point of contact: John Cullinane**

Principal  
John Cullinane Associates, LLC  
550 Ritchie Highway  
Suite M, #117  
Severna Park, MD 21146  
Phone: 410-903-0256  
Fax: 410-729-0853  
jcullinane@jcaia.com

**Role: Historic Preservation Advisor**

**Prior relationships:**

Worked with Arthur Cotton Moore/Associates PC:  
Swedish Embassy site, Washington, D.C.  
John Adams Memorial site, Washington, D.C.  
Portals Complex, Washington, D.C.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 28

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Company: Lee and Associates Inc.****Primary point of contact: Jeff Lee**

Principal

Lee and Associates Inc.  
638 Eye Street NW  
Washington, D.C. 20001  
Phone: 202-466-6666  
Fax: 202-466-3242  
jlee@leeandassociatesinc.com

**Role: Landscape Architect of Record****Prior relationships:**

Worked with Arthur Cotton Moore/Associates PC:  
Washington Harbor Georgetown, Washington, D.C.

Arthur Cotton Moore, FAIA and Jeff Lee:  
Co-Trustees for Committee of 100 on The Federal City

Worked with WDG Architecture, PLLC:  
USGS CFC HQ/ Reston, VA  
Numerous Washington, D.C. downtown projects

Worked with Robert Silman Associates:  
Kingman & Heritage Island Master Plan/Washington, D.C.  
National Park Service HQ/ Washington, D.C.

**Company: Hirsch Bedner & Associates****Primary point of contact: Betsy Hughes**

Hirsch Bedner & Associates  
3216 Nebraska Avenue  
Santa Monica, CA 90404  
Phone: 404-873-4379  
Fax: 404-872-3588  
betsyh@hbaatl.com

**Role: Interior Design Architect****Prior relationships:**

Worked with Trump:  
Trump International Hotel & Tower New York, NY  
Trump Taj Mahal, Atlantic City, NJ  
Trump Ocean Club International Hotel & Tower Panama

**Company: Robert Silman Associates****Primary point of contact: Kirk Mettam, P.E.**

Principal

Robert Silman Associates  
1053 31st Street NW  
Washington, D.C. 20007  
Phone: 202-333-6230  
Fax: 202-318-3015  
mettam@silman.com

**Role: Structural Engineer of Record****Prior relationships:**

Worked with Trump:  
Trump National Golf Club Westchester, NY

Worked with WDG Architecture, PLLC:  
1350 Eye Street Lobby Renovation, Washington, D.C.  
Rotonda Clubhouse Feasibility Study, McLean, VA  
Science Applications International Corporation (SAIC) Office Building,  
SCIF Trenching, Chantilly, VA  
Shenandoah Crossing Clubhouse, Fairfax, VA  
Georgian Towers Fitness Center and Leasing Center, Silver Spring, MD  
Key Towers Residential Building, Canopy, Alexandria, VA  
Cascade North Office Building, Slab Infill, Reston, VA

Worked with Lee and Associates Inc.:  
Kingman & Heritage Island Master Plan/Washington, D.C.  
National Park Service HQ/ Washington, D.C.

Worked with MG Engineering, PC:  
Battery Maritime Terminal, New York, NY  
Chelsea Recreation Center, New York, NY  
Kingsbridge Library, Bronx, NY

Worked with Lend Lease (US) Construction Inc.:  
Johns Hopkins University/ Gilman Hall, Baltimore, MD  
The Breatly School, New York, NY  
Riverdale Country Day School, Additions/Renovations, Bronx, NY  
New York Historical Society – Façade Repair, New York, NY  
Memorial Sloan Kettering Cancer Center – Bob St. 7th Fl., New York, NY  
Tweed Courthouse Restoration, New York, NY  
Asphalt Green – Renovations, New York, NY  
Battery Maritime Terminal, New York, NY

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 29

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Company: MG Engineering, PC**

**Primary point of contact: Peter Gerazounis**

Principal  
MG Engineering, PC  
116 West 32nd Street  
New York, NY 10001  
Phone: 212-643-9055 (ext. 350)  
Fax: 212-643-0503  
peter.gerazounis@mgepc.net

**Role: MEP Engineer of Record**

**Prior relationships:**

Worked with Trump:  
40 Wall Street, New York, NY  
Trump Tower, New York, NY

Worked with Robert Silman Associates:  
Battery Maritime Terminal, New York, NY  
Chelsea Recreation Center, New York, NY  
Kingsbridge Library, Bronx, NY

Worked with Lend Lease (US) Construction Inc:  
303 Third Street, Cambridge, MA  
Queens Family Courthouse, Jamaica, NY  
29 Flatbush Avenue, Brooklyn, NY  
One Madison Park, New York, NY

**Company: Terrapin Bright Green LLC**

**Primary point of contact: Bill Browning**

Partner  
Terrapin Bright Green LLC  
2105 O Street NW  
Washington, D.C. 20037  
Phone: 202-470-0401  
Fax: 212-477-4521  
bill@terrapinbg.com

**Role: Sustainable Development Advisor**

**Prior relationships:**

Worked with Lend Lease (US) Construction Inc.:  
(Bill Browning as RMI) worked on the 2000 Olympic Village Sydney

Worked with Aon Risk Solutions:  
KL100 Tower in Kuala Lumpur, Malaysia

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 30

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Company: Lend Lease (US) Construction Inc.**

**Primary point of contact: Bruce B. Summers**

Senior Vice President  
Lend Lease (US) Construction Inc.  
One Preserve Parkway  
Suite 700  
Rockville, MD 20852  
Phone: 301-354-3128  
Fax: 301-354-3151  
Bruce.summers@lendlease.com

**Role: Construction Management**

**Prior relationships:**

Worked with Trump:  
Trump International Hotel & Tower Chicago  
Trump World Tower, New York, NY  
Chairman Tower at Trump Taj Mahal, Atlantic City, NJ  
Trump Castle Expansion, Atlantic City, NJ  
Trump Place, Riverside South, New York, NY  
Trump Plaza, GM Building Plaza Renovation, New York, NY

Worked with WDG Architecture, PLLC:  
Thomas Circle – Andover House, Washington, D.C.  
The Metropolitan at Pentagon City, Arlington, VA  
The Metropolitan at Pentagon Row Arlington, VA  
Bethesda Center North, Bethesda, MD  
Warwick House/Columbia Center Phase II, Arlington, VA  
Fairfield at Clarendon, Arlington, VA

Worked with Robert Silman Associates:  
Johns Hopkins University/ Gilman Hall, Baltimore, MD  
The Brearly School, New York, NY  
Riverdale Country Day School, Additions/Renovations, Bronx, NY  
New York Historical Society – Façade Repair, New York, NY  
Memorial Sloan Kettering Cancer Center – Bob St. 7th Fl., New York, NY  
Tweed Courthouse Restoration, New York, NY  
Asphalt Green – Renovations, New York, NY  
Battery Maritime Terminal, New York, NY

Worked with MG Engineering, PC:  
303 Third Street, Cambridge, MA  
Queens Family Courthouse, Jamaica, NY  
29 Flatbush Avenue, Brooklyn, NY  
One Madison Park, New York, NY

Worked with Terrapin Bright Green LLC:  
Bill Browning from Terrapin Bright Green LLC (as RMI) worked with Lend Lease (US) Construction Inc. on the Sydney 2000 Olympic Village

**Company: Aon Risk Solutions**

**Primary point of contact: John F. Devlin**

P.E., Vice President/Managing Director  
Aon Risk Solutions  
6305 Ivy Lane  
Suite 220  
Greenbelt, MD 20770  
Phone: 301-486-7602  
Fax: 301-220-2256  
john.devlin@aon.com

**Role: Fire and Safety Consultant**

**Prior relationships:**

Worked with Trump:  
Trump International Hotel & Tower Chicago  
Trump International Hotel & Tower Dubai, UAE  
Trump International Hotel Las Vegas, NV  
Trump Ocean Club International Hotel & Tower Panama

Worked with WDG Architecture, PLLC:  
St. Elizabeth's U.S. Coast Guard Headquarters

Aon FPE has also provided fire protection/life safety code consulting services to WDG for various projects in the Washington Metropolitan Area

Worked with Terrapin/Bright Green LLC:  
KL100 Tower in Kuala Lumpur, Malaysia

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 31

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

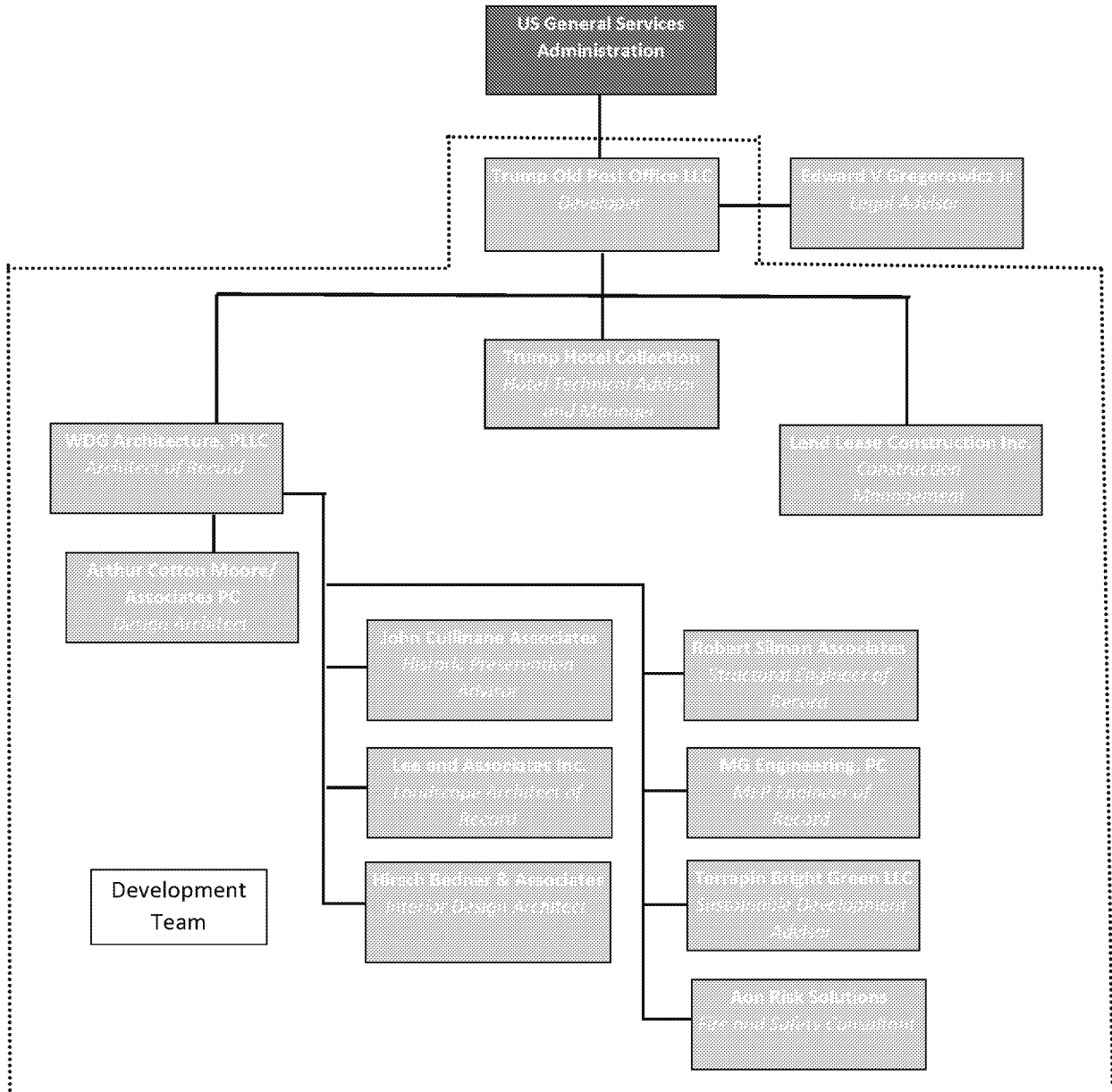
**Legal**

<p><b>Company:</b> <i>The Law Offices of Edward V. Gregorowicz</i></p> <p><b>Primary point of contact:</b> <i>Edward V. Gregorowicz, Jr.</i> <i>The Law Offices of Edward V. Gregorowicz</i> <i>10565 Fairfax Boulevard</i> <i>Suite 102</i> <i>Fairfax, Virginia 22030</i> <i>Phone: 703-934-6645</i> <i>Fax: 703-934-6649</i> <i>evglaw@aol.com</i></p>	<p><b>Role:</b> <i>Legal Advisor</i></p> <p><b>Prior relationships:</b></p> <p><i>Worked with WDG Architecture, PLLC:</i> <i>CDC - Center for Health Statistics, Hyattsville, MD</i> <i>VA - Techworld, Washington, D.C.</i> <i>Office of Justice Programs, Washington, D.C.</i></p>
---	--

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 32

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

c. Development team organizational chart



SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 33

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**d. Roles of the development team members**

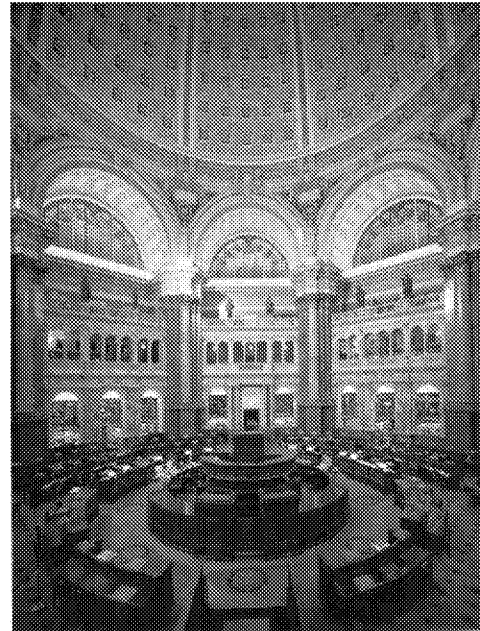
For further perspective on the Trump Development Team, please find the following brief company profiles, which are further elaborated upon in relevant experience.

**ARTHUR COTTON MOORE/ASSOCIATES PC**

Arthur Cotton Moore, FAIA (ACM) is a sixth-generation Washingtonian and is a graduate of St. Albans School, Princeton University, and Princeton University School of Architecture.

Since 1965, he has practiced in 38 cities across the U.S. and has received over 70 Design Awards, including two National Architectural Record Residential Design Awards and three National AIA Honor Awards.

**Preservation/Restoration/Adaptation:** ACM's first project was Canal Square in 1968, which won a National AIA Honor Award, was published internationally and established him as the forerunner of the Preservation Movement in the U.S. Other projects in this nascent field soon followed, including The Foundry, Cairo Hotel, Bedford-Stuyvesant Restoration Plaza, Car Barn, Star Carpet Works, Restoration of The Cathedral of St. John the Baptist, Restoration of The Phillips Collection and the Adaptive Reuse of The Old Post Office. ACM also led Economic Development Master Plans, which confronted the wealth of older downtown buildings in eleven cities, taking several specific Adaptive Reuse projects through construction. His restoration of The Library of Congress won an AIA National Honor Award as well as a joint National AIA/American Library Association Honor Award. ACM's first book, "*The Powers of Preservation*," focusing on his historic building and urban planning projects, was published by McGraw-Hill in 1998.



**Restoration of the Library of Congress, Washington, D.C.**



**The Old Post Office Building Washington, D.C.**

His projects have been published in over 2,600

articles in magazines and newspapers throughout the U.S., Europe and Asia. His buildings have been in group architectural exhibitions at the Cooper-Hewitt Museum, the Columbia University Center for the Study of American Architecture and Columbia's Avery Library.

He has served on regional and state AIA design award juries and project design juries throughout the country. He has also served on the country's most prestigious design juries: the National AIA Honor Award Jury; the National *Progressive Architecture* Design Awards Jury; and the National *Architectural Record* Design Awards Jury.

ACM has traveled to 104 countries, many multiple times, to photograph and study their architecture, preservation projects, waterfronts and urban design. He has lectured throughout the U.S. and at Trinity College in Dublin, and was honored by the Hirshhorn Museum in 1985 with an invitation to give a Retrospective Lecture on his work, marking the 20th anniversary of his practice.

Since 1990, ACM has had solo painting exhibitions in New York, Chicago, Washington, D.C. and Paris, and has participated in group painting shows in New York and Cologne; his 1995 traveling museum exhibition, "Visions of the Future," was shown in Prague and Poland. His "Industrial Baroque" furniture series was awarded *Architectural Record* magazine's 1990 Award for Excellence in Design.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 34

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



**WDG ARCHITECTURE, PLLC**

Over the past seven decades, WDG Architecture + Interiors (WDG) has completed more than 450 buildings in the District of Columbia and the surrounding region. WDG is a preeminent firm with an in-depth understanding of the District's zoning and GSA's approval process. The firm has acquired many years of working knowledge focused on regional zoning, community development, ordinances and regulations within the District.

All rezoning projects in Washington, D.C. are evaluated by the Department of Consumer and Regulatory Affairs (DCRA), with whom WDG has frequent interaction. The firm also has long-term experience with the Historic Preservation Review Board, the Commission on Fine Arts and the National Capital Planning Commission. Members of WDG have served on various boards within the District's planning and regulatory agencies.

WDG's extensive knowledge of these processes has provided opportunities to serve as Architect-of-Record for signature architects. Internationally recognized firms, such as Pei Cobb Freed, Robert AM Stern, Murphy Jahn, TEN Arquitectos and Stark + Yoo, have teamed with WDG as their Architect-of-Record for a variety of building types including hotels. The company has a long-standing relationship with Arthur Cotton Moore as Architect-of-Record and Interior Architect for Portals I, II & III, an office development primarily occupied by GSA agencies in downtown Washington, D.C.

The Federal Government occupies 3.5 million square feet in buildings designed by WDG in the District. The firm's designs have included Defense Intelligence Agency Headquarters (DISA), U.S. Secret Service Uniformed Division Headquarters, Centers for Disease Control National Center for Health Statistics and the Dover Air Force Base Command Post. WDG is also the Interior Architect for the Library of Congress renovation.

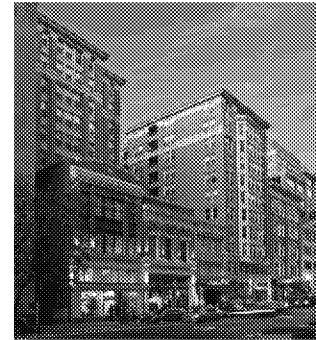
Recent commissions include the Army's Missile Defense Agency (MDA) Headquarters and the Army's Test and Evaluation Command Headquarters (ATEC). These two buildings have a combined construction value of over \$80 million and LEED-Silver/Gold targets. WDG is also the Architect-of-Record working with the GSA on the U.S. Coast Guard's prestigious new \$435 million headquarters building in Washington, D.C.

WDG offers superior capabilities with building information modeling (BIM) and Revit. The firm currently has over 3.7 million square feet of office space and 3,500 residential units in various stages of design and construction that use sustainable criteria set forth by local municipalities, the Federal Government and the U.S. Green Building Council, including 1000 Connecticut Avenue, which is designed for LEED-Platinum.



**810 7th Street, Washington, D.C.**

WDG's sophisticated design concepts paired with its reputation for stimulating growth throughout the District perfectly complements this vision. The Artisan, a residential condominium building located in the historic Penn Quarter neighborhood, and 810 7th Street, an office building development a few blocks away from the OPO, are two examples of WDG projects iconic of revitalization. The firm saw these as opportunities to study the vicinity's architecture, history and demographics, as well as address developments that could benefit the community, such as retail, thoughtfully designed public spaces and parking. Honoring key historic elements through design and preservation are essential in continuing traditions that resonate with existing environments. WDG's skillful design approach and vision dictated the prosperous outcome of each building's locality. The isolated façades were given a second chance to thrive and welcome new energy. They are now lively destinations for residents and visitors to enjoy shopping, restaurants and local culture amongst celebrated landmarks.



**The Artisan, Washington, D.C.**

**HOSPITALITY/NEW LIFE ON PENNSYLVANIA AVENUE**

WDG's key hospitality principals have worked on renowned historic hotels, such as the Madison and the Drake Hotel. The company is fully engaged in all aspects of hospitality development, from concept through construction. The WDG portfolio spans internationally and exhibits luxury hotels, resorts and spas, as well as renovations of historic properties. Hotel flag experience includes the Four Seasons, Marriott, The Ritz-Carlton, Hyatt International and Starwood.

WDG's sophisticated design concepts paired with its reputation for stimulating growth throughout the District perfectly complements this vision. The Artisan, a

**SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 35**

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**JOHN CULLINANE ASSOCIATES, LLC**

John Cullinane Associates, LLC (J•C•A) is an Annapolis, Maryland-based architectural design and planning firm, specializing in the field of historic preservation and cultural resource conservation. J•C•A offers design and consulting services to private and public organizations, government agencies and other design and planning professionals. The firm has extensive experience as both prime and consulting contractors on projects ranging from rehabilitation of individual structures and sites to multi-resource historic districts and institutions, with projects in over 19 states.



**Naval Hospital, Beaufort, SC**

Services provided include the identification, evaluation and assessment of historic, architectural and cultural resources throughout the U.S., preservation planning, rehabilitation design, computer programming for resource management and assistance in compliance with the Americans with Disabilities Act.

The experience of the firm's principal, John J. Cullinane, AIA, as Senior Architect for the Advisory Council on Historic Preservation for 16 years allows J•C•A to offer unique skills to clients in complying with the requirements of both Sections 106 and 110 of the National Historic Preservation Act, the Secretary of the Interior's Standards for the Treatment of Historic Properties, as well as other federal, state and local preservation laws, regulations and guidelines. In addition, his offices were based in the OPO during this time.

On historic preservation and cultural resource conservation projects, the firm's interdisciplinary teams of architects, planners, archaeologists, architectural historians, engineers and computer programmers can identify historic, architectural and cultural resources within a project impact area, evaluate those resources against the Secretary of the Interior's criteria for the National Register of Historic Places and local historic preservation guidelines, and assess the effect of an undertaking on those resources, providing the owner with clear treatment and disposition alternatives. The firm has experience in successfully applying the Secretary of the Interior's Standards for Rehabilitation of Historic Buildings to hundreds of government, commercial, institutional and residential structures, from Florida to Alaska and from California to New York.

When work on an undertaking requires specialized planning considerations, J•C•A's analysis can forecast potential impacts of the project on historic resources and evaluate policy and treatment options, including mitigation measures and ways to minimize and resolve conflicts. Generic or area-specific policies and procedures can be developed to provide a systematic and predictable approach to resource management, avoiding delays in implementation often caused by ad-hoc decision-making.

Current projects include rehabilitation and adaptive use plans for historic bowstring aircraft hangars at Fort Wainwright in Fairbanks, AK; creation of redevelopment guidelines for Ladd Field, a National Historic Landmark in Fairbanks, AK; the development and implementation of an Integrated Resource Management System for all of the 416 historic family housing units at the United States Military Academy at West Point, NY; and rehabilitation of all of the historic Navy family housing in the State of Florida. The Historic Family Housing project involved the survey, assessment, design, construction documents and construction management for 123 individual housing units, all undertaken in accordance with the Secretary's Standards.

Recent projects include an economic assessment and reuse alternatives for four historic Navy buildings in Pensacola, FL, as well as the Naval Hospital Beaufort, in Beaufort, SC. The hospital project included an analysis of the functional condition of this 360,000-square-foot hospital and command center, development of alternative treatments and uses for the building, and complete cost estimates for four alternative treatments.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 36

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**LEE AND ASSOCIATES INC.**

Lee and Associates Inc. (lai) is a respected and highly responsive firm offering landscape architecture, urban design and land planning services. Based in Washington, D.C., the practice offers more than 20 years of experience in serving public, private and nonprofit entities of an international scope.



**Department of Transportation (DOT)  
Headquarters, Washington, D.C.**

The lai team's ability to recognize and sensitively respond to the significance of a place adds a unique element to

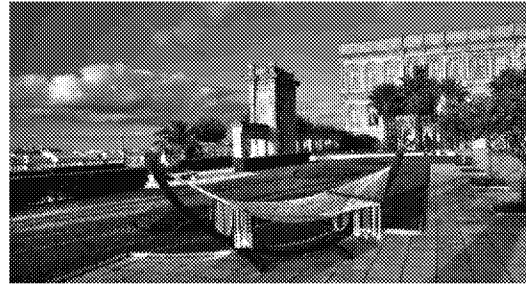
lai's design solutions, one that enriches its approach to important projects and places designs within relevant contexts. lai's familiarity with Washington, D.C.'s own smart urban layout – itself the conception of a genius master planner – speaks to the firm's own success in producing a high percentage of built projects within the Nation's Capital, resulting in a satisfied list of new and repeat clients, including municipalities, public and private institutions, developers, architects, landowners and Federal Government agencies –

including the General Services Administration (GSA). lai offers extensive experience designing for the GSA in Washington, D.C., with projects like the Department of Transportation (DOT) Headquarters – earning a Design Excellence Award for its innovative use of bollards and site furnishings to meet the security standards set by the GSA; the Lafayette Building; FBI Biometrics Center; Armed Forces Retirement Home; and Mary Switzer Building. Under the "First Impressions Program for GSA," lai also provided design renovations for the Jacob Javits Building in New York City and the William J. Green Federal Building in Philadelphia. Other government projects include: the Ronald Reagan Building & International Trade Center; Pentagon 9-11 Memorial; and Ft. Belvoir Community Hospital Master Plan – all local projects to D.C. Government experience continues to the Department of Defense and Department of State, completing site-secure designs throughout the U.S., Europe and Asia.

The firm's established Washington, D.C. work experience also extends to luxury hotel and high-scale mixed-use retail/residential design. The Market @ O Street; City Center D.C.; The Marriot Marquis Hotel; The Jefferson Hotel; and City Vista @ 5<sup>th</sup> & K Streets NW; Carlyle Square; the Korean Ambassador's Residence; and The Washington Hilton all mark the firm's continuous involvement in Washington, D.C.'s prime luxury design opportunities – injecting well-thought design, economic growth and sustainable solutions into prime D.C. neighborhoods. Projects abroad, such as lai's services for The Ciragan Palace Hotel, located in Bosphorus, Turkey, providing comprehensive landscape architecture services to this top-rated luxury hotel. Fountains, a waterfront promenade and an extensive Ottoman garden with indigenous plantings paid homage to the site's impressive historical contexts (as an 18th century palace and playground of luxury for the Grand Vizier and his wife), while also designing for the sensibilities of the 21st century guest.

lai's commitment to sustainable landscapes is witnessed in its regenerative solutions to provide communities – big and small – with new values and benefits: environmentally, economically and socially. Washington, D.C. streetscape beautification projects – such as Georgetown Historic Wayfinding Project, Barracks Row and Georgia Avenue – have evolved into redefining the urban infrastructure of entire neighborhoods, combining natural and man-made technologies to capture and treat stormwater runoff before it pollutes the watershed. Green roofs, like that on the DOT Headquarters, have become garden spaces that accommodate people in ecologically responsive landscapes where the water is collected, stored and reused. From the smallest of parks and rain gardens, to large green infrastructure projects and even new cities – such as the firm's award-winning Magok Waterfront Master Plan: "Cultivating the Edge," in Seoul, Korea – all scales of design are linked together to meet the present-day challenges for a better tomorrow.

lai's established name within the Washington, D.C. design community, the firm's extensive knowledge of the government review and approval process and the team's founded experience in context-driven design stack up to a distinctive platform of experience and commitment unique to this industry. lai brings with it rooted professional relationships with WDG Architecture, PLLC and Arthur Cotton Moore/Associates PC and welcomes the necessary collaboration between teams to conceive new perspectives and stronger design solutions.



**Ciragan Palace Hotel, Bosphorus, Turkey**

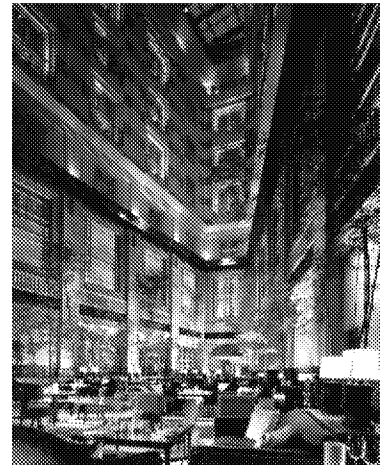
## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 37

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**HIRSCH BEDNER ASSOCIATES**

HBA/Hirsch Bedner Associates (HBA), a leader in hospitality interior design worldwide, remains keenly attuned to the pulse of changing industry trends governed by today's more sophisticated world traveler. Originally founded in 1964 as Howard Hirsch & Associates, the Los Angeles-based firm rapidly acquired a worldwide reputation for providing the ultimate in hotel and resort design. In response to exponential industry growth and the increasing needs of a burgeoning client base, HBA developed a strategic expansion schedule to establish design offices in significant gateway cities around the globe. Today, HBA International has long-established offices in Hong Kong (1978), Atlanta (1980), London (1987), Singapore (1990), San Francisco (1995), Dubai (2000) and New Delhi (2003) and, in 2005, the firm introduced new offices in Shanghai, Tokyo and Brisbane.

For four decades, the firm's design professionals have been guided by the HBA philosophy of creating a sense of place – a well-designed and integrated package of fantasy, drama and creature comfort delivered on time and within budget. HBA's ultimate objective is to add value, to raise standards and to enhance the brand of a project's owner and operator. From continent to continent, each Hirsch Bedner interior



Fullerton Hotel, Singapore



Fullerton Hotel, Singapore

is the result of a unique and sensitive response

to location, architecture and client vision. HBA provides a comprehensive package of design services that follows a project from its planning stage through installation to implementation. Additionally, its graphic design division, Graphis International, offers complete brand and identity programming, specifically coordinated to reinforce and intensify the visual impact of the interior design themes, while its art specialists assist in the development, procurement and management of custom art programs that are created to complement and enhance the interior design.

The company's president, Howard Pharr, who joined the firm in 1981, oversees HBA's operations in Atlanta, London and Dubai. Providing comprehensive design services for an impressive roster of new and existing clients in North America, Europe and the Middle East, Pharr has expanded the Atlanta office to include a staff of more than 60 professional interior designers, many of who hold degrees in architecture as well as interior design. Solid relationships with clients such as: Trump Hotel Collection, Hyatt International, Marriott International, Starwood Hotels & Resorts, Mandarin Oriental, Kerzner International, InterContinental, Jumeirah and Le Meridien serve as testament to HBA's ability to continually meet and exceed the expectations of the very best names in the hospitality industry.

The firm has a long and successful history regarding historic restoration and renovation projects, which include:

- Union Station Hotel, St. Louis, MO (preservation, restoration and conversion of a train station)
- The Europa and Regina Hotel, Venice, Italy (recreation in an antique structure)
- Hotel Grande Bretagne, Athens, Greece (preservation, restoration and refurbishment of a historic hotel)
- The Fullerton Hotel, Singapore (preservation, restoration and conversion of a historic post office)
- The Jumeirah Essex House, New York, NY (restoration and refurbishment of a historic hotel)
- The Landmark, London, U.K. (restoration and refurbishment of a historic hotel)
- Park Hyatt Hotel, Hamburg, Germany (conversion of a historic department store)

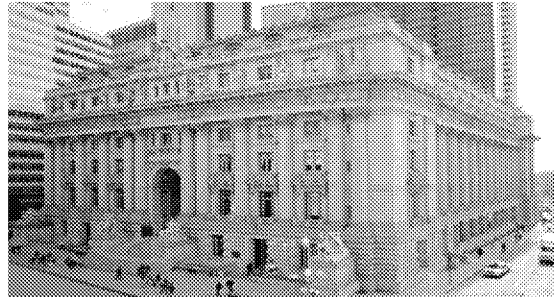
In addition, HBA has completed a major hotel project very near to the OPO site – The Mandarin Oriental, Washington, D.C.

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 38

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**ROBERT SILMAN ASSOCIATES**

Robert Silman Associates (RSA) is a structural engineering practice with over a hundred employees in three cities, Washington, D.C., New York and Boston. RSA has been structural engineering consultant on more than 16,000 projects over the last 40 years, with many featuring preservation and adaptive reuse for public and private institution clients. RSA's expertise as preservation engineers positions the firm among the leading engineering firms for large and technically complex projects, such as The Old Post Office. This helps to ensure the owners' goals for budget and schedule, while balancing the preservation goals and engineering challenges. RSA also promotes sustainable and environmentally responsible design in all of its work and has used sustainable design principles on scores of projects.



**Old U.S. Customs House, New York, NY**

**GSA Experience:**

The firm has consulted on a number of major projects with the GSA, through the Design Excellence Program as well as the conventional selection process. These include: St. Elizabeth's West Campus U.S. Department of Homeland Security Headquarters – adaptive re-use of late 19th century structures and new construction along with seismic evaluations and design services; Peter Rodino Federal Building – modernization of an aging facility into a high-performance federal building; historic D.C. Courthouse – major modernization of this circa 1820 building and design of structural measures for the project, including the strengthening of a substantial segment of floor to accommodate two prominent new additions; Internal Revenue Service Building modernization with blast resistant upgrades, including reconstruction of the entire basement slab structure and support for new mechanical system with evaluation and investigation of the historic façade.

**Luxury Hotel and Historic Preservation:**

RSA feels particularly suited for the project due to the extensive past experience the firm has with similar projects for other hospitality and historic preservation clients. Similar recent projects include: the Henry Hudson Hotel, Concord Resort & Convention Center, Brooklyn Main Post Office, Tweed Courthouse, National Museum of the American Indian, and the Corcoran Gallery of Art.

**Team Experience:**

RSA has experience working with several members of this design team. Previous experience with The Trump Organization



**Internal Revenue Service Building, Washington, D.C.**

includes: Trump National Golf Club Westchester, NY, new construction of a 75,000-square-foot clubhouse with exterior balconies, patios and terraces. Projects with WDG Architecture, PLLC include: 1350 Eye Street Lobby Renovation; Rotonda Clubhouse feasibility study; SAIC trenching; Shenandoah Crossing Clubhouse; Georgian Towers Fitness Leasing Center; Key Towers; and Cascade North. Projects with Terrapin Bright Green LLC include: President Lincoln's Cottage at the Armed Forces Retirement Home.

RSA employs over 35 employees in its Washington, D.C. office, with the firm presently numbering 125, of whom 36 have professional registration and 22 are LEED Accredited Professionals.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 39

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

### MG ENGINEERING, PC

MG Engineering, PC is a full-service consulting engineering firm specializing in mechanical, electrical, plumbing, fire protection, fire alarm and telecommunication design services.

The company's collective engineering experience covers a broad range of projects, such as educational facilities, healthcare facilities, residential hi-rises, hotels, corporate interiors, office buildings, retail spaces, telecommunication centers, theaters, fitness centers, museums and restaurants.

With a staff of over 70, MG Engineering has shown the capacity for handling projects of all types and sizes. Licensed in 22 states as well as Washington, D.C., the firm is more than capable of providing the proper staffing and support for a successful project.

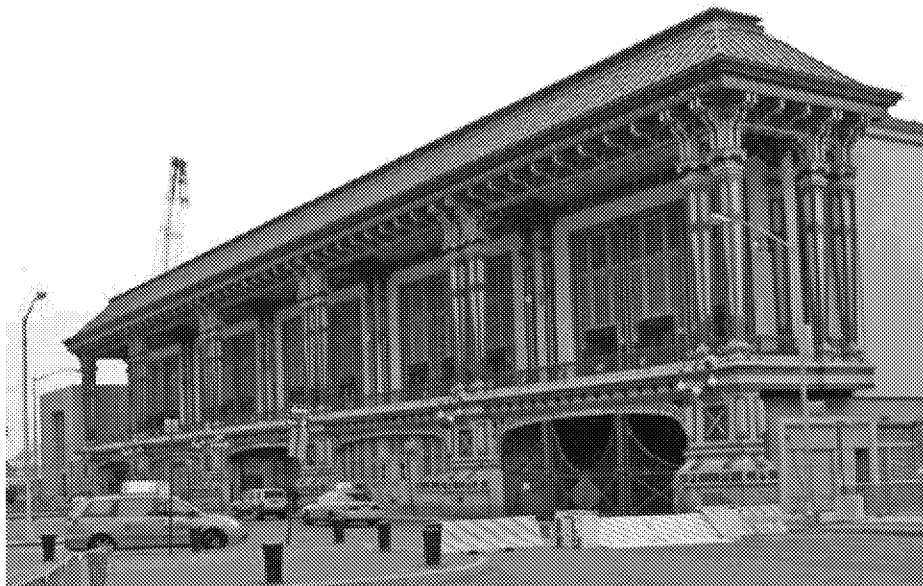
Based in New York City, WG Engineering has acquired an excellent reputation in the design of adaptive reuse of existing structures, as well as the development of luxury residential, hospitality and food service facilities. Over the years, the firm has provided services to, and interfaced with, a wide range of municipal and government agencies.

The following is a sample of some of the many successful projects MG Engineering, PC has completed.

Completed projects in Washington, D.C. include: Anthony's Pier 4, Maloney & Porcelli, Smith & Wollensky, Anthony's Fine Foods and Tudor.



90 West Street, New York, NY



Battery Maritime Building, New York, NY

#### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 40

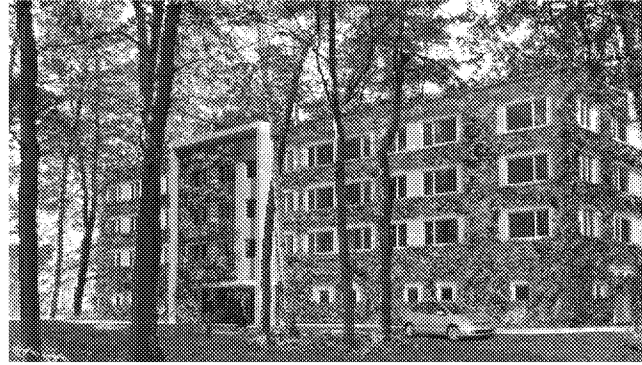
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



**TERRAPIN BRIGHT GREEN LLC**

Terrapin Bright Green LLC ("Terrapin") was founded on the experience of four leading experts in the green building industry – some of the most highly sought-after advisers in the field. Together, this knowledge has established Terrapin as a trusted consultant to major corporations and developers, governments and other organizations seeking to answer the challenges of high-performance design in the 21st century.

Terrapin is an environmental consulting and strategic planning firm committed to improving the human environment through green development, policy and related research. Working across the U.S. and internationally, the firm has been called on by private companies, public institutions and federal, state and local agencies, including the U.S. Department of Defense, the White House, the Pentagon, the U.S. National Park Service, NYC Mayor Bloomberg's Office of Long-Term Planning and Sustainability, and the New York City Transit Authority. Terrapin's founding partners were instrumental in the creation of the U.S. Green Building Council and its LEED rating system, and are frequently asked to serve as board members, jurors and special advisors on green building, such as for the GSA as National Peer Reviewers for several projects across the U.S., including the Columbus Land Port of Entry in Fort Worth, TX, and the Pease Federal Office Building in Portsmouth, NH.



**Starwood Element, Washington, D.C.**

At the request of governments and private developers, Terrapin's expertise has shaped the outcome of building and neighborhood revitalization projects in New York City, Washington, D.C. and elsewhere around the world. In pursuing environmentally responsive design in a historical context, we have worked with such entities as the Clinton Administration and the National Trust for Historic Preservation. Working with the DOE, GSA, NPS and White House Chief Usher's Office, Terrapin led the private sector coordination of the research and design along with implementation efforts for the Greening of the White House. Other representative projects include Pentagon Renovation, President Lincoln's Cottage at the Soldiers' Home and Historic Front Street in New York City.



**The White House, Washington, D.C.**

In pursuing high-performance design for luxury hospitality, Terrapin has worked with some of the world's most forward-thinking design teams and clients. Representative projects include the Dorado Beach Resort redevelopment in Puerto Rico; the LEED Gold Ritz-Carlton in Charlotte, NC, which enjoys the highest occupancy rates of any Ritz-Carlton since opening its doors in 2009; the Element brand of Starwood Hotels & Resorts, the first American hospitality corporation with a comprehensive environmentally-conscious brand; and Cacique Resort, a 686-acre site in Costa Rica on which the firm collaborated with master planners to restore and highlight the local ecosystem with innovative big-picture water and energy performance strategies.

Terrapin represents an extensive global network of scientists, engineers and technical experts on the leading edge of research in their respective fields. The firm engages these diverse partners as needed, bringing a multidisciplinary perspective to planning, design and policy questions. Drawing on a collaborative methodology refined over 20 years of practice, Terrapin's role is to elevate conversations and help clients break new ground in thinking creatively about environmental opportunities.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 41

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**LEND LEASE (US) CONSTRUCTION INC.**

Lend Lease (US) Construction Inc. (Lend Lease) is ranked the #5 largest construction manager by Building Design + Construction, with particular expertise in the public sector as well as office/commercial, residential, mixed-use, education and healthcare projects. Lend Lease is currently staffed with over 2,200 employees throughout the Americas and more than 80 employees based out of the Washington, D.C. office.

**Washington/Government/GSA Experience:** The Washington, D.C. office has been operating successfully since 1984 and is currently managing over \$300 million worth of construction in the metropolitan area. Lend Lease has acquired extensive experience in the construction of government facilities, taking pride in staying within the constraints of the budgets and schedules determined by its clients. Lend Lease has completed more than \$8.5 billion in government work; over \$475 million of this work was managed by the Washington, D.C. office.

**Historical Preservation:** Lend Lease has preserved numerous American landmarks, including the Statue of Liberty and Grand Central Station in New York City; the John F. Kennedy Center and the Women in Military Service of America Memorial in Washington, D.C.; as well as numerous projects at the Smithsonian Institution. Currently, the Lend Lease Washington, D.C. office is managing the construction of the renovation of the original National Museum, known today as the Arts and Industries Building (AIB) for the Smithsonian Institution.

**Hospitality/Luxury Experience:** Ranked second in *Commercial Construction Magazine* for Hotel Billings, Lend Lease has completed almost \$8 billion of hospitality work. Lend Lease's portfolio of luxury hospitality clients include (1) The Trump Organization (NY, IL, NJ); (2) Washington Hilton Hotel (D.C.); (3) St. Regis Hotel (GA); (4) Loews Hotels (NY, FL, CA); (5) Omni Hotels (MD, VA, NY); (6) Ritz-Carlton (D.C., NY, MA, FL); and (7) Four Seasons (NY, FL, CA).

**Sustainability:** Lend Lease is committed to partnering with like-minded organizations and governments to deliver the next generation of sustainable communities and property outcomes. Sustainability has been an integral part of the company's culture for more than 50 years. Experience includes (1) management of \$11 billion of green building developments; (2) over 40 million square feet of LEED projects completed/in progress; (3) 245 LEED Accredited employees; and (4) ranked 10th among Top 50 Green Contractors by ENR (9/2010). Lend Lease is about to complete the \$250 million infrastructure upgrades of the Thurgood Marshall U.S. Courthouse in New York, NY.



**John F. Kennedy Center for Performing Arts,  
Washington, D.C.**

**Sparking New Life into the Neighborhood:** Many of the firm's restoration projects were a single element of a larger community revitalization effort or were the foundation in the revitalization of an entire neighborhood. The below highlights a few recent examples of such revitalization: (1) Trump Place at Riverside South, New York, NY; (2) Gallery Place Neighborhood, Washington, D.C.; (3) American Tobacco, Durham, NC; and (4) National September 11 Memorial and Museum, New York, NY.

**Revitalizing Buildings:** Lend Lease has respect for the tradition and cultural value of its clients' buildings. In addition to the firm's skills as construction professionals, the Lend Lease team also takes a scholarly approach to each building, researching its architectural and cultural significance and making an effort to learn about its history. Due to the company's extensive experience working on National Historic Landmark projects, Lend Lease appreciates the efforts required to eliminate damage to any historic fabric and building components. Upfront planning and involvement with the design team prior to contract award allows for constructability reviews which, in turn, clearly identify what existing systems will be impacted during execution of the work and allows for the team to develop and include in the contract documents adequate protection and phasing requirements.



**Trump International Hotel & Tower  
Chicago, IL**

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 42

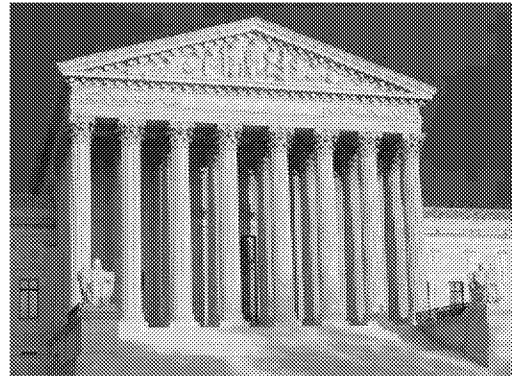
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



## AON RISK SOLUTIONS

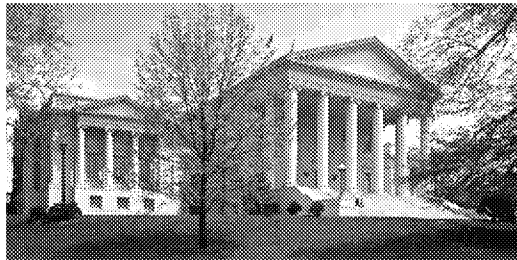
Aon Risk Solutions (Aon FPE), formerly Schirmer Engineering, is a recognized leader in fire protection engineering, life safety, risk and security consulting services. The firm's experience reflects 70 years of providing economical and effective solutions to the most complex fire protection, life safety and security challenges. Aon FPE's solutions-oriented approach achieves clients' objectives while ensuring that the highest levels of life safety, property conservation and business continuity are provided.

**GSA Experience:** Aon FPE is well experienced in working on projects across various government entities and their associated design standards, including the GSA Public Building Standards. Recent GSA experience includes the St. Elizabeth's U.S. Department Coast Guard Headquarters adaptive re-use of late 19th century structures and new construction. Other experience includes the adaptive re-use and restoration of the former U.S. International Tariff Building into the Hotel Monaco.



Supreme Court, Washington, D.C.

**Luxury Hotel and Historic Preservation:** Renovation, modernization and adaptive re-use of historic structures present some of the most difficult challenges to the architectural and engineering community. Aon FPE has successfully balanced the fire protection and life safety objectives of today's current codes, while maintaining the historic features of Cass Gilbert's United States Supreme Court (USSC) and Thomas Jefferson's Virginia State Capitol. For each project, Aon FPE offered unique performance-based design alternatives and fire hazard and evacuation analyses. Aon FPE's fire protection and life safety strategies minimize the impact to the buildings' historic fabric through the application of computer fire modeling, detailed fire hazard analysis and negotiations with the local authorities and project stakeholders.



Virginia State Capitol, Richmond, VA

Aon FPE has an extensive portfolio of luxury hotel historic preservation projects, most notably Washington, D.C.'s Hotel Washington (now a W Hotel), Hay Adams, and St. Regis Hotels, as well as the Taj Mahal Palace and Tower, Mumbai, India. Aon FPE provided extensive consulting services to the design team with regard to the simultaneous application of construction codes applicable to new construction and existing buildings for the Hotel Washington, the oldest operating hotel in Washington, D.C. and a registered historic structure. Aon FPE conducted computer fire-modeling analysis of various fire scenarios

within the Taj Mahal Palace and Tower, Mumbai's Heritage Wing atrium and central rotunda stair to determine the smoke exhaust fan sizes necessary to maintain tenable means of egress within the space as a means to provide improved fire safety while being respectful of the Heritage Wing's historic fabric.

Other significant historic preservation projects include: President Lincoln's Cottage; American Red Cross Historic Headquarters Building; Russell and Dirksen Senate Office Buildings; New York's Grand Central Terminal Renovation Master Plan; Library of Congress, Thomas Jefferson and James Madison Buildings; and the Old Patent Office Building Renovation and Restoration.

**Team Experience:** Aon FPE is collaborating/has collaborated with several members of The Old Post Office Building Redevelopment design team. Experience with The Trump Organization includes Trump International Hotel & Tower Dubai, UAE; Trump International Hotel Las Vegas, NV; Trump Ocean Club International Hotel & Tower Panama; and Trump International Hotel & Tower Chicago. Projects with WDG Architecture, PLLC include the St. Elizabeth's U.S. Coast Guard Headquarters. Aon FPE has also provided fire protection/life safety code consulting services to WDG for various projects in the Washington Metropolitan Area. Projects with Terrapin Bright Green LLC include the KL100 Tower in Kuala Lumpur, Malaysia.

### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 43

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

### 5. RELEVANT EXPERIENCE OF KEY MANAGEMENT DEVELOPMENT TEAM

#### a. Developer and development team experience, Completed Matrices B & C

As earlier referenced, The Trump Organization and the development team have developed a large number of properties that will provide the relevant experience to successfully redevelop The Old Post Office Building. Based on the GSA's response to Question 1 submitted on June 28<sup>th</sup>, Trump has included examples of relevant experience for all of the Development Team members. If the GSA would prefer to read a sub-set of these case studies, please begin with the four projects developed by The Trump Organization.

#### MATRIX B: Developer and Development Team Projects of \$30+ Million Total Development Cost

Development Team Member Involved	Project	Location	Property Type	Size	Owner	Total Development Cost	Developer	Architect	Construction Company
The Trump Organization, Lend Lease (US) Construction Inc., and Aon Risk Solutions	Trump International Hotel & Tower Chicago	Chicago, Illinois	Mixed-Use: Residential, Hotel, and Retail	2,629,360 square feet, 92-story building (2 <sup>nd</sup> tallest in the Americas) 486 residential condominiums, 339 hotel keys, approximately 80,000 square feet of retail	The Trump Organization	\$850,000,000	The Trump Organization	Adrian Smith, Skidmore Owings, and, Merrill LLP	Lend Lease (US) Construction Inc.
The Trump Organization and Aon Risk Solutions	Trump International Hotel Las Vegas	Las Vegas, Nevada	Hotel Condominium	1,968,000 square feet, 64 story-building (tallest building in Las Vegas), 1282 hotel keys	The Trump Organization, Phillip Ruffin	\$630,000,000	The Trump Organization	Bergman, Walls & Associate	Perini West Building Company
The Trump Organization and Lend Lease (US) Construction Inc.	Trump World Tower	New York, New York	Residential Condominium with Street-Level Retail	887,753 square feet, 72 story-building (when built, tallest residential tower in the world), 376 residential condominiums	The Trump Organization, Daewoo Corporation	\$363,200,000	The Trump Organization	Costas Kondylis & Partners	Lend Lease (US) Construction Inc.
Arthur Cotton Moore/Associates PC	Restoration of The Library of Congress	Washington, D.C.	Library	336,000 square feet	The United States of America	\$81,500,000	Architect of the Capitol	Architect of Record: Arthur Cotton Moore/Associates PC.  (Under the Architect of the Capitol)	Grunley-Walsh
Arthur Cotton Moore/Associates PC, WDG Architecture, PLLC, and John Cullinane Associates, LLC	The Portals Complex	Washington, D.C.	Speculative Office Building	2.5-million-square-foot office space and over 150,000 square feet of retail	Republic Properties Corporation	\$128,000,000	Republic Properties Corporation	Design Architect: Arthur Cotton Moore, FAIA; Architect of Record: WDG Architecture, PLLC	Manhattan Construction Company
WDG Architecture, PLLC and Arthur Cotton Moore/Associate PC	The Portals Complex	Washington, D.C.	Mixed-Use: Office and Retail (with adjacent hotel)	2.5-million-square-foot office space and over 150,000 square feet of retail	Republic Properties Corporation	\$128,000,000	Republic Properties Corporation	WDG Architecture, PLLC as Architect of Record with Arthur Cotton Moore, FAIA as Design Architect	Manhattan Construction Company
WDG Architecture, PLLC	National Harbor	National Harbor, MD	Hotel, Timeshare Resort, Two Condominiums, Retail to include restaurants and a spa	184-key hotel, 246-key timeshare resort, 253-unit residential building, 182-unit residential building, and a total of 80,000 square feet of retail	The Peterson Companies, Starwood, Wyndham	\$232,000,000	The Peterson Companies	WDG Architecture, PLLC	Clark Construction, Balfour Beatty
WDG Architecture, PLLC	U.S. Coast Guard Headquarters	Washington, DC	Federal Office Building	1.2 million square feet, GSA Agency Headquarters	U.S. General Services Administration	\$435,381,000	U.S. General Services Administration	WDG Architecture, PLLC as Architect of Record	Clark Construction

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 44

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Development Team Member Involved	Project	Location	Property Type	Size	Owner	Total Development Cost	Developer	Architect	Construction Company
John Cullinane Associates, LLC	Governors Island Standards and Development Guidelines	New York, NY	To Be Determined	172 acres	U.S. Government	To Be Determined	To Be Determined	To Be Determined	To Be Determined
John Cullinane Associates, LLC	Navy Northeast Housing, Navy Southeast Housing	NY, NJ, ME, RI, CT, TX, FL	Residential	238 units	GMH Military Housing	\$66,648,000	GMH Military Housing	John Cullinane Associates, LLC	Various
Lee and Associates Inc.	Korean Ambassador's Residence	Washington, D.C.	Residence	3 acres	Republic of Korea	\$2,000,000	U.S. Army Corp of Engineers	N/A	Tilson Group
Lee and Associates Inc.	City Vista + K Street Renovation	Washington, D.C.	Mixed-Use Development Residential Retail Community	843,000 square feet	National Community Reinvestment Coalition (NCRC) & District of Columbia	\$200,000,000	Lowе Enterprises, Mid-Atlantic, Inc.; CIM Urban Real Estate Fund LP; Bundy Development Corporation; Neighborhood Development Company	Torri Gallas and Partners & Marshall Moya Design	James Davis Construction
Hirsch Bedner Associates	The Landmark Hotel	London, England	Residential, Hotel, and Retail	N/A	Lancaster Landmark Hotel Co., Ltd.	\$300,000,000	Lancaster Landmark Hotel Co., Ltd.	Geoffrey Reid Associates & S' International Architects	Hazama Corporation
Hirsch Bedner Associates	The Fullerton Hotel	Fullerton Square, Singapore	Hotel, Historical Conservation	N/A	Sino Land Company Limited	\$400,000,000	Sino Land Company Limited	Architect 61 PTE., Ltd.	Dragages Et Travaux Publics
Hirsch Bedner Associates	Union Station	St. Louis, Missouri	Mixed-Use, Historical Renovation	Midway: 610 feet long, 70 feet wide Train shed: 810 feet long, 606 feet wide	Oppenheimer & Co.	\$150,000,000	Oppenheimer & Co.	HOK Architects	N/A
Robert Silman Associates	Historic D.C. Courthouse	Washington, D.C.	Federal Court Building	163,000 square feet	General Services Administration	\$130,000,000	General Services Administration	Beyer Blinder Belle	Hensel Phelps Construction Co
MG Engineering, PC and Lend Lease (US) Construction Inc.	303 Third Street	Cambridge, MA	Residential	800,000 square feet, Two 8-Story Buildings	N/A	\$160,000,000 (estimated)	Extell Development Company	Cetra Ruddy, Inc.	Lend Lease (US) Construction Inc.
MG Engineering, PC and Lend Lease (US) Construction Inc.	MODA aka Queens Family Courthouse	8914 Parsons Blvd, Queens, NY	Residential	430,000 square feet, 12-Story Building	N/A	\$110,000,000 (estimated)	The Dermot Company	FXFowle Architects	Lend Lease (US) Construction Inc.
Terrapin Bright Green LLC	Ritz Carlton, Charlotte, NC	Charlotte, NC	Hotel	218,000 square feet, 18-story building	Bank of America	N/A	Corporate Workplace, Bank of America	Smallwood-Reynolds-Stewart-Stewart & Associates Inc.	Balfour Beatty Construction RT Dooley
Terrapin Bright Green LLC	Starwood Element	Worldwide	Hotel	79,035 square feet, 4-story building	Starwood Hotels	N/A	Franchisees of Starwood Hotels	Costas Kondylis	TBD by Franchisees
Aon Risk Solutions	Virginia State Capitol Renovation	Richmond, VA	Public Administration; Office; Historic Preservation	91,000 gross square feet	Virginia Department of General Services	\$105,100,000	Virginia Department of General Services	RMJM Group	Gibbans Building Co.
Aon Risk Solutions	United States Supreme Court Renovation / Modernization	Washington, D.C.	Courtroom/Judicial; Office; Historic Preservation	390,000 gross square feet	United States Government	\$85,000,000	United States Government	RMJM Group	Grunley Construction
Aon Risk Solutions	W Hotel – Hotel Washington	Washington, D.C.	Hotel; Historic Preservation	12-story, 345 hotel keys	Isthmar Hotels Washington, LLC	N/A	Jones Lang LaSalle	BBG-BBGM	N/A

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 45

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**MATRIX C: Developer and Development Team Projects of \$15+ Million Total Development Cost**

Development Team Member Involved	Project	Location	Property Type	Size	Owner	Total Development Cost	Developer	Architect	Construction Company
The Trump Organization	Trump Park Avenue – Delmonico Hotel	New York, New York	Residential and Retail	315,342 square feet, 32 story-building, 120 luxury condominiums and 8 penthouses	The Trump Organization, GE	\$225,000,000	The Trump Organization	Costas Kondylis & Partners	J.T. Magen & Co.
Arthur Cotton Moore/Associate PC	The Old Post Office Building	Washington, D.C.	Federal Office Building	400,000 square feet	The United States of America	\$16,000,000	GSA	Arthur Cotton Moore/Associates PC, A/E Joint Venture with MMM	Grunley-Walsh
John Cullinane Associates, LLC	Young Hall	Carlisle, PA	Apartment	23 units	GMH Military Housing	\$5,700,000	GMH Military Housing	John Cullinane Associates, LLC	GMH Military Housing
Lee and Associates Inc.	Ciragan Palace Kempinski Hotel	Istanbul, Turkey	Hotel Retail	25,000 square feet	Sanbar Development Corporation & Kumagai Gumi Co., Ltd.	\$5,000,000	Sanbar Development Corporation & Kumagai Gumi Co., Ltd.	Yuksel Insaat, AS	Yuksel Insaat, AS
Robert Silman Associates	The Boilermaker Shop (Building 167)	Washington, D.C.	Office and Retail	46,800 square feet	Forest City Washington	\$20,000,000	Forest City Washington	Gensler	KBS Construction
Robert Silman Associates and Lend Lease (US) Construction Inc.	Gilman Hall	Johns Hopkins University, Baltimore, MD	Higher Education / Office	146,000 square feet	Johns Hopkins University	\$59,000,000	N/A	Kliment&Halsband Architects	Lend Lease (US) Construction Inc.
MG Engineering, PC	90 West Street	New York, NY	Residential, Retail, Parking Garage	360,000 square feet, 24-story Building	N/A	\$150,000,000 (estimated)	BCRE 90 West LLC	H. Thomas O' Hara Architect, PLLC	Levine Builders
Terrapin Bright Green LLC	Greening of the White House	Washington, D.C.	Mixed use	White House: 600,000 square feet, West Wing: 65,000 square feet, East Wing: 35,000 square feet, 6-story building	Federal Government/ Clinton Administration	N/A	N/A	AIA Committee on the Environment, National Park Services	N/A
Terrapin Bright Green LLC	National Geographic Society Headquarters	Washington, D.C.	Institutional/Office	4-building campus	National Geographic Society	\$20,000,000 estimated cost	National Geographic Society	TBD	N/A
Lend Lease (US) Construction Inc. and Robert Silman Associates	Johns Hopkins University – Gilman Hall Renovations	Baltimore, MD	Higher Education, Historic Renovation	146,000 square feet	Johns Hopkins University	\$59,000,000	N/A	R.M. Kliment and Frances Halsband Architects	Lend Lease (US) Construction Inc.
Lend Lease (US) Construction Inc.	American Tobacco	Durham, NC	Mixed-use, Historic Renovation, Adaptive Use	Approximately 1.7 million square feet	Capitol Broadcasting Company	\$101,800,000	N/A	Belk Associates	Lend Lease (US) Construction Inc.
Lend Lease (US) Construction Inc.	Georgetown Incinerator	Washington, D.C.	Mixed-Use, Historic Renovation, Adaptive Use	650,000 square feet	Millennium Partners	\$118,000,000	N/A	Gary E. Handel & Associates	Lend Lease (US) Construction Inc.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 46

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**b. Project descriptions, exterior photographs, and capital financing sources****TRUMP INTERNATIONAL HOTEL & TOWER CHICAGO**

(The Trump Organization, Lend Lease (US) Construction Inc., and Aon Risk Solutions)

**Project Facts**

- **Property Type:** Residential, Hotel, and Retail
- **Location:** Chicago, Illinois
- **Date Acquired:** 2001
- **Total Development Cost:** \$850 million
- **Building Size:** 2.6 million square feet, 92-story building
- **Building Breakdown:** 486 luxurious residential condominium units; 339-room Trump International Hotel; Approximately 80,000 square feet of retail space; 960 parking spaces; Amenities include: restaurant, bar, banquet space, health club, lounges, spa, multi-tiered riverfront plaza, lily pond, dog run, and water taxi dock.
- **Development Team:** Owner / Developer: The Trump Organization; Shell and Core Architect: Skidmore, Owings & Merrill LLP (SOM); Interior Fit-out Architect: PMG Architects; General Contractor: Lend Lease (US) Construction Inc.
- **Capital and Financing Sources:** Senior Mortgage Lender: Deutsche Bank Trust Company Americas; Mezzanine Lender: Fortress Credit Corp



Trump International Hotel & Tower Chicago  
Chicago, IL

**Role of Developer / Background / Project Goals**

In 2001, The Trump Organization acquired the land of the former Chicago Sun-Times building and in 2009 fully completed construction and development of the second-tallest building in the United States. Trump International Hotel & Tower Chicago is located in the heart of the city, adjacent to the Chicago River, with breathtaking views of the city and Lake Michigan. From the beginning, The Trump Organization's vision was to develop a world-class multifunctional, mixed-use building, with the adaptability and flexibility to address market needs.

**Major Project Goals Include**

- **Compete with the Best:** A major objective was to surpass other top Chicago hotels since Chicago is routinely ranked as one of the best hotel areas in the country, and to elevate the residential real estate in Chicago to a higher standard of quality both in construction and in service.
- **Integration and Connectivity with Neighbors:** The Trump Organization made a conscious decision to create a tower that fit within the landscape of the surrounding area, while enhancing the value of the asset. Designed by the well-known local architect, Adrian Smith of SOM, Trump International Hotel & Tower Chicago relates to the neighboring buildings through a series of setbacks, which helps to integrate this vertical tower into the Chicago cityscape.
- **Sustainable Strategies:** Trump International Hotel & Tower Chicago exemplifies The Trump Organization's commitment to sustainability and passion for mitigating environmental impacts. One sustainable strategy is that the tower uses the Chicago River water to cool the building and then the water is re-circulated back into the river. This cool system regulates the temperature and ventilation of the tower, and is less costly and energy-intensive than a conventional cooling system. Another strategy is the partial green roofs that are located on the tower's terrace levels. These green roofs not only have a longer life span than standard

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 47

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

asphalt, but the insulation provided by the roofs also helps to moderate the heat island effect, improve storm water management, purify air and water, and reduce energy consumption.

### Development Challenges

- **Coordination with City Agencies and Public Access:** The major challenge of the project was to create a better connective link between the Chicago Loop, North Michigan Avenue, and the riverfront. Therefore, there was an emphasis on close coordination and collaboration, in addition to a shared set of goals, between the development team and the Chicago City Agencies. The Trump Organization, SOM, and Lend Lease (US) Construction Inc. worked with city agencies, including Chicago Department of Transportation (CDOT), to tailor the project to its downtown location, by providing a public landscaped plaza along the Chicago River and rebuilding the nearly 75-year-old Wabash Avenue viaduct. This development increased access and connectivity between two major pedestrian thoroughfares, and improved the pedestrian experience crossing the river and enhanced the river walk.
- **Early Phased Occupancy:** For the first time ever in a high-rise building, The Trump Organization implemented a phased opening that allowed the hotel to open on the ground floors while there were 40 stories of concrete to pour above. Due to the height of this building, there was extensive planning and a very complex construction schedule that was tightly managed in order to execute in a way that was safe and simultaneously accommodated the hotel guests and ongoing construction activities.
- **Hotel and Residential as Highest and Best Use:** One of the major project objectives of The Trump Organization was to maximize the site for the highest and best use. Since several uses for the building were considered, The Trump Organization pursued an architectural program that maximized flexibility and allowed for changes in use during the design process without requiring major redesign to the form, structure, and systems of the building, thus reducing the time and cost associated with tailoring the building program and final design to market opportunities. After a soft launch of the office space to potential tenants, it became clear that the value in the space was better achieved by selling more of the building to end-users. Therefore, The Trump Organization remained flexible and adjusted to the market conditions by converting the office space to additional hotel condominiums and residential units.

### Outcome

- **Notable Accomplishments, Awards, and Accolades:**
  - The construction of Trump International Hotel & Tower Chicago was completed on time and under budget; the hotel opened in January of 2008 to extensive accolades including being named Conde Nast Traveler's "#1 Hottest Hotel in North America."
  - In the first three months of sale, nearly 60% of the luxury residential condominium units were under contract. These units sold at the highest prices ever achieved in the City of Chicago.
  - Travel + Leisure, 2010 "#1 City Hotel in the U.S. and Canada", "World's Best Service Awards 2011 U.S. and Canada" and "#4 City Hotel in the World".
- **Community Outreach and Connecting Locally:** In addition to creating over 1,000 jobs since opening and bringing revenue to the city, Trump International Hotel & Tower Chicago supports and participates in the Mercy Home for Boys and Girls, as well as St. Xavier University – hosting events and raising donations. Additionally, this tower serves in numerous programs including Employer Counsel for CREW (Chicago Refugee Employment Workforce) – a group of employers that meet quarterly to help the communities get integrated into the work force.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 48

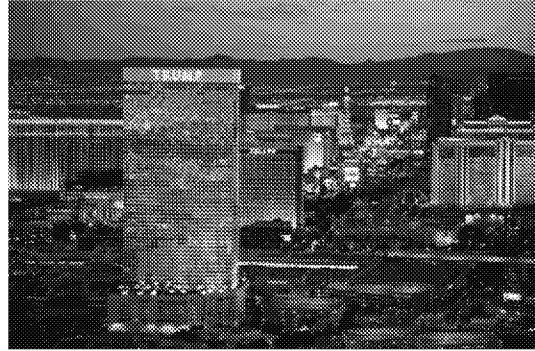
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**TRUMP INTERNATIONAL HOTEL LAS VEGAS**

(The Trump Organization and Aon Risk Solutions)

**Project Facts:**

- **Property Type:** Hotel Condominium
- **Location:** Las Vegas, Nevada
- **Project Start Date:** 2005
- **Total Development Cost:** \$630 million
- **Building Size:** 1,968,000 square feet, 64-story building
- **Building Breakdown:** 1,232 luxurious guestrooms and suites; 50 penthouse suites; Amenities include: restaurant, health club, spa, outdoor pool deck, and cabanas.
- **Development Team:** Owner / Developer: The Trump Organization; Shell and Core Architect: Skidmore, Owings & Merrill LLP (SOM); Interior Fit-Out Architect: PMG Architects; General Contractor: Lend Lease (US) Construction Inc.; Hotel Operator: Trump Hotel Collection (The Trump Organization)
- **Capital and Financing Sources:** Lender: Hypo Real Estate Capital Corporation



Trump International Hotel Las Vegas  
Las Vegas, NV

**Role of Developer / Background / Project Goals**

Phillip G. Ruffin owned the New Frontier Casino and had leases for much of the adjacent land that was immediately off the strip. Ruffin wanted to seek out the best possible partner to maximize the development potential of this property. Therefore, in 2001, Ruffin came to The Trump Organization to identify the best use of the land.

At the time, gaming revenue in Las Vegas was relatively flat, but hotel occupancy remained strong at 89%. Real estate values and high rise condominiums were experiencing high levels of growth. Seeing the potential for a hotel development at the property, Trump and Ruffin formed a partnership, acquired title to the property and started the development.

**Major Project Goals Include**

- **Creation of Value and New Standard:** Las Vegas welcomed a new standard and generation of non-gaming, luxury hospitality when this 64-story tower encased in 24-karat gold glass, opened its doors in March 2008. Since the beginning, Trump International Hotel Las Vegas has brought unparalleled style and elegance to the heart of the most electrifying city in the world. In addition, The Trump Organization focused on creating a striking addition to a skyline legendary for bold architectural statements with Trump International Hotel Las Vegas, soaring high above the Las Vegas Strip and only steps away from the best of Las Vegas. The Trump Organization also created a new standard with this hotel as one of the only non-smoking properties on the Strip.
- **Revitalization and Bringing Life to the North Strip:** One of The Trump Organization's major objectives was creating a high-quality development, which would bring life to the North Strip in Las Vegas. The bustling property now sits on what was once a barren parking lot. Since the opening, Trump International Hotel Las Vegas has played a significant role in modernizing and revitalizing the North Strip and is still considered a major traffic feeder to nearby businesses including the Fashion Show Mall.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 49

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

### Development Challenges

- **Collaboration with Neighbors and Various Agencies:** During the development process, there were easement challenges because public utilities needed to be brought to the site including natural gas, telephone, and power, from the nearby property. The Trump Organization, along with the development team, worked tirelessly to successfully negotiate with General Growth Properties, owner of the Fashion Show Mall, to secure the easements necessary. The entire development team also worked closely with the Federal Aviation Administration in order to obtain the needed assessment, which was necessary to construct the tower. Finally, through close collaboration, the development team worked hand-in-hand with the Clark County Building Department to finalize the optimal design and functionality of the property.
- **Overheated Market:** During the time of development, the Las Vegas construction market was overheated and competitive for developers trying to get labor and materials with several mega projects in development at the same time. Despite other local projects running into serious delays and cost overruns due to these conditions, The Trump Organization remained flexible with design and completed Trump International Hotel Las Vegas ahead of schedule and within budget.

### Outcome

- **Notable Accomplishments, Awards, and Accolades:**
  - The project was delivered 71 days early and within budget.
  - When the property was launched in 2005, 95% of the 1,282 total units went into contract at prices above \$1,000 per square feet, which set records for the Las Vegas market.
  - During the development phase, there were nearly 2,250 jobs (approximately 750 onsite workers and an estimated 3 to 1 ancillary jobs) created by The Trump Organization. Currently Trump International Hotel Las Vegas employs 643 associates.
  - Voted "Las Vegas' Best Hotel" in 2010 by AOL City's Best Annual (By Popular Vote)
- **Community Outreach and Connecting Locally:** In addition to creating jobs and revenue to the city, The Trump Organization and its developments continue to focus on positively impacting the surrounding community. For instance, Trump International Hotel Las Vegas supports and participates in the Nevada Society for the Prevention of Cruelty to Animals, the American Heart Association, The Eric Trump Foundation, and Toys for Tots.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 50

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



## TRUMP WORLD TOWER

(The Trump Organization and Lend Lease (US) Construction Inc.)

### Project Facts

- **Property Type:** Residential and Retail
- **Location:** Manhattan, New York City
- **Date Acquired:** 1997
- **Total Development Costs:** \$363.2 million
- **Building Size:** 887,753 square feet, 72-story building (90-story equivalent to typical residential building height)
- **Building Breakdown:** 372 luxury residential condominiums; Amenities include: restaurant, cocktail lounge, landscaped private garden, public plaza, garage, health club, indoor swimming pool, wine cellar, and private drive through Porte Cochere.
- **Development Team:** Owners: The Trump Organization and Daewoo Corporation; Developer / Operator: The Trump Organization; Architect: Costas Kondylis & Partners LLP; General Contractor: Lend Lease (US) Construction, Inc.
- **Capital and Financing Sources:** Lender: Hypo Real Estate Capital Corporation (HRECC)



Trump World Tower  
Manhattan, NY

### Role of Developer / Background / Project Goals

The original property was an 18-story office tower, owned by the United Engineering Center. In 1996, Trump saw an opportunity to use this property for a residential development because of the prime location, the potential purchase of air rights, and the strong demand in this location and its proximity to the United Nations Headquarters. A year later, Trump and Daewoo partnered to acquire the property and assemble adjacent air rights to increase the buildable floor area. In 2001, construction was finished and Trump World Tower became the tallest residential tower in the world.

### Major Project Goals Include

- **Raise the Standard:** The Trump Organization focused on creating the best residential building in the Midtown East area. One of the major goals of The Trump Organization was to raise the standard for high-end residential living with the creation of Trump World Tower, which is a superior building with exceptional services.
- **Bringing Life to the Area:** The Trump Organization saw this project as a place to bring in more life and draw additional people to the neighborhood. Through this building with enormous scale, Trump World Tower created an opportunity to revitalize the residential space in the Midtown East area.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 51

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

### Development Challenges

- **Access to Air Rights:** One of the major challenges for this project was negotiating with close to a dozen building owners to acquire the unused air rights from adjacent properties to create the tallest building in the area with the most expansive views.
- **Pristine Geometry:** In addition to the title of the tallest residential tower in 2001, Trump World Tower became one of the slenderest buildings in the world with a slenderness ratio of 11:1. This ratio, coupled with the building height, presented engineering and construction challenges that the development team focused on to create a tower with pristine geometry.

### Outcome

- **Notable Accomplishments, Awards, and Accolades:**
  - Awarded “Best Residential Project in the World” in 2003 by International Real Estate Federation (FIABCI)
  - Nearly all of the residential units in the tower were sold with a price over \$1,000 per square feet.
  - Successfully utilized all available air rights thus maximizing the use of the property.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 52

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**TRUMP PARK AVENUE – DELMONICO HOTEL**

(The Trump Organization)

**Project Facts**

- **Property Type:** Residential and Retail
- **Location:** Manhattan, New York City
- **Date Acquired:** 2002
- **Total Development Cost:** \$225 million
- **Building Size:** 315,342 square feet, 32-story building
- **Building Breakdown:** 126 luxurious residential condominium units; 8 penthouse suites; Amenities include: health club and historic restored lobby
- **Development Team:** Owners: The Trump Organization and General Electric (GE); Developer / Operator: The Trump Organization; Architect: Costas Kondylis & Partners LLP; General Contractor: J.T. Magen & Co.
- **Capital and Financing Sources:** Lender: General Electric Asset Management

Trump Park Avenue  
Manhattan, NY**Role of Developer / Background / Project Goals**

Originally erected in 1929, the building switched from hotel to rental to cooperative and then back to hotel throughout the decades. In late 2001, The Trump Organization saw a great investment opportunity in converting this Delmonico Hotel to condominiums because of the asset's Park Avenue address and strong luxury demand. In February 2002, The Trump Organization and General Electric partnered to purchase this property. As part of the renovation, The Trump Organization was able to increase the floor area ratio (FAR) of the building, which added sellable square footage to the project. Residential condominiums began selling in November 2003 and the renovation was completed in January 2005.

**Major Project Goals Include**

- **Redevelopment into Luxury Residence:** The major vision of The Trump Organization was to convert this old, obsolete hotel into a modern luxury residence. The project was extremely successful because it enhanced the value of the asset while still maintaining the historic elements and architectural features.
- **Recapturing Valuable Location:** Prior to 2001, the Delmonico Hotel was not properly utilizing this prime location and not significantly contributing to the strength of Park Avenue. Therefore, The Trump Organization wanted to recapture this valuable location in New York City and convert this property for long-term, best use. Now, the Park Avenue style finds its ultimate expression at this classic property.



Lobby — Trump Park Avenue

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 53

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

### Development Challenges

- **Renovation with Existing Tenants:** When acquired, the Delmonico Hotel operated as a hotel and had several long-term residential tenants occupying the space. In order to stay on schedule, The Trump Organization needed to determine the best way to transition the space into residential condominiums without creating dramatic disturbances to the existing building use. Therefore, while performing major renovations, The Trump Organization successfully managed the winding down of the hotel operations and helped with the relocation of these residential tenants.
- **Managing Construction Activities at Busy Intersection:** This property is located at the corner of Park Avenue and East 59th Street in New York City, which is considered one of the busiest and most congested intersections in the city. The Trump Organization along with the rest of the development team had to diligently work around this challenge in order to maintain safety with the construction activities while accommodating the people in the local area.

### Outcome

- **Notable Accomplishments, Awards, and Accolades:**
  - The project was delivered on time and within budget.
  - Considered one of the best and sought after residential addresses in one of New York's most desired locations.

## THE OLD POST OFFICE BUILDING

(Arthur Cotton Moore/Associates PC)

### Project Facts

N.B. We acknowledge that the construction completion date of the OPO is 1983. However, given that the RFP is for its redevelopment, we feel that its inclusion here is appropriate, and trust that GSA approves. Thank you.

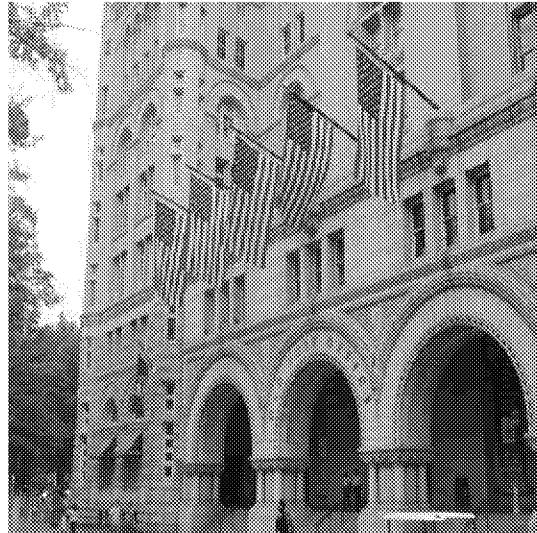
I had always envisioned the OPO as an opportunity to bring together the two faces of Washington, D.C., the National's Capital, and the local city separated by the 70-acre wall known as the Federal Triangle. That could and did happen because of Senator Daniel Moynihan's legislation "The Cooperative Space Use Act" which allowed large-scale commercial uses within a federal office building for the first time. It became GSA's successful path to revitalize the building and its neighborhood.

In response to GSA's Level Three Design Competition, I organized a Joint Venture A/E team, and we won the competition. Here's what we did for the OPO then.

We created a new rear south plaza and entrance, by cutting through the old loading dock to open up the mostly empty basement level. We made a city entrance from an enlarged shallow window well at the NE corner to invite people in from Pennsylvania Avenue and downtown. Through these two new entrances, the unused basement became the meeting ground of the two Washington's and the primary new floor for commercial use.

We realized the cortile roof with sun-reflecting glass to reveal the sky and the tower, and removed the dead-bird-bearing lower glass roof covering the former mail-sorting room, leaving in place its richly riveted muscular trusses as a historical reminder; in their new life, the trusses became large site-specific sculpture, making visitors more conscious of the exhilarating volume, while mediating the space to human scale. We cut the floor of the old mail-sorting room to open up the basement level, and reveal the stunning stepped pyramid mass of the rough granite foundation of the tower. Old wood screens along the cortile wall were refinished, and missing ones were replicated to provide porthole views into the atrium for visitors coming in from the side entrances.

Elsewhere we invented new designs in conjunction with the restoration work, principally in all the lobbies, corridors, and the highly decorated strict restoration area of the executive fifth floor, which contrasts with the free adaptation of the new retail space in the basement and the whole new floor for the President's Advisory Council on Historic Preservation.



The Old Post Office Building  
Washington, D.C.



Interior – The Old Post Office Building

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 55

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

In 1975, the OPO inherited a replica of Westminster Abbey's peal of massive bells. To house the gift, we devised an acoustical inverted pyramid to deflect the upward sound of the bells that ring out through the clock faces.

The construction cost of our work was \$16 million.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 56

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## RESTORATION OF THE LIBRARY OF CONGRESS

(Arthur Cotton Moore/Associates PC)

### Project Facts

In 1980, as Architect of Record under the Architect of the Capitol, I started design work on the library, staying with the project through construction completion in 1999, and occupancy in 2002. Restoration and remodeling of its 360,000 square feet cost \$81.5 million.

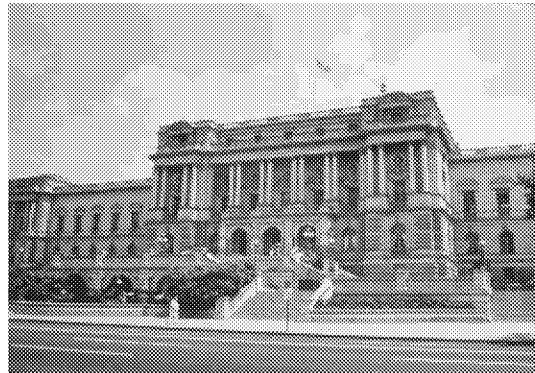
Our purview was the 1897 Thomas Jefferson Building designed by Smithmeyer and Pelz, and the 1939 Art Deco annex, the John Adams Building, designed by Pierson and Wilson. My main task was to restore and renew the glory of the Jefferson Building, and its magnificent Central Reading Room, to prepare both buildings for the then-unknown technological standards of the 21st century, and to bring all basic building systems to a new level of safety and functionality.

The Jefferson Building is arguably the most elaborately volumed and decorated structure in the new world, and it had become a giant honeycomb of tiny beaverboard and drywall cubicles for several thousand people. Acoustic tile ceilings, at the basic minimum height of eight feet, had been hung from wires casually screwed into the intricate plasterwork of the towering, majestically arched halls far above. The problem was this: As the world's greatest repository of information, it was attempting to contain, in a finite building, the most dynamically growing thing of all – knowledge.

The library's third building, the Madison, was large enough to receive most of the personnel from the Jefferson Building, so we could investigate, study, design, and restore this national treasure. Demolition of miles of beaverboard and miles of shelving allowed our large team, a true gang of archaeologists, to uncover long-buried 19th century wonders. As layers of accretions were stripped away, we made extraordinary and unanticipated discoveries from Stradivarii to Laurel and Hardy movies to a Gutenberg Bible, all protected by a few handheld fire extinguishers.

My first design decision was a no-build determination for the entire array of grand spaces on the western entrance side, whose halls, I maintained, had to be restored, protected, enhanced, and most important, taken out of active library use, reserving those palatial rooms for public functions and exhibitions.

With the most precious spaces restored, I had to create a way in the working parts of the building, not only to accommodate some of the library's dynamic growth, but also to contain the knowledge explosion from adversely creeping up on the newly restored interior. My solution was a set of subordinate reading rooms in the north and south curtains, devoted to



The Library of Congress  
Washington, D.C.



Interior – The Library of Congress

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 57

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

specific cultural regions, a subdivision that would improve approachability and comprehension of the library's then-staggering 112 million items.

Our work won a National AIA Honor Award, as well as a combined National AIA/National Library Association Honor Award, and was published internationally.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 58

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



## THE PORTALS COMPLEX

(Arthur Cotton Moore/Associates PC, WDG Architecture, PLLC, and John Cullinane Associates, LLC)

### Project Facts

In 1986, I was the Design Architect and WDG was the Architect of Record, for developer Republic Properties, in a city-wide competition for the right to develop, on 10 acres, the largest private development in Washington, D.C.

Our successful design solution for what became the Portals Complex, united its site by building a small portion of the missing Maryland Avenue above the active rail lines to create a new vehicular and pedestrian plane, safely above the tracks (CSX, Amtrak, and Virginia Regional Express).

In the L'Enfant and McMillan Plans, Maryland Avenue is the missing complement to Pennsylvania Avenue. Thus, when the avenue was built, the site became a comprehensive urban design whole. We see that approach as the paradigm for creating all of missing Maryland Avenue.

Our Master Plan established five sites for office developments, for approximately 2.5 to 3 million square feet, and one for a hotel to be developed by others. (The Mandarin Oriental Hotel was completed a few years ago.)

In deference to the historic past of Maryland Avenue, the architecture was established as a contemporary version of classical design. Like the program for the Federal Triangle, ornament distinguishes the buildings and gives each separate identities, while creating an overall aesthetic of community.



The Portals Complex  
Washington, D.C.

- Portals 1: Completed as a speculative office building.
- Portals 2: Completed for the Federal Communication Commission.
- Portals 3: Completed as a speculative office building in 2007, it defines the north side of Maryland Avenue and its circular terminus. 803,000 gross square foot Base and initial (ongoing) tenant construction: \$128 million.
- Portals 4: Site is yet to be developed
- Portals 5: Site is yet to be developed.

### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 59

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**THE PORTALS COMPLEX**

(WDG Architecture, PLLC and Arthur Cotton Moore/Associates PC)

**Project Facts**

- **Client** : Republic Properties Corporation / GSA
- **Program**: 2.5 million square feet office spaces, and tenant-fit out for numerous federal agencies.
- **Cost**: Base building: \$100 million; Interiors: Average \$65 per square foot completed
- **Base building**: 2006; Interiors: Ongoing



The Portals Complex, Washington, D.C.

The Portals is a five-phase project that ultimately will provide 2.5 million square feet of office space and over 150,000 square feet of retail shops and services. The complex anchors the Southwest quadrant of Washington, D.C., providing commanding views of the Capitol, the Jefferson Memorial, the Tidal Basin and the Potomac River. WDG Architecture served as Architect-of-Record working closely with Arthur Cotton Moore as the Design Architect.

Portals I is composed of two buildings, totaling 1,000,000 square feet with subsequent phases that combine a total of 4 buildings and 1.8-million square feet. Designed to accommodate large federal agencies, the buildings are designed with large 55,000 square foot floor plates and include the following spaces: cafeterias, fitness centers, newsstands, restaurants, a day care facility, a community center and other retail shops. Measuring 400,000 square feet, Portals I was occupied in 1992 by the Federal Aviation Administration and its supporting contractors. Completed in 1997, 600,000 square feet Portals II serves as the Federal Communications Commission (FCC) Headquarters; Portals III, measuring 500,000 square feet, was completed in summer 2006.

Portals III, the newest addition to the complex, is a 10-story Class A office building with four levels of underground parking totaling 647 spaces. The building enclosure consists of brick faced pre-cast panels, masonry veneer, ribbon windows, and storefront with exterior architectural features including bronzed entryways, monumental canopy, two barrel vault archways, and decorative ceramic accents applied to the pre-cast. Exterior finishes include a landscaped plaza, decorative site lighting and precast planters, and ornamental metal railings. Building amenities include the following: urban park atmosphere on Potomac waterfront, Mandarin Oriental Hotel, convenient Metro access, on-site property management, fitness facility, conference center, and private balconies.

WDG has provided a full range interior design services at The Portals, including strategic planning, programming, furniture standards, high performance workplaces, construction documents, and construction administration. These services include providing tenant fit out and renovation work for various government agencies through the U.S. General Services Administration for nearly a decade. This work has totaled over 1,000,000 square feet and has included services for over 250,000 square feet in the past five years. During this time, WDG has delivered design and construction services to nine Federal Agencies: DHS, DOJ, FCC, HHS, HUD, USDA, U.S. Holocaust Memorial Museum, an U.S. Undisclosed Government Agency, as well as CareFirst Blue Cross Blue Shield.

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 60

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**NATIONAL HARBOR**

(WDG Architecture, PLLC)

**Project Facts:**

- **Client:** The Peterson Companies, Starwood Hotel, and Wyndham Vacation Resorts
- **Program:** 184-key hotel, 246-key timeshare resort, 253-unit residential building, 182-unit residential building, and a total of 80,000 square feet of retail
- **Cost:** \$232,000,000
- **Completed:** 2009



National Harbor, National Harbor, MD

The first three blocks built at National Harbor were designed by WDG Architecture, consisting of a hotel, a timeshare resort, and two condominium buildings. These buildings are on the main axis and form the center of the development. This central location made pedestrian circulation paramount. Parking entrances to underground garages were relegated to side streets and residential entrances were located on secondary streets. The result is a pedestrian-friendly main avenue lined with retail and restaurants that leads to the waterfront promenade. WDG Architecture designed a total of 5.5-acres, including a 184-key hotel, 246-key time share resort, an 8-story residential building with 253 units, an 11-story residential building with 182 units, and a total of 80,000 square feet of retail which includes restaurants and a spa.

The design represents the synthesis of a carefully planned set of design guidelines meant to reflect the urban character, waterfront context and mix of uses at National Harbor. Modeled after Barcelona and its famed Las Ramblas, the buildings' detailing, varied height and mix of facade styles were orchestrated to evoke the sense of an urban street that developed over time.

A number of design opportunities arose from the project's location at the gateway intersection of the development, both facing the Potomac and fronting the main boulevard, American Way. Activating the street was essential, and was accomplished by creating retail entrances on the corners, with storefronts all along the ground level. The corners of the buildings are further emphasized by the incorporation of amenity spaces.

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 61

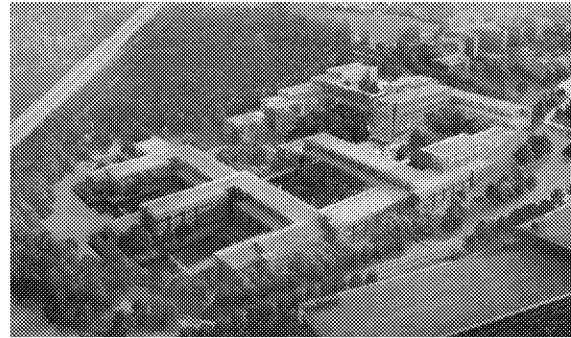
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**U.S. COAST GUARD HEADQUARTERS**

(WDG Architecture, PLLC)

**Project Facts:**

- **Client:** U.S. General Services Administration
- **Program:** 31-acre, 1,179,500-square-foot federal agency headquarters building
- **Cost:** \$435 million
- **Completed:** Design: July 2010; Construction: March 2013; Targeting LEED-Gold certification



U.S. Coast Guard Headquarters, Washington, D.C.

The new 1.2 million square foot U.S. Coast Guard Headquarters is located on the St. Elizabeth's West Campus. WDG Architecture served as the Architect-of-Record for this design-build project that was procured by the U.S. General Services Administration.

The building is expected to achieve a LEED-Gold rating. Approximately 3,750 staff will occupy the building. The project also includes two 1,000-car parking garages. The buildings house more than 70,000 square feet of Secure Compartmented Information Facility spaces. WDG was the designer for the Department of Homeland Security National Operations Center (NOC) that consists of more than 150,000 square feet of state-of-the-art command and control spaces.

The most significant design feature of the building is the extensively landscaped courtyards, grounds and roof. The courtyards comprise 3.3 acres, and the green roofs comprise another 5.6 acres.

The building meets GSA's most stringent security requirements for a Level-4 facility incorporating stand-off distances, hardened facades, and structural systems resistant to progressive collapse.

WDG successfully managed 27 consultants ranging from designers to engineers for this project.

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 62

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## GOVERNORS ISLAND

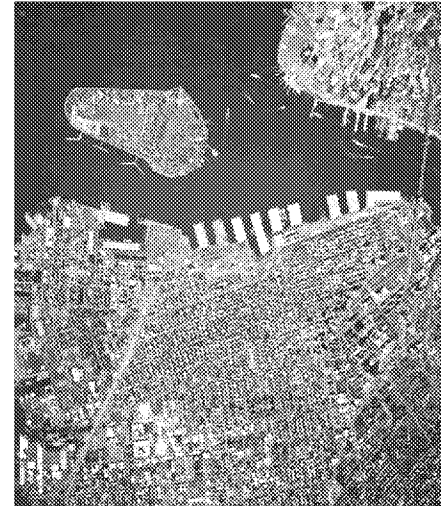
(John Cullinane Associates, LLC)

### Project Facts

Development of Standards and Guidelines for the redevelopment of Governors Island in NYC, to meet the requirements of the National Historic Preservation Act of 1966, as amended, and its implementing regulations, 36 CFR Part 800.

### Background / Project Description

In 1995 the United States Coast Guard relocated its northeast training facility away from Governors Island in New York City, where it had been housed since 1965. The facility was located on a 172 acre island just south of Battery Park in Manhattan. The northern portion of the island, originally used by Native Americans for livestock grazing, was first developed by the Army as a defensive post during the buildup for the War of 1812. Three strategically located battlements were constructed—South Battery, Castle Williams, and Fort Jay, to protect the East River, the Hudson River, and Buttermilk Channel against British invasion. The northern most portion of the island was eventually developed with barracks and housing, parks and neighborhoods. This portion of the island, from Division Road North, has been designated a National Historic Landmark.



Governors Island, New York, NY

The southern portion of the island was created with fill that was claimed from excavations for the Holland Tunnel. This section is where the Coast Guard constructed all of its training and housing facilities, starting in 1965. These consisted of apartment buildings, schools, recreation centers, training fields, and support structures.

Once the Coast Guard left the site the property became surplus, and reverted to GSA control. Consistent with a Congressional mandate, GSA initiated the process of selling the property. Under the National Historic Preservation Act of 1966, as amended, the transfer of any historic property out of Federal Government control must provide protection of those elements of the property that contribute to its significance. On Governors Island those elements include the original defensive battlements, and basically all of the development undertaken by the Army on the northern portion of the island, the NHL.

To meet this requirement GSA undertook a project to identify those contributing elements, and then to establish redevelopment standards and guidelines that would become part of the transfer documents to whoever acquired the property. John Cullinane Associates, LLC was selected to perform that work. Working with GSA's New York District office, and the New York City Landmarks Commission, JCA created three documents—Governors Island Historic District Preservation and Design Manual: Part I, Preservation & Design Standards; Preservation & Design Manual: Part II, Design & Development Guidelines, and Preservation & Design Manual: Part III, Building & Property Summary Sheets. These were developed to ensure that all new development and rehabilitation on the island would be carried out in such a manner that there would be no adverse affect on contributing elements within the NHL. These documents were made part of the transfer of Governors Island to a joint New York State and New York City collation, which satisfied GSA's responsibilities under the National Historic Preservation Act, and ensured protection of this resource.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 63

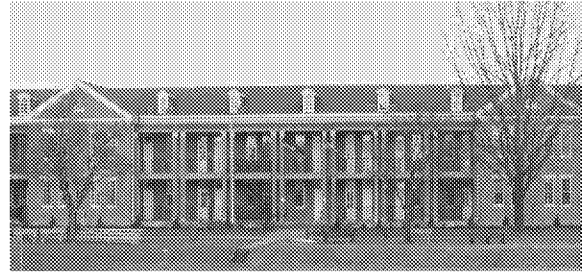
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## YOUNG HALL

(John Cullinane Associates, LLC)

### Project Facts

Rehabilitation of a National Register of Historic Places listed former Army barracks into family housing units at the Army War College in Carlisle, PA.



Young Hall, Carlisle, PA

### Background / Project Description

In 1996 the United States Congress passed legislation mandating that each of the military services develop and execute a process to transfer the responsibility for housing military families to the private sector. The Family Housing Privatization program extended to all military bases throughout the U.S. Individual or clusters of military bases were offered through the standard RFP process, with experienced developers forming LLCs and bidding on the opportunity to participate in the process.

Each of the projects would include a combination of the development of new family housing, renovation of existing non-historic family housing, and rehabilitation of historic family housing, as well as maintenance of the housing under a 50-year lease with the government. The privatization project at the Army War College was undertaken by GMH Military Housing, New Town Square, PA. John Cullinane Associates was the preservation architect on all of the GMH projects, including the Army War College.

Young Hall, located directly adjacent to the ceremonial parade ground at the college, is a 660 foot long concrete frame and brick infill structure, three stories high. Originally designed as a barracks, the building had been divided and sub-divided numerous times, leaving inefficient and unusable spaces. Thirty years of misuse left a deteriorated structure, with outdated infrastructure and forty-one inaccessible apartments.

JCA's work at Carlisle included the development of rehabilitation plans and construction administration on dozens of individual family housing units, as well as the design for conversion of Young Hall into family housing units that addressed contemporary needs, and accessibility requirements. All of the work carried out on Young Hall would have to meet the Secretary of the Interior's Standards for the Treatment of Historic Properties and the Standards for Rehabilitation, and be reviewed and approved by the Pennsylvania State Historic Preservation Officer and the Advisory Council on Historic Preservation.

Our design developed twenty-three family housing units on the three floors, ranging in size from 1,800 square feet to 2,300 square feet, from two-bedroom apartments up to five-bedroom units. New kitchens, baths, and laundry rooms were included in each, along with new mechanical systems and standard amenities. The exterior of the structure was simply repaired, and all original doors and windows were retained and used. Elevators were added as part of the original stair towers, allowing full access to all housing units on each floor.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 64

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**NAVY NORTHEAST HOUSING – DEPARTMENT OF THE NAVY HISTORIC FAMILY HOUSING**

(John Cullinane Associates, LLC)

**Project Facts**

Rehabilitation designs and construction administration for Navy Historic Family Housing in the Northeast and Southeast U.S.

**Background / Project Description**

As part of the 1996 Family Housing Privatization program developed for all of the military services, John Cullinane Associates was historic architect for the rehabilitation of over one hundred individual historic family housing units in Maine, Rhode Island, New York, New Jersey, and Connecticut. In addition, JCA held a similar position for all of the Navy's historic family housing at Naval Air Station Jacksonville, NAS Pensacola, and NAS Key West.



Department of the Navy Historic Family Housing, Northeast U.S.

All of this work was undertaken in a manner that ensured that redevelopment of the historic military family housing met the standards mandated by the National Historic Preservation Act of 1966, as amended, and its implementing regulations. On all of these sites JCA's work included detailed surveys of each structure to identify contributing elements, condition assessments, and identification of architectural, structural, and MEP deficiencies. Rehabilitation designs were developed in accordance with the Secretary of the Interior's Standards for the Treatment of Historic Properties, and were reviewed and approved by each respective SHPO. In addition, JCA provided construction documents for each building and building type, along with construction administration and support throughout the construction period, plus close-out and substantial completion inspections and certification.

In all of these projects, JCA was responsible for Navy compliance with the NHPA, and worked with SHPO offices and the Advisory Council on Historic Preservation to accomplish successful transfer of properties.

**SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 65**

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**CIRAGAN PALACE KEMPINSKI HOTEL**

(Lee and Associates Inc.)

**Project Facts**

- **Property Type:** Hotel/ Retail
- **Design Services:** 1988-1991
- **Total Development Cost:** \$5 million
- **Building Size:** 25,000 square feet
- **Building Breakdown:** 7 stories, 320 rooms—including 11 Palace Suites, Award-winning Restaurant/ Art Gallery/ Meeting Rooms, 17 Retailers, Wellness Club, Sauna, Jacuzzi, Infiniti Pool, 750-meter waterfront running parallel to the Bosphorus River
- **Development Team:** Client: Ciragan Tourism, Inc., Owner/Developer: Sanbar Development Corporation, & Kumagai Gumi Co., Ltd., Architect/Renovation Specialist: Yüksel İnsaat, AS, Construction Company: Kumagai Gumi Co., Ltd., Landscape Architect: Lee and Associates, Inc., Hotel Operator: Kempinski Hotel Group



**Hotel Garden of Ciragan  
Palace Hotel, Bosphorus, Turkey**

**Role of the Landscape Architect**

Lee and Associates, Inc. provided comprehensive landscape architectural services to this newly constructed 240-room 5-Star luxury hotel. The completed design featured fountains, a waterfront promenade, and an extensive traditional Ottoman garden area, featuring indigenous plant materials—all carefully recalling the history of this site.

The Ciragan Palace sits along the European shores of the Bosphorus River. Dating back to the 16th Century, the site once acted as the seaside home of the Admiral of the Fleet, Kilic Ali Pasha. By the 18th century, the site was renovated again—this time by the Grand Vizier, Damat Ibrahim Pasha, as a mansion for his wife. It was during the Vizier's lifetime that the palace acquired its Ciragan title—meaning "light spreading" in Persian—for the pageantries and festivities annually held here.

From the beginning, Lee and Associates, Inc. vision was always to pay homage to the site's impressive historical contexts, while also designing to the luxurious sensibilities of the 21st century guest—as a multifunctional, mixed-use space that caters to the high-end market and surrounding tourist attractions in the heart of its capital city location.

**Comprehensive Landscape Architectural & Urban Planning Services Included**

**Historical Preservation/ Context-Sensitivity:** Lee and Associates, Inc. showed interest in this opportunity because of the firm's consistent belief in landscape as a platform to define a sense of place—and as a historical redevelopment project, it required just that. The hotel garden design showed inspiration from the Turkish Gardens installed during the Ottoman's rule. These gardens embellished upon what nature already provided, planting trees and flowerbeds, but by a method that allowed the plantings to appear as each might have developed naturally. The firm's complete design incorporated Cypress Trees, and indigenous flowerbeds, with customized site furnishings, and water features. High reaching Palm Trees and bright crimson low-level plantings created a striking design palate, but allowed the scenic coast line to remain the attraction. The landscape architectural elements complimented the historic space, rather than compete with its legacy.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 66

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



**Development Challenges**

Because the hotel was hosting a massive renovation to the exterior and interior, one of the major project objectives was to maximize the site for its best use. Since the building had always served luxury, but never acted as a hotel before, it was crucial the landscape architectural design introduce elements that eased the influx of pedestrian traffic, without requiring a massive overhaul of the form and structure of the site. Naturally the landscape design services provided a tangible bridge between historical preservation and modern function.

**Outcome**

The culmination of this renovation resulted in a restored palace, luxurious hotel, and a design that guaranteed the continuation of traveled tourists and guests—to this grandeur's site, and its immediate economy surrounding.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 67

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**KOREAN AMBASSADORS RESIDENCE**

(Lee and Associates Inc.)

**Project Facts**

- **Property Type:** Ambassador's Residence
- **Location:** Washington, D.C.
- **Design Services:** 1996-1998; 2000-2001
- **Total Development Cost [Pre & Post Excavation]:** \$2 million
- **Building Size:** 3 Acres
- **Building Breakdown:** Residency of the Ambassador Located in Spring Valley, in close proximity to American University, and the site of ammunitions testing for WWI
- **Development Team:** Client: Republic of Korea
- **Developer:** U.S. Army Corps of Engineers
- **Landscape Architect:** Lee and Associates, Inc.
- **Construction Company:** Tilson Group



Korean Ambassador's Residence Footbridge & Stream  
Washington, D.C.

**Role of Landscape Architect / Project Goals**

The Korean Ambassador's Residence is a 3-acre property in NW Washington, D.C., featuring the work of Korean Architect Soon Gun Kim. Lee and Associates, Inc. originally developed a comprehensive landscape master plan in 1996 for the residence. Soon after, the U.S. Army Corps of Engineers discovered contaminated soil and mutations buried in the grounds of the residence—the historic site of WWI ammunition testing. In 2000, the firm prepared an extensive garden restoration plan to respond to these new site conditions and repair the remediation damage.

**Comprehensive Landscape Architectural & Urban Planning Services Included**

Context-Sensitivity/ Restoration/ Preservation: The original design for the property included a lush landscape: series of waterfalls; Korean specimens of plants materials—Chestnuts, Persimmons, and Korean Boxwoods included; and historic structural stone elements transported from Korea. A multi-purpose courtyard with a monolithic prehistoric stone fountain establishes a smooth transition between the garden and residence, and compliments Soon Gun Kim's traditional Korean style of architecture. The intricacy of the landscape provides for a deeply contemplative experience in the garden space. Contrasting textures and colors are embedded in a strongly Korean aesthetic and design sense, serving to transport the visitor into Korea by a very cerebral way. A meticulously-designed mountain stream transverses the gardens and re-circulates water—and weaves through the space to define various spaces of contemplation. These interlocking garden "rooms" define the hillside.

**Development Challenges**

Landscape Contamination: Reexamined aerial photographs taken in 1927, uncovered the bombs, shells, bottles of chemicals, and other debris buried in the grounds of the residence since WWI, the location made sense by its close vicinity to the American University Campus, and prime testing facility for some of the most lethal chemical weapons available at the time. The contaminated soil and munitions then found by the U.S. Army Corps of Engineers required

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 68

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

an extensive excavation a necessary, but devastating action that removed lush canopy of mature trees and destroyed many of the garden's features. The restoration of the site in 2000 came with the firm's conscious decision to repair the remediation damage, and respond to new site conditions. This new design builds upon the original, incorporating many of the same features, as well as new design elements: rock outcroppings, an arbor, and pavilion.

### **Outcome**

The design received the ASLA Merit Award in 2002 from the Potomac & Maryland Chapters of the Professional Organization. The restoration and revitalization achieved by the redesign in 2000 showed off the firm's sensibility and sensitivity to landscape restoration and revitalization efforts.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 69

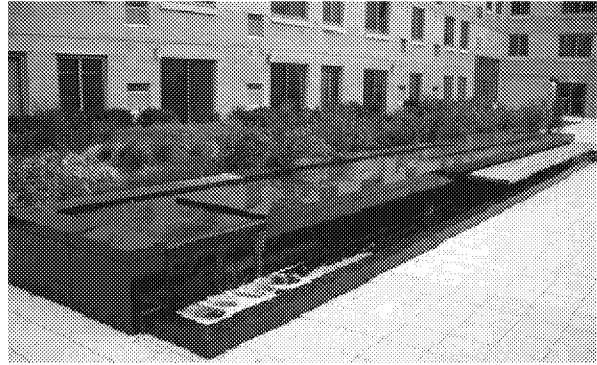
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## CITY VISTA & K STREET RENOVATION

(Lee and Associates Inc.)

### Project Facts

- **Property Type:** Mixed-Use, Residential, Retail
- **Location:** Washington, D.C.
- **Design Services:** 2004-2008
- **Total Development Cost:** \$200,000,000
- **Building Size:** 843,000 Square feet
- **Building Breakdown:** Mixed-use  
Redevelopment Site 50,000 square feet of rental spaces, 685 condominium and apartment units, 800 parking spaces, neighborhood anchor in larger revitalization effort of emerging Mt. Vernon Triangle area
- **Development Team:** Owner: National Community Reinvestment Coalition (NCRC) & District of Columbia  
Developers: Lowe Enterprises Mid-Atlantic, Inc.; CIM Urban Real Estate Fund LP; Bundy Development Corporation; Neighborhood Development Company  
Architects: Torti Gallas and Partners & Marshall Moya Design (formerly: Michael Marshall Architecture), Landscape Architect: Lee and Associates, Inc., Construction Company: James Davis Construction



City Vista & K Street Renovation: Fountain of Roof Garden  
Washington, D.C.

### Role of Landscape Architect/ Background/ Project Goals

As part of an initiative sponsored by the RLA Revitalization Corporation (RLARC) for the redevelopment of the "Wax Museum," site at 5th & K Streets NW, Lee and Associates, Inc. was an integral part of the team shortlisted through a qualification process, to prepare concept design for this prime area of Washington, DC. The project, located at Mt. Vernon Square Triangle, and north of Massachusetts Avenue area (NoMa), will transform the area into a vibrant residential and retail hub.

Comprehensive Landscape Architectural & Urban Planning Services Included: Design for approximately 3 blocks of streetscape; an on-grade courtyard for the L Street Apartments; private alley; a roof top garden and swimming pool for the 5th & K Street Condominium; and the jewel of the project: a third story courtyard formed by the 5th & K Street Condominium and L Street Apartments. The Courtyard—approximately 4/5th of an acre—will provide opportunities for outdoor open space in an urban environment. Inspired by a Mondrian canvas, the plan incorporates water features; specialized pavement; public art; innovating planting design; metal & wood trellises; "green walls"; a wildflower meadow; and large expanses of lawn areas programmed for a variety of uses.

The City Vista Mixed-Use Retail and Housing Development was installed in 2008. This comprehensive streetscape design was the first to incorporate aspects of the Mt. Vernon Triangle Planning Guidelines—and set the precedent for



K Street Renovation  
Washington, D.C.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 70

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

the rest of the streetscape as it eventually undergoes revitalization. Ample pedestrian thoroughfares and generous planting beds, under a row of London plane trees, contribute to the verdant, dynamic character of this streetscape.

### **Development Challenges**

As part of the greater revitalization efforts of the Mt. Vernon Neighborhood, the City Vista project faced specific challenges. The rooftop courtyard 4/5 of an acre needed to provided the intimate space without suffering the disconnection between this open space and the residences above. The streetscape design went through a rigorous review and delivery process to accommodate NOMA design standards—but the firm's design made sure to offer unique store front experiences that did not deter from the dynamics of the space.

### **Outcome**

Its location and successful design solutions make this completed project a major building block in the city's plans to attract new residents and create a vibrant city life near the new Washington Convention Center, and Mt. Vernon neighborhood.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 71

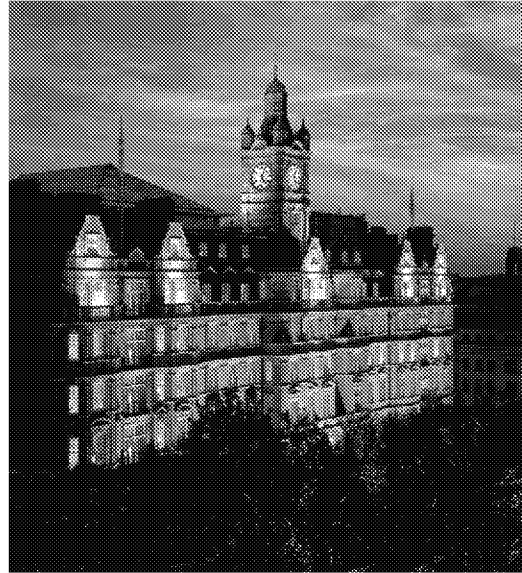
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## THE LANDMARK HOTEL

(Hirsch Bedner Associates)

### Project Facts

- **Property Type:** Residential, Hotel, and Retail
- **Location:** London, England
- **Date Acquired:** 1995
- **Building Breakdown:**
  - 308 Rooms Exterior
  - 117 different guest room types
  - Atrium
- **Amenities include:** restaurant, drawing room, pub, and winter garden
- **Development Team:** Owner/Developer: Lancaster Landmark Hotel Co., Ltd., Architect: Geoffrey Reid Associates & S' International Architects, General Contractor: Hazama Corporation, Landscapes: Siddeley's Landscapes Ltd., Purchasing: Purchase Service Ltd., Photography: Robert Miller, HBA Team: Susan Konkell, Sayeli Uysal, Hotel Operator: Lancaster Landmark Hotel Co., Ltd.



The Landmark Hotel, London, England



Atrium and Palm Court of the Landmark  
London, England

### Role of Developer / Background / Project Goals

Originally opened as The Great Central Hotel in 1899, The Landmark is one of the last great Victorian railway hotels located directly opposite Marylebone Tube Station, in Marylebone, one of London's most up-market districts. It is also within a short distance from Oxford Circus, Piccadilly Circus and the theatre district. The Landmark is a classic example of Victorian Gothic Architecture, most apparent on the exterior, which features icons, red brickwork and beautiful arch detailing. The hotel's design reflects the wealth and power of the era, with its own distinctive style and ambience, combining classic British elegance with a touch of the contemporary. The centerpiece of the hotel is the eight-story glass atrium, which can be viewed from all internal facing guestrooms. Originally the central courtyard area was designed as a drop-off for horse and carriage; this later turned into a dance floor and is now the site of the Landmark's Winter Garden restaurant.

#### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 72

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

### Major Project Goals Include

- **Meeting English Heritage:** HBA made it a point to design The Landmark to stand out amongst the vast number of traditional hotels in London. They took on a “fresh” approach for the project, but also kept in mind that the hotel had to meet English heritage standards and complement the original architecture. To meet these goals, HBA decided to develop a winter garden, the only one of its’ kind in London at the time. They also re-installed moulding in certain areas of the hotel to match the original moulding and added state-of-the-art facilities. HBA saw to it that the Landmark London is a unique combination of Victorian grandeur and 21st Century technology.
- **Careful Restoration:** Being a historical landmark in London, the hotel needed to be restored very delicately to its original opulence. HBA ensured that all materials were meticulously taken care of. This was a slow process, but well worth it. To this day, the hotel still retains the resplendence of gothic architecture: stained glass windows, beautiful wall murals and original working fireplaces.

### Development Challenges

**Musical Chairs:** During the renovation process, the hotel went through 4 separate Operators, 2 Architects, 2 Contractors, and 2 Owners. The constant change of management can be daunting for any design team, especially when it comes to different standards; not to mention planning and designing the 117 different guestroom types. No matter the challenges, HBA managed to stay on task, re-plan, and re-design for each management team until eventually all the pieces fell into place.

### Outcome

- **Notable Accomplishments, Awards, and Accolades:**
  - The Landmark London is a “five red star hotel”; a prestigious accolade that is rewarded to elite hotels in Great Britain and Ireland.
  - Winner of Outstanding for Afternoon Tea in London Hotel Club Awards 2011
  - The Green Tourism Business Scheme Gold Status 2011
  - Travel & Leisure Award for the World's Best Business Hotel 2009
  - Investors In People Award 2009
  - HotelClub Award 2008 for the Best Entertainment and Bar
  - AA Inspectors Choice Award 2007
  - AA Two Rosettes for the Winter Garden Restaurant
  - Conde Nast Traveller Gold List 2006 and 2005
  - 3 times winner of Best hotel in London

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 73

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## THE FULLERTON HOTEL

(Hirsch Bedner Associates)

### Project Facts

- **Property Type:** Restoration
- **Location:** Fullerton Square, Singapore
- **Date Acquired:** December 1997
- **Total Development Cost:** \$400 million
- **Building Breakdown:**
  - Entire Hotel
  - 400 Rooms (Including 21 suites)
- **Amenities include:** 9 story Atrium, The Atrium Courtyard Lounge, The Town Restaurant, The Post Bar and Jade, a Yin and Yang inspired Chinese Restaurant
- **Development Team:** Owner / Developer: Sino Land Company Limited Architect: Architect 61 PTE.,; Ltd:

General Contractor: Dragages Et Travaux Publics :  
 Lighting: Project Lighting Design: Lighting: Project  
 Lighting Design: Graphics: International Photography  
 Credits: Peter Mealin HBA Team: Andrew Moore,  
 Joe Rivera, Alicia Loo, Khairi Darus, Sandra Aulia,  
 Kenneth Lai, Norman Agleron Moore, Joe Rivera,  
 Alicia Loo, Khairi Darus, Sandra Aulia, Kenneth Lai,  
 Norman Agleron

### Role of Developer / Background / Project Goals

The owner/developers of one of Singapore's oldest, grandest buildings, a neo-palladian colonial Post Office edifice, challenged the designers at the Los Angeles and Singapore offices of HBA to convert the interior into a modern, contemporary hotel. The Fullerton Singapore was to reflect the energy and diversity of a "New Asia." HBA's Michael Bedner put together a design team that was historically aware, technically on the cutting edge and with just enough of a wild streak to create the 'surprises' the owners requested.



Atrium and Palm Court, The Fullerton Hotel  
Singapore



Grand Stair, The Fullerton Hotel  
Singapore

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 74

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



### Major Project Goals Include

- **Compete with the Best:** The stakes were high for Hirsch Bedner International when it was commissioned by the Far East Organization, Singapore's largest property developer, to transform the interiors into a grand luxury hotel. Beyond the obvious challenges and limitations associated with an architectural restoration, the project was decidedly high profile because it involved a revered landmark; for the locals, the restoration was seen as preserving a legacy. The building was built in 1928 by the Shanghai architectural firm Keys & Dowdeswell to celebrate Singapore's centennial. Past historical occupants were The Exchange, The Chamber of Commerce, Singapore Town Club and until most recently, tenants included the Inland Revenue Authority and General Post Office.
- **Integration & Connectivity with Community:** The Fullerton building in the past was the pride of the people. In 1958 on the balconies of the building, day to day its people went there to pay their taxes and handle their mail. The building's historical significance, classic architecture with its walls towering 120 feet from the ground, and a 400 foot frontage along the Singapore River, is the iconic landmark representing the founding of Singapore by Sir Stamford Raffles.

The Fullerton eminently suited for a grand hotel, is an icon of the New Asia Singaporean hospitality combining Eastern traditions and cultures with Western modernity and technology.

### Development Challenges

- **Working with the Original Architecture:** With the interiors of a British colonial-style structure that needed to be transformed, but the façade could not be altered, HBA had to re-think traditional design practices. The Fullerton project was an exercise in turning adverse situations into positives on many levels. This architectural conservation project was guided by Singapore's Urban Redevelopment Authority and Singapore Historical Society. HBA was challenged with preserving and restoring the heritage architectural features like moldings and cornices with only minor modifications. In some instances lighting had to be suspended from wall to wall with no ceiling-hung fixtures.
- **Creating a Grand Ballroom & Underground Parking Garage:** There were no large spaces within the building. The owner, 61 & DP Architects, HBA, and the contractors came together to carve a subterranean grand ballroom at the basement. This was the biggest challenge encountered on the project. Construction of the ballroom and the underground parking garage was very difficult because the traffic above on the roadways could not be stopped.
- **Room Types:** While most hotels have four to five typical guestroom configurations, The Fullerton had close to 100 different types due to the restriction imposed as a result of a triangular airwell footprint. The upside to this was that the guestrooms had 14 foot high ceilings, which was a dream to work with.

### Outcome

- **Notable Accomplishments, Awards, and Accolades:**
  - 2001 Conservation Category Winner by Singapore Institute of Architects
  - 2001 Architectural Heritage Award by Urban Redevelopment Authority of Singapore
  - 2006 Conde Nast Traveler – Top 100 Reader's Choice Wards – The Best in The World
  - 2006 Business Traveler Asia Pacific Award for Best New Business (Ranked Third) Hotel Asia Pacific

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 75

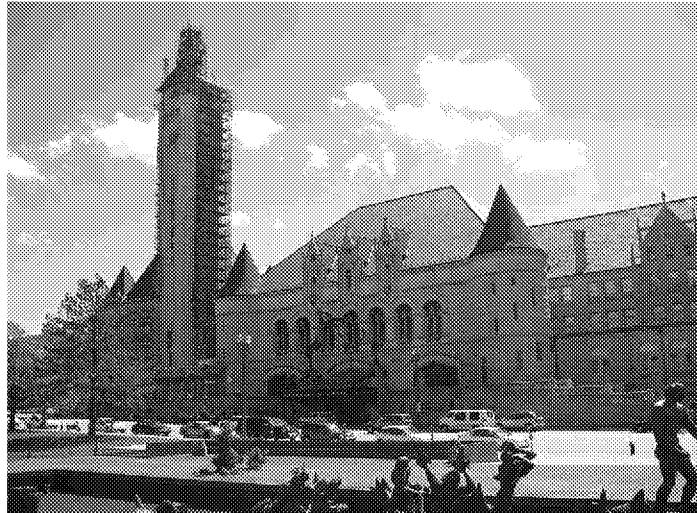
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## UNION STATION

(Hirsch Bedner Associates)

### Project Facts

- **Property Type:** Mixed-Use
- **Location:** St. Louis, Missouri
- **Date Acquired:** 1985
- **Total Development Cost:** \$150 million
- **Building Breakdown:**
  - 539 Room Hotel
  - Amenities include: shopping mall, restaurant, and food court



Union Station,  
St. Louis, MO

### Development Team

- Owner / Developer: Oppenheimer & Co.
- Architect: HOK Architects
- Restaurant: Philip George
- Graphics: Henry Biers
- Hotel Operator: Omni Hotels & Resorts

### Role of Developer / Background / Project Goals

St. Louis Union Station, a National Historic Landmark, is a passenger train terminal in St. Louis, Missouri. Once the world's largest and busiest train station, it was converted in the early 1980s into a luxury hotel, shopping center, and entertainment complex. At its height, the station combined the St. Louis passenger services of 22 railroads, the most of any single terminal in the world. At its opening, it was the world's largest and busiest railroad station and its train shed was the largest roof span in the world. In 1903, the station was expanded to accommodate visitors to the 1904 St. Louis World's Fair and in the 1940's, it handled 100,000 passengers a day. In 1985, after a 150 million extensive renovation, St. Louis Union Station celebrated its grand reopening as the largest adaptive re-use project in the United States featuring unique and exciting shops, restaurants, entertainment venues, and a hotel complex in the Head House.

### Major Project Goals Included

- **Combining Old and New:** Being a Historical Landmark, the building was to be fully restored to the grandeur of its first opening. HBA had to see to it that their designs combined with the historical architecture and newly built areas all flowed together as a single entity.
- **Sense of Place:** Like many HBA projects, the design team developed the interiors with the intent to provide the guest with a sense of place; the area of course being historic St. Louis. To do this they called in a local artist by the name of Margaret Tolbert to create paintings of notable areas and landmarks around St. Louis.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 76

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

This not only enhanced the overall guest experience, but the value of the space as well tying in other historic St. Louis landmarks.

### **Development Challenges**

- **Marrying New Construction with Historic:** The major challenge of the project was to create a link between the original materials and the new materials so that neither outshined the other. HBA decided that instead of trying to match the new areas to the original areas, they wanted to create something entirely different so that neither were competing, but instead complementing one another.

### **Outcome**

- **Notable Accomplishments, Awards, and Accolades:**
  - National Council for the Arts

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 77

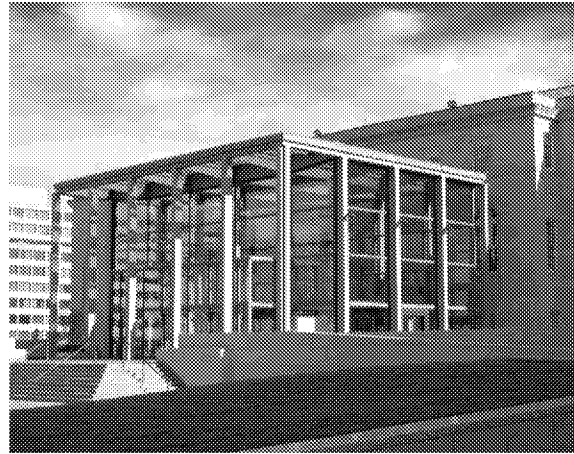
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**HISTORIC D.C. COURTHOUSE MODERNIZATION AND EXPANSION**

(Robert Silman Associates)

**Project Facts**

- **Property Type:** Federal Court Building
- **Location:** Washington, D.C.
- **Date Acquired:** N/A; Completed 2009
- **Total Development Cost:** \$130 million
- **Building Size:** 163,000 square feet
- **Building Breakdown:**
  - 100% Public Agency



New Entrance Pavilion, Washington, D.C.

**Development Team**

- Owner / Developer: General Services Administration
- Shell and Core Architect: Beyer Blinder Belle
- General Contractor: Hensel Phelps Construction Co.
- Operator: District of Columbia Courts

**Role of Developer / Background / Project Goals**

Significant not only because of its architectural merit and designation as a National Historic Landmark, the Old District of Columbia Courthouse is the oldest public building in the city, serving as a valuable artifact from our nation's storied history. Daniel Webster and Francis Scott Key practiced law in the building, and John Surratt was tried in the courthouse for his part in the assassination of



Historic Portico, Washington, D.C.

President Abraham Lincoln. The 1820's building first served as the District's City Hall and was then converted into a Superior Court Building before being left vacant in 1998. A modernization was envisioned to restore the courthouse to its previous grandeur, while at the same time, transforming it into a fully-functioning contemporary courthouse.

In 2002, RSA was selected as part of a design team to detail the restoration, renovation and expansion of the courthouse. To maintain the historic presence of the building on the site, it was necessary to construct the expansion spaces for the courthouse below grade. A permanent secant pile system was built following along the entire elevation and sections of the east and west elevations, freeing up extensive space for expansion, including the main mechanical space (extending thirty feet below grade), the below grade loading facility, a ceremonial courtroom and numerous support spaces. One significant obstacle to the excavation of the new ceremonial courtroom was that it was located beneath the courthouse's grand portico. In order to allow this, the original stone and brick support structure had to be removed – with the portico and stone colonnade remaining in place – and replaced with a steel framework to open the space below and support the historic entrance. Once the weight of the portico had been

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 78

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

transferred to the new system, all of the original masonry below could be removed to allow the excavation for the expansion to proceed.

### **Major Project Goals Include:**

**New Vertical Movement Core:** At the back (north) central section of the building, a new vertical movement core was needed through a section of the building's interior that was not considered historically significant. This core construction required the removal of all four levels of interior structure along with an interior excavation of twenty feet for the below-grade structure. The center section essentially became a façade retention project. As a part of the removal of the structure, and during the lowering of the foundations, long sections of the below-grade load bearing masonry walls were removed to create a true connection to the ceremonial courtroom located on the opposite (south) side of the structure. Combinations of heavy steel girders and story deep trusses were constructed in tight spaces and hard to access locations in order to provide new support for the masonry walls. Several locations had only eight foot wide corridors with less than three foot wide doors to bring in materials weighing thousands of pounds. To prevent cracking of the masonry walls during transfer of the loads, the new transfer members had to be pre-loaded to eliminate as much of the deflection as possible. This process involved close interaction with the engineers, contractors and inspections agencies to make sure that process was completed safely and effectively without over- or under-loading the structure.

**Below-Grade Expansion:** To maintain the historic presence of the building on the site, it was necessary to construct the expansion spaces for the courthouse below grade. The majority of this construction was done below the south plaza green space. Because the building surrounded the plaza on three sides and had no below-grade structure, a permanent earth retention system was designed to essentially follow the U-shape of the entire elevation and sections of the east and west elevations. This retention system, called a secant pile system, eliminated the need to underpin the foundation systems by trapping the soil below the existing building and creating an island for the building to rest upon. The retention system freed up extensive space that could be expanded into, including the main mechanical space extending thirty feet below grade, a below-grade loading facility, ceremonial courtroom and numerous support spaces. To assure that the system was properly constructed, the building was monitored throughout the duration of construction to make sure no excessive movements occurred.

**New Ceremonial Courtroom:** Another significant obstacle was the fact that the effective placement of the new ceremonial courtroom was in direct line of the central core. This meant the historic stone colonnade at the main portico would have to be undercut while maintaining the historic stone steps and a large patio. An approach was developed through value management considerations and brainstorming sessions with the design and construction team that involved the conservation and mapping of the stone patio and steps with the removal of the substructure.

### **Development Challenges**

- Coordination with other (future) projects planned for frontage on Judiciary Square

### **Outcome**

- **Notable Accomplishments, Awards, and Accolades:**
  - 2009 Mid-Atlantic Construction Government/ Public Project of the Year
  - 2009 District of Columbia Awards for Excellence in Historic Preservation, State Historic Preservation Officer's Award
  - 2009 AIA DC Chapter, Merit Awarding Historic Resources
  - 2010 SEA-MW Structural Renovations Over \$25 million, Outstanding Project Award
  - 2010 NCSEA Excellence in Structural Engineering Awards, Outstanding Project Award

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 79

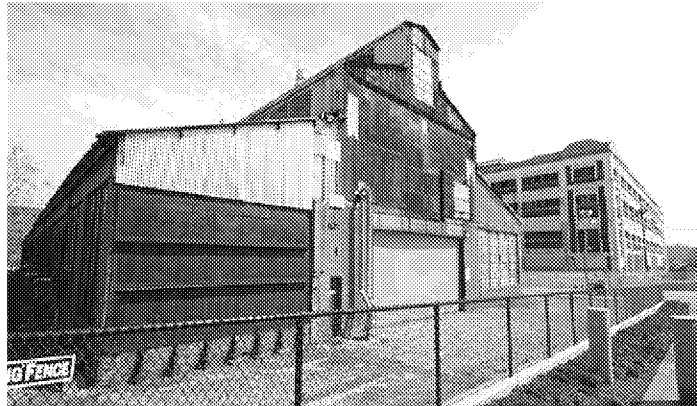
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**THE BOILERMAKER SHOP (BUILDING 167)**

(Robert Silman Associates)

**Project Facts**

- **Property Type:** Retail
- **Location:** Washington, DC
- **Date Acquired:** N/A
- **Anticipated Completion:** 3Q 2012
- **Total Development Cost:** \$20 million
- **Building Size:** 46,800 square feet
- **Building Breakdown:**
  - Retail heart of The Yards redevelopment
  - Approximately 34,500 square feet of retail space
  - Approximately 12,000 square feet of office space
- **Amenities include:** restaurant, retail shops. Recently announced restaurants will include a brewery/restaurant by Neighborhood Restaurant Group, Buzz Bakery, Huey's 24/7 Diner, Austin Grill Express and brb--be right burger™



The Boilermaker Shop (Building 167) before adaptive reuse, Washington, D.C.



Adaptively Used Boilermaker Shop (Building 167), Washington, D.C.

**Development Team**

- Owner / Developer: Forest City Washington
- Shell and Core Architect: Gensler
- Interior Fit-out Architect: Gensler

**Role of Developer / Background / Project Goals**

The Boilermaker Shop (Building #167) was an auxiliary building constructed between 1917 and 1919 by the Department of Public Works as part of the general expansion of the Navy Yard, necessitated by the United States' involvement in World War I. Once a former naval industrial building where boilers for Navy ships were manufactured, an expansive renovation and rehabilitation will convert this building into the retail heart of The Yards redevelopment, offering ground floor retail and mezzanine office space.

Robert Silman Associates performed an initial investigation of the structural, and is currently assisting with the adaptive reuse design of this building. The planned renovation will involve modifications and additions to the existing

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 80

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

building, requiring complete re-analysis of the structure and its pile and concrete foundations. In certain areas, new foundations are required. Additionally, a seismic evaluation of the structure is required, necessitating a determination of a Seismic Site Classification.

**Major Project Goals Include:**

- Develop economical structural solutions that conform to the best practices in historic preservation, and in accordance with The Secretary of the Interior's Standards and Guidelines for Rehabilitation.
- Create a vibrant new structure from this valuable historic resource, featuring the industrial character that defines the Navy Yard.

**Development Challenges**

- Coordination with D.C. State Historic Preservation Office (SHPO), the General Services Administration, and other agencies.
- Collaboration with the developer in developing schemes to suit various possible tenants.

**Outcome**

- Currently leased and proceeding to construction

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 81

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**GILMAN HALL, JOHNS HOPKINS UNIVERSITY HOMEWOOD CAMPUS**

(Robert Silman Associates & Lend Lease (US) Construction Inc.)

**Project Facts**

- **Property Type:** Higher Education / Office
- **Location:** Baltimore, MD
- **Date Acquired:** N/A; Completed 2010
- **Total Development Cost:** \$59 million
- **Building Size:** 146,000 square feet
- **Building Breakdown:** 100% Educational Use

**Development Team**

- Owner / Developer: Johns Hopkins University
- Shell and Core Architect: Kliment & Halsband Architects
- Interior Fit-out Architect: Kliment & Halsband Architects
- General Contractor: Lend Lease (US) Construction Inc.



Restored Exterior - Rear Façade, Baltimore, MD

**Role of Developer / Background / Project Goals**

Gilman Hall, the 1915 historic centerpiece of the Johns Hopkins University Homewood campus, was a beloved, yet inefficiently utilized academic building. Today, the newly renovated building has revitalized this important resource and added to its utility with new occupied spaces, reclaimed volumes of library stack space, new floors for an archaeology museum, and a new glass roof within the central courtyard.

Robert Silman Associates (RSA) provided structural engineering services for the renovation and revitalization of Gilman Hall. The structural design featured a grid-shell glass roof structure received by horizontal steel trusses which tie into the existing historic structural systems - an innovative integration of new with old. Modifications to existing floors, roof, and walls required preservation engineering and knowledge of historic structural systems to integrate new components and also to quantify the ability of the existing systems to meet proposed demand. The new construction within the atrium represented one of the greatest structural challenges in the project. Starting at the foundation level, a new excavation was made to insert a mechanical room below the foundation level of the existing atrium walls and columns. Careful coordination with the geotechnical engineer allowed for the design of lateral retention of soils without underpinning.

Now complete, Gilman Hall provides modern, upgraded classrooms with technological features consistent with those of a modern higher education campus facility. The Georgian-style icon's exterior has been restored, and its interior adapted into a new vibrant and unique public space.

**Major Project Goals Include:**

**Historic Preservation:** Evaluating the existing structure to achieve the proposed adaptive re-use required 'Preservation Engineering' - an RSA-term referring to specialized research and analysis using the knowledge of the evolving construction industry of nearly a hundred years earlier. While some original structural drawings were available, they were an incomplete mix of design and shop drawings. Detailed review of these documents revealed that several changes were instituted during the construction phase, and that some systems were substituted for

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 82

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



those shown on the design documents. After careful analysis of the proposed building modifications, a program of investigations was undertaken to establish the condition and capacity of the existing structure, as well as the feasibility and cost of various proposed revisions. Steel and concrete material tests were performed, and details were exposed using investigative probes. It was discovered that the building contained some of the earliest rolled shapes in the region, replacing the traditional structural members built from stock shapes and rivets more common at the time. Evaluating the strength of these members required research into the evolution of earlier design methodologies from the time of construction.

**Modern Upgrades:** The feasibility of replacing existing book stacks with new modern floor construction was carefully analyzed and a scheme was developed to avoid structural reinforcement of the major elements of the building structure. Similarly, the existing load bearing structure was analyzed as the design progressed to guide the designers to effectively reuse the existing structure to avoid unnecessary and costly reinforcement of the existing structure for current code provisions including seismic resistance.

**Façade Upgrades:** The historic exterior of the building, and the perimeter of the building's interior with its double loaded corridors and high clerestories, were both key defining features of the architecture. RSA assisted with the façade evaluation and the design of exterior repairs, and led the coordination with MEP distribution systems to assure that the interior bays were well coordinated, in order to maintain the high ceilings that allowed natural light to permeate deep within the building.

**New Interior Courtyard:** The center of the building consisted of an interior courtyard that had been partially infilled and was not well used. The design team, led by KlimentHalsband Architects of New York City, opted to create an adaptive re-use zone in the middle of the building. The courtyard was enclosed with an innovative glass roof system, and interior spaces were demolished. An excavation created room for a new below-grade mechanical basement, a climate controlled archaeology museum, and a vibrant circulation space. The new dynamic interior of the circulation space preserves the historic façade looking back up at the Clock Tower, while adding new facades of terra cotta over the other existing non-historic elevations. Additionally, a new entrance was added to a signature interior space: the large reading room opposite the Clock Tower.

**New Glass Gridshell:** For the development of the glass roof system, a light and elegant barrel vault 'grid arch,' RSA brought in specialty engineers SchlaichBergermann& Partner. A performance specification was developed to allow several specialty contractors to develop proposals for the final design. Lateral stability of this shallow structure was provided by the rigidity of a new horizontal roof trussed restrained against historic brick masonry walls that had been maintained for this purpose. The innovative roof system was designed for unbalanced snow drift conditions using stability analysis and designed to accommodate artwork hanging from below.

### Challenges

**Below-Grade Construction:** Perhaps the most challenging aspect of the project was the new below-grade construction beneath the new enclosed atrium. This 'microsurgery' was necessary in order to insert the new MEP systems within the footprint of the building. Existing foundations were carefully surveyed and analyzed to develop a system that could be retained by engineered sheeting, allowing for construction of an adjacent lower level without the cost of underpinning. The adjoining bays were also carefully lowered without underpinning to permit mechanical distribution to branch out beneath the lowest floor level and avoid coming up through the atrium. Construction activity was accompanied by active movement monitoring.

### Outcome

- **Notable Accomplishments, Awards, and Accolades:**
  - 2010 ACEC-MW, Engineering Excellence Honor Award
  - 2011 ACEC, Engineering Excellence National Recognition Award
  - 2011 SCUP Honor Award for Excellence in Architecture for Restoration or Preservation

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 83

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**90 WEST STREET**

(MG Engineering, PC)

**Project Facts**

- **Property Type:** Residential, Retail, Parking Garage
- **Location:** 90 West Street, New York, NY
- **Date Acquired:** 2003
- **Total Development Cost:** \$150 million (Estimated)
- **Building Size:** 360,000 square feet, 24-Story Building

**Building Breakdown**

- Built in 1907 in a Gothic-Inspired Style
- Dramatic Vaulted Lobby
- 410 Residential Rental Units
- Landmarked Building listed on the National Register of Historic Places
- Amenities Include: Doorman (24 hour), Parking Garage (attended), Elevators (5), Laundry, Club Room (with WiFi), Valet Services, Advanced Building Safety Systems

**Development Team**

- Owner / Developer: B.C.R.E. 90 West LLC
- Architect: H. Thomas O' Hara Architect, PLLC
- General Contractor: Levine Builders

**Background**

Prior to 9/11, 90 West Street was an office building. On that day it sustained substantial damage from the falling debris of the World Trade Center. Over a year later, this project led the redevelopment of the area with its conversion into a residential building.

**Role of Engineer**

MG Engineering was responsible for the preparation of Mechanical, Electrical, Fire Alarm, Plumbing and Sprinkler engineering documents associated with the project.



90 West Street Building, New York, NY



Restored Gargoyle at the Building Lobby

**Notable Accomplishments, Awards, and Accolades**

90 West Street was listed in the National Register of Historic Places, in recognition it has been granted high honors from the National Trust for Historic Preservation and New York's Landmark Conservancy.

2005 Best Adaptive Re-Use Project of the Year (NY Construction News)

**Development Challenges**

To maximize usable space while staying within the constraints of the landmark designation, mechanical equipment rooms were created at the rooftop / mezzanine levels, some with ceiling heights of approximately 6 feet.

Building steel and terracotta construction is not easily accommodating of new pipe chases riser shafts for residential functions.

## 303 THIRD STREET

(MG Engineering, PC)

### Project Facts

- **Property Type:** Residential
- **Location:** 303 Third Street, Cambridge, MA
- **Date Acquired:** 2004
- **Total Development Cost:** \$160 million
- **Building Size:** 800,000 square feet, Two 8-Story Buildings
- **Building Breakdown:** 260 Residential Units
- **Amenities Include:** Doorman (24 hour), Private Health Club, Indoor Swimming Pool, Library, Media Room, Wellness Center, Garage Parking, Landscaped Courtyard



303 Third Street Building, Cambridge, MA

### Development Team:

- Owner / Developer: Extell Development Company
- Architect: Cetra Ruddy, Inc.
- General Contractor: Lend Lease (US) Construction Inc.

### Role of Engineer

The Cambridge project consisted of the construction of an 800,000 square-foot residential complex at 303 Third Street in Cambridge, MA. Consisting of two eight-story buildings over common below-grade parking levels, the facility occupies an entire city block.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 86

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**MODA AKA QUEENS FAMILY COURTHOUSE**

(MG Engineering, PC)

**Project Facts**

- **Property Type:** Residential
- **Location:** 8914 Parsons Blvd., Queens, NY
- **Date Acquired:** 2005
- **Total Development Cost:** \$110,000,000 (Estimated)
- **Building Size:** 430,000 square feet, 12-Story Building
- **Building Breakdown**
  - 346 Affordable and Market Rate Rental Apartments
  - 20,000 square feet of Community Space
  - 40,000 square feet of Retail Space
  - 500 Space Underground Public Parking Garage
  - LEED Certified
- **Amenities Include:** Doorman (24 hour), Landscaped Gardens, Health Club



Rendering of the Facade - 171 ft. of Total Frontage along Parsons Boulevard & 372 ft. along 89th Avenue, Queens, New York

**Development Team**

- Owner / Developer: The Dermot Company
- Architect: FXFowle Architects
- General Contractor: Lend Lease (US) Construction Inc.

**Role of Engineer**

MG Engineering was responsible for the preparation of Mechanical, Electrical, Fire Alarm, Plumbing and Sprinkler engineering documents associated with the project

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 87

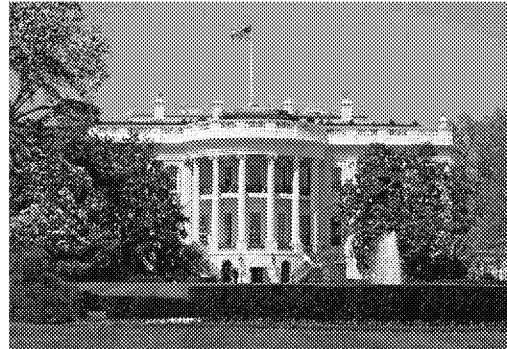
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## THE GREENING OF THE WHITE HOUSE

(Terrapin/Bright Green LLC)

### Project Facts

- **Property Type:** Mixed-use
- **Location:** Washington, D.C.
- **Date Acquired:** Project initiated in 1993; ongoing
- **Total Development Cost:** Undisclosed
- **Building Size:** White House: 600,000 square feet, West Wing: 65,000 square feet, East Wing: 35,000 square feet 6 Story building
- **Development Team:**
  - Owner / Developer: Federal Government, Clinton Administration
  - U.S. Department of Energy
  - U.S. General Services Administration
  - U.S. National Parks Service
  - White House Usher's Office / Office of Administration



The Greening of the White House saved thousands of dollars every year in energy and water costs. Most importantly, it helped to preserve one of the most important historic buildings in the country, and to make it a safer and healthier place for its current and future occupants.

### Background / Project Goals

Under the administration of U.S. President William Jefferson Clinton, Bill Browning and the Rocky Mountain Institute (RMI) led a joint non-governmental effort to improve the environmental performance of the White House complex in Washington, D.C. Working at the invitation of the Clinton White House and in partnership with the American Institute of Architects, Bill Browning assisted the Department of Energy (DOE) with an energy audit of the Executive Residence, the Old Executive Office Building, the grounds, and the East and West Wings. This audit examined the major systems that affect energy use: building shell, lighting, plug loads, and heating, ventilation, and air-conditioning (HVAC); it also addressed water use and efficiency. Bill also advised the Environmental Protection Agency (EPA) on an environmental audit that examined compliance with applicable regulations as well as opportunities for pollution prevention.

Following these audits, Bill and the AIA coordinated a 3-day design charrette involving federal employees and over 90 experts in architecture, interior design, engineering, building operations, and environmental concerns. The charrette produced short-term and long-term recommendations for improving energy efficiency and environmental performance. The recommendations emphasized actions that were cost-effective and that used commercially available, "off-the-shelf" technologies. The initiative produced a Phase 1 Action Plan on March 11, 1994. The DOE issued a follow-up report in November 1999 and another in 2001.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 88

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

### Major Project Goals Include

- **Establish the White House as a testing lab:** The project sought to use the White House complex as a laboratory for environmental improvement strategies for historic buildings. The primary target areas for the lab are to:
  - Reduce energy and water costs
  - Improve indoor air quality
  - Increase recycling

### Development Challenges

- **Coordinating with multiple government entities:** The project team coordinated efforts among the 26 agencies present within the White House, while doing retrofits in a continuously occupied building.
- **Historic conservation:** The project team has had to work with conservation societies that were extremely dedicated to preserving the historic integrity of the White House. Changing energy-inefficient fixtures that were deemed historic was very challenging. Such fixtures include windows, parts of the entrance, light bulb types installed in the 1950s, and large amounts of fire-proof asbestos (also installed in the 1950s) in the building's interior.
- **Coordinating across multiple administrations:** Keeping the retrofit project functional across the Clinton, Bush and Obama administration has been challenging. However, most components of the retrofits are still active.
- **Maintaining security:** Implementing retrofit measures while upholding security at the White House complex was a particular challenge given the number of individuals involved.

### Outcome

- **Notable Accomplishments, Awards, and Accolades:**
  - The recommendations that emerged from the audits and charrette resulted in \$300,000 in annual energy savings, \$50,000 annual water savings, increased recycling rates and improved indoor air quality.
- **Notable Quotations:** "We're going to identify what it takes to make the White House a model for efficiency and waste reduction, and then we're going to get the job done. I want to make the White House a model for other Federal agencies, for State and local governments, for business, and for families in their homes. Before I ask you to do the best you can in your house, I ought to make sure I'm doing the best I can in my house." **President Clinton, April 21st, 1993**

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 89

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**NATIONAL GEOGRAPHIC SOCIETY HEADQUARTERS**

(Terrapin/Bright Green LLC)

**Project Facts**

- **Property Type:** Institutional/Office
- **Location:** Washington, D.C.
- **Date Acquired:** Project initiated 2007 - ongoing
- **Total Development Cost:** TBD, ongoing
- **Building Size:** 4 building campus
- **Development Team:**
  - Owner / Developer: National Geographic Society
  - Carbon Footprinting: CTG Energetics
  - Energy Modeler: GHT Limited
  - Constructability Consultant: Davis Langdon



National Geographic Society Headquarters, Washington, D.C.

**Background / Project Goals**

An established leader in conservation, The National Geographic Society's (NGS) commitment to sustainable facilities management is evidenced by their recognition as a U.S. EPA Climate Leader, participation in the Energy Star program, offsetting 100% of their electrical use with green power, and becoming one of the original pilot projects in the United States Green Building Council's LEED for Existing Buildings program. In 2008, the organization reinforced this commitment by aggressively pursuing greenhouse gas reduction strategies for their corporate operations and facilities in hopes of achieving carbon neutrality for their headquarters complex in Washington, D.C. To reach their goal, NGS selected a group of experts to determine the feasibility of carbon neutrality.

Terrapin, working in collaboration with CTG Energetics and GHT Limited, produced a headquarters campus greenhouse gas and energy end-use study. The process began with a series of brainstorming sessions and energy audits to establish the size and nature of the campus carbon footprint. The resulting report focused on energy and carbon assessment and described the proportion of GHG emissions associated with each building operations, including the on-site combustion of natural gas, use of purchased electricity, commute and building-related transportation, water use, and solid waste generation and disposal. To achieve carbon neutrality on the complex, the Terrapin team advised NGS to consider a combination of long-term capital upgrades, operational improvements and engaged offsets.

**Major Project Goals Include**

- **Carbon Neutrality:** To create strategies to take the campus to carbon neutral over time.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 90

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



### Development Challenges

- **Constrained budget**
- **Historic Conservation:** Historic building preservation issues in downtown Washington, DC, posed a challenge in retrofitting an institutional facility such as this one.
- **Renewable Energy:** The campus included very limited area for any onsite renewable energy systems, due to the building design. This hurdle hampered the project's carbon neutral goal.

### Outcome

- **Notable Accomplishments, Awards, and Accolades:**
  - The project created a multi-year investment roadmap for NGS to phase capital improvements to both meet carbon goals and update or renovate facilities and systems.
  - Another positive outcome was the creation of a new vehicle for carbon offsets – Engaged Offsets – that makes renewable energy technologies more easily accessible to non-profit entities, with measureable benefits to the immediate community.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 91

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**THE RITZ-CARLTON, CHARLOTTE**

(Terrapin/Bright Green LLC)

**Project Facts**

- **Property Type:** Hotel
- **Location:** Charlotte, NC
- **Date Acquired:** October 2009
- **Total Development Cost:** Undisclosed
- **Building Size:** 218,000 square feet, 18-story building
- **Square Footage Breakdown:** 146-room Ritz-Carlton Hotel
- **Amenities:** 12,000 square feet of function space; a 13,000 square foot bi-level penthouse Spa & Wellness Center, Urban Sip wine and Scotch bar, coffee and tea shop, and a street side restaurant; green roof, rooftop beehives providing honey for the hotel, bike valet, and hybrid vehicles
- **Development Team:**
  - Owner / Developer: Bank of America Corporation
  - Architect: Smallwood-Reynolds-Stewart-Stewart & Associates Inc.
  - Interior Designer: Frank Nicholson, Inc.
  - Contractor: Balfour Beatty Construction RT Dooley
  - MEP: X-nth
  - Others: BVM Engineering, Inc., The Ritz-Carlton Boston Common, Colgate Development LLC, Lincoln Harris, Rodgers Dooley, Cole Jenest& Stone, G.R.G.Vanderweil Engineers Inc, HeedeSoutheast, Southern Pan Services Company, Stanley D. Lindsey & Associates, Ltd., Kubilins Transportation Group, Inc.



The Ritz-Carlton, Charlotte, NC

**Background / Project Goals**

As founding partner of Browning + Bannon, Bill Browning conducted a charrette to explore green building strategies for a five star hotel in Charlotte, North Carolina. Designed as part of a planned expansion of the Bank of America's headquarters complex, Ritz-Carlton wanted to create a sustainable and healthy atmosphere for their guests. By focusing efforts on back-of-house water and energy conservation and indoor air quality, this modern and environmentally responsible hotel uses 30% less energy than conventional hotels. Water usage was reduced by 35% by installing water-saving fixtures and allowing guests to opt out of the fresh daily linen service. Outside air is circulated at 60 cubic feet per minute, greatly improving the air quality for guests and staff alike.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 92

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Major Project Goals Include:**

- **LEED Gold:** Achieving LEED Gold certification, which is the Bank of America's minimum requirement for all new development.

**Development Challenges**

- **Corporate Branding:** Developing strategies to achieve LEED Gold within the very rigid standards of the Ritz-Carlton Hotel brand was a project challenge.



Guestroom at The Ritz-Carlton, Charlotte, N.C.

**Outcome**

- **Notable Accomplishments, Awards, and Accolades:**
  - The first Ritz-Carlton hotel to achieve LEED Gold certification from the U.S. Green Building Council
  - Corporate meeting planners across the country are looking for green locations to book events, and as a result, The Ritz-Carlton, Charlotte enjoys the highest occupancy rates of any Ritz-Carlton.
  - The hotel building uses 30% less energy than a conventional hotel through use of ultra-efficient materials and the latest construction technology. The hotel is also working with a green power supplier to purchase 35% of the building's electricity use for its first two years of operation, and on Saturday evenings, the hotel briefly dims its Lobby lighting in a salute to candle power and simpler, more energy-efficient ways of illumination.
  - Guest room air quality is optimized by circulating large amounts of outside air into rooms and suites, and interior use of low-emitting volatile organic compound (VOC) paints, adhesives and carpets consistently reduces indoor air contamination.
  - Water usage is reduced by 35% by the use of high-efficiency plumbing fixtures, saving approximately 700,000 gallons of water a year.
  - All irrigation for hotel plants utilizes captured rainwater from 1 Bank of America Center storage tanks.
  - More than 80% of the hotel's construction waste was recycled, diverting 3,900 tons of debris from area landfills.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 93

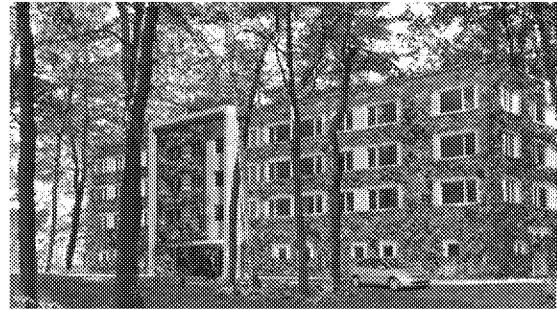
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**STARWOOD ELEMENT GREEN GUIDELINES**

(Terrapin/Bright Green LLC)

**Project Facts**

- **Property Type:** Hotel
- **Location:** Worldwide
- **Date Acquired:** November 28th, 2006
- **Total Development Cost:** \$224,845
- **Building Size:** 79,035 square feet, 4-story building
- **Development Team:**
  - Owner / Developer: Starwood Hotels
  - Energy Modeler: CTG Energetics
  - MEP Strategy: Lehr Consultants International
  - LEED Certification Component: YRG Consultants



Starwood Element

**Background / Project Goals**

At one time, visiting a hotel meant experiencing the latest in building innovation – from indoor plumbing to residential air-conditioning. When it comes to green, high-performance buildings that offer superior occupant health and comfort, no worldwide hotel chain has yet seized on the opportunity to introduce the public to the next round of building innovation. In 2006, Starwood Hotels, a major international hospitality corporation, asked Terrapin to develop guidelines to help them create Element – a new ‘green’ brand of hotels. Since this new brand would potentially have locations worldwide, recommendations would include strategies tailored to five different climates: cold, mixed-humid, hot-dry/mixed-dry, hot-humid, and tropical.

Working with the client’s design team and brand managers, the Terrapin team analyzed the client’s existing hotel prototype design. The team applied concepts of whole-systems thinking and creative mechanical engineering to identify opportunities for energy savings and optimum building performance. In addition to decreasing the new hotels’ environmental impact, the recommended strategies will translate into cost-saving paybacks in the form of reduced energy bills and potentially expedited permitting. The team also explored concepts of biophilia in its recommendations, showing the client how to create a closer connection to the natural environment and enhance the visitor’s sensory and perceptual experience.

As the second phase of this project, Terrapin also drafted a comprehensive set of guidelines for the design, construction, furnishing, operation, and maintenance of the hotel facilities. The guidelines draw from a broad survey of established best practices in green building and hospitality operation, as well as the expertise and insight of Partners and staff. As a result, Starwood will be the first American hospitality corporation to launch a comprehensive environmentally-conscious brand with guidelines for design, construction, and operations. An educational section in the operational guidelines is a critical component, included as a means to raise awareness among guests and ensure competent implementation by the staff. As an example of leading-edge sustainable design standards, the Element green guidelines for hotel properties will hopefully serve as an influential example for the entire industry.

SECTION I: Experience and Past Performance of Developer and Developer’s Key Personnel | 94

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Major Project Goals Include:**

- **Improve energy and environmental performance:** One of the project goals was to reduce the large amount of energy that Starwood used on a daily basis, so as to lower the cost of operation over the long-term. Since the Element hotels are also located mainly in dense, urban areas that offer a wide variety of competitors, improved environmental performance makes the brand more efficient and attractive to a potential guest.
- **Establish standards for purchases of franchises:** Another project goal was to create a scalable, internal model of sustainability and environmental performance to help Starwood Element become an industry leader in environmentally friendly hotel chains.

**Development Challenges**

- **Varied climate types:** A main challenge to the project team was to design a universal prototype, and then modify it to fit five different climate types.
- **Coordinating across multiple disciplines:** Another significant challenge was producing a set of guidelines that could be used and understood by multiple users, owners and operators.

**Outcome**

- **Notable Accomplishments, Awards, and Accolades:**
  - Starwood Element is the first entirely LEED certified brand of hotels.
  - A successfully scalable model for Starwood Element Hotels allowed the adoption of components of the Element Standards into other Starwood brands.

**GILMAN HALL, JOHNS HOPKINS UNIVERSITY HOMEWOOD CAMPUS**

(Lend Lease (US) Construction Inc. and Robert Silman Associates)

**Project Facts**

- **Property Type:** Higher Education, Historic Renovation
- **Construction Completion:** 2010
- **Construction Value:** \$59 million
- **Building Size:** 146,000 square feet
- **Project Team:** Owner/Developer: Johns Hopkins University; Architect: R.M. Kliment and Frances Halsband Architects



Restored Exterior Façade of Gilman Hall, Baltimore, MD

Lend Lease provided Preconstruction and Construction Management services for the complete renovation of Gilman Hall, an iconic building on Johns Hopkins University's Homewood Campus.

Home to the Krieger School of Arts and Sciences, Gilman Hall is the original campus building. Approximately 100 years old, this historic structure is important to the history of the institution. This five (5)-floor, 180,000 square feet mixed-use project included the renovation of classrooms, tenured faculty offices, bookstore, student services, and a historic library.

The project is highlighted by the renovation of several noteworthy spaces, including the "Hutzler Reading Room," which serves as the 24-hour study lounge on campus and was the original library facility at Johns Hopkins University. The renovation emphasized the preservation/ restoration of the classic stained glass and wood window systems. The project also included the renovation of the "Archeological Collection" room.

In addition to the renovation of existing spaces, the team installed a new grid shell skylight dome system in the atrium area that provides the building with natural light. The project included the entire replacement of all mechanical, plumbing, electrical, and fire protection systems. In addition, the project included exterior restoration of building facade, slate roof renovations, and replacement of all copper batten seam and dome roofing systems.

This project began in May 2007 and was completed July 2010.

**Role of Contractor:** Lend Lease provided Preconstruction and Construction Management services for the Gilman Hall renovation project

**Project Goals:** The Johns Hopkins University — Gilman Hall project is targeting a LEED Silver Certified rating. The following are a few sustainable elements included in the project:

**Waste Reduction**

- To reduce resource use and waste to landfill, this project has targeted 75% diversion of construction and demolition waste from land fill.

**Indoor Environment Quality**

- To optimize the quality of the indoor environment for future tenants, the building has operable windows.
- All adhesives, sealants, paints and coatings and carpet products are low – VOC (low odor).

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 96

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

- Lend Lease developed and implemented a Construction IAQ Management Plan that is protecting the HVAC system from dust during construction, protected materials from moisture damage and prohibited smoking in the building after wall board installation.

The project also had a minimum MBE participation goal of 13%. This goal was met.

### Project Challenges

- **Challenge:** Portico restoration including cataloging, removal, restoration and replacement of all existing stones
- **Resolution:** Lend Lease had to manage off-site storage of material, inventory, and insurance for warehouse being stored. Lend Lease ensured nothing was broken during this process of removal and reinstallation.
- **Challenge:** Preservation of existing interior marble for reuse in the atrium
- **Resolution:** As with the portico restoration mentioned above, any extra stock was turned over to the owner to make donor signage.
- **Challenge:** Removal, restoration and replacement of stained glass windows in Hutzler Room
- **Resolution:** As with the portico restoration and preservation of existing interior marble, Lend Lease managed off-site storage and transportation. These windows were very old and delicate and already had many cracks and missing pieces. The windows were taken to the restoration shop and repaired there. Lend Lease and the Owner took many trips to the shop to document and monitor this process. Samples were also produced to ensure we had an end product that was acceptable to the owner. Most of the cracked glass was replaced with an exact replica.
- **Challenge:** Restoration and replication of interior light fixtures
- **Resolution:** These lights also required special restoration at lighting warehouse in Virginia for replication and restoration. As with the other material preservations, Lend Lease and the Owner monitored throughout the process with samples and factory visits.
- **Challenge:** Salvage, restoration and replication of interior millwork and accents throughout
- **Resolution:** These areas were protected from the start of the project. Lend Lease managed the entire process through the demolition to ensure no damage came to any of the original millwork. Near the end of the project, the project team uncovered and restored onsite.
- **Challenge:** Restoration of existing clock tower and clock
- **Resolution:** Working at height was difficult, extensive safety measures were adhered to, to ensure the safety of all workers. Scaffolding surrounded entire building, lead paint was encapsulated and removed and later restored with new paint. The clock tower milk glass and clock hands were also replaced by a special clock restoration subcontractor. This area was not installed until the last minute to avoid any damage throughout the rest of construction. Medallions were also replicated on the exterior of the clock tower that had been damaged in the past.
- **Challenge:** Total restoration of the exterior shell
- **Resolution:** A complete full building scaffolding system was built. This helped protect the workers from height and let them work more efficiently. Lend Lease and the Owner had weekly walks to ensure the building was being restored according to the vision of the Owner and the design team. Many sample and test spots were done to ensure proper preservation.
- **Challenge:** Installation of new grid shell skylight dome in the atrium open area
- **Resolution:** This feature was specifically important to the project and the donor. Lend Lease assure materials were present in the factory and were manufactured correctly. The skylight components were delivered and installed on the ground in bays and lifted into place. This was much safer than workers trying to install at such a great height. The project team built an entire "dance floor" scaffolding system in the center of the atrium to support this work and keep the workers safe.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 97

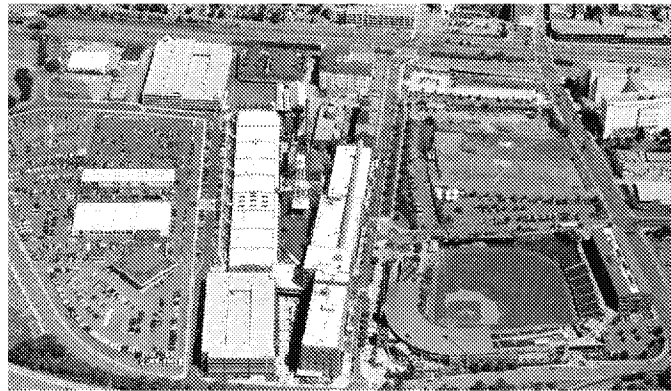
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**AMERICAN TOBACCO**

(Lend Lease (US) Construction Inc.)

**Project Facts**

- **Property Type:** Mixed-Use, Historic Renovation, Adaptive Reuse
- **Construction Completion:** 2004
- **Construction Value**
  - \$65+ million — Historical Renovation
  - \$27 million — Parking Decks
  - \$9.8 million — Miscellaneous Work
- **Building Size**
  - 163,782 square feet — Fowler Building
  - 86,114 square feet — Crowe Building
  - 141,916 square feet — Strickland Building
  - 80,850 square feet — Reed Building
  - 144,000 square feet — Washington Building
  - 1,160 spaces — North Deck Parking
  - 1,180 spaces — South Deck Parking



American Tobacco, Durham, NC

**Project Team**

Client/Developer: Capitol Broadcasting Company

Architect: Belk Associates

**Role of Contractor**

Lend Lease provided Preconstruction and Construction Management services for the American Tobacco project. We also provided Design-Build services on the MEP and structural components on the parking decks. Lend Lease provided General Construction services for some scopes of work due to size and complexity of them. Lend Lease did self-perform some work due to lack of trades.

**Project Goals**

The American Tobacco project had an MWBE goal of 17% which was exceeded with a 21% MWBE participation.

**Project Challenges**

For the American Tobacco historic renovation project, there were three main scopes of concern: Historic Wood Renovation, Masonry Renovation and Windows Renovation. Lend Lease worked closely with the architect and State and Federal historical review boards to work through design and procurement of all needed materials. Actual work was performed by multiple trades, both subcontracted and self-perform tradesmen of Lend Lease. Lend Lease hourly staff was totaled around 130 hourly employees on this project.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 98

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



**Notable Accomplishments, Awards, and Accolades**

In 2007 the American Tobacco project received a Gold award by the Brick Industry Association (BIA). Judging of the award was completed by architects and landscape architects from around the U.S. and was based on quality and diversity of entries. Winners were chosen from across the country and the Best in Class awards were given to the top six projects. Additionally, Gold, Silver, and Bronze awards were given to runner ups based on their scores totaling in the top percentages of their respective categories. The manufacturer was Pine Hall Brick and work was performed by Fred Adams Paving Company.

Four projects from the American Tobacco campus also received Gold Awards for Safety Achievement from the North Carolina Department of Labor, its highest annual award. This is a special honor due to the fact that a large part of the work was being self-performed. The projects included:

- American Tobacco Company — Site Improvements Phase 3A/3D
- American Tobacco Company — Management Office
- American Tobacco Company — North Carolina Rail Road Lot Improvements
- American Tobacco Company — Power House

**Community Outreach and Connecting Locally**

Mike Higgins, project Superintendent, appeared as a guest speaker at an American Tobacco Historic District event, hosted by engineering and technology students from the Riverside High School in the Durham Public School District. Mike discussed the challenges of transforming an abandoned, rundown historic property into the now vibrant, heart and soul of downtown Durham. Mike's humor entertained the students as he addressed construction issues and presented construction progress pictures, illustrating the transformation of the rundown, but historically rich facility.

**GEORGETOWN INCINERATOR**

(Lend Lease (US) Construction Inc.)

**Project Facts**

- **Property Type:** Mixed-Use, Adaptive Use
- **Construction Completion:** 2003
- **Construction Value:** \$118 million
- **Building Size:** 650,000 square feet
- **Project Team:** Owner/Developer: Millennium Partners EastBanc; Architect: Gary E. Handel & Associates and Shalom Baranes Associates; Hotel Operator: Ritz Carlton



Georgetown Incinerator, Washington, D.C.

Lend Lease provided Preconstruction and Construction Management services for this 650,000 square feet upscale mixed-use development in Washington, DC. The project includes an 86-room Ritz-Carlton Hotel, 28 luxury residences, 14 Loews Theatres (3,000 seats), 10,000 square feet of retail, and parking facilities. The project also encompasses the restoration of existing structures that were once an incinerator and smokestack.

On July 16, 1999, District of Columbia Mayor Anthony Williams announced the sale of the Georgetown Incinerator to Millennium Partners/EastBanc and the commencement of construction on this site. Much of the block as well as the incinerator had long been neglected. Tall grass and dense bushes filled in empty spaces, and some of the buildings were run-down. Mayor Williams announced to the audience assembled for the event that the new complex would bring 352 permanent jobs, \$3 million in taxes during construction, and \$8 million in annual taxes to the City when completed. The announcement also celebrated the preservation of the historic residence, owned by the first mayor of Georgetown, The Brickyard Hill House (circa 1800).

Immediately after the Mayor's announcement, the home was moved across the street for preservation. It took 14 minutes to move the 80-ton white frame Brickyard Hill House atop the bed of an 18-wheeler. The truck made a 40-degree turn to avoid hitting an office building on one side and brick row houses on the other. Moving the house was particularly challenging because it is more than 200-years-old and constructed of wood and brick. Brick is more difficult to move than wood because wood will give whereas brick will not. The house was eventually returned to the site, restored, and incorporated into the project. Two smaller houses, one brick and one wood, were also moved from the development site to the same parking area. These houses were later incorporated into the project as well.

The incinerator, with its tall, red brick chimney, has been a prominent "landmark" in the area since the District government built it in 1932. Georgetown residents insisted the city construct an attractive building with nice landscaping. When completed, the art deco structure drew national attention for its architecture and efficient burning system. Until now, the cavernous building had been vacant since it closed in 1971. Once restored, the existing incinerator and smokestack became public areas of the new Hotel.

Additional interesting project facts and features include:

- Excavation was 75 feet deep, 35 feet below-level of the Potomac River
- Rock — 100,000 cubic yards blasted and removed continuously over a six-month period
- Support and restoration of the existing smokestack was needed while blasting and concrete operations occurred 50 feet below
- Smokestack was converted into a conference room for the new Hotel

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 100

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

- Restoration of the turn-of-the-century brick structure serves as the project's Central Lobby
- 30,000 handmade shapes of brick were incorporated into the façade
- Loews Theater entry features sloped glass curtain wall
- Double-layered construction protecting Theater auditoriums from exterior courtyard roof above
- Custom skylight system encloses two (2) residential towers and the base of the smokestack incorporated into the Theater's main lobby
- Majority of Hotel rooms are Suites
- High level finishes throughout, including the Residences, Potomac Room, and Presidential Suite
- Industrial finishes for the Hotel bar and restaurant
- Luxury condominiums range in size from 2,000-5,000 square feet; all designed with views of the Potomac River
- Extensive sitework with stone walls and mature plantings were incorporated into the site

**Role of Contractor:** Lend Lease provided Preconstruction and Construction Management services.

### **Project Challenges / Construction Issues and Resolutions**

The project was the deepest excavation in the city with the exception of WMATA. In addition, to this deep excavation, the excavation needed to be completed around the historic incinerator that was scheduled to be renovated.

To address this obstacle, the project relocated existing historic houses from the project site and stored them in an adjacent lot and then relocated them adjacent to the historic incinerator once excavation was complete.

### **Notable Accomplishments, Awards, and Accolades**

2001 Washington Building Congress Craftsmanship Award Winner; Site Preparation and Excavation

2002 Washington Building Congress Craftsmanship Award Winner; Cast in Place Concrete

2003 Washington Building Congress Craftsmanship Award Winner; Electrical

### **Community Outreach and Connecting Locally**

Lend Lease hosted monthly Town Hall meetings with the community to keep them informed with the progress of the project.

The Lend Lease project team also participated in community service event in the surrounding neighborhood.

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 101

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## Virginia State Capitol Renovation

(Aon Risk Solutions)

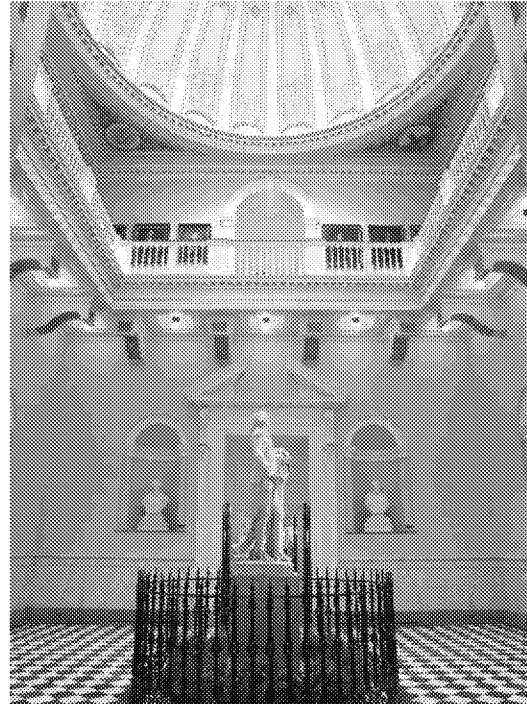
### Project Facts

- **Owner:** Virginia Department of General Services
- **Client:** RMJM Group
- **Project Cost:** \$105.1 million
- **Project Schedule:** Completed 2008

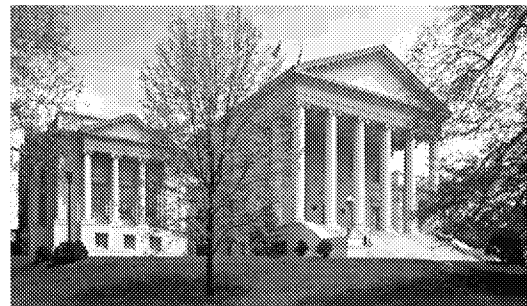
### Services Provided

- Building and Fire Code Analysis
- Fire Sprinkler System Design
- Code Conflict Resolution
- Code Equivalency Documentation
- Consultation and Negotiation with Authorities
- Design Team Code Consultation
- Fire Growth Modeling
- Exit Review and Analysis
- Construction Services/Administration

Aon Fire Protection Engineering (Aon FPE), formerly Schirmer Engineering, was the fire protection engineer and building code consultant on the project team providing fire/life safety consultation and analysis, building code and accessibility consultation, and fire suppression system design services for the approximately \$105.1 million restoration and expansion of this historic structure. The Virginia State Capitol Building is a four-story structure consisting of approximately 91,000 gross square feet of floor area with the construction of a new two-story below-grade visitor's center. Aon FPE's work included preparation of a building code and accessibility requirements report; a fire hazards analysis of the building consisting of computer fire modeling and timed-egress analysis, evaluation of smoke spread, and establishing emergency ventilation capacities; developing alternate means of code compliance options; assisting in negotiations with building officials; and general life safety and building code consultation.



Virginia State Capital Renovation  
Richmond, VA



Virginia State Capital Renovation  
Richmond, VA

### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 102

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## United States Supreme Court Renovation and Modernization, Washington, D.C.

(Aon Risk Solutions)

### Project Facts

- **Owner:** The United States Government
- **Client:** RMJM Group
- **Project Cost:** \$85 million
- **Project Schedule:** Ongoing

### Services Provided

- Building Code Analysis
- Fire Sprinkler System Design
- Fire and Life Safety Consulting
- Fire Growth Modeling
- Historic Preservation
- Life Safety Evaluation



United States Supreme Court, Washington, D.C.

Aon Fire Protection Engineering (Aon FPE), formerly Schirmer Engineering, is the fire protection engineer and building code consultant on the project team as part of this \$85 million building renovation and modernization. The United States Supreme Court is a five-story above-grade building with a basement consisting of approximately 390,000 square feet of gross floor area. The building is a national historic structure and is provided with open monumental egress creating a single building volume. Numerous issues/building features required the development of code equivalencies to maintain the historic fabric of the building, while maintaining an acceptable level of life safety. Aon FPE also provided standpipe and sprinkler system design. Fire sprinkler design services included the placement of sprinklers in highly ornamented and decorative spaces, with the extensive use of archaic materials. Throughout the project, Aon FPE has provided the technical support for code equivalencies and has been involved in negotiations with the Authority Having Jurisdiction (AHJ), the Architect of the Capitol (AOC), and the Justices of the Supreme Court.

### SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 103

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**W HOTEL**

(Aon Risk Solutions)

**Project Facts**

- **Owner:** Istithmar Hotels Washington, LLC
- **Client:** Jones Lang LaSalle / BBG-BBGM
- **Project Cost:** Unknown
- **Project Schedule:** Completed 2009



W Hotel, Washington, D.C.

**Services Provided**

- Fire, Life Safety, and Building Code Consultation, including Means of Egress Consultation
- Consultation and Negotiation with Authorities Having Jurisdiction
- Alternative Methods of Code Compliance
- Design Team Code Consultation
- Detailed Code Summaries / Building Code Analysis

Aon Fire Protection Engineering (Aon FPE), formerly Schirmer Engineering, provided fire protection, life safety, and building code consulting services for the renovations to the Hotel Washington. The Hotel Washington, now a W Hotel, is an existing 12-story high-rise, 345-room hotel located in Washington, D.C., overlooking the White House and the George Washington Monument. The building was originally constructed circa 1888 and was converted into a hotel circa 1917. Hotel Washington is the oldest operating hotel in Washington, D.C., and is a registered historic structure.

Aon FPE provided extensive consulting services to the design team with regard to the simultaneous application of construction codes applicable to both new construction and existing buildings. Other services included evaluating both new and existing means of egress features and identifying alternative methods of code compliance where strict application of the applicable codes to certain existing conditions were not feasible. Through the course of the project, Aon FPE worked closely with local building and fire officials on numerous matters, including optimizing occupant loads and egress for the well known Altitude Ballroom overlooking the White House grounds.

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 104

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**c. Project references**

All of the following project references are interested in speaking with the representatives from the GSA in relation to the experience working with The Trump Organization and the development team. Please feel free to contact them at your convenience. If prioritizing, please contact the references for Trump found at the beginning of the list.

<b>Team Member with Reference</b>	<b>Project</b>	<b>Reference</b>
The Trump Organization	Trump International Hotel & Tower Chicago	<b>David Goodman</b> Director, Deutsche Bank Securities 60 Wall Street, 10 <sup>th</sup> Floor New York, NY 10005 Phone: 212.250.0136 Fax: 732.544.6375 david.goodman@db.com
The Trump Organization	Trump International Hotel Las Vegas	<b>Phillip Ruffin</b> President, Ruffin Companies 1522 S. Florence Wichita, KS 67209 Phone: 316.942.7940 Fax: 316.942.0216 philruffin@ruffinco.com
The Trump Organization	Trump World Tower	<b>Brian Harris</b> Formerly of UBS Current CEO, Ladder Capital 600 Lexington Avenue, 23 <sup>rd</sup> Floor New York, NY 10022 Phone: 212.715.3171 Fax: 212.715.2199 brian.harris@laddercapital.com
The Trump Organization	Trump Park Avenue	<b>John Myers</b> Retired President and CEO of GE Asset Management 326 Hillside Road Fairfield, CT 06824 Phone: 203.520.3665 Fax: 203.292.7140 jmyers@angelogordon.com
Arthur Cotton Moore/Associates PC	Old Post Office	<b>James Stewart and Andrea Mones</b> No longer with GSA and contact information unavailable
Arthur Cotton Moore/Associates PC	Restoration of the Library of Congress	Arthur Cotton Moore was hired by George M. White FAIA, Architect of the Capitol, and also worked with Daniel Boorstin, Librarian of Congress. Both are deceased.
Arthur Cotton Moore/Associates PC	The Portals Complex	<b>Steven Grigg</b> President and CEO Republic Properties Corporation 1280 Maryland Avenue, SW Suite 280 Washington, DC 20024 Phone: 202.552.5300 Fax: 202.552.5320 sgrigg@republicpropertiescorp.com

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 105

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

<i>Team Member with Reference</i>	<i>Project</i>	<i>Reference</i>
WDG Architecture, PLLC	The Portals Complex	<b>Steven Grigg</b> President and CEO Republic Properties Corporation 1280 Maryland Avenue, SW Suite 280 Washington, DC 20024 Phone: 202.552.5300 Fax: 202.552.5320 sgrigg@republicpropertiescorp.com
WDG Architecture, PLLC	National Harbor	<b>Jeffrey Resetco</b> (Formerly with the Peterson Companies during the project) Director of Construction and Development Education Realty Trust 906 Enderby Drive Alexandria, VA 22302 Phone: 571.259.3656 Fax: unavailable jresetco@edrtrust.com
WDG Architecture, PLLC	U.S. Coast Guard Headquarters	<b>James Fortinsky</b> Project Manager U.S. General Services Administration 2701 Martin Luther King Jr., Avenue Building 40 Washington, DC 20032 Phone: 202.329.1545 Fax: unavailable James.fortinsky@gsa.gov
John Cullinane Associates, LLC	Governors Island	<b>John N. Marcic</b> U.S. General Services Administration 26 Federal Plaza 1609 New York, New York 10278 Phone: 212.264.4372 Mobile: 917.887.4983 Fax: unavailable john.marcic@gsa.gov
John Cullinane Associates, LLC	Young Hall	<b>William Sweeney</b> Principal, Design Director Carlisle, PA Phone: 719.491.8098 Fax: 856.988.5817 bsweeney@mmhusa.com
John Cullinane Associates, LLC	Navy Northwest	<b>Russell Maynard</b> Phone: 484.645.7262 Fax: 856.988.5817 maynard@mmhusa.com
Lee and Associates Inc.	Ciragan Palace Hotel Kempinski	<b>Steven Martin (retired)</b> Chairman Sanergy Investments, LLC PO Box 213183, Dubai UAE Phone: +9714.321.7714 Fax: +9714.321.7716 smartin@sanergy.net smartin8637@hotmail.com

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 106

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



Team Member with Reference	Project	Reference
Lee and Associates Inc.	Korean Ambassador's Residence	<b>Michael J Rogers, PE</b> Programs & Project Management Division U.S. Army Corps of Engineers, Baltimore District 10 South Howard Street Baltimore, MD 21203 Phone: 410.962.3528 Fax: 410.962.9312 michael.j.rogers@usace.army.mil
Lee and Associates Inc.	City Vista + K Street Renovation	<b>Marc Dubick</b> Principal Duball, LLC 11111 Sunset Hills Road, S-200 Reston, VA 20190 Phone: 703.860.0901 Fax: 703.860.0905 dubickm@duball-llc.com
Hirsch Bedner Associates	Landmark	<b>Robert Rimell</b> 3DReid Architects Formerly Geoffrey Reid Associates West End House 11 Hills Place London W1F 7SE Phone: +44(0)20 7297-5600 Fax: +44(0)20 7297-5601 Email unknown
Hirsch Bedner Associates	Fullerton	<b>Philip Ng</b> CEO (Owner) Far East Organisation 14 Scotts Road #06-00 Far East Plaza Singapore 228213 Phone: 011.65.6734.9825 Fax: unavailable philipng@fareast.com.sg
Hirsch Bedner Associates	Union Station	<b>Margaret Tolbert:</b> Phone: 352.375.7407 or 352.328.6318 Fax: unavailable mtolbert@mac.com
Robert Silman Associates	Historic DC Courthouse	<b>Joseph E. Sanchez, Jr.</b> Capital Projects & Facilities Management Officer District of Columbia Courts 616 H Street, NW – Sixth Floor Washington, D.C. 20001 Phone: 202.879.2801 Fax: unavailable sanchezj@dcsc.gov
Robert Silman Associates	The Boilermaker Shop (Building 167)	<b>Alex Nyhan</b> Development Manager Forest City Washington 1615 L Street, NW, Suite 400 Washington, D.C. 20036 Phone: 202.496.6600 Fax: 202.496.6648 alexnyhan@forestcity.net

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 107

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Team Member with Reference	Project	Reference
Robert Silman Associates	Gilman Hall, Johns Hopkins University	<b>Jim Miller, AUA, AIA, LEED AP</b> University Architect Johns Hopkins University Design & Construction 3001 Remington Avenue Baltimore, MD 21211 Phone: 410.516.5380 Fax: 410.516.8991 j.miller@jhu.edu
MG Engineering, PC	90 West Street	<b>Elad Madany</b> Managing Director of Construction Brack Capital Real Estate 885 Third Avenue New NY, 10022 Phone: 212.308.7200 Fax: 212.308.1231 elad@bcreusa.com
MG Engineering, PC	303 Third Street	<b>Henry Terech, Jr.</b> Senior Vice President Extell Development Corporation One International Place, 14 <sup>th</sup> Floor Boston, MA 02110 Phone: 617.737.4440 Fax: 617.737.4441 hterech@extelldev.com
MG Engineering, PC	MODA aka Queens Family	<b>Stephen N. Benjamin</b> Principal, Chief Operating Officer The Dermot Company 729 Seventh Avenue, 5 <sup>th</sup> Floor New York, NY 10019 Phone: 212.262.1220 Fax: 212.262.1088 sbenjamin@dermotcompany.com
Terrapin Bright Green LLC	Greening of the White House	<b>Mark Ginsberg</b> EERE Board of Directors U.S. Department of Energy 100 Independence Ave SW Washington, DC 20585 Phone: 202.586.1211 Fax: 202.586.2096 mark.ginsberg@ee.doe.gov
Terrapin Bright Green LLC	Carbon Neutral Facilities Strategy for the National Geographic Society Headquarters	<b>Hans Wegner</b> VP Production Services National Geographic Society 1145 17 <sup>th</sup> Street, NW Washington, DC 20036 Phone: 202.857.7588 Fax: 202.429.5784 hwegner@ngs.org
Terrapin Bright Green LLC	Ritz Carlton, Charlotte, North Carolina	<b>Mark Nicholls</b> Former Head of Corporate Workplace Bank of America EVP, Human Resources Sony Electronics Inc. 16530 Via Esprillo, MZ: 1105 San Diego, CA 92127 Phone: 858.942.4011 Fax: 858.942.8170 mark.nicholls@am.sony.com

## SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 108

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Team Member with Reference	Project	Reference
Lend Lease (US) Construction Inc.	Gillman Hall	<b>Travers C. Nelson</b> Phone: 410.516.7862 Fax: 410.516.5544 travers.nelson@jhu.edu
Lend Lease (US) Construction Inc.	American Tobacco	<b>Michael Goodman</b> Phone: 919.433.1568 Fax: 919.890.6095 mgoodmon@cbc-raleigh.com
Lend Lease (US) Construction Inc.	Georgetown Incinerator	<b>David Rothstein</b> Extell Development Company (Formerly with Millennium Partners) Phone: 212.712.6000 Fax: 212.712.6100 drothstein@extelldev.com
Aon Risk Solutions	Virginia State Capitol Renovation	<b>Dr. George C. Skarmees, AIA, NCARB</b> Principal, Design Director Preservation Design Partnership One S. Broad Street, Suite 1702 Philadelphia, PA 19107 Phone: 215.842.3388 Fax: 215.842.3388 gskarmees@pdparchitects.com
Aon Risk Solutions	United States Supreme Court Renovation and Modernization	<b>Dr. George C. Skarmees, AIA, NCARB</b> Principal, Design Director Preservation Design Partnership One S. Broad Street, Suite 1702 Philadelphia, PA 19107 Phone: 215.842.3388 Fax: 215.842.3388 gskarmees@pdparchitects.com
Aon Risk Solutions	W Hotel - Hotel Washington Renovation and Redevelopment	<b>Mr. David Delcher, AIA</b> Senior Associates, BBG-BBGM 1825 K Street, NW, Suite 300 Washington, DC 20006 Phone: 202.449.6135 Fax: 202.452.1647 david.delcher@bbg-bbgm.com

SECTION I: Experience and Past Performance of Developer and Developer's Key Personnel | 109

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## Section II: Developer's Site Plan and Design Concept

SECTION II: Developer's Site Plan and Design Concept | 110

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## A. CONCEPT NARRATIVE

“Vision is the art of seeing the invisible.” – Jonathan Swift

### Introduction

The Trump Development Team (“Team”) will redevelop The Old Post Office Building (“OPO”), an iconic National Landmark, into *Trump International Hotel, The Old Post Office, Washington, D.C.* This hotel will host the highest caliber of features and amenities, including a newly dedicated Congress Bells Museum, an OPO Exhibition Gallery and a series of interior and exterior public gardens, along with expansive guest rooms and suites, award-winning restaurants, a world-class spa and extensive banquet and meeting facilities. The Team’s carefully articulated program will bring life to the avenue and Federal Triangle. Rehabilitation of the OPO will be undertaken in strict accordance with the Secretary of the Interior’s Standards for the Treatment of Historic Properties and the Secretary’s Standards for Rehabilitation. The focus of the Team’s treatment is to preserve the architectural character and integrity of the building while adapting its function and use for long-term economic viability.

Trump has established a global reputation for visioning, developing and operating world-class properties in one-of-a-kind locations where unique historic, environmental and economic conditions demand an innovative approach informed by proven experience. In America’s great urban locations, such as Columbus Circle in Manhattan and The Riverwalk of Chicago, Trump has been a pioneer and committed steward of these communities, creating places that celebrate and enhance the surrounding neighborhoods and cities. The Trump Team will take full advantage of the extraordinary potential this historic building has by completing its redevelopment and facilitating its lasting contribution to America’s Main Street.

### 1. How the Concept Will Meet the GSA’s Visions, Goals and Design Standards

The following describes how the concept will meet the GSA’s Visions and Goals:

- **Leverage the expertise of the real estate industry to reposition the OPO as a viable asset** – Trump has developed a plan to create value in the OPO through the repositioning of the asset as a luxury hotel in partnership with the GSA, District of Columbia and all other agencies that hold an interest in the process. Trump has many existing public-private partnerships, which insures a solid understanding of the requirements of a project of this magnitude, derived from an unparalleled background in developing and preserving mixed-use luxury urban real estate properties. Trump has renovated many historic buildings, including one of the most famous landmark hotels in the world – The Plaza Hotel in New York. As a real estate company, Trump enjoys the unique position of being a developer, sponsor and hotel manager, insuring a seamless integration from preliminary programming to operation.
- **Preserve the historic integrity of this unique and important asset** – The design of the OPO is architecturally significant, and the heart of Trump’s plan is to preserve its historic integrity while integrating a successful public use. Trump’s vision is committed to building on the Legacy and Framework Plans of the NCPD and the Commission of Fine Arts. These documents support Trump’s proposed hotel program and the plan to animate the Avenue through the convergence of planning, landscape and urban design, architecture and art in preserving and reusing this important building. Trump’s development plan calls for obtaining historic tax credits, which will involve additional oversight and guarantee that the GSA’s goals for historic preservation will be met.
- **Put the OPO to its highest and best use** – As explained in Section VI of the proposal, Trump evaluated and tested a broad range of potential uses for the OPO. Based on extensive experience developing and operating

SECTION II: Developer’s Site Plan and Design Concept | 111

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

office, retail, residential, hotel condominium and hotel properties, it is abundantly clear to Trump that a luxury hotel is the best use of the property and is the only one that can achieve all the stated goals of the GSA. Trump is also confident that the proposed program can best generate the income necessary to support the costs of preserving and maintaining this important property in the decades to come.

- **Provide a lucrative financial return to the Government** – Trump has a reputation for successfully executing and developing the best possible product. Trump's recently developed properties in Chicago and Las Vegas demonstrate the ability to enter a new market and execute complex development projects successfully and profitably. For the lease agreement to provide the GSA a lucrative return, it is critical that the OPO redevelopment is completed efficiently and that the use meets the demands of the marketplace. Trump's financial plan demonstrates how both of these goals are achieved. Trump's financial offer to the Government is structured to provide a risk-free fixed rent plus significant upside if the project performs as Trump expects. By selecting Trump, the GSA will be assured of a developer who stands behind each of its carefully selected projects.
- **Provide for public access** – Trump's rehabilitation of the OPO proposes a pedestrian-friendly and inviting 24-hour public environment that is extremely accessible, highly sustainable and fully integrated into the fabric of downtown D.C. The integration of educational exhibits, a museum, a lively bandstand, restaurants and cafés, bars and lounges, inviting gardens, as well as improved access to the Congress Bells, transforms the OPO into a friendly setting that fosters cultural enrichment. Trump's plan will further open the doors of the OPO for hotel guests, visitors and Washingtonians to appreciate the impressive architecture of the Cortile, the view from the Clock Tower and the unique historic experience of the OPO.
- **Contribute to the vitality of Pennsylvania Avenue, the Federal Triangle and the District of Columbia** – The Trump concept creates a pulse that will bring people to the downtown by taking a series of underutilized public spaces and creating a positive sense of urban activity. Trump's proposal dedicates the Pennsylvania Avenue frontage to pedestrian-oriented activities: outdoor dining, assemblage and circulation down the Avenue. Many of the more than 20 million visitors to the Nation's Capital will enjoy a Garden Plaza off C Street for performances, celebrations and the high-quality restaurants and cafés nearby. By promoting a day-and-night destination that hums with vitality, the hotel will create inviting places that enrich the experiences of people who live in, work in and visit to the Nation's Capital. In addition, the project will bring a large number of workers to the area with the creation of thousands of jobs during construction and related economic activity and more than 500 permanent positions during the hotel's operation.

#### The following describes how the concept will meet the GSA's Minimum Design Performance Standards:

##### A. Sustainable Design:

For years, the GSA has used its position as "America's largest landlord" to improve the environmental performance of the entire real estate industry. Extending its standards to a prominent, existing facility like the OPO will create a highly visible demonstration of quality sustainable design. The Trump Team intends to introduce sustainability strategies that are compatible with the restoration of a historic structure and the operation of a five-star hotel.

*LEED Certification:* The Team is confident in anticipating U.S. Green Building Council (USGBC) LEED for New Construction and Major Renovations (NC) LEED certification. Preliminary calculations position the project at LEED-NC Silver certification, and the Team believes that this project has the potential to achieve LEED-NC Gold. While many buildings in the U.S. have achieved LEED certification, it is still extremely rare among hotels; thus the OPO would be at the forefront for LEED certification among hotels.

SECTION II: Developer's Site Plan and Design Concept | 112

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

*Building Envelope:* The key to addressing these opportunities is to understand the nature of the building, which was designed as a day-lit structure. The building has a massive thermal envelope, which the Team's concept intends to enhance by replacing and upgrading the 1980s-vintage interior storm windows with modern, high-performance ones. Additionally, the Team plans to pursue strategies for improving visible light transmittance and thermal performance of the skylight over the Cortile.

*Building Systems:* The existing connections to the IRS facility will be replaced by high-efficiency mechanical and water heating systems within the Annex. Water-cooled chillers and condenser boilers may be augmented with the use of a heat-recovery system. Additional strategies may include four-pipe fan coil units, air filtration, an advanced building management system and efficient lighting systems designed to interact with the available daylight and celebrate the dramatic character of the architecture. Efficient restaurant kitchens will be designed to minimize energy and water use. Superior indoor air quality will also be an important focus; there will be no smoking in the facility and green building materials will be prioritized in the interior fit-outs.

Specific examples of the sustainable design elements in the Team's redevelopment plan for the OPO include:

- Replacement of the main Cortile skylight glass with high-performance coated glass and exterior coatings that are self-cleaning, thereby reducing water usage and ensuring inspiring views up through the glass roof;
- Replacement of the existing 1980's vintage storm windows glass on the inside of the windows with new special spectral-coated storm windows that reflect high-angle sun to prevent heat gain in the summer, but allow low-angle sun to help heat the building in the winter;
- Creation of the Green Roof Garden and living green walls on the façade of the Annex for storm water retention;
- Use of permeable pavers so that paved areas allow rainwater to filter through;
- Use of light-reflecting street surfaces to reduce heat gain;
- Installation of planting areas below the street/plaza surface filled in with drought-resistant plantings that sponge up excess water and help filter pollutants like de-icing salts;
- Installation of a gray water system to irrigate the new gardens; and
- Upgrading of lighting systems with LED lighting where authentically appropriate.

## **B. Pedestrian Access:**

The Trump proposal emphasizes reinstating and utilizing all four major original entrances to the OPO. The Pennsylvania Avenue entrance will once again become the building's front door; the 11<sup>th</sup> Street entrance will become the main vehicular drop-off for the hotel and Annex; the C Street entrance will become the southern entry for visitors from the National Mall; and the 12<sup>th</sup> Street entrance will become the Metro Station entry, directly accessing the first floor. This will permit clear and open public accessibility from all four entrances. This configuration also allows this new activity in the Federal Triangle to extend across Pennsylvania Avenue, providing an extraordinary link that brings visitors from all directions, including straight from the National Mall to downtown D.C.

### **The Entries:**

*Pennsylvania Avenue – The Front Door (see Pennsylvania Avenue Plaza Rendering):*

- The Pennsylvania Avenue entrance will be faithfully reinstated, anchored by two restaurants with outdoor seating cascading into a public plaza.
- The existing ceremonial exterior stairs will pull the public through the plaza and into the building. Once inside, they will enter immediately through the Clock Tower, then onto a grand balcony that seemingly floats

SECTION II: Developer's Site Plan and Design Concept | 113

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

in the Cortile space. There the visitor will experience sweeping views of the interior of the building, including the Cortile's Water Garden, the OPO Exhibition Gallery, the magnificent original trusses and the volume of the space above, all while getting a hint of the Clock Tower from directly below.

- A pair of new grand staircases will offer access into the Cortile's lower garden.

*11th Street – Hotel Guest Vehicular Entry (see 11th Street Plaza Rendering):*

- A Linear Garden that parallels 11th Street will draw guests towards the vehicular entrance of the hotel, culminating at a drop-off and circular drive. Valet parking will be provided in the basement of the Annex.
- The backdrop of a living green wall covering the Annex façade and Green Roof Garden above, will introduce the Water Garden theme to be discovered later in the Cortile.
- A visitor's first experience in the interior space will showcase the Stamp Windows Counter as a reminder of the building's original use as a Post Office.
- Guests are then drawn towards the Cortile space or to the elevator lobbies that lead to the guest rooms.

*C Street – Public Southern Entry from the National Mall (see C Street Plaza Rendering):*

- Reinstate the southern entry (original loading dock) of the building and remove the 1980's addition.
- C Street Plaza, with outdoor café seating, will create a more casual and relaxing area for social gathering.
- The Plaza will gently slope towards the building to promote entry into the public Exhibition Gallery, Congress Bells Museum, Clock Tower and Cortile and to allow handicapped-accessible entry.

*12th Street – 12th Street Entry*

- Provide for pedestrian access to the OPO Library in the historic Money Order Room.
- The 12th Street entry will continue to have existing on-street parking for secondary arrivals.

### **C. Architectural Design:**

The OPO's style is Richardsonian Romanesque Revival, which suggests strength and endurance – qualities found in castles and fortresses – contrasted by a much friendlier interior. The OPO's character is its visible muscularity, viscerally absorbed as safe, secure and protected. The Trump Team has a great respect for this existing architecture and plans to do nothing to alter its historic nature. The Trump proposal celebrates the most significant aspects of the building, honoring the regional character and traditions of the Washington, D.C. area and the mid-Atlantic region. The team's concept retains the overall architectural scale and surface materials, while enhancing them with landscaping. The gardens and greening of the OPO and Annex building will soften the exterior façade, enhance the interior and organize the spread of qualities, uses and activities into a perceivable, cohesive choreography. Honest use of materials in the interior will create a marriage of old and new that will be sustainable over time.

The Team's major theme embodies the everlasting optimism of gardens, creating a rapport between the building's inside and outside. This organic approach will bring life and vibrancy to the project and surrounding streetscapes without compromising the architectural character and integrity of the OPO. The garden theme also reflects the tradition and legacy of Washington, D.C. gardens as exemplified by the U.S. Botanic Garden, the Smithsonian's Enid A. Haupt Garden and The U.S. National Arboretum. For example, the Team has envisioned the entire Cortile as a stepped garden, with both grand and intimate spaces that allow the visitor to be fully immersed in a natural setting – from the Cortile Bar and Lounge, with its morning patisserie or evening cocktails, to the Water Garden outside the world-class Spa. Yet more than that, this theme extends to the streetscape, sidewalk seating and courtyards, as well as each floor of the hotel as it rises to the sky.

### **D. Urban Design/Planning:**

The Trump proposal begins with the utmost respect and support for the NCPCL Legacy Plan of enhancing a grand diagonal avenue along the Federal Triangle. The Trump Team proposal is additive, while not overwhelming or



overriding the building's incredible historic and architectural value. The conversion of the OPO into a significant hotel, along with the addition of a museum and expansive meeting and banquet facilities, is consistent with the recommendations of the NCPC Monumental Core Framework Plan strategies for Pennsylvania Avenue and the Federal Triangle.

### E. Streetscape and Signage

Trump's approach to exterior signage will leave the building unaffected. The Team feels that the building already has an identifier: the magnificent Clock Tower. Hotel signage will either be independent in its form and nature, such as flags or banners, or low, understated signage incorporated within the entry landscaping beyond the building envelope lines. The porte cochère canopy off of 11<sup>th</sup> Street will be fabricated out of glass, rendering it largely invisible in the presence of the OPO. This entrance glass cover will cantilever under the arch without touching the building.

### F. Artwork:

The Trump Team proposal protects the integrity of Robert Irwin's 48 Shadow Planes, commissioned for the OPO Cortile, through coordination and compliance with the GSA's Art in Architecture Program.

## 2. Rationale for Why the Concept will be Successful

After a comprehensive review of the Washington, D.C. market from the collective perspectives of Trump's in-house Development and Management Teams, Trump has concluded that only the redevelopment of the OPO into a mixed-use luxury hotel will generate the level of success this building deserves.

Based on the iconic building, the prime location and Trump's carefully articulated program, *Trump International Hotel, The Old Post Office Building, Washington, D.C.* is positioned to outperform the existing top-tier luxury hotels in Washington, D.C.

### Market Overview:

The luxury segment in D.C. outperformed the overall hotel market significantly in 2010, producing 10% RevPAR (Revenue Per Available Room) growth with similar growth predicted for 2011. Strong long-term revenue growth will continue based on the rapidly growing demand of the market and the lack of new supply in the pipeline due to the high land prices in locations that can support this caliber of hotel.

Trump's competitive luxury set includes the top tier of luxury properties in Washington, D.C.: The Hay-Adams; Four Seasons Hotel Washington, D.C.; The Ritz-Carlton, Washington, D.C.; The Ritz-Carlton Georgetown; and Mandarin Oriental Hotel, Washington, D.C.

### Key Factors:

**The OPO is ideally located to serve both business and leisure travelers** in the center of the Nation's Capital, surrounded by the District's CBD, the Federal Triangle and prime tourism sites, including the National Mall, the White House and the Smithsonian Museums. The location has great connectivity with the Metro Station, just blocks away, and short drives to Union Station and Reagan National Airport.

**Trump's OPO guest rooms will be significantly larger** than the average rooms of the above-referenced competitive set, which is a major point of differentiation with transient business and leisure guests. This differentiated product will fill a void in the marketplace for premium rooms and attract drive embassy and delegation stays at premium nightly rates.

**Banquet business is growing rapidly in Washington, D.C.**, which has created a significant shortage of luxury venues for events of greater than 600 participants. With more than 34,000 square feet of event space on two dedicated levels, including a 13,600-square-foot Grand Ballroom and several meeting/function rooms, *Trump International Hotel, The Old Post Office Building, Washington, D.C.* will have the District's largest luxury meeting space and ballroom in the above referenced competitive set. The proposed meeting space scale and location are important in attracting blue-chip corporate events, charitable and political fundraisers, gala dinners and weddings, and will be very attractive to event planners who now have to look to National Harbor in Maryland or the hotels far up Connecticut Avenue.

**Signature award-winning restaurants**, including two specialty restaurants, the Cortile Bar and café, will attract hotel guests, visitors and Washingtonians.

**The Spa at Trump**, a World-Class Spa and Health Club, will appeal to hotel guests, local residents and neighboring office personnel alike.

All of these factors, along with the property's status as the first new luxury hotel introduced in the region in over a decade, will ensure strong operating results. For more information on the strength and viability of the broader Washington, D.C. hotel marketplace, please reference Section VI.

### **3. Proposed Uses and General Allocation of Size and Location Within The OPO and its Annex**

The Team has proposed a program that sets the framework for a classic, timeless-yet-modern luxury hotel.

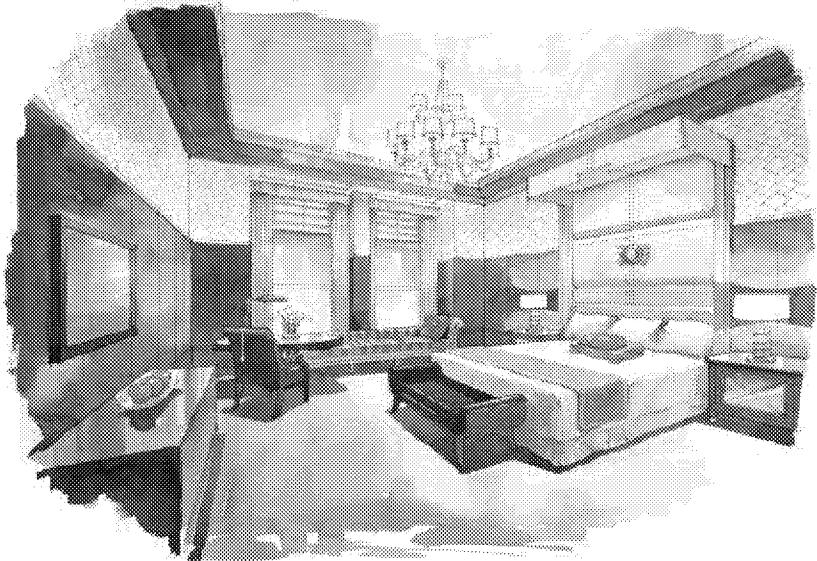
#### **The OPO**

##### **The Ground Floor:**

- The Spa at Trump, a World-Class Spa and Health Club
- Cortile Water Garden
- OPO Exhibition Gallery with relocated Postique
- Curated Congress Bells Museum
- Elevator access to Congress Bells
- C Street Plaza Café

##### **The First Floor:**

- Two new widely acclaimed restaurants with world-renowned chef / restaurateurs, such as existing Trump partners Jean-Georges Vongerichten, Daniel Boulud or Laurent Tourondel
- Upper Cortile Garden
- Cortile Bar and Lounge
- Guest registration at the historic Stamp Window Counter



**Guestroom Interior**

SECTION II: Developer's Site Plan and Design Concept | 116

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

- An elegant Library incorporated into the historic Money Order Room, showcasing books on Washington, D.C. history, architecture and design
- C Street Plaza Suites

#### Typical Floor:

- Guest rooms and suites of varying size, from 400 to more than 1,000 square feet

#### The Ninth Floor:

- Private, limited-access Penthouse/Presidential Suites

#### The Clock Tower/Congress Bells:

- The Team will work with the GSA and the National Park Service to establish an improvement plan for their facilities that will enhance the current offering and address their operational needs

#### The Annex Pavilion

- The Annex will be reconfigured into a dedicated banquet and meeting facility on the first and second floor that will host weddings, receptions and major events in an area of over 34,000 square feet within two levels. The basement will be converted to valet parking and mechanical space.

### 4. Overview of Modifications for Proposed Use

The Trump-proposed work will comply with the Secretary of the Interior's Standard for Treatment of Historic Properties and NPS Guidelines. Modifications and/or replacements are suggested only to post-1979 alterations and additions. The significance of the OPO and its contributing elements have been taken into consideration, including the exterior envelope, masonry, windows, doors, entries, interior surfaces, use of materials and colors, and views from, to and across the property. The goal is to protect the integrity of the OPO, accepting the building as is while augmenting its beauty and value – enhancing rather than altering.

To respect the integrity of the OPO, here is a partial list of the proposed non-contributing elements to be removed:

- Steel wide-flange beams on top of the lower truss (the Team's analysis shows that they are not necessary);
- Can lights and speakers on the lower trusses, to be replaced by concealed LED lights and other miniaturized modern elements;
- Windows on the third-floor, south side Cortile wall, in an effort to restore the perimeter corridor system;
- Garage doors, ramps and such, built in the 1980s at the rear (C Street) of the OPO, but retaining the old loading roof and truss;
- Stairs at the rear of the Cortile, connecting the ground, first and mezzanine levels; and
- Many ad hoc changes that have occurred over the building's office use.

In accordance with the Secretary's Standards, all of the contributing historic elements will be retained, such as:

- The Clock Tower
- The Cortile and original lower trusses
- The Stamp Window Counter
- The wide marble-lined corridors
- The corridor doors and borrowed-light windows
- The Robert Irwin hanging artwork
- The switchback stair at the rear of the Cortile

Under the Trump proposal, the exterior of the OPO will remain intact. The façade will not be altered in any way so that the building remains unchanged from the outside. The exterior stone and mortar are in good condition and will require only minor pointing. The windows, window sashes and glass will be retained and repaired, cleaned and painted. The interior storm windows, installed during the last rehabilitation effort, will be replaced with more energy-efficient units. These efforts will not change the exterior or interior appearance of the windows in any way. The existing fabric awnings over the first-level windows will be removed, and the masonry repaired, as necessary.

On the C Street side of the building, the 1980's vintage metal enclosures and rolling garage doors will be removed, re-exposing the original building façade. This plaza area will be re-graded to provide an entrance into the building. The current interior ramp will be replaced with a gently sloping plaza, also providing handicapped access leading down from the corner of 12<sup>th</sup> and C Streets.

The 11<sup>th</sup> Street side entrance to the building will become the main vehicular entrance, with valet parking for the hotel and Ballroom guests. The sidewalk and roadway will be highly detailed masonry design, reflecting the legacy and history of the OPO and the McMillan Plan. A new freestanding glass canopy will be installed adjacent to the building entrance, and a weather-protective walkway cover will be provided for guests. These components will not touch or obscure any portion of the historic structure.

The earlier-constructed Annex will be reworked within the footprint and height of the existing building. Removing columns will result in a 13,600-square-foot Ballroom and adjacent meeting rooms, as well as support facilities and parking areas, designed to serve hotel guests and visitors. The Ballroom and meeting spaces will be the largest in any luxury hotel in Washington, D.C. The reconstructed Annex will include a Green Roof Garden and vertical living green walls to beautify and shade the structure, while providing for reduced air-conditioning use and a visually pleasing view from both hotel windows and the neighboring IRS building windows.

The existing connections to the IRS facility will be replaced by high-efficiency mechanical and water heating systems within the Annex. Water-cooled chillers and condenser boilers may be augmented with the use of a heat-recovery system.

## **5. Land Use Plan**

Inspired by the Clock Tower's designation as one of the nation's only vertical parks, everything about the Trump proposal is organic and stems from the history of the building. Aesthetic, economic, programmatic and operational considerations have all driven the design and organization of the land use plan.

A sequence of five thematic gardens will organize the interior and exterior uses of the building. On the interior, they will aesthetically and functionally mediate between the rough-hewn rustication of the building and the softly sophisticated modernity of its interior designs. On the exterior, they will establish the OPO as the premier downtown address for gathering, dining, hosting clients and meeting friends, creating a true destination that will animate Pennsylvania Avenue.

### **The Gardens:**

#### **A. Café Gardens on Pennsylvania Avenue**

Located at the Pennsylvania Avenue entrance, the "Restaurant Gardens" will reflect the façade's triple-arch motif and define the outdoor areas. Streetscape design has the great potential to unify the appearance of this area.

#### **B. Linear Garden on 11<sup>th</sup> Street**

Restoration of L'Enfant's 11<sup>th</sup> Street will provide vehicular access to a freestanding entrance canopy and take the form of a "Linear Garden" of night-lit decorative trees. An engraving of a key element of the McMillan Plan, the 1901 cross-axis, will be inscribed onto the pavement to recall with interpretation, the history of the OPO and the Plan. Vertical vines will grow on the Annex façade to create a green-walled visual terminus to the entry sequence, in

contrast to the OPO and IRS façades. Along the base of the OPO, a low-standing green wall will provide the frame for the “Trump International Hotel, The Old Post Office Building, Washington, D.C.” sign. Two double Washington Globe lights, which are used on the grand avenues of the Capital, will be installed at the 11<sup>th</sup> Street entrance.

### C. Green Roof Garden atop the Annex

A “Green Roof Garden” on the roof of the Annex will complement the Team’s concept and sustainability program while providing a refreshing green space in a very urban setting for functions and the use of hotel guests. It will have multiple benefits by providing a pleasing view from the hotel, Clock Tower and the IRS building, while reducing storm water runoff and lowering the urban heat island.

### D. Plaza Garden at the C Street Entrance

The creation of a “Plaza Garden” at the C Street entrance will invite additional entry into the OPO. Trees and other plantings will separate this plaza from the service drive. The 1980’s vintage metal enclosures will be removed to install a sloping ground plane so that the public entering the building from the Mall will flow directly into the ground floor of the building. The Plaza Garden will provide entry into the OPO through the Exhibition Gallery with a series of educational installations about the architecture, construction and history of the building and the surrounding Federal Triangle. Activated by a corner café, the Plaza Garden will be a great place to enjoy a light snack and drink within an elegant environment defined by beautiful landscaping. A Victorian bandstand once stood next to the OPO. Either this bandstand, if available, or a newly designed contemporary pavilion will host public concerts from spring through fall to audiences in the Plaza Garden.

### E. Water Garden at the Cortile

The redevelopment of the OPO will further celebrate the original concept of a theater-shaped Cortile focused on the Tower as the principal actor in the space. A “Water Garden” at the base of the Clock Tower will highlight the Tower through its natural reflection. The Water Garden will have seating in addition to its landscaped elements.

## 6. Public Access for the Clock Tower

Public access to the Clock Tower will be greatly enhanced. The Trump Team’s intention is to encourage a public entry into the building from the C Street southern entrance through an Exhibition Gallery and into the Cortile. Visitors are then welcomed into a Congress Bells Museum. After experiencing the Exhibition Gallery and the Museum, visitors are then encouraged to take the private express elevator, which does not stop at the guest floors, to the Congress Bells viewing gallery. Visitors are also welcomed to continue to experience the Clock Tower and enjoy the second-tallest structure in all of Washington, D.C. by entering the outdoor viewing platform with 360-degree views of the District below. The Team is committed to maintaining access to the Clock Tower throughout the construction processes through a dedicated access point.

## 7. Development Timeframe Estimated to Reach Key Milestones

- Lease Execution: Jun 2013
- Design Process: Jun 2013 – Jan 2014 (8 months)
- Approvals and Permits: Sep 2013 – Jan 2014 (5 months concurrent w/ design)
- Financing Close: Jan 2014
- Contract Procurement Start: Jan 2014
- Construction Start: Mar 2014
- Structure/MEP Complete: Jan 2015
- Finishes Complete and Right of Occupancy: Oct 2015
- Furniture, Fixtures, & Equipment Installed: Dec 2015
- Grand Opening: Jan 2016

SECTION II: Developer’s Site Plan and Design Concept | 119

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**8. Description of General Approach to Ongoing Management & Operations**

Trump Hotel Collection will operate the OPO under a Hotel Management Agreement at the same high level as is provided at all Trump-managed hotels. Obtaining this standard requires a very high level of maintenance of the facilities. To ensure these standards are met for this iconic development, Trump's annual planning process will include detailed capital plans. In addition, significant funds will be reserved every year for FF&E and capital improvements starting in the first year of operations and amounting to more than \$32 million over the first ten years.

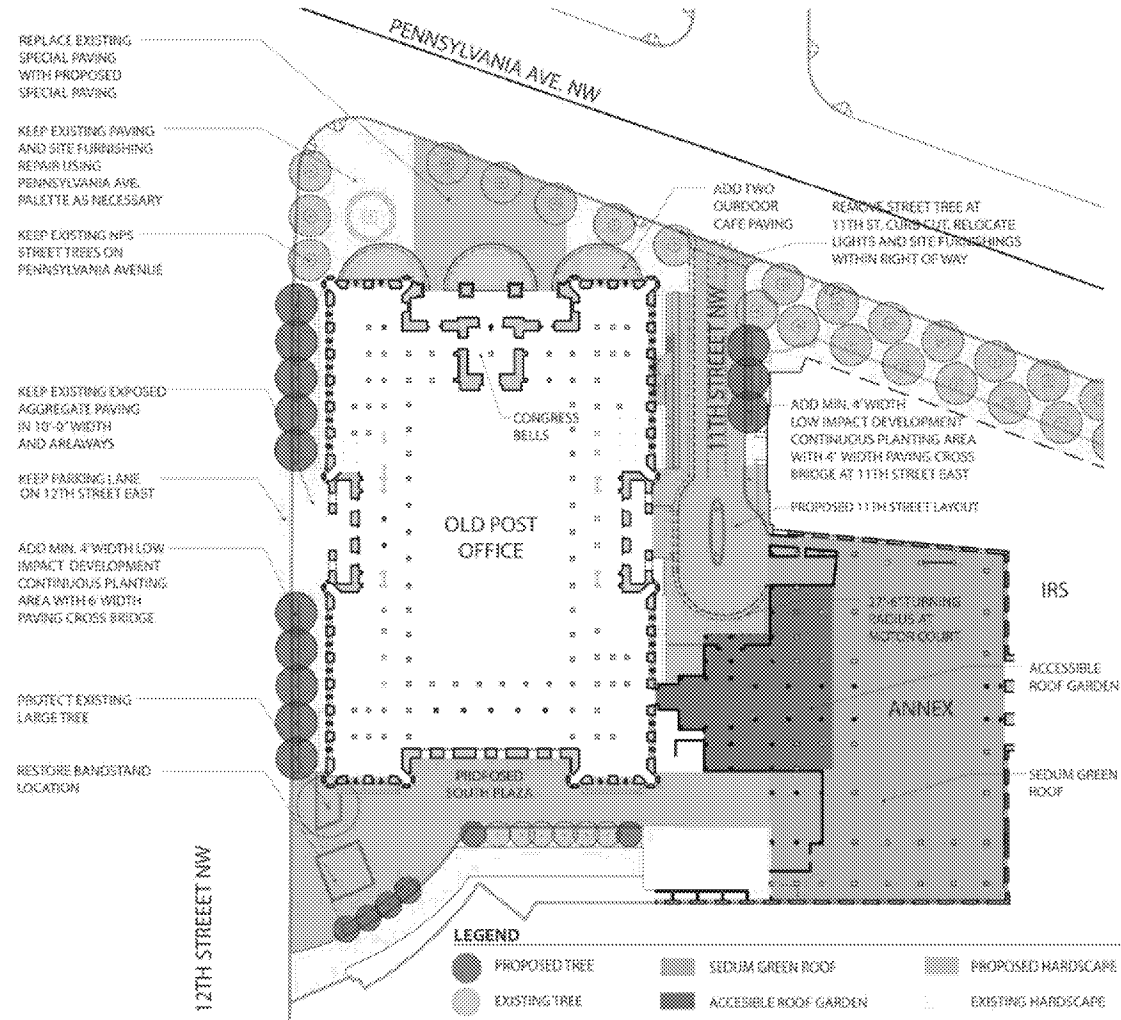
SECTION II: Developer's Site Plan and Design Concept | 120

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**B. ILLUSTRATIVE PLANS**

**1. Site Plan**

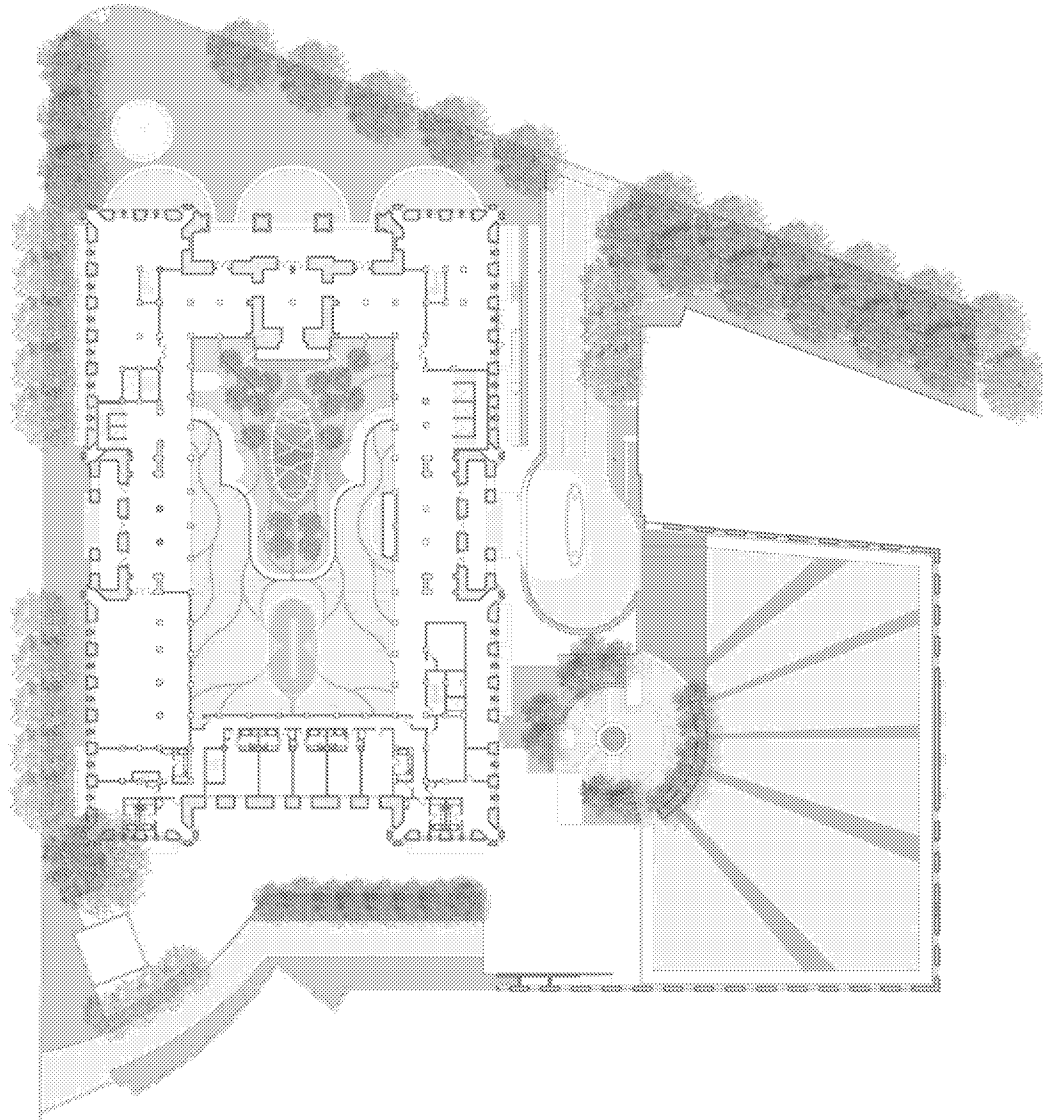
Key building locations, major open space features, streets and proposed parking areas



SECTION II: Developer's Site Plan and Design Concept | 121

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

2. Landscaping including integration with streetscape

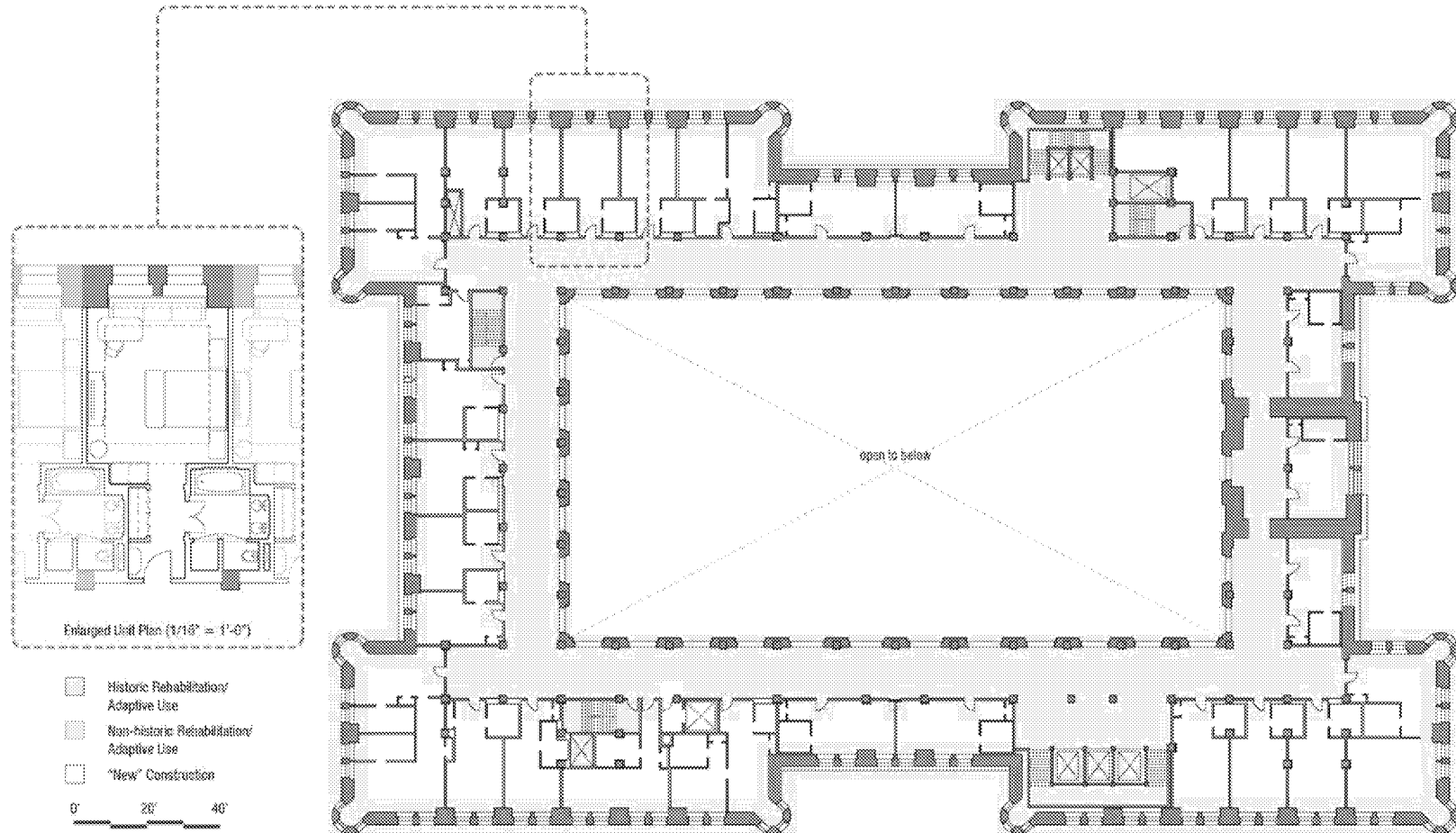


SECTION II: Developer's Site Plan and Design Concept | 122

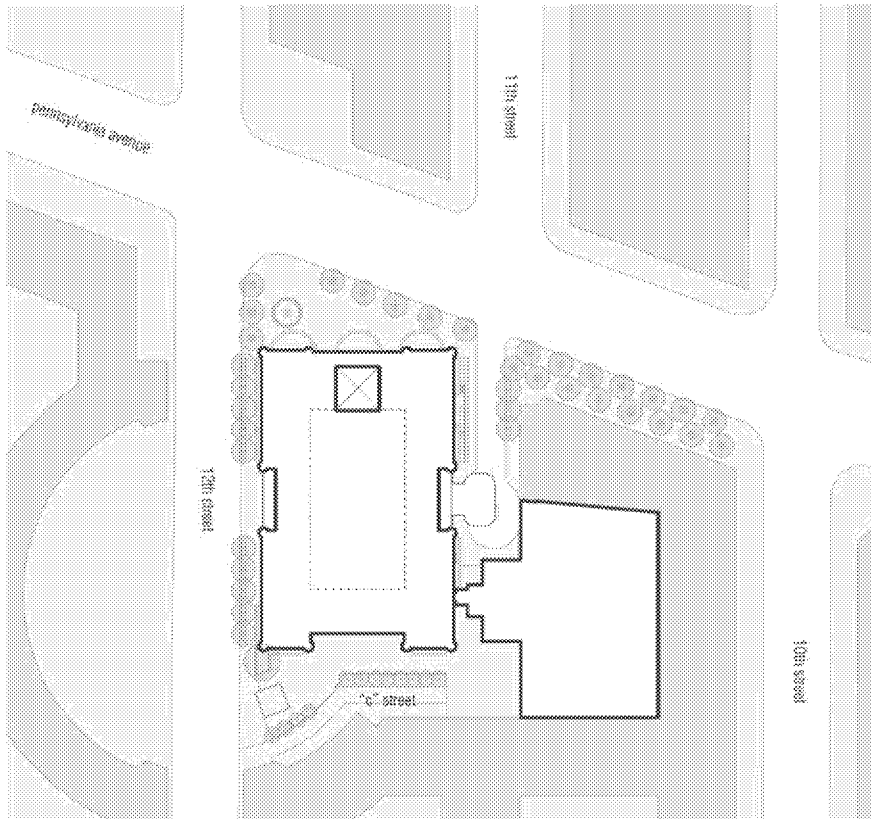
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



3. Rehabilitation / historic adaptive reuse versus new construction



#### 4. View Impact Analysis



#### View Impact Analysis

The proposed adaptation of the Old Post Office building into a premier, mixed-use hotel will have no adverse effect on the Old Post Office, the Pennsylvania Avenue National Historic Site, or any other property listed in the National Register of Historic Places. Planned improvements to the public program and exterior landscaping will increase visitor traffic and revitalize the Old Post Office building and surrounding area.

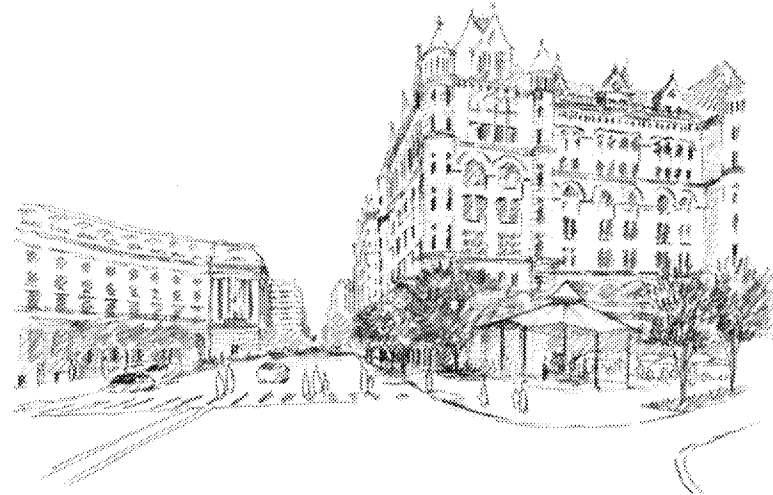
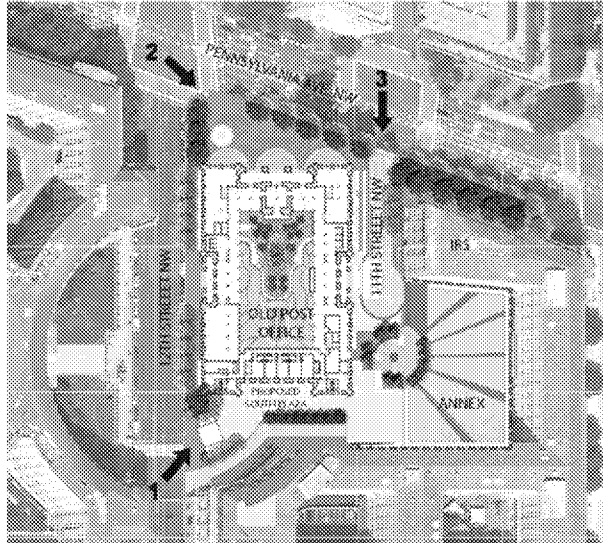
Views of the Old Post Office building from the far ends of Pennsylvania Avenue will not change. For pedestrians walking east or west along Pennsylvania Avenue, views will also remain the same, except for the addition of cafe tables and chairs on the sidewalk in front of the Old Post Office building.

Views of the Old Post Office building from 12th Street will not change. For pedestrians walking north from the National Mall, the view will remain the same, except that the south end of the Old Post Office building will have been restored to its original configuration (infill roofing and garage doors will be removed), and the plaza at 12th and "C" Streets will become a sweeping ramp into the lower level of the building.

Proposed signage and lighting at the intersection of 11th Street and Pennsylvania Avenue will guide visitors down to the main entrances of the hotel and ballroom. The continuation of 11th Street across Pennsylvania Avenue provides an easily accessible path to the hotel and ballroom that does not impede vehicular or pedestrian traffic. This space will be landscaped to include green walls visible to pedestrians and slow moving vehicular traffic.

Inside the Old Post Office building, views of the Cortile will remain intact, as well as views from all entrances to the open space. From the lowest level of the Cortile, views of the clock tower will remain unchanged.

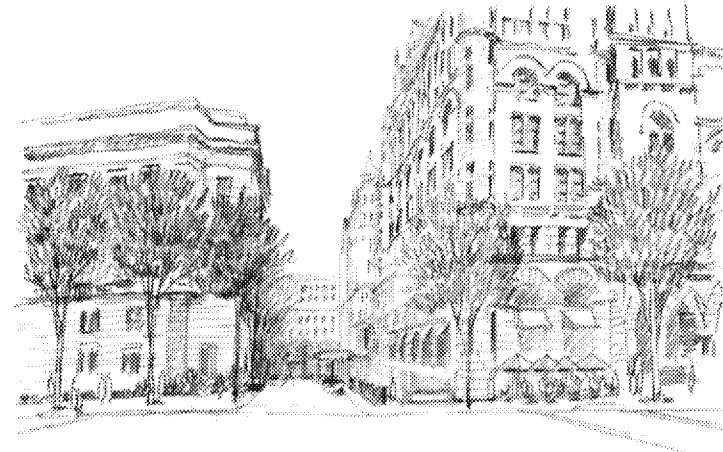
5. Walking Tour



VIEW 1 : 12TH ST N.W.



VIEW 2 : PENNSYLVANIA AVE N.W.

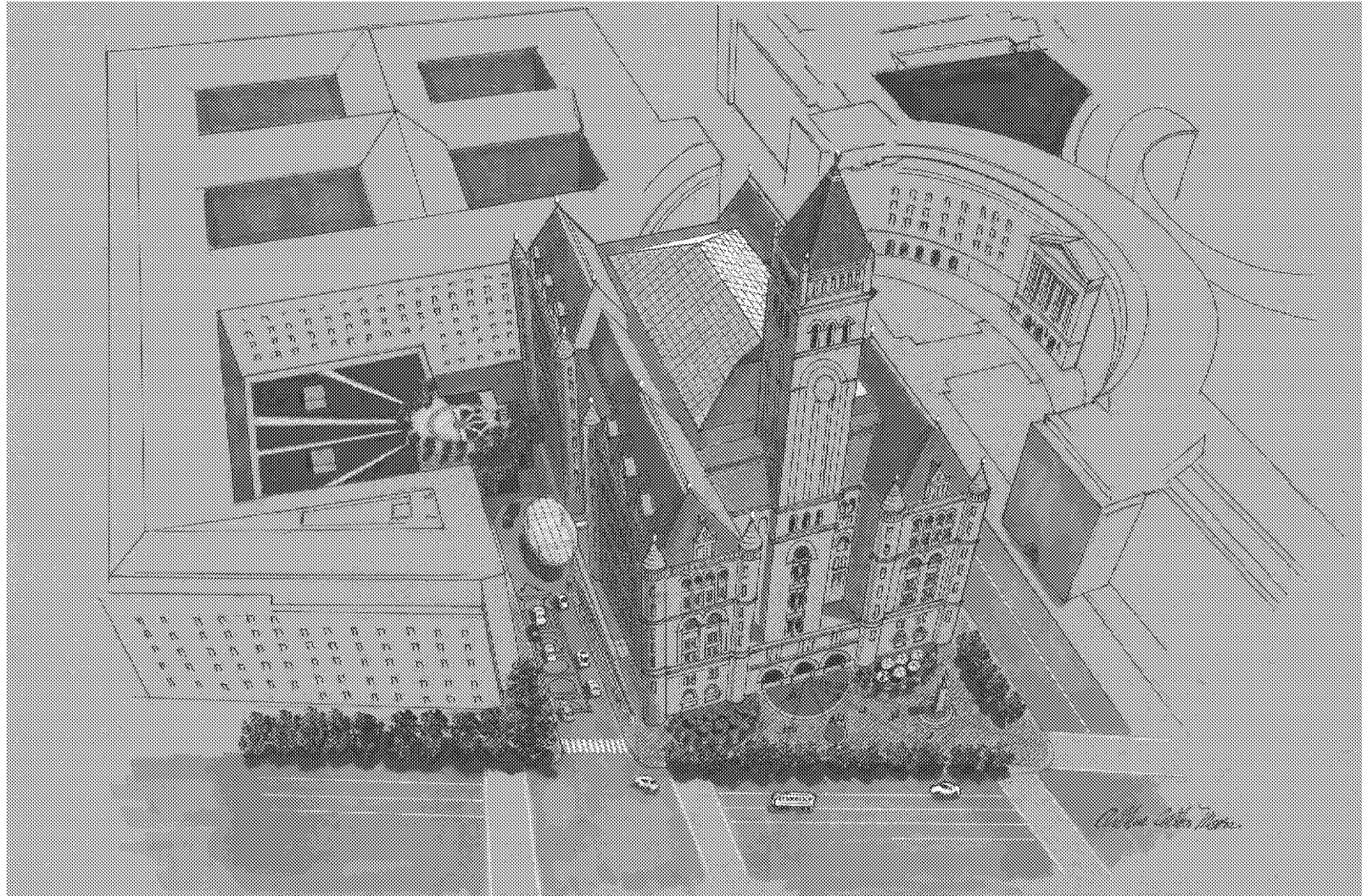


VIEW 3 : 11TH ST N.W.

SECTION II: Developer's Site Plan and Design Concept | 125

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

6. Aerial Perspective

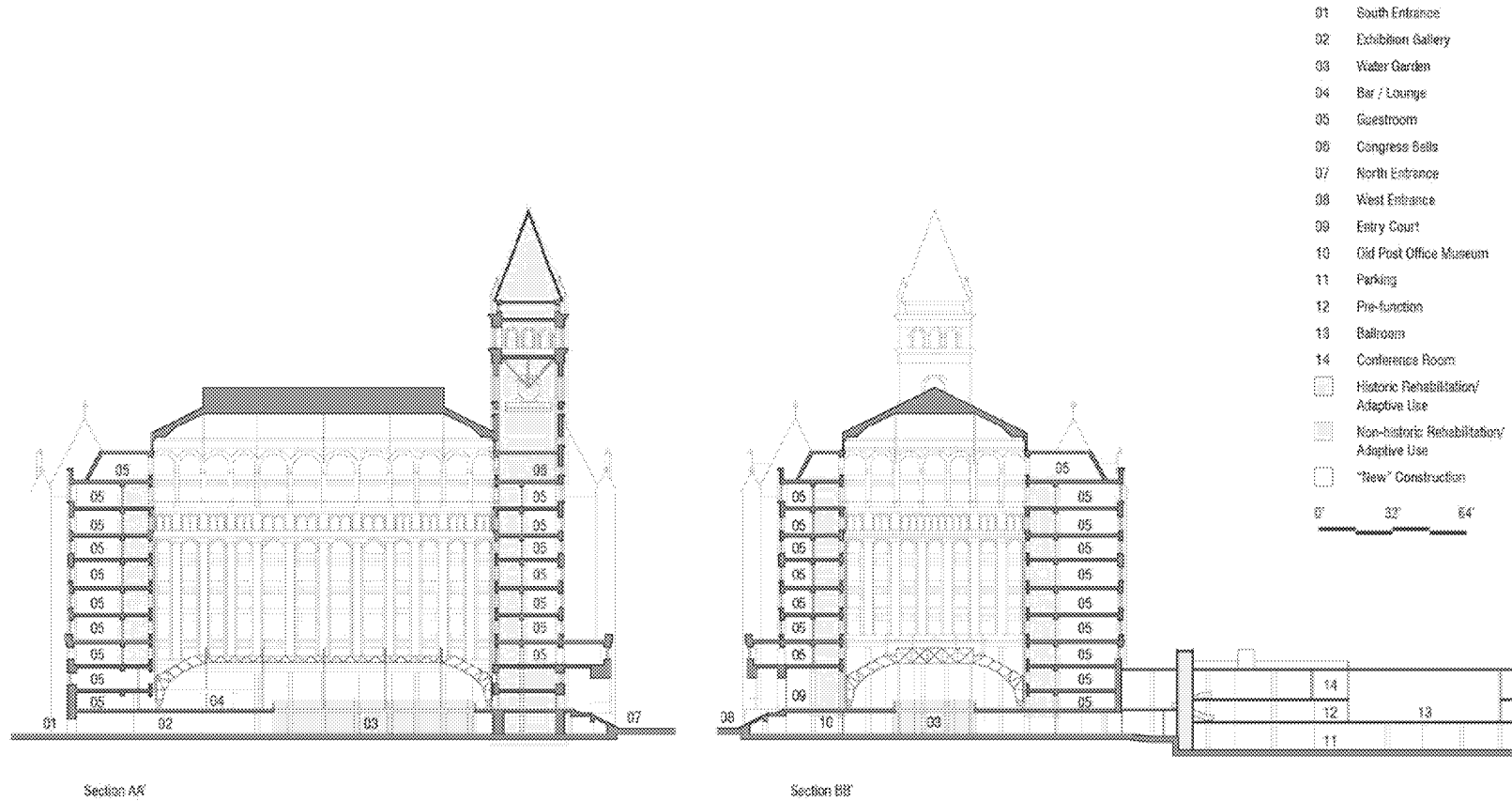


The OPO's undisturbed facade is enhanced with a series of gardens on Pennsylvania Avenue, newly reinstated 11th Street, and the Annex roof top.

SECTION II: Developer's Site Plan and Design Concept | 126

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

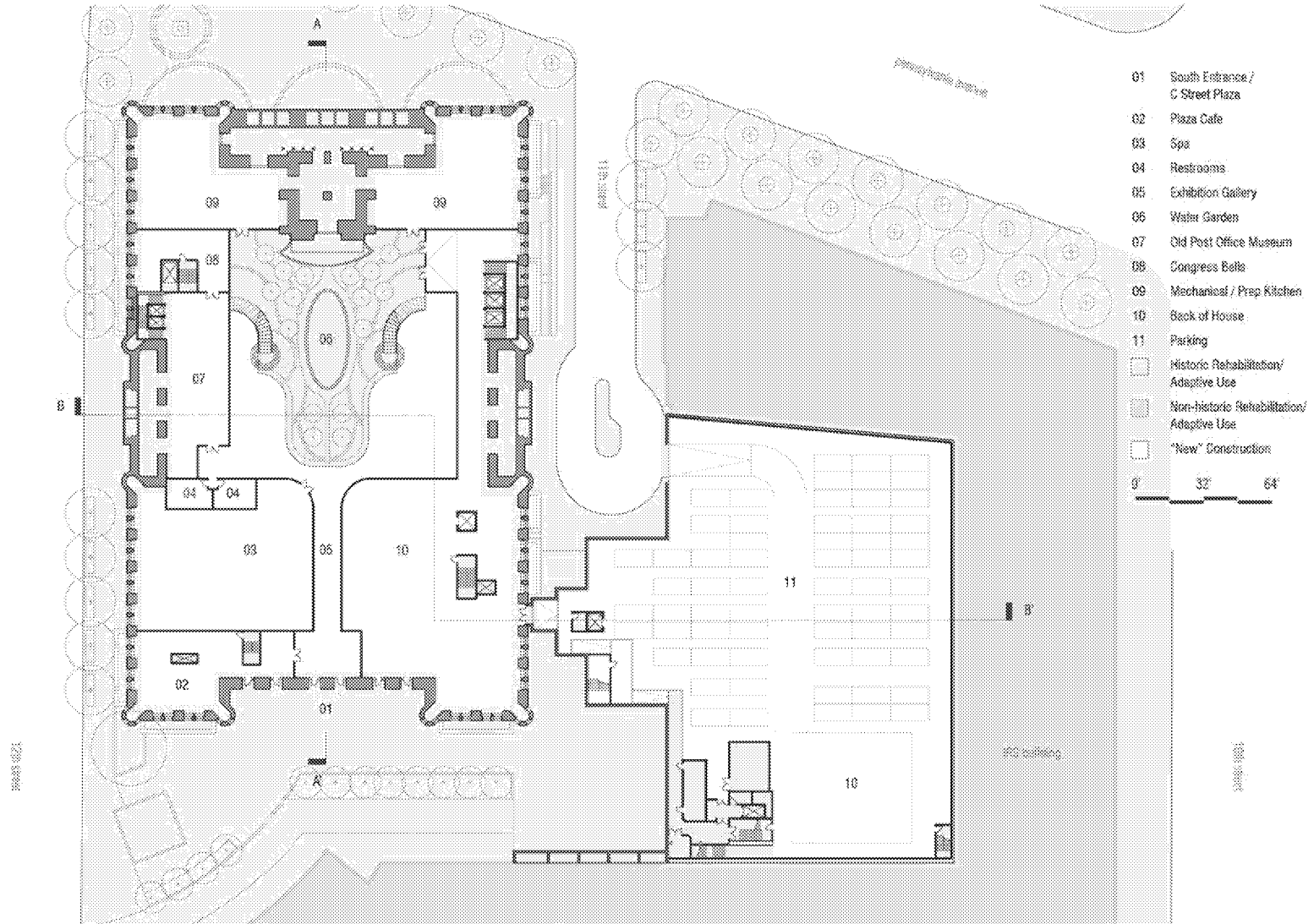
7. Site Sections



SECTION II: Developer's Site Plan and Design Concept | 127

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

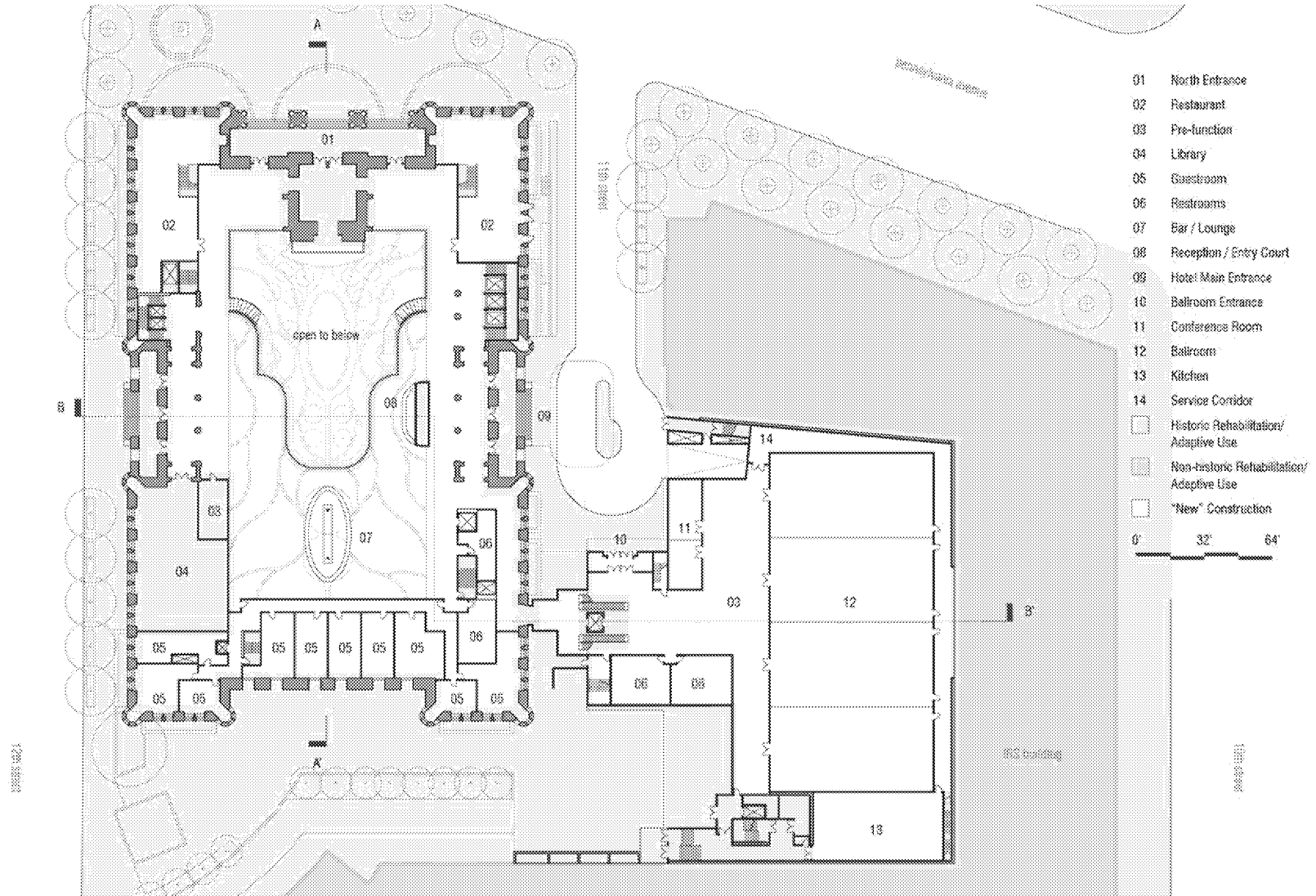
8. Old Post Office- Ground Floor and Annex- Basement Plan



SECTION II: Developer's Site Plan and Design Concept | 128

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

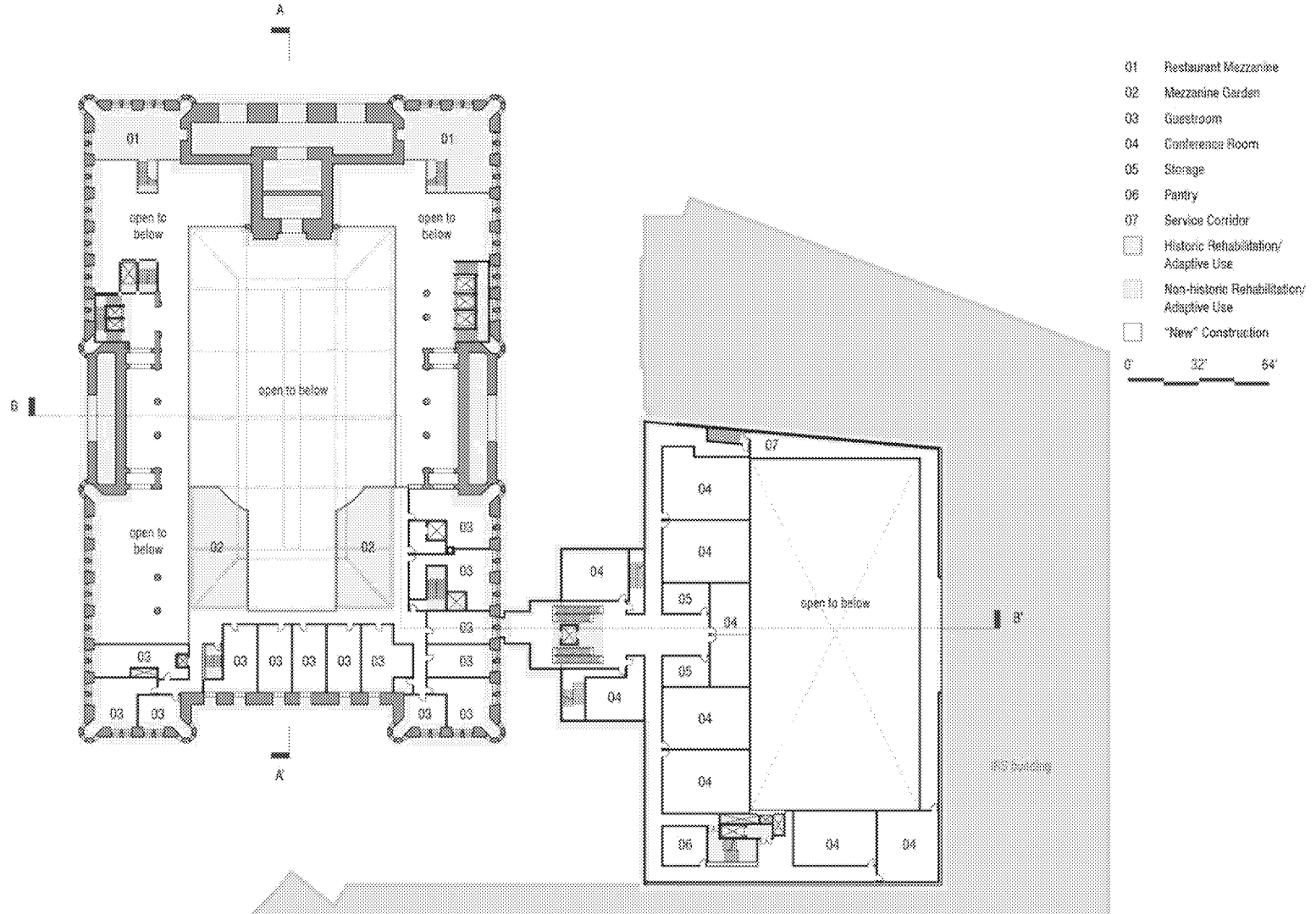
9. Old Post Office- First Floor and Annex-First Floor Plan



SECTION II: Developer's Site Plan and Design Concept | 129

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

10. Old Post Office-Mezzanine Floor and Annex-2nd Floor Plan



SECTION II: Developer's Site Plan and Design Concept | 130

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



11. 11th Street Rendering

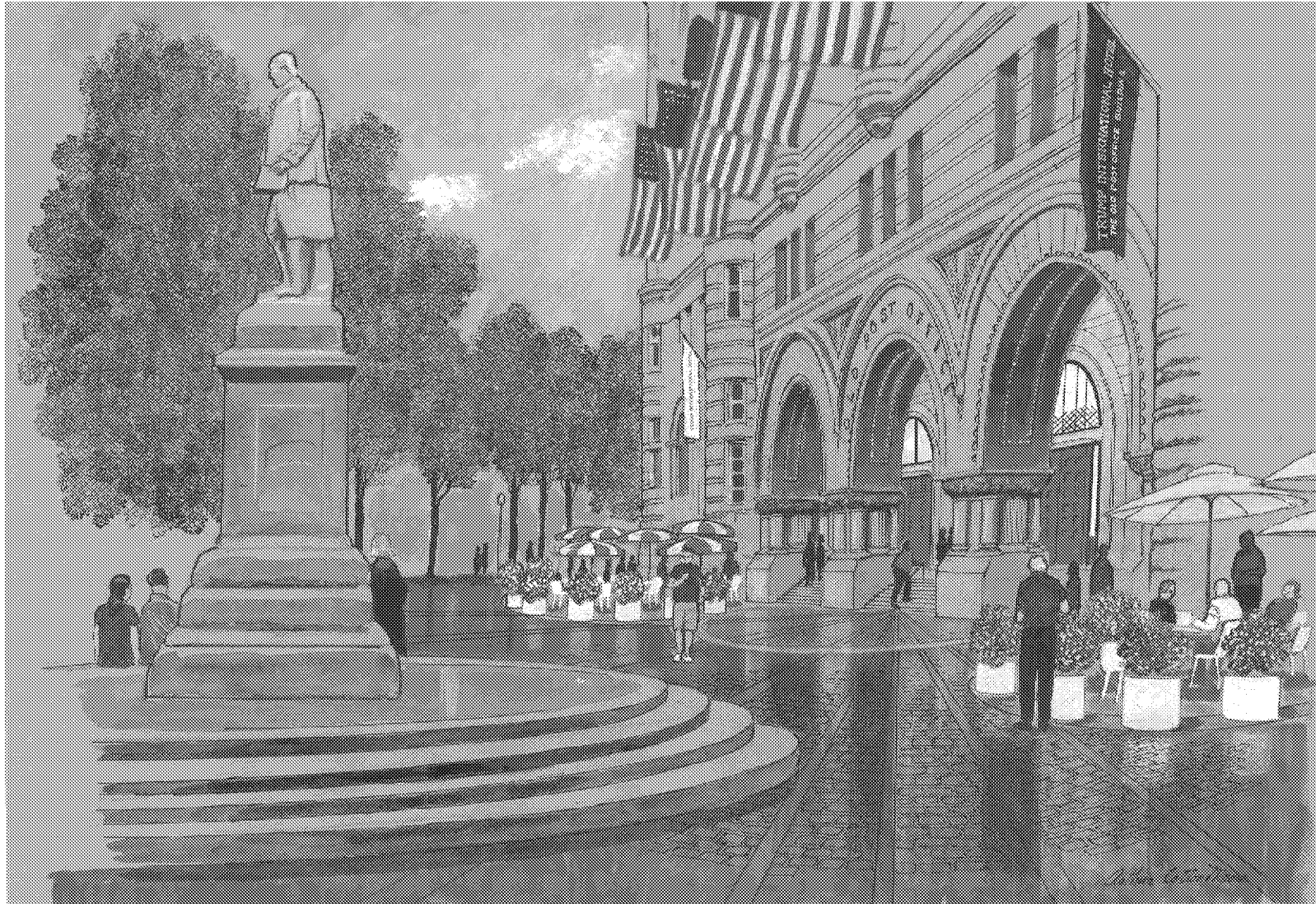


11th Street vehicular entry with Annex living green wall and glass canopy which is disconnected from the OPO.

SECTION II: Developer's Site Plan and Design Concept | 131

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

12. Pennsylvania Avenue Plaza Rendering

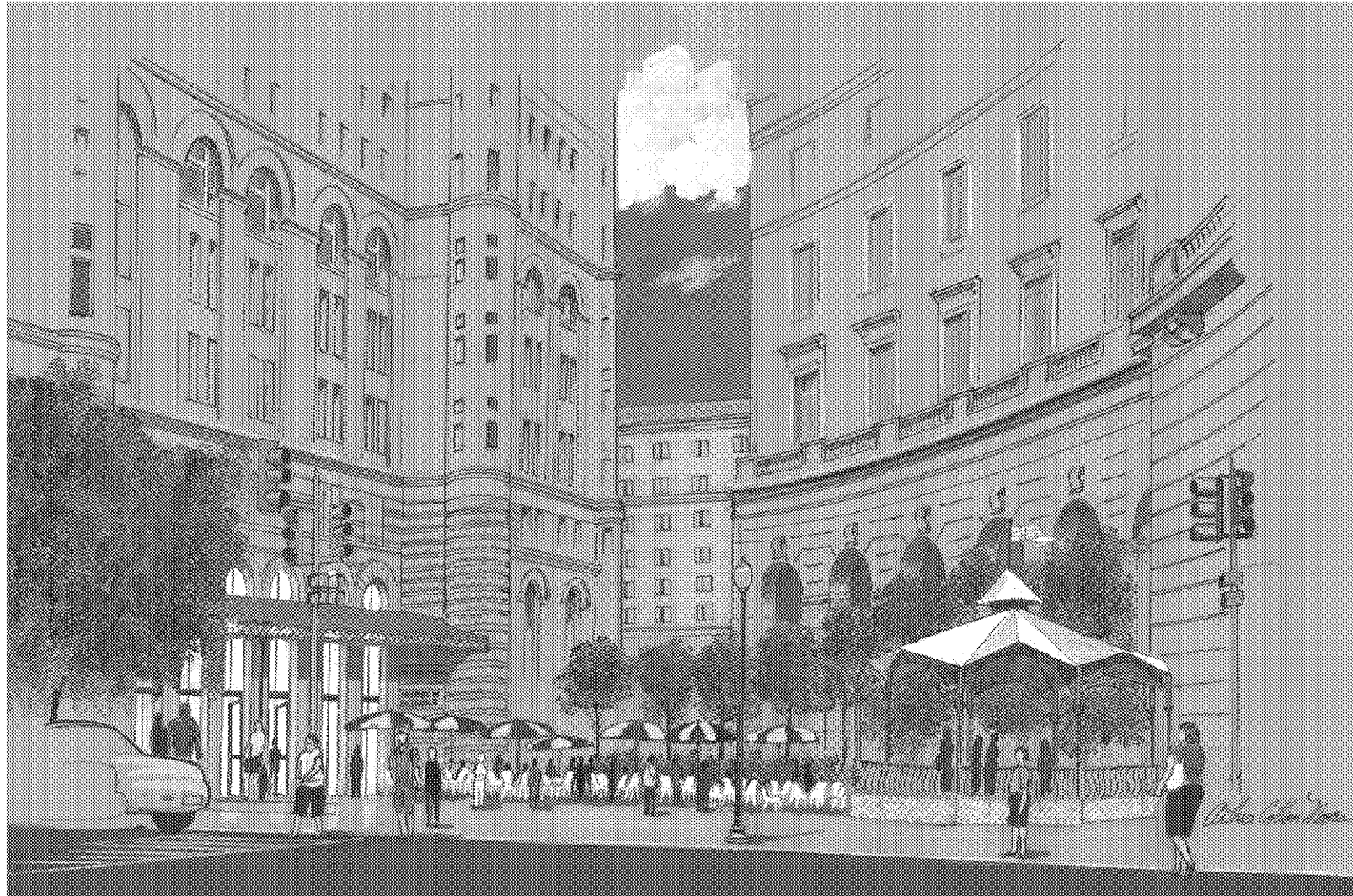


Pennsylvania Plaza Garden with new pedestrian activity that Brings Life to the Avenue and visitors into the OPO's reinstated front door.

SECTION II: Developer's Site Plan and Design Concept | 132

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

13. C Street Plaza Rendering

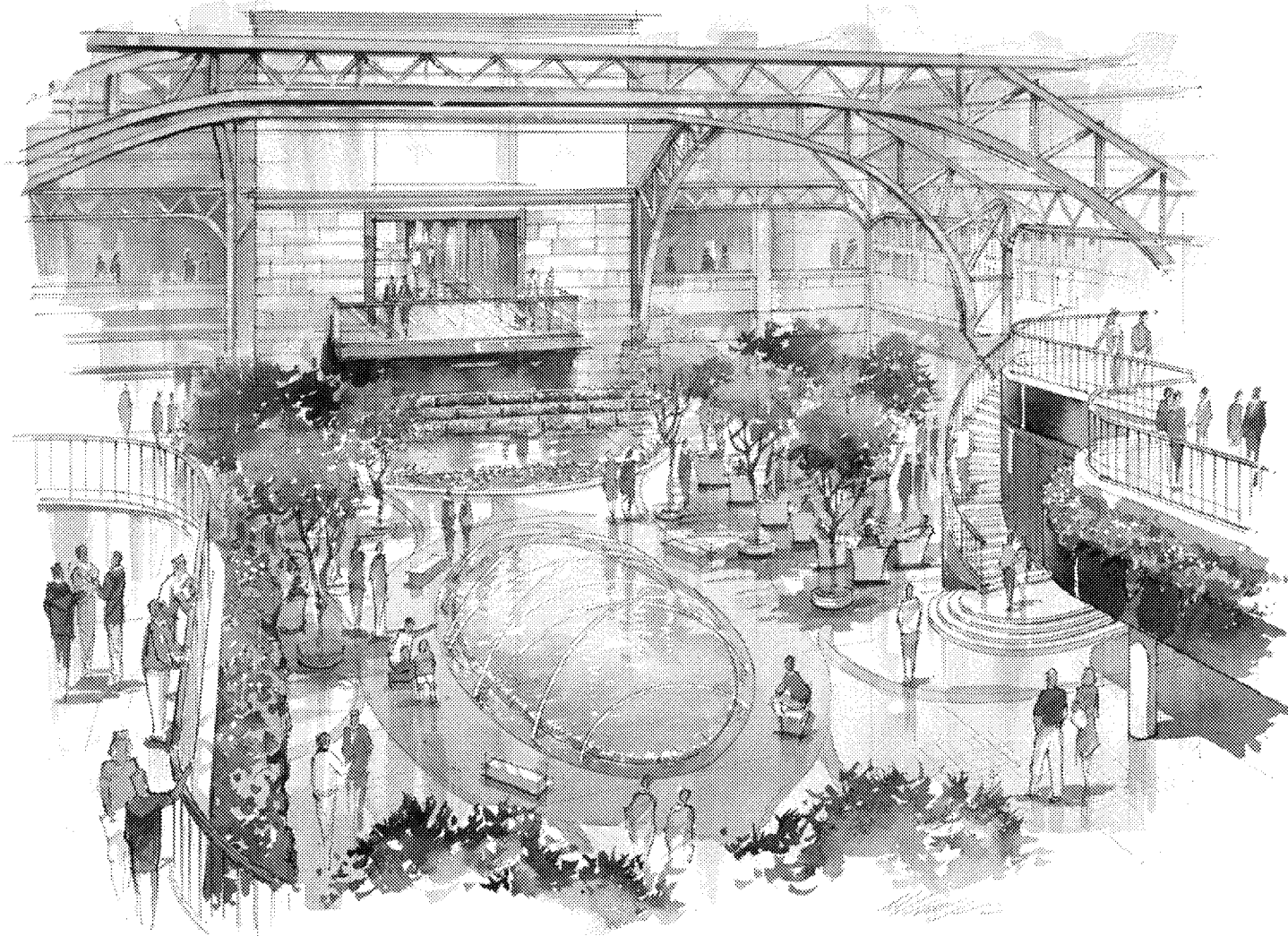


C- Street Plaza and sloped entry into the OPO Exhibition Gallery and Congress Bells Museum. This restored entry will bring visitors to the building from the National Mall.

SECTION II: Developer's Site Plan and Design Concept | 133

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

14. Cortile Rendering



Water Garden Cortile activated with beautiful landscaping, water features and a new balcony through the Clock Tower.

SECTION II: Developer's Site Plan and Design Concept | 134

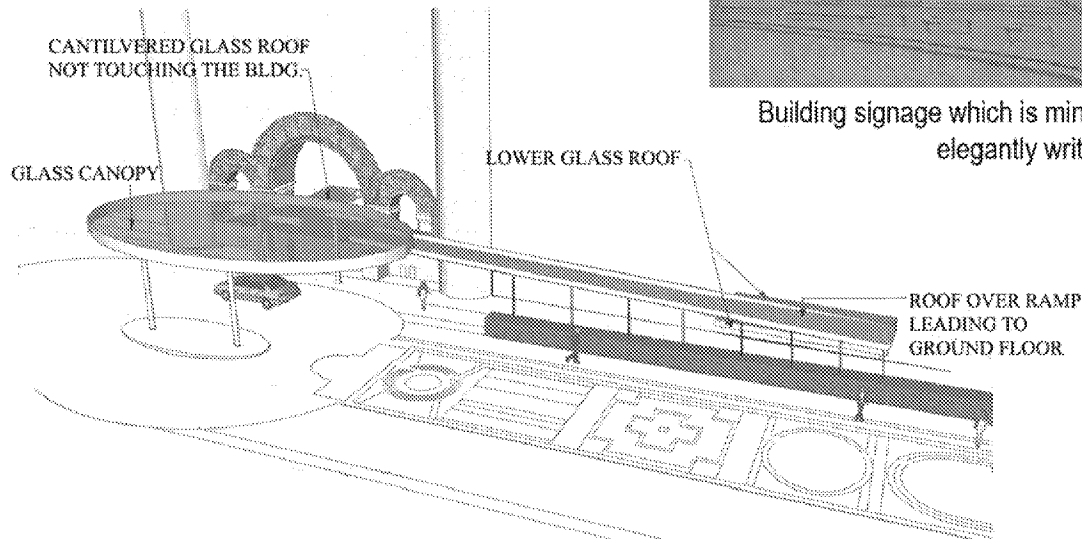
THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



### 15. Exterior Signage and Canopy Details



Building signage which is minimal, placed within the landscaping and elegantly written on the new canopy.



Proposed porte cochere canopy which does not touch the building and is constructed in glass to disappear in the presence of the OPO.

### Section III: Developer's Financial Capacity and Capability\*

\* Trump's financial statements have been provided under separate cover along with each binder.

Section III: Developer's Financial Capacity and Capability | 136

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Introduction to Financial Capacity and Capability:**

Trump plans to fund The Old Post Office Building redevelopment through a joint venture structure with Colony Capital, LLC, which is the world's largest unaffiliated pure real estate private equity investment manager with \$25 billion of institutional assets under management. Under this structure, Trump Old Post Office, LLC or another wholly-owned subsidiary of Donald J. Trump would be the Managing Member.

It is worth mentioning that Trump's financial capacity is significant and backed by the large personal net worth of Donald J. Trump. Though it is not the currently foreseen approach, the financials that are enclosed show that there are more than adequate funds available to fund Trump's expected equity interest, the entirety of the equity, or even the entire development. A significant portion of Trump's assets are highly liquid with **more than \$262 million in cash and cash equivalents** as of May 31, 2011. In addition, The Trump Organization's very **low debt-to-asset ratio of 10%** across its real estate portfolio is unique in the real estate industry and highlights a high level of financial stability.

Due to conservative planning and some prescience about the heated state of the real estate market in the mid-2000's, Trump has limited exposure to current real estate development. Since Trump does not suffer from problematic legacy real estate assets, senior staff members are able to focus on the exciting opportunity presented by the redevelopment of the OPO.

Trump has structured billions of construction financing over the years with many of the most sophisticated lenders in the world including: General Electric Asset Management, Hypo Real Estate Capital Corporation, Deutsche Bank Trust Company Americas, and Fortress Credit Corp. Based on the location and quality of the OPO, Trump is confident that credit will be available for the development at attractive terms. Through preliminary conversations with banking contacts, there is already a good framework to establish forward commitments that can be finalized with the closing of the lease agreement with GSA. In this regard, Trump is significantly better suited than most to back up the redevelopment of the OPO with a solid financial plan and backing from equity and banking partners.

## 1. Composition of Developer's Current Real Estate Portfolio

The Trump Organization is a diversified real estate company that owns and/or manages a broad range of property types. Trump has historically created value through the development process and therefore the vast majority of the buildings where Trump retains an interest were either built ground-up or significantly redeveloped by Trump.

### Developer's Current Real Estate Portfolio

Project	Square Feet*	Description (Property type and description of what we own and/or manage)
<b>TRUMP PROPERTIES WITH FULL OR PARTIAL OWNERSHIP TODAY</b>		
Trump International Hotel & Tower New York	521,010	Own Retail/Manage Hotel, Residential, Retail
Trump Palace	408,000	Own Retail/Manage Residential, Retail
Trump Parc East, 100 CPS	101,849	Own Retail/Manage Residential, Retail
Trump Parc	450,000	Own Retail/Manage Residential, Retail
Trump Park Avenue	315,342	Own Retail, Some Condos/Manage Residential, Retail
Trump Tower	675,074	Own Office, Retail/Manage Residential, Office, Retail
Trump World Tower	887,753	Own Retail/Manage Residential, Retail
Trump International Hotel & Tower Chicago	2,629,360	Own Retail & Some Remaining Condos/Manage Hotel, Residential, Retail
Trump International Hotel Las Vegas	1,968,000	Own Retail & Some Remaining Hotel Condos/Manage Hotel, Retail
Axa Financial Building	2,000,000	Partial Ownership of Office, Retail
555 California Street f/k/a Bank of America Building	1,704,000	Partial Ownership of Office, Retail
40 Wall Street	1,100,000	Own Property/Manage Office, Retail
Trump Soho New York	385,722	Partial Ownership of Hotel / Manage Hotel
Trump Vineyard Estates	900 acres	Own/Manage Vineyard
Trump National Golf Club Bedminster	510 acres	Own/Manage Golf Club
Trump National Golf Club Colts Neck	318 acres	Own/Manage Golf Club
Trump National Golf Club Hudson Valley	299 acres	Own/Manage Golf Club
Trump National Golf Club Los Angeles	300 acres	Own/Manage Golf Club
Trump National Golf Club Philadelphia	365 acres	Own/Manage Golf Club
Trump National Golf Club Washington, D.C.	600 acres	Own/Manage Golf Club
Trump National Golf Club Westchester	140 acres	Own/Manage Golf Club
Trump International Golf Club Palm Beach County	285 acres	Own/Manage Golf Club
Mar-a-Lago Club	20 acres	Own/Manage Golf Club
Trump International Golf Links, Scotland	1,500 acres	Own/Manage Golf Club (under development)
<b>PROPERTIES MANAGED BY TRUMP WITH NO OWNERSHIP TODAY</b>		
Trump International Golf Club and Residences Puerto Rico	1,000 acres	Manage Golf Club
Trump International Hotel & Tower Waikiki Beach Walk	575,450	Manage Hotel
Trump Ocean Club International Hotel & Tower Panama	250,000	Manage Hotel, Residential, Office, Retail
Trump Parc Stamford	461,232	Manage Residential
Trump Plaza, Jersey City	425,120	Manage Residential
Trump Plaza, New Rochelle	850,000	Manage Residential
Trump Tower at City Center	428,518	Manage Residential
Lofts at City Center	63,000	Manage Residential
Trump Park Residences, Yorktown	350,000	Manage Residential
Trump Place, 200 RSB	656,664	Manage Residential
Trump Place, 220 RSB	641,749	Manage Residential
Trump Place, 240 RSB	425,974	Manage Residential
Trump Place, 120 RSB	304,421	Manage Residential
610 Park Avenue	160,000	Manage Residential, Retail
The Residences at Trump National	96,000	Manage Residential

\*Square footage is approximate and may use different methodologies for different properties.

Section III: Developer's Financial Capacity and Capability | 138

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



## 2. Developer's Recent History Obtaining Development Financing Commitments

Trump has accessed the capital markets in significant ways over the last seven years for both construction and permanent financing. The following projects highlight the large loans that were obtained by Trump specifically for construction in the last seven years.

**Trump International Hotel and Tower Chicago** is a 2.7 million square foot mixed-use development composed of residential condominiums, hotel, and retail and is the second tallest building in the Americas.

- \$640 million Senior Construction Loan from Deutsche Bank Trust Company Americas (loan originator and syndicator)
- \$130 million Mezzanine Loan from Fortress Credit Corp

**Trump International Hotel Las Vegas** is a 2 million square foot hotel condominium and is the tallest building in Las Vegas.

- \$537 million Construction Loan from Hypo Real Estate Capital Corporation

## 3. Bank References for Developer and Potential Equity Partner

Both Trump and its equity partner, Colony Capital, have extensive banking relationships from which to receive construction and permanent financing. The following are a sub-set of banks with which the parties have extensive banking relationships.

<i>Bank References and Letters</i>	<i>Contact</i>	<i>Relationship</i>
<b>Trump</b>		
JP Morgan Chase N.A.	Peter J. Piazza Vice President, Chase Commercial Real Estate 277 Park Avenue – 14 <sup>th</sup> Floor New York, NY 10172 Phone: 212.648.2865 Fax: 646.534.6301 Peter.piazza@chase.com	Banker
Capital One, N.A.	Peter Welch Senior Vice President Commercial Real Estate 275 Broadhollow Road Melville, NY 11747-4808 Phone: 631.531.2178 Fax: 631.531.2798 peter.welch@capitalonebank.com	Banker

### Section III: Developer's Financial Capacity and Capability | 139

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

<i>Colony Bank References and Letters</i>	<i>Contact</i>	<i>Relationship</i>
Bank of America Merrill Lynch	Jack Vissicchio Managing Director Real Estate, Gaming & Lodging One Bryant Park, 30th Floor New York, NY 10036 Phone: 646.855.3005 Fax: 646.855.1630 jack_vissicchio@ml.com	Banker
Morgan Stanley & Co. LLC	Seth Weintrob Managing Director Morgan Stanley & Co. LLC 1585 Broadway New York, NY 10036 Phone: 212.761.8453 Fax: 212.507.4581 seth.weintrob@morganstanley.com	Banker

Section III: Developer's Financial Capacity and Capability | 140

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Peter J. Piazza  
Vice President

*JPMorgan Chase Bank N.A.*  
Chase Commercial Real Estate  
277 Park Avenue – 14th Floor  
New York, NY 10172  
Tel 212-648-2865  
Fax 646-534-6301

June 28, 2011

Mr. Kevin Terry  
Senior Realty Contracting Officer  
U.S. General Service Administration  
301 7th Street, SW, Room 7660  
Washington, DC 20407

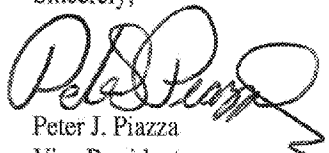
**RE: Donald J. Trump & The Trump Organization**

Dear Mr. Terry:

This letter serves to confirm that Donald J. Trump and The Trump Organization have been loyal and active customers of JPMorgan Chase Bank N.A. since 1978. They have maintained a valued deposit and investment relationship that currently consists of balances in excess of \$70 million.

If you require any additional information please feel free to give me a call at the phone number referenced above.

Sincerely,

  
Peter J. Piazza  
Vice President

Section III: Developer's Financial Capacity and Capability | 141

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



Capital One, N.A.  
275 Broadhollow Road  
P.O. Box 8914  
Melville, NY 11747

631.844.1000  
capitalonebank.com

June 30, 2011

Kevin Terry  
Senior Realty Contracting Officer  
U.S. General Service Administration  
301 7<sup>th</sup> Street, SW, Room 7660  
Washington, DC 20407

Re: Old Post Office Project  
Washington, DC

Dear Kevin,

Please be advised that Donald Trump has been a highly valued customer of Capital One, N.A. (Capital One Bank) since 2003 and that the Trump Organization has and continues to maintain a strong credit relationship with the Bank having had a credit exposure high point exceeding \$175MM comprised of both secured and unsecured debt. The Trump Organization also maintains with the Bank a sizable depository relationship which often fluctuates between \$50 million and \$100 million.

This letter is to confirm that the commercial real estate group here at Capital One N.A. has reviewed the preliminary information regarding the redevelopment of the Old Post Office building in Washington, DC and based upon said review, our knowledge of the developer (Donald J. Trump and his team), and our extensive banking relationships with such developer, we would consider exploring construction and permanent financing for this exciting project. Any such financing proposal would however, be subject to our complete due diligence of the project and the Bank's credit approval process. This letter should not be deemed in any way to be an offer or a commitment by Capital One N.A. for financing but should only be viewed as our expression of interest should The Trump Organization be selected by the General Service Administration as the preferred developer of this project.

On behalf of Capital One N.A., we look forward to working with the Trump team on this unique opportunity.

A handwritten signature in black ink, appearing to read "Peter A. Welch".

Peter A. Welch  
Senior Vice President

Section III: Developer's Financial Capacity and Capability | 142

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Jack J. Vissicchio  
Managing Director  
Real Estate, Gaming & Lodging  
Merrill Lynch, Pierce, Fenner & Smith Incorporated



July 7, 2011

Kevin Terry  
Senior Realty Contracting Officer  
U.S. General Service Administration  
301 7th Street, SW, Room 7660  
Washington, DC 20407

Dear Kevin:

This letter serves to provide a reference for Colony Capital and its various subsidiaries ("Colony") that we understand are responding to an RFP from the General Service Administration for purposes of acquiring and renovating the Old Post Office in Washington, D.C. in partnership with the Trump Organization. Since construction financing may represent a significant source of proceeds for such renovation, we felt it appropriate to opine here on our experience to-date with Colony specifically in the role of a borrower.

I have worked for Bank of America Merrill Lynch ("BAML") for past 20 years and currently act as Managing Director in the Real Estate, Gaming and Lodging Group. Over the past 2 decades, BAML has acted as a co-investor, secured and unsecured lender, and advisor to Colony in deals totaling several billion dollars. As the Relationship Manager to Colony, I am uniquely positioned to represent that Colony has consistently showed professionalism, loyalty, integrity and intelligence in every possible manner.

Regarding Colony as a potential borrower, I can recommend without any question the organization. Colony has made its interest and principal payments in a timely manner and consistently receive the highest grades from our credit committees. We would rank Colony as one of our top real estate clients in terms of organizational depth. Their level of sophistication in real estate underwriting and ultimate investments is "best in class" allowing us great comfort in providing capital to Colony at all levels.

I am available to discuss this letter and any questions you may have. I can be reached at 646-855 3005.

Sincerely,

Jack Vissicchio

Merrill Lynch, Pierce, Fenner & Smith Incorporated member FINRA/SIPC, is a subsidiary of Bank of America Corporation

Tel: 646.855.3005 • Fax: 646.855.1630 • Mobile: 917.859.3133  
jack\_vissicchio@ml.com

Merrill Lynch, Pierce, Fenner & Smith Incorporated  
One Bryant Park, 30th Floor, New York, NY 10036

♻️ Recycled Paper

Section III: Developer's Financial Capacity and Capability | 143

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

1585 Broadway  
New York, NY 10036

## Morgan Stanley

Seth Weintrob  
Managing Director  
Morgan Stanley & Co. LLC  
1585 Broadway  
New York, NY 10036

July 18, 2011

Kevin Terry  
Senior Realty Contracting Officer  
U.S. General Service Administration  
301 7th Street, SW, Room 7660  
Washington, DC 20407

Dear Kevin:

This letter serves to provide a reference for Colony Capital and its various subsidiaries ("Colony") that we understand are responding to an RFP from the General Service Administration for purposes of acquiring and renovating the Old Post Office in Washington, D.C. in partnership with the Trump Organization. Since construction financing may represent a significant source of proceeds for such renovation, we felt it appropriate to describe our experience to-date with Colony specifically in the role of a borrower.

As Managing Director in the Real Estate Banking group at Morgan Stanley, I currently act as the relationship manager to Colony. Over the past decade, Morgan Stanley has acted as a financial advisor, bookrunner, and lender to Colony on transactions totaling several billion dollars. Further, we are currently a lender to Colony Financial, Inc. (NYSE: CLNY). In my experience, Colony has consistently exhibited the utmost in professionalism and integrity.

We view Colony as an astute investor with significant real estate expertise, particularly in debt and equity investments. The combination of disciplined investing, responsive communication, and good "corporate citizenry" has made Colony a valuable client that I can recommend without question.

I am available to discuss this letter and any questions you may have. I can be reached at 212-761-8453.

Sincerely,



Seth Weintrob

Section III: Developer's Financial Capacity and Capability | 144

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

#### 4. Financial Statements

Trump's real estate investments are funded from Donald J. Trump's significant net worth, which is composed of a wide range of capitalized affiliates. Please find Trump's Statement of Financial Condition in an envelope submitted with each copy of this proposal. Though Trump expects to partially fund the project with equity from Colony Capital, LLC and construction financing from preferred debt partners, these financials clearly demonstrate significant financial resources beyond what would be required for this project. Trump intends to fund its equity commitment through existing cash on the balance sheet and ongoing cash flow from the operations of affiliates.

Please note that Trump affiliates are all private companies. The attached Statement of Financial Condition was compiled under GAAP, but it should be noted that there are departures from GAAP that are described in the Accountant's Compilation Report attached to the Statement of Financial Condition. Most personal financial statements contain GAAP exceptions. WeiserMazars, LLP has compiled these financials.

#### 5. Statement Regarding Debarments, Suspensions, Bankruptcy, or Loan Defaults

Trump and Donald J. Trump are not debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency. Furthermore, Trump has no bankruptcy or loan defaults on real estate projects or government contracts.

#### 6. Statement Describing Capital Requirements and Sources

Based on the team's detailed redevelopment program for OPO, Trump estimates a development cost of \$197 million including financing costs and lease payments prior to operations. The approximate funds committed by equity and debt partners would be as follows:

Trump:	\$8 million
Colony:	\$67 million
Construction Financing:	\$122 million

In addition, Trump expects to receive \$24 million in Historic Tax Credits due to the high level of preservation efforts in Trump's redevelopment plan. These credits will allow for financing to be paid down immediately after completion of construction to a level of 50% LTC.

For a more detailed description of sources and uses of capital, please see Section IV.

## 7. Current Projects Underway

Trump currently has several golf course renovations and redevelopments underway that are primarily, with the exception of Scotland, enhancements to existing clubs. In addition, Trump recently purchased a vineyard in Charlottesville, VA that provides the opportunity to develop a club and potentially residences. Based on this limited scope of development activity as compared to Trump's volume of projects in the past, the organization's most senior staff would be assigned to oversee the OPO redevelopment and it would be their primary focus.

**Trump International Golf Links, Scotland:** Trump is 100% owner and developer. There is no debt or financial guarantees on the project.

Phase 1: Development of Infrastructure, 18 Hole Championship Golf Course, Renovation of Castle and Outbuildings.

Of the ~\$55 million development cost including land, Trump has already invested \$33 million. The golf course is 95% complete and will open in summer 2012. The total components of this phase are ~70% complete.

Remaining Phases: Approved for second 18 Hole Golf Course, 450 Key Hotel, 500 Single Family Residences, 950 Holiday Homes, 36 Golf Villas, and 400 Worker Homes.

The budget for the later phases is yet to be established.

**Trump National Golf Club Washington, D.C.:** Trump is 100% owner, operator, and is managing all renovations. Trump has \$9.4 million of debt on this property with \$2 million in personal guarantees for principal, interests, and fees.

Trump is renovating the two 18 Hole Signature Golf Courses (originally designed by Tom Fazio and Arthur Hills) on the Potomac River including new irrigation, drainage, bunkers, tees, greens, five acre driving range expansion, and new short-game practice area. The reconfiguration of the 50,000 square foot clubhouse included a new ballroom, kitchens, outdoor dining deck, pool, and tennis facilities.

Of the ~\$13.5 million budgeted, Trump has already spent ~\$12 million and the project is 90% complete.

**Trump National Golf Club Philadelphia:** Trump is 100% owner, operator, and is managing all renovations. There is no debt or financial guarantees on the project.

Trump is renovating the Tom Fazio 18 Hole Golf Course and related facilities including the 43,000 square foot Clubhouse, Grand Ballroom, state of the art men's and women's locker rooms, expansive driving range and 15,000 square foot practice facility.

Of the ~\$5.5 million budgeted, Trump has already spent \$5 million and the project is 95% complete.

**Trump National Golf Club Hudson Valley:** Trump is 100% owner, operator, and managing all renovations. There is no debt or financial guarantees on the project.

Trump is renovating the 18 Hole Golf Course including the renovation of the 14,000 square foot clubhouse, construction of new 4,000 square foot men's locker rooms, re-sculpting of tee's, greens and bunkers, and addition of nearly four miles of new cart paths and Belgium block curbing.

Of the \$3 million budgeted, Trump has already spent \$2.8 million and the project is 95% complete.



**Trump Vineyard Estates, Charlottesville, VA:** Trump is 100% owner, operator, and manager of the property. Trump purchased approximately 900 acres of the original Kluge estate in May 2011 for all cash and the property has no debt.

The property contains a magnificent 36,727 square foot Carriage Museum, a 3,824 square foot pavilion, a 10,272 office building, an award winning wine tasting room and farm shop, and the vineyard itself. The Carriage Museum and pavilion will be converted to luxury banquet facilities with the ultimate goal of creating a world-class club and potentially residences.

Budgets and the scope of the redevelopment have not yet been established, nor has significant work commenced.

Colony Capital has very little development activity currently underway with the exception of one significant project.

**Costa Smeralda, Sardinia, Italy:** Colony acquired Starwood's assets comprising the Costa Smeralda resort, including four luxury hotels, a Robert Trent Jones, Jr. golf course, 750-slip marina, a shipyard, and various other commercial and retail assets in Sardinia, Italy. The investment also includes a 51% managing interest in over 5,900 acres of unentitled coastal land.

Colony is currently focused on expanding and renovating the hotels, adding luxury suites and family villas, spas and other facilities.

The project will be executed in 4 years and will cost approximately EUR 85 million. The first phase of this expansion/development was completed in May 2011 and represented just over 10% (EUR 10 million) of the overall hotel expansion project, and was financed with cash from operations and operating lines of credit.

Colony is currently negotiating a financing package to cover approximately 60% (~EUR 50 million) of total cost including FF&E.

**8. Completed Matrix A**

Trump retains a significant management and/or ownership interest in a wide range of real estate assets.

**MATRIX A: DEVELOPER'S PORTFOLIO BETWEEN 12/31/99 AND 12/31/10 (COMPLETED PROJECTS)**

Project	Location	Property Type	Size*	Total Development Cost**	Owner***	Manager	Amount of Permanent Financing	Public Sector Financial Participation
<b>TRUMP PROPERTIES WITH FULL OR PARTIAL OWNERSHIP</b>								
Trump International Hotel & Tower New York	New York, NY	Hotel, Condo, Retail	521,010	\$249,800,000	1999-Today (Retail)	1996-Today	Retail Mtge \$7,000,000	N/A
Trump Palace	New York, NY	Condo, Retail	408,000	\$145,000,000	Built 1990-Today	1990-Today	N/A	N/A
Trump Parc East, 100 CPS	New York, NY	Condo, Retail	101,849	\$19,000,000	Purchased 1981-Today	2000-Today	0	N/A
Trump Parc	New York, NY	Condo, Retail	450,000	\$195,000,000	Purchased 1981-Today	1987-Today	N/A	N/A
Trump Park Avenue	New York, NY	Condo, Retail	315,342	\$225,000,000	Purchased 2002-Today	2003-Today	Unsold Units and Retail Mtge \$22,750,000	N/A
Trump Tower	New York, NY	Condo, Office, Retail	675,074	\$278,600,000	1983-Today	1983-Today	Office and Retail Mtge \$22,770,000	N/A
Trump World Tower	New York, NY	Condo, Retail	887,753	\$363,200,000	2001-Today	2000-Today	0	N/A
Trump International Hotel & Tower Chicago	Chicago, IL	Hotel, Condo, Retail	2,629,360	\$850,000,000	2004-Today	2008-Today	\$314,000,000	N/A
Trump International Hotel Las Vegas	Las Vegas, NV	Hotel, Retail	1,968,000	\$630,000,000	2008-Today	2008-Today	\$180,435,000	N/A
Axa Financial Building, 1290 Avenue of the Americas	New York, NY	Office, Retail	2,000,000	Purchased Operating Bldg	2006-Today	N/A	Entire Mtge Debt \$417,377,000	N/A
555 California Street f/k/a Bank of America Building	San Francisco, CA	Office, Retail	1,704,000	Purchased Operating Bldg	2006-Today	N/A	Entire Mtge Debt \$698,265,000	N/A
40 Wall Street	New York, NY	Office	1,100,000	\$94,000,000	1995-Today	1995-Today	\$160,000,000	N/A
Trump Place, 120 RSB	New York, NY	Condo	304,421	\$142,500,000	Purchased 1985-Last Equity Sold (2004)	2005-Today	0	N/A
Trump Place, 200 RSB	New York, NY	Condo	656,664	\$151,900,000	Purchased 1985-Last Equity Sold (2004)	1999-Today	0	N/A
Trump Place, 220 RSB	New York, NY	Condo	641,749	\$261,900,000	Purchased 1985-Last Equity Sold (2004)	2002-Today	0	N/A
Trump Place, 240 RSB	New York, NY	Condo	425,974	\$186,000,000	Purchased 1985-Last Equity Sold (2004)	2005-Today	0	N/A
Trump Place, 140 RSB	New York, NY	Rental	337,932	\$142,500,000	Purchased 1985-Last Equity Sold (2004)	N/A	Bank Loans Fully Repaid May 2007 on Sale of Building	N/A
Trump Place, 160 RSB	New York, NY	Rental	447,222	\$153,400,000	Purchased 1985-Last Equity Sold (2004)	N/A	Bank Loans Fully Repaid May 2007 on Sale of Building	N/A
Trump Place, 180 RSB	New York, NY	Rental	463,741	\$133,300,000	Purchased 1985-Last Equity Sold (2004)	N/A	Bank Loans Fully Repaid May 2007 on Sale of Building	N/A
Trump Soho New York	New York, NY	Hotel	385,722	\$508,000,000	2006-Today	2010-Today	\$300,000,000	N/A
Trump National Golf Club Bedminster	Bedminster, NJ	Golf Club	510 acres	\$106,200,000	2002-Today	2002-Today	0	N/A
Trump National Golf Club Colts Neck	Colts Neck, NJ	Golf Club	318 acres	\$44,800,000	2008-Today	2008-Today	\$14,770,000	N/A
Trump National Golf Club Hudson Valley	Hopewell Junction, NY	Golf Club	299 acres	\$7,100,000	2009-Today	2009-Today	0	N/A
Trump National Golf Club Los Angeles	Rancho Palms Verdes, CA	Golf Club	300 acres	\$93,500,000	2000-Today	2000-Today	0	N/A
Trump National Golf Club Philadelphia	Pine Hill, NJ	Golf Club	365 acres	\$10,300,000	2009-Today	2009-Today	0	N/A
Trump National Golf Club Washington, D.C.	Potomac Falls, VA	Golf Club	600 acres	\$41,500,000	2009-Today	2009-Today	\$9,400,000	N/A

## Section III: Developer's Financial Capacity and Capability | 148

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Trump National Golf Club Westchester	Briarcliff Manor, NY	Golf Club	140 acres	\$67,500,000	1996-Today	1996-Today	0	N/A
Trump International Golf Club Palm Beach County	West Palm Beach, FL	Golf Club	285 acres	\$44,700,000	1999-Today	1999-Today	0	N/A
Mar-a-Lago Club	Palm Beach, FL	Private Club	20 acres	\$58,100,000	1985-Today	1985-Today	0	N/A
Trump International Golf Links, Scotland	Aberdeen, Scotland	Golf Resort w/ Hotel and Homes	1,500 acres	\$55,000,000 for Phase 1	2006-Today	2006-Today	0	N/A
PROPERTIES MANAGED BY TRUMP WITH NO OWNERSHIP								
Trump International Golf Club & Residences Puerto Rico	Rio Grande, Puerto Rico	Condos, Golf Club	1,000 acres	N/A	N/A	2008-Today	N/A	N/A
Trump International Hotel & Tower Waikiki Beach Walk	Honolulu, HI	Hotel	575,450	N/A	N/A	2010-Today	N/A	N/A
Trump Parc Stamford	Stamford, CT	Condo	461,232	N/A	N/A	2006-Today	N/A	N/A
Trump Plaza, Jersey City	Jersey City, NJ	Condo	425,120	N/A	N/A	2008-Today	N/A	N/A
Trump Plaza, New Rochelle	New Rochelle, NY	Condo	850,000	N/A	N/A	2007-Today	N/A	N/A
Trump Tower at City Center	White Plains, NY	Condo	428,518	N/A	N/A	2004-Today	N/A	N/A
Lofts at City Center	White Plains, NY	Condo	63,000	N/A	N/A	2005-Today	N/A	N/A
Trump Park Residences, Yorktown	Shrub Oak, NY	Condo	350,000	N/A	N/A	2007-Today	N/A	N/A
Trump Plaza	New York, NY	Coop and (2) 4 unit Brownstones	315,397	\$64,600,000	N/A	1986-Today Developed the bldg. Master Lease retail space, garage and two brownstones that Trump manages.	Mtge on Master Lease Premises \$8,470,000	N/A
The Residences at Trump National	Briarcliff Manor, NY	Residential	96,000	\$11,900,000	2004-Today	2004-Today	0	N/A
610 Park Avenue	New York, NY	Condo, Retail	160,000	\$65,000,000	N/A	1998-Today	N/A	N/A

\*Square footage is approximate and may use different methodologies for different properties.

\*\*Total development costs are approximate and vary in methodology based on project type.

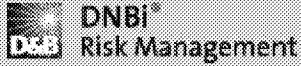
\*\*\*Trump's ownership of these properties has changed over time based on selling off portions of the property.

### Section III: Developer's Financial Capacity and Capability | 149

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**9. Credit Report:**

Trump Old Post Office, LLC is a special purpose entity and does not currently have a credit report from Dun and Bradstreet or a similar agency. As previously discussed, all Trump development projects are individual entities that roll-up to Donald J. Trump, so there is no single parent company with a report. Similarly, Donald J. Trump, the individual, does not have such a report. Attached is a June 29, 2011 Dun and Bradstreet report for The Trump Corporation, which demonstrates the strength of one subsidiary's credit rating. In combination with Trump's Statement of Financial Condition, this report demonstrates Trump's ability to service any obligations to creditors.



ATTN: Duane Deitrich  
Report Printed: June 29, 2011

**Live Report : TRUMP CORPORATION, THE**

D-U-N-S® Number: 87-737-9347  
Endorsement/Billing Reference: deitrichd@dnb.com

D&B Address	
<b>Address</b>	725 5th Ave Fl 16 New York, NY - 10022
<b>Phone</b>	212 715-7222
<b>Fax</b>	
<b>Location Type</b>	Single Location
<b>Web</b>	

Endorsement : deitrichd@dnb.com

**Company Summary**

Currency: Shown in USD unless otherwise indicated

**Score Bar**

PAYDEX®	80
Commercial Credit Score Class	1
Financial Stress Class	2
Credit Limit - D&B Conservative	50,000.00
D&B Rating	1R2

**Company News**

**Today: Wednesday, June 29, 2011**

This company is not currently tracked for Company News.

Powered by FirstRain

**Detailed Trade Risk insight™**

**Days Beyond Terms Past 3 Months**



Dollar-weighted average of 36 payment experiences reported from 13 Companies

**Recent Derogatory Events**

	Mar-11	Apr-11	May-11
Placed for Collection	-	-	-
Bad Debt Written Off	-	-	-

Total Amount Current & Past Due - 12 Month Trend

**Public Filings**

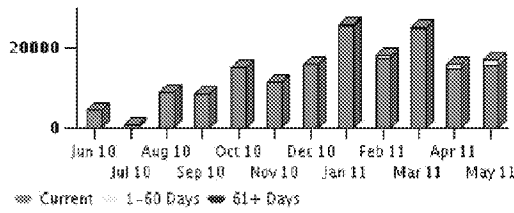
The following data includes both open and closed filings found in D&B's database on this company.

Record Type	Number of Records	Most Recent Filing Date
Bankruptcies	0	-
Judgments	0	-
Liens	0	-
Suits	0	-
UCCs	2	05/18/09

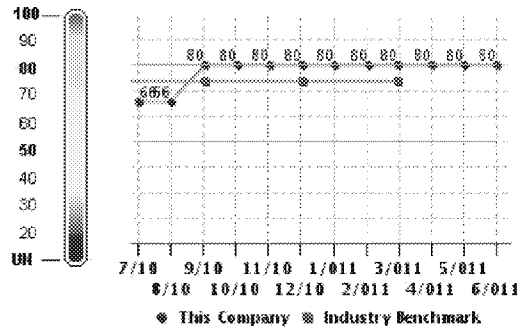
The public record items contained herein may have been paid, terminated, vacated or released prior to today's date.

Section III: Developer's Financial Capacity and Capability | 151

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



**PAYDEX® Trend Chart**

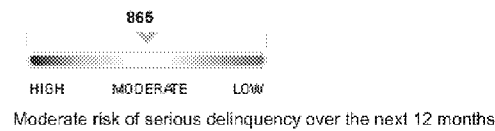


**D&B Company Overview**

This is a single location

<b>Chief Executive</b>	DONALD J TRUMP, PRES
<b>Year Started</b>	1980
<b>Employees</b>	300
<b>Financing</b>	SECURED
<b>SIC</b>	6531 , 6512
<b>Line of business</b>	Real estate agent/ mgr, nonresidential bldg operatr, apt building operator, dwelling operator
<b>NAICS</b>	531210
<b>History Status</b>	CLEAR

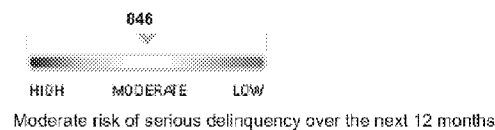
**SBRI Origination Lease Score**



**Commentaries**

- Industry classification
- Recency of delinquencies
- Proportion of amount past due on accounts

**SBRI Origination Card Score**



**Commentaries**

- Delinquent past or present credit obligation(s)
- Length of time trade lines have been established
- Proportion of revolving account balances to revolving credit lines

Section III: Developer's Financial Capacity and Capability | 152

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



Moderate risk of serious delinquency over the next 12 months

**Commentaries**

- Delinquent past or present credit obligation(s)
- Length of time trade lines have been established
- Proportion of installment balances to installment amounts

**Key SBRI Attributes**

Total Number of Open SBRI Accounts	45
Total Balance on all Open SBRI Accounts	311,542.00
Total Exposure	334,342.00
Maximum Age of All Open Accounts	186.00 Months
Worst delinquent all accounts past 1-3 months	Cycle 5
Worst delinquent all accounts past 1-12 months	Cycle 5
Number Of Total Accounts Ever Cycle 2+	13
Time since most recent Cycle 2 on all accounts	1 Months

**Predictive Scores**

Currency: Shown in USD unless otherwise indicated

**Credit Capacity Summary**

This credit rating was assigned because of D&B's assessment of the company's creditworthiness. For more information, see the D&B Rating Key

**D&B Rating: 1R2**

Number of employees: 1R indicates 10 or more employees  
Composite credit appraisal: 2 is good

The Rating was changed on September 29, 2010 because of a change in payment information appearing in D & B's file.

The 1R and 2R ratings categories reflect company size based on the total number of employees for the business. They are assigned to business files that do not contain a current financial statement. In 1R and 2R Ratings, the 2, 3, or 4 creditworthiness indicator is based on analysis by D&B of public filings, trade payments, business age and other important factors. 2 is the highest Composite Credit Appraisal a company not supplying D&B with current financial information can receive.

Below is an overview of the company's rating history since 12-01-1994

D&B Rating	Date Applied	Number of Employees Total:
1R2	09-29-2010	300
2R3	05-04-2007	
2R2	04-19-2006	
--	12-01-1994	

Payment Activity:	(based on 59 experiences)
Average High Credit:	23,867
Highest Credit:	500,000
Total Highest Credit:	1,027,950

**D&B Credit Limit Recommendation**

Aggressive credit Limit: 90,000



Risk category for this business : **LOW**

This recommended Credit Limit is based on the company profile and on profiles of other companies with similarities in size, industry, and credit usage.

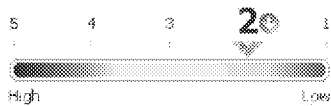
Risk is assessed using D&Bs scoring methodology and is one factor used to create the recommended limits. See Help for details.

**Financial Stress Class Summary**

The Financial Stress Score predicts the likelihood of a firm ceasing business without paying all creditors in full, or reorganization or obtaining relief from creditors under state/federal law over the next 12 months. Scores were calculated using a statistically valid model derived from D&Bs extensive data files.

The Financial Stress Class of 2 for this company shows that firms with this class had a failure rate of 0.09% (9 per 10,000), which is lower than the average of businesses in D & B's database

Financial Stress Class :



Moderate risk of severe financial stress, such as a bankruptcy, over the next 12 months.

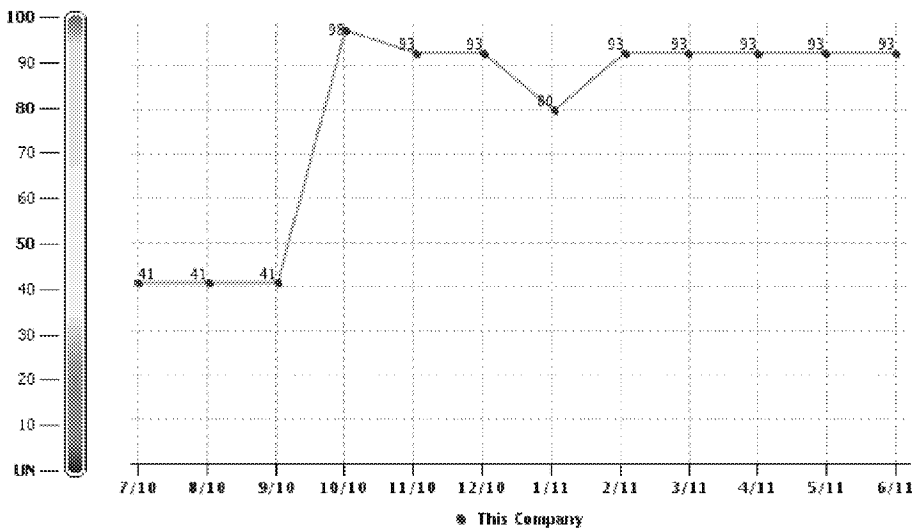
Probability of Failure:

- Among Businesses with this Class: **0.09 %** ( 9 per 10,000)
- Financial Stress National Percentile : **93** (Highest Risk: 1; Lowest Risk: 100)
- Financial Stress Score : **1661** (Highest Risk: 1,001; Lowest Risk: 1,875)
- Average of Businesses in D&Bs database: **0.48 %** ( 48 per 10,000)

The Financial Stress Class of this business is based on the following factors:

- UCC Filings reported.
- High number of inquiries to D & B over last 12 months.
- Unstable Paydex over last 12 months

Financial Stress Percentile Trend:



Notes:

- The Financial Stress Class indicates that this firm shares some of the same business and financial characteristics of other companies

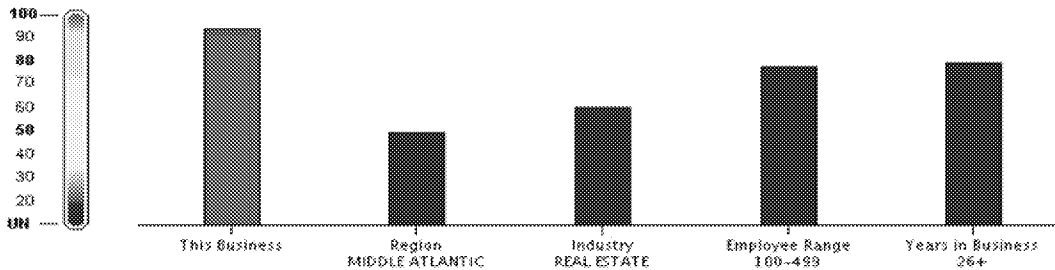
Section III: Developer's Financial Capacity and Capability | 154

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



with this classification. It does not mean the firm will necessarily experience financial stress.

- The Probability of Failure shows the percentage of firms in a given Class that discontinued operations over the past year with loss to creditors. The Probability of Failure - National Average represents the national failure rate and is provided for comparative purposes.
- The Financial Stress National Percentile reflects the relative ranking of a company among all scorable companies in D&B's file.
- The Financial Stress Score offers a more precise measure of the level of risk than the Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.



Norms	National %
This Business	93
Region: MIDDLE ATLANTIC	44
Industry: REAL ESTATE	56
Employee range: 100-499	75
Years in Business: 26+	77

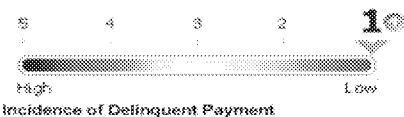
This Business has a Financial Stress Percentile that shows:

- Lower risk than other companies in the same region.
- Lower risk than other companies in the same industry.
- Lower risk than other companies in the same employee size range.
- Lower risk than other companies with a comparable number of years in business.

**Credit Score Summary**

The Commercial Credit Score predicts the likelihood that a company will pay its bills in a severely delinquent manner (90 days or more past terms), obtain legal relief from creditors or cease operations without paying all creditors in full over the next 12 months. Scores are calculated using a statistically valid model derived from D&B's extensive data files. The Credit Score class of 1 for this company shows that 6.0% of firms with this class paid one or more bills severely delinquent, which is lower than the average of businesses in D & B's database.

Credit Score Class :



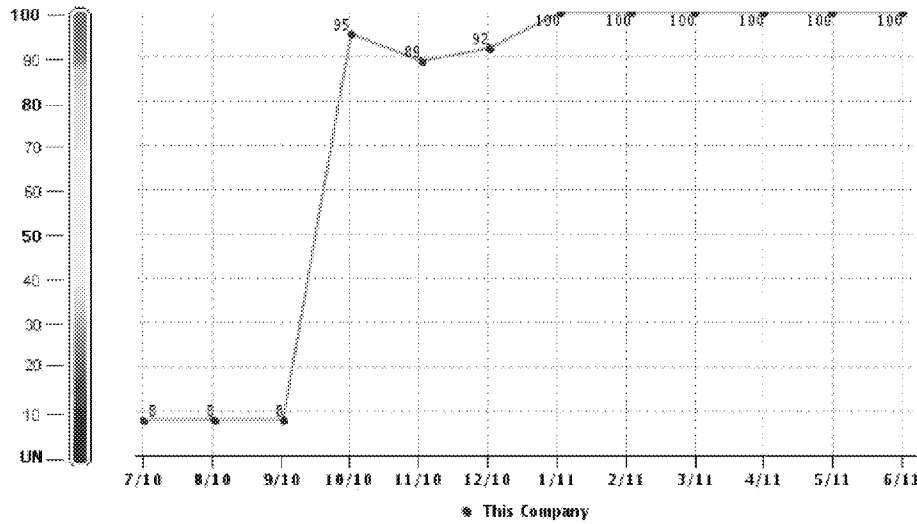
- Among Companies with this Classification: **6.00 %**
- Average compared to businesses in D&B's database: **23.60 %**
- Credit Score Percentile : **99** (Highest Risk: 1; Lowest Risk: 100)
- Credit Score : **615** (Highest Risk: 101; Lowest Risk:670)

The Credit Score Class of this business is based on the following factors:

- Most recent amount past due.
- Insufficient number of payment experiences.
- Business does not own facilities.
- Low number of satisfactory payments.
- Business is not a subsidiary.

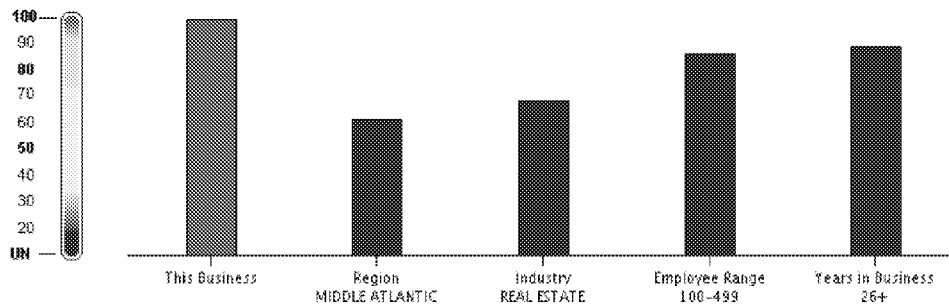
- Low proportion of satisfactory payment experiences to total payment experiences.

Credit Score Class Percentile Trend:



Notes:

- The Commercial Credit Score Risk Class indicates that this firm shares some of the same business and financial characteristics of other companies with this classification. It does not mean the firm will necessarily experience severe delinquency.
- The incidence of delinquency shows the percentage of firms in a given percentile that are likely to pay creditors in a severely delinquent manner. The average incidence of delinquency is based on businesses in D&B's database and is provided for comparative purposes.
- The Commercial Credit Score percentile reflects the relative ranking of a firm among all scorable companies in D&B's file.
- The Commercial Credit Score offers a more precise measure of the level of risk than the Risk Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.



Norms	National %
This Business	99
Region: MIDDLE ATLANTIC	57
Industry: REAL ESTATE	65
Employee range: 100-499	85
Years in Business: 26+	88

This business has a Credit Score Percentile that shows:

- Lower risk than other companies in the same region.
- Lower risk than other companies in the same industry.
- Lower risk than other companies in the same employee size range.

Section III: Developer's Financial Capacity and Capability | 156

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Lower risk than other companies with a comparable number of years in business.

**Trade Payments**

Currency: Shown in USD unless otherwise indicated

**D&B PAYDEX®**

The D&B PAYDEX is a unique, weighted indicator of payment performance based on payment experiences as reported to D&B by trader references. Learn more about the D&B PAYDEX

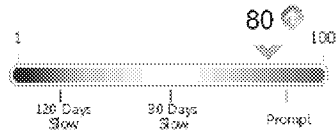
Timeliness of historical payments for this company.

Current PAYDEX is	80	Equal to generally within terms ( Pays more promptly than the average for its industry of 9 days beyond terms )
Industry Median is	74	Equal to 9 days beyond terms
Payment Trend currently is	◆◆	Unchanged, compared to payments three months ago

Indications of slowness can be the result of dispute over merchandise, skipped invoices etc. Accounts are sometimes placed for collection even though the existence or amount of the debt is disputed.

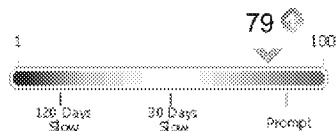
Total payment Experiences in D&Bs File (HQ)	59
Payments Within Terms (not weighted)	93 %
Trade Experiences with Slow or Negative Payments(%)	5.08%
Total Placed For Collection	0
High Credit Average	23,867
Largest High Credit	500,000
Highest Now Owing	400,000
Highest Past Due	500

**D&B PAYDEX**



- High risk of late payment (Average 30 to 120 days beyond terms)
  - Medium risk of late payment (Average 30 days or less beyond terms)
  - Low risk of late payment (Average prompt to 30+ days sooner)
- When weighted by amount, payments to suppliers average generally within terms

**3-Month D&B PAYDEX**



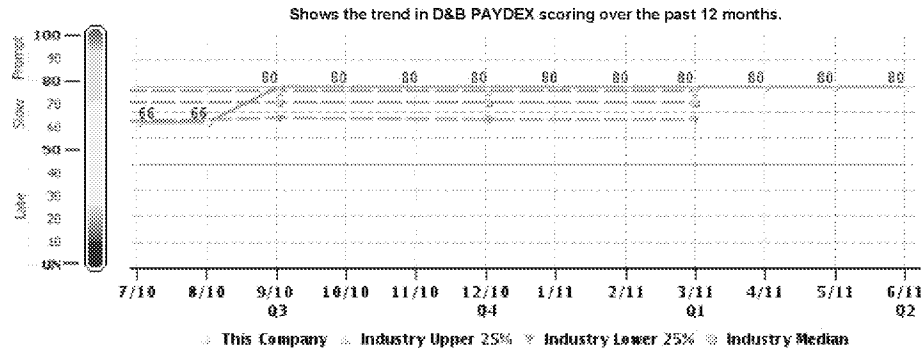
- High risk of late payment (Average 30 to 120 days beyond terms)
  - Medium risk of late payment (Average 30 days or less beyond terms)
  - Low risk of late payment (Average prompt to 30+ days sooner)
- Based on payments collected over last 3 months.

When weighted by amount, payments to suppliers average 2 days beyond terms

**D&B PAYDEX® Comparison**

**Current Year**

PAYDEX® of this Business compared to the Primary Industry from each of the last four quarters. The Primary Industry is Real estate agent/mgr, nonresidential bldg operatr, apt building operator, dwelling operator , based on SIC code 6531 .

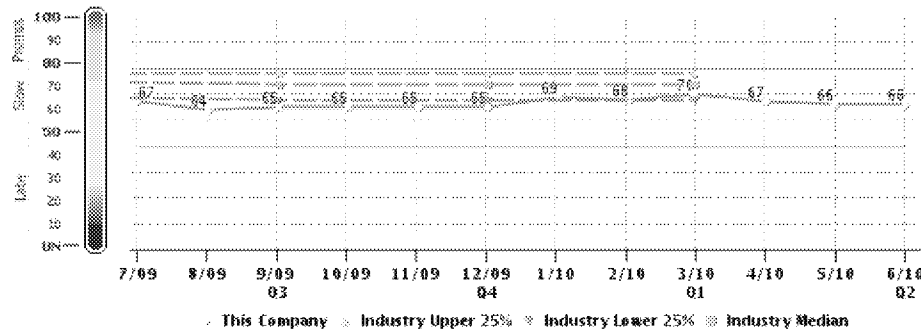


	7/10	8/10	9/10	10/10	11/10	12/10	1/11	2/11	3/11	4/11	5/11	6/11
<b>This Business</b>	66	66	80	80	80	80	80	80	80	80	80	80
<b>Industry Quartiles</b>												
Upper			78			78			78			
Median			74			74			74			
Lower			68			67			67			

- Current PAYDEX for this Business is 80 , or equal to generally within terms
- The 12-month high is 80 , or equal to GENERALLY WITHIN terms
- The 12-month low is 66 , or equal to 19 DAYS BEYOND terms

**Previous Year**

Shows PAYDEX of this Business compared to the Primary Industry from each of the last four quarters. The Primary Industry is Real estate agent/mgr, nonresidential bldg operatr, apt building operator, dwelling operator , based on SIC code 6531 .

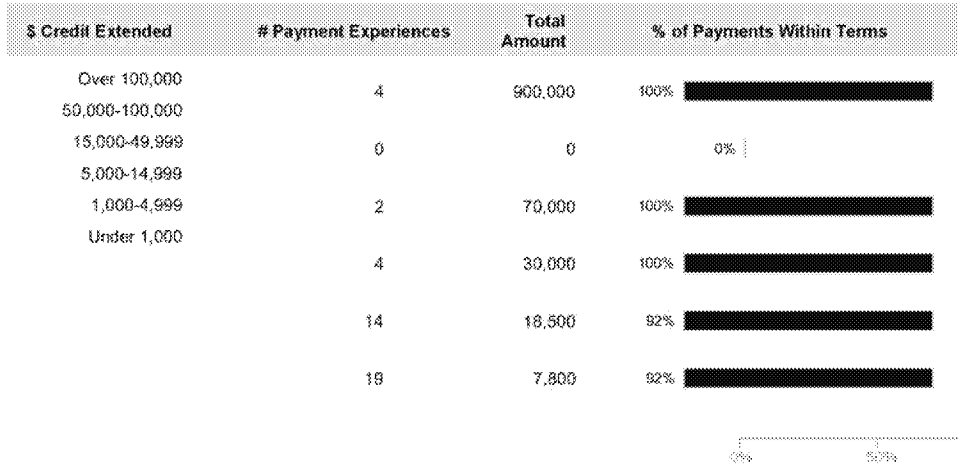


	06/09	09/09	12/09	03/10
Previous Year	Q2'09	Q3'09	Q4'09	Q1'10
<b>This Business</b>	UN	65	65	70
<b>Industry Quartiles</b>				
Upper	78	78	78	78
Median	75	74	74	74
Lower	69	68	68	68

- Based on payments collected over the last 4 quarters.
- Current PAYDEX for this Business is 80 , or equal to generally within terms
  - The present industry median Score is 74 , or equal to 9 days beyond terms
  - Industry upper quartile represents the performance of the payers in the 75th percentile
  - Industry lower quartile represents the performance of the payers in the 25th percentile

**Payment Habits**

For all payment experiences within a given amount of credit extended, shows the percent that this Business paid within terms. Provides number of experiences to calculate the percentage, and the total credit value of the credit extended.



Based on payments collected over last 12 months.  
All Payment experiences reflect how bills are paid in relation to the terms granted. In some instances, payment beyond terms can be the result of disputes over merchandise, skipped invoices etc.

**Payment Summary**

There are 59 payment experience(s) in D&Bs file for the most recent 24 months, with 31 experience(s) reported during the last three month period.

The highest **Now Owes** on file is 400,000 . The highest **Past Due** on file is 500

Below is an overview of the companys currency-weighted payments, segmented by its suppliers primary industries:

	Total Revd (#)	Total Amts	Largest High Credit	Within Terms (%)	Days Slow <31 31-60 61-90 90+ (%) (%) (%) (%)
<b>Top Industries</b>					
Misc business credit	9	35,000	30,000	98	1 1 0 0
Radiotelephone commun	6	14,500	7,500	100	0 0 0 0
Nonclassified	5	502,600	500,000	100	0 0 0 0
Misc business service	5	4,250	1,000	91	9 0 0 0
Telephone communictns	3	2,050	1,000	100	0 0 0 0
Natnl commercial bank	2	40,000	40,000	100	0 0 0 0
Mfg refrig/heat equip	2	2,600	2,500	100	0 0 0 0
Mechanical contractor	1	200,000	200,000	100	0 0 0 0
Public finance	1	100,000	100,000	100	0 0 0 0
Roof/side/sheet metal	1	100,000	100,000	100	0 0 0 0
Steel erection	1	10,000	10,000	100	0 0 0 0
Gravure printing	1	7,500	7,500	100	0 0 0 0
Investment advice	1	5,000	5,000	100	0 0 0 0
Books-print/publish	1	1,000	1,000	50	50 0 0 0
Hvy const eqpt rental	1	750	750	100	0 0 0 0
Coating/engrave svcs	1	500	500	100	0 0 0 0
Misc equipment rental	1	250	250	0	50 50 0 0

Section III: Developer's Financial Capacity and Capability | 159

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Computer maintenance	1	250	250	100	0	0	0	0
Mfg computers	1	50	50	100	0	0	0	0
<b>Other payment categories</b>								
Cash experiences	15	1,650	750					
Payment record unknown	0	0	0					
Unfavorable comments	0	0	0					
<b>Placed for collections:</b>								
With D&B	0	0	0					
Other	0	N/A	0					
Total in D&Bs file	59	1,027,950	500,000					

Accounts are sometimes placed for collection even though the existence or amount of the debt is disputed.

Indications of slowness can be result of dispute over merchandise, skipped invoices etc.

**Detailed payment history for this company**

Date Reported (mm/yy)	Paying Record	High Credit	Now Owes	Past Due	Selling Terms	Last Sale Within (month)
06/11	Slow 30-60	250	250	100		1 mo
05/11	Ppt	30,000	25,000	0		
	Ppt	7,500	7,500	0		1 mo
	Ppt	5,000	5,000	0		1 mo
	Ppt	2,500	500	0		1 mo
	Ppt	2,500	0	0	N30	2-3 mos
	Ppt	2,500	2,500	0		1 mo
	Ppt	1,000	1,000	0		1 mo
	Ppt	1,000	1,000	0		1 mo
	Ppt	1,000	1,000	0		1 mo
	Ppt	1,000	250	0		1 mo
	Ppt	1,000	1,000	0		1 mo
	Ppt	1,000	0	0		2-3 mos
	Ppt	750	750	0		1 mo
	Ppt	750	0	0		4-5 mos
	Ppt	500	0	0		4-5 mos
	Ppt	500	250	0		1 mo
	Ppt	500	500	0		1 mo
	Ppt	500	500	0		1 mo
	Ppt	500	0	0		6-12 mos
	Ppt	500	500	0		1 mo
Ppt	250	100	0	N30	1 mo	
Ppt	250	100	0		1 mo	
Ppt-Slow 30			1,000	500		1 mo
Ppt-Slow 30		1,000	0	0		1 mo
Ppt-Slow 30		750	750	250		1 mo
Ppt-Slow 60		1,000	1,000	500	N30	1 mo
04/11	Ppt	7,500	0	0		6-12 mos
	Ppt	500	0	0		6-12 mos
	Ppt	50	50	0		1 mo

Section III: Developer's Financial Capacity and Capability | 160

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

03/11	Ppt	100,000				1 mo
01/11	Ppt	250	100	0		1 mo
	(033)	750			Cash account	1 mo
11/10	Ppt	40,000	40,000	0		
	Ppt	100	0	0		4-5 mos
10/10	Ppt	10,000	7,500	0	N60	1 mo
	(037)	100			Cash account	6-12 mos
	(038)	50			Cash account	2-3 mos
	(039)	0	0	0	Cash account	6-12 mos
09/10	Ppt	500,000	400,000	0	N30	1 mo
	Ppt	200,000	95,000	0	N30	1 mo
	Ppt	100,000	15,000	0	N45	1 mo
	(043)	100	100		Cash account	
	(044)	100	100		Cash account	
	(045)	100	100		Cash account	
	(046)	100	100		Cash account	
	(047)	100	100		Cash account	
	(048)	50	50		Cash account	
	(049)	50	50		Cash account	
	(050)	50	50		Cash account	
	(051)	50	50		Cash account	
	(052)	50	50		Cash account	
04/10	(053) Cash own option	0	0	0		6-12 mos
03/10	Ppt	750	0	0	N30	6-12 mos
12/09	Ppt	1,000	100	0		1 mo
	Ppt	1,000	1,000	0		1 mo
	Ppt	0	0	0		1 mo
10/09	Ppt	50	0	0		6-12 mos
09/09	Ppt	100	0	0	N30	6-12 mos

Payments Detail Key: ■ 30 or more days beyond terms

Payment experiences reflect how bills are paid in relation to the terms granted. In some instances payment beyond terms can be the result of disputes over merchandise, skipped invoices, etc. Each experience shown is from a separate supplier. Updated trade experiences replace those previously reported.

**Public Filings**

Currency: Shown in USD unless otherwise indicated ■

**Summary**

The following data includes both open and closed filings found in D&E's database on this company.

Section III: Developer's Financial Capacity and Capability | 161

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Record Type	# of Records	Most Recent Filing Date
Bankruptcy Proceedings	0	-
Judgments	0	-
Liens	0	-
Suits	0	-
UCCs	2	05/18/09

The following Public Filing data is for information purposes only and is not the official record. Certified copies can only be obtained from the official source.

**UCC Filings**

Collateral	Equipment
Type	Original
Sec. Party	US BANCORP, MARSHALL, MN
Debtor	TRUMP CORPORATION THE
Filing No.	0905185456677
Filed With	SECRETARY OF STATE/UCC DIVISION, ALBANY, NY
Date Filed	2009-05-18
Latest Info Received	05/27/09

Collateral	Business machinery/equipment
Type	Original
Sec. Party	US BANCORP, MARSHALL, MN
Debtor	TRUMP CORPORATION THE
Filing No.	0905185456653
Filed With	SECRETARY OF STATE/UCC DIVISION, ALBANY, NY
Date Filed	2009-05-18
Latest Info Received	05/27/09

**Government Activity**

**Activity summary**

Borrower (Dir/Guar)	NO
Administrative Debt	NO
Contractor	NO
Grantee	NO
Party excluded from federal program(s)	NO

**Possible candidate for socio-economic program consideration**

Labour Surplus Area	N/A
Small Business	YES (2011)
8(A) firm	N/A

The details provided in the Government Activity section are as reported to Dun & Bradstreet by the federal government and other sources.

Section III: Developer's Financial Capacity and Capability | 162

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



**History & Operations**

Currency: Shown in USD unless otherwise indicated

**Company Overview**

Company Name:	TRUMP CORPORATION, THE
Street Address:	725 5th Ave Fl 10 New York , NY 10022
Phone:	212 715-7222
History	is clear
Present management control	31 years

**History**The following information was reported: **09/29/2010**

Officer(s):	DONALD J TRUMP, PRES SYDNEY LEIBOWITZ, DIR
-------------	---

DIRECTOR(S) :	THE OFFICER(S)
---------------	----------------

The New York Secretary of State's business registrations file showed that Trump Corporation, The, was registered as a corporation on July 30, 1980.

Business started 1980 by Donald Trump. 100% of capital stock is owned by Donald J Trump.

DONALD J TRUMP born 1949. 1980-present active here.

SYDNEY LEIBOWITZ. Antecedents are unknown.

**Through common principals this company has numerous affiliated business concerns including :**

Trump Organization Inc, New York, NY, started 1981. DUNS 09-295-9232. Operates as a holding company and all its affiliates.

**Business Registration**

CORPORATE AND BUSINESS REGISTRATIONS REPORTED BY THE SECRETARY OF STATE OR OTHER OFFICIAL SOURCE AS OF Jun 24 2011

The following data is not an official record of the Department of State or the State of New York and Dun & Bradstreet is not an employee or agent thereof.

Registered Name:	THE TRUMP CORPORATION
Business type:	CORPORATION
Corporation type:	PROFIT
Date incorporated:	Jul 30 1980
State of incorporation:	NEW YORK
Filing date:	Jul 30 1980
Registration ID:	642339
Duration:	PERPETUAL
Status:	ACTIVE
Where filed:	SECRETARY OF STATE/CORPORATION DIVISION , ALBANY , NY
Principals:	DONALD J. TRUMP , CHAIRMAN OF THE BOARD , 725 FIFTH AVENUE , NEW YORK , NY , 10022519

**Operations**

09/29/2010

Operates as a real estate brokers/agents and a real estate manager, operates nonresidential buildings, operates apartment buildings and operates dwellings.

Description:	Terms are undetermined. Sells to commercial concerns. Territory : Undetermined. Nonseasonal.
--------------	---

**Section III: Developer's Financial Capacity and Capability | 163**

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Employees:** 300 which includes officer(s).  
**Facilities:** Occupies premises in a building.  
**Location:** Central business section on main street.

**SIC & NAICS**

**SIC:**  
 Based on information in our file, D&B has assigned this company an extended 8-digit SIC. D&B's use of 8-digit SICs enables us to be more specific about a company's operations than if we use the standard 4-digit code. The 4-digit SIC numbers link to the description on the Occupational Safety & Health Administration (OSHA) Web site. Links open in a new browser window.  
 6531 0100 Real estate brokers and agents  
 6531 0200 Real estate managers  
 6512 0000 Nonresidential building operators  
 6513 0000 Apartment building operators  
 6514 0000 Dwelling operators, except apartments

**NAICS:**  
 531210 Offices of Real Estate Agents and Brokers  
 531210 Offices of Real Estate Agents and Brokers  
 531120 Lessors of Nonresidential Buildings (except Miniwarehouses)  
 531110 Lessors of Residential Buildings and Dwellings  
 531110 Lessors of Residential Buildings and Dwellings

**Financials**

Currency: Shown in USD unless otherwise indicated

**Company Financials: D&B**

D&B currently has no financial information on file for this company. You can ask D&B to make a personalized request to this company on your behalf to obtain its latest financial information by clicking the Request Financial Statements button below.

**Additional Financial Data**

On September 20, 2010, Sydney Leibowitz, Dir, confirmed the name and location of the captioned business, however deferred all other.

**Request Financial Statements**

Request Financial Statements

Requested financials are provided by TRUMP CORPORATION, THE and are not DUNSRight certified.

**Key Business Ratios**

D & B has been unable to obtain sufficient financial information from this company to calculate business ratios. Our check of additional outside sources also found no information available on its financial performance.

To help you in this instance, ratios for other firms in the same industry are provided below to support your analysis of this business.

Based on this Number of Establishments 110

	Industry Norms Based On 110 Establishments		
	This Business	Industry Median	Industry Quartile
<b>Profitability</b>			
Return on Sales	UN	3.7	UN

Section III: Developer's Financial Capacity and Capability | 164

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

Return on Net Worth	UN	9.6	UN
<b>Short-Term Solvency</b>			
Current Ratio	UN	1.4	UN
Quick Ratio	UN	0.9	UN
<b>Efficiency</b>			
Assets/Sales (%)	UN	116.3	UN
Sales / Net Working Capital	UN	5.2	UN
<b>Utilization</b>			
Total Liabilities / Net Worth (%)	UN	73.6	UN

UN = Unavailable

This information may not be reproduced in whole or in part by any means of reproduction.

© 2005-2011 Dun & Bradstreet, Inc.

Section III: Developer's Financial Capacity and Capability | 165

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## Section IV: Developer's Financial Offer and Supporting Financial Information

Section IV: Developer's Financial Offer and Supporting Financial Information | 166

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## Overview of Developer's financial offer and supporting financial information

Trump is excited about the potential to work with the GSA to preserve and redevelop The Old Post Office Building. For this process to be successful, Trump and the GSA will work cooperatively to negotiate and sign a lease agreement and then execute this important and complex project together. Within this section, Trump will walk through the various assumptions and underwriting that were used to arrive at the financial offer and Residual Land Value/Project Value.

### A. Pro forma analyses

#### 1. General Assumptions Overview:

The team has spent significant resources in establishing an informed perspective on the costs related to the redevelopment of The Old Post Office Building and a viewpoint on the ongoing income potential of the property. Through this process, the team has limited potential surprises to instill a high-level of confidence that the plan can be pursued as outlined in this RFP response. The RFP suggested certain standard assumptions were used and Trump has used these assumptions in calculating all outputs.

While the following pages provide additional detail on the components of the project, the following are the Key Assumptions:

- Project Capitalization
  - Total Equity Invested: \$75 million
  - Total Construction Loan Proceeds: \$122 million (before pay down from HTC)
  - Total Historic Tax Credit ("HTC") Amount: \$24 million
- Redevelopment
  - Total Redevelopment Costs: \$197 million
  - Construction Timeline (conservative per RFP): 2 years (March 2014 to March 2016)
- Operations
  - Opening Year of Hotel Operations: 2016
  - Year of Stabilized Hotel Operations: 2018
  - Average Daily Rate at Stabilization: \$660
  - Occupancy Rate at Stabilization: 72%
  - RevPAR at Stabilization: \$475
  - Net Operating Income ("NOI") at Stabilization: \$18 million (before GSA Lease Payment)
- Refinance
  - Financing Amount: \$146 million
  - Lender Debt Yield Assumption: 10%
  - Rate: 6.0%
  - Amortization: 25 years
  - Net Cash Flow ("NCF") at Refi: \$14.6 million (after GSA Lease Payment)
- Assumed Exit and Returns
  - Year of Hotel Sale: 2026
  - NCF at Sale (after GSA Lease Payments): \$17 million
  - Cap Rate: 6.0%
  - Hotel Value at Sale: \$275 million (\$1.1 million per key)
  - Internal Rate of Return ("IRR"): 14% (assuming RFP assumptions)

Section IV: Developer's Financial Offer and Supporting Financial Information | 167

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## 2. GSA Lease Overview

Trump will enter into a land and building lease agreement with the GSA that includes a development agreement for redeveloping The Old Post Office Building. Trump has made a significant effort to structure a lease that will provide the GSA with risk-free rent while also providing significant upside if the hotel performs as expected.

**Lease Term:** 60 year lease commencing at signing

**Assignability:** Trump will be precluded from transferring to a non-affiliate its equity interest or managing member position in the leasehold until the redevelopment has been completed as demonstrated by obtaining an occupancy agreement

**Major Changes:** GSA will have approval rights for material changes to key personnel, site plan and design concept, and the financial offer

### Lease Payments:

- Lease Deposit:
  - Due at the signing of the lease agreement
  - 2.5% of NPV of expected Annual Base Rent Payments calculated with a 6% discount factor and assumptions identified by GSA in the RFP and Trump in this response
- Annual Base Rent Payments:
  - Paid monthly with the first payment due the earlier of (a) the commencement of construction and (b) one year after the signing of the lease
  - Each monthly rent payment will be **the greater of:**
    - "Minimum Rent" of \$250,000 monthly (\$3 million annually)
      - Payments to be based on 2013 funds and grown at CPI
    - "Percentage Rent" calculated by multiplying the following percentages by "Gross Operating Revenue." Gross Operating Revenue is the total revenue received by the lease-hold owner for all components of the property:
      - Years 1-10: 3%
      - Years 11-20: 3.5%
      - Years 21-30: 4%
      - Years 31-40: 4.5%
      - Years 41-50: 5%
      - Years 51-60: 5.5%
  - Lease Deposit to serve as a credit against the first Annual Base Rent Payments

Section IV: Developer's Financial Offer and Supporting Financial Information | 168

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

- Deferred Participation Payments:
  - An additional lease payment may be due at lease sale or lease transfer to a third party and/or the receipt of net proceeds derived from any project re-financing
  - In these cases, the GSA will receive an additional payment equal to 15% of the transaction net proceeds after an agreed-upon Preferred Return to Trump
  - The specific terms of this payment, including the hurdle for the Preferred Return, shall be negotiated between the GSA and Trump for inclusion in the lease agreement as directed by the RFP
  - Also as directed by the RFP, the value of the Deferred Participation Payments has not been included in Trump's financial analysis though a refinancing and subsequent sale could provide an additional lucrative return to the GSA
  
- Development Savings Participation Payments:
  - In the lease agreement, Trump and the GSA will establish a hurdle for savings achieved during development. In the event that this hurdle is met, the GSA will share in the savings beyond that hurdle

### 3. GSA Financial Offer

Based on the assumptions to be discussed in this section, Trump has calculated a Net Present Value (NPV) to the GSA of the lease of \$84 million by discounting the projected 60-year schedule of the GSA lease payments at a 6.0% annual rate. This lease schedule totaled a nominal \$506 million to be received by the GSA over the term of the 60-year lease. By applying a 2.5% CPI inflation index to projected hotel revenue, as recommended in the RFP, Trump projects a total of almost \$11 billion in revenue to be generated by the hotel over the term of the lease, of which the GSA would receive an increasing Percentage Rent. Trump believes this to be conservative, as revenues are expected to grow significantly faster than CPI and generate larger lease payments to the GSA.

As a result of the calculation of NPV described above, Trump proposes that the GSA would receive a 'set' of payments detailed below in Table A.2 and consisting of (1) an upfront Lease Deposit of \$2.1 million at lease execution in June 2013, equal to 2.5% of the NPV of the lease; (2) additional lease payments during construction totaling \$4.3 million which are based on \$6.4 million less the Lease Deposit; (3) lease payments totaling \$500 million over the 60-year lease term and based on a rising percentage of hotel revenues; (4) 15% of distributions over the Preferred Return from refinancing proceeds that Trump expects in 2018; (5) 15% of all distributions from leasehold sale profits that Trump projects in 2026 as suggested in the RFP; and (6) payments based on Trump achieving certain levels of development cost savings. Payments 4, 5, and 6 are not included in any of Trump's calculations as requested by the RFP.

#### A.2. TRUMP OPO PROJECT VALUE CALCULATION

GSA Payments	Amount	Comments
NPV of Lease Payments	\$83,852,306	60 years lease payments totaling \$506.4 million discounted at 6.0%
1 Upfront Lease Deposit (2.5% of NPV)	\$2,096,308	Deposit equal to 2.5% of the NPV, above
2 Lease Payments Prior to Hotel Opening	\$4,286,239	Construction period (Mar-14 to Mar-16), net of Lease Deposit
3 Lease Payments During Operations	\$500,018,002	Years 3-60
4 Refi GSA Participation	TBD	At Stabilization in Year 3 / 2018 (fiscal year end Mar-19)
5 Profit GSA Participation	TBD	At Sale in Year 11 / 2026 (fiscal year end Mar-26)
6 Development Savings Participation	TBD	TBD
<b>Total Nominal CF to GSA through hold period</b>	<b>\$506,400,549</b>	<i>Before Deferred Participation</i>

Section IV: Developer's Financial Offer and Supporting Financial Information | 169

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**4. Construction Overview**

Trump worked closely with Lend Lease, a team member in six previous Trump projects, to establish a reliable construction budget based on extensive touring of the property and Trump’s detailed plan for the redevelopment. Trump intends to invest significant funds into the building that will improve the GSA’s collateral and ensure that the property will be viable on an ongoing basis. Please find the attached hard cost budget on the following page.



**General Summary of Estimate**

**Washington Office**

Project:	<b>OPO + Annex Renovation Summary Budget</b>		
Location:	Washington, DC		
Architect:	ACM/WDG		
Owner:	The Trump Organization		
Component:	<b>Annex GSF:</b>	<b>OPO GSF:</b>	<b>Total GSF:</b>
GSF/Component	113,000	400,000	513,000
Cost/GSF:	282.45	224.78	237.48
Cost/Key:	0	376,201	466,776

No.	Items	Annex	OPO	Total
1	General Requirements	1,450,000	6,650,000	8,100,000
2	Building Demolition	1,522,888	2,311,730	3,834,618
3	Site Preparation	37,680	85,000	122,680
5	Site Utilities	0	41,000	41,000
6	Site Improvements	132,100	1,165,750	1,297,850
7	Landscaping	41,500	313,625	355,125
8	Deep Foundations	159,100	0	159,100
11	Building Concrete	613,805	396,300	1,010,105
12	Exterior Façade	0	952,950	952,950
14	Masonry	85,680	50,000	135,680
15	Structural Steel	1,847,725	6,760	1,854,485
16	Ornamental Metal	58,500	552,700	611,200
17	Miscellaneous Metals	582,750	524,000	1,106,750
18	Carpentry	92,897	662,391	755,288
19	Rough Hardware	30,000	50,000	80,000
20	Interior Finishes/Custom Items	3,496,680	116,000	3,612,680
21	Waterproofing	50,000	0	50,000
22	Caulking & Sealants	145,300	90,000	235,300
24	Roofing & Sheet Metal	824,610	3,005,000	3,829,610
25	Preformed Metal	295,000	0	295,000
26	Doors & Frames (Material)	61,400	1,078,250	1,139,650
27	Special Doors	486,500	10,000	496,500
28	Finish Hardware (Material)	37,382	200,760	238,142
29	Canopies/Skylight	100,000	1,397,500	1,497,500
30	Glass & Glazing	123,100	1,137,500	1,260,600
31	Drywall/Interior Finishes	1,019,488	21,346,540	22,366,028
32	Stucco	0	315,000	315,000
33	Spray Fireproofing	322,460	75,000	397,460
35	Interior Stone	0	1,059,000	1,059,000
37	Carpet/Resilient	0	22,800	22,800
38	Painting/Wall Covering	100,507	479,363	579,870
39	Specialties	117,685	200,000	317,685
42	Equipment	40,000	25,000	65,000
43	Kitchen Equipment	479,600	1,343,800	1,823,400
47	Conveying Systems	298,000	431,800	729,800
48	Plumbing Systems	562,585	5,314,374	5,876,959
49	HVAC Systems	4,190,856	7,485,075	11,675,931
50	Fire Protection System	304,002	1,649,550	1,953,552
51	Electrical Systems	4,967,822	8,571,656	13,539,478
52	Special Systems	255,075	1,189,840	1,444,915
53	General Liability Insurance	316,000	889,000	1,205,000
59	Final Cleaning	28,250	159,750	188,000
60	Punchout	0	95,600	95,600
<b>Item Total</b>		<b>25,276,927</b>	<b>71,450,364</b>	<b>96,727,291</b>
Design/Construction Contingency		2,390,000	6,490,000	8,880,000
Escalation (4% x 3yrs):		3,320,031	9,352,844	12,672,875
Fee:		929,609	2,618,796	3,548,405
<b>Project Total</b>		<b>31,916,567</b>	<b>89,912,004</b>	<b>121,828,571</b>

Section IV: Developer’s Financial Offer and Supporting Financial Information | 170

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



## 5. Development Overview

The following budget outlines the total investment required to ensure that The Old Post Office Building will be adequately funded until income from operations carries the property. This budget does not include financing costs.

<b>Trump - The Old Post Office Building PROJECT BUDGET ANALYSIS</b>	
Payment to GSA at Lease Signing	\$ 2,096,308
Payments to GSA for Lease Prior to Opening (net of up-front payment)	\$ 4,286,239
<b>Total Upfront Lease Acquisition Costs</b>	<b>\$ 6,382,547</b>
<b>Total Hard Costs</b>	<b>\$ 121,828,571</b>
<b>Total Soft Costs</b>	<b>\$ 33,861,520</b>
Hotel Pre-Opening Expense	\$ 5,000,000
FF&E - Hotel Rooms	\$ 10,022,400
FF&E - Other Areas	\$ 1,200,000
OS&E - Rooms	\$ 4,541,400
OS&E - Other Areas	\$ 1,000,000
IT	\$ 1,400,000
Working Capital and Operating Subsidies for Ramp-Up	\$ 2,000,000
<b>Total Hotel Operating Start-Up Costs</b>	<b>\$ 25,163,800</b>
<b>Total Non-Financing Costs</b>	<b>\$ 187,236,438</b>

## 6. Hotel Operating Assumptions

### Income from Operations:

Trump deployed the full efforts of Trump Hotel Collection team to ensure that the assumptions for the operations of the hotel were heavily grounded in the reality of the asset and market. Trump is confident in generating strong results from the operations of the property for the reasons that were previously discussed in the narrative.

### Room Revenues:

To establish rate and occupancy projections, THC obtained hotel competitive set data for 2010 from STR, a third-party hotel industry reporting company that receives data directly from the hotels. The competitive set selected comprises the top hotels in the market: The Hay-Adams; Four Seasons Hotel Washington, D.C.; The Ritz-Carlton, Washington, D.C.; The Ritz-Carlton Georgetown; and Mandarin Oriental Hotel, Washington, D.C.

THC then made assumptions about growth based on diligence on the market and extensive conversations with key personnel employed by the competitive set. After the property stabilizes in 2018, growth projections are limited to

2.5% as requested by the RFP. Trump believes these assumptions are conservative based on the strong long-term fundamentals and high barriers to entry of Washington, D.C.

Comp Set Forecast	2010*	2011	2012	2013	2014	2015	2016	2017	2018
Occupancy %	67.2%	68.0%	69.5%	70.0%	70.0%	70.0%	68.0%	68.0%	70.0%
ADR	\$ 372.85	\$ 389.16	\$ 417.17	\$ 446.30	\$ 472.30	\$ 491.03	\$ 510.67	\$ 531.10	\$ 552.34
RevPar	\$ 250.56	\$ 264.63	\$ 289.93	\$ 312.41	\$ 330.61	\$ 343.72	\$ 347.26	\$ 361.15	\$ 386.64
REVPAR Growth		5.6%	9.6%	7.8%	5.8%	4.0%	1.0%	4.0%	7.1%

\* 2010 based on STR numbers

Based on the property's inherent quality, the location, defined program, and THC as operator, the hotel's REVPAR should significantly outperform the competitive set once the hotel reaches stabilization. A precedent already exists in Washington, D.C. at the Four Seasons for hotel guests to pay a 45% premium over the competitive set to stay at a superior asset. As the OPO redevelopment will provide an experience that also significantly exceeds the competitive set, REVPAR is conservatively estimated to reach the midpoint between the Four Seasons and the competitive set by 2018.

Index Forecast	2016	2017	2018
Occupancy Index	80.9	98.5	102.9
ADR Index	107.7	111.1	119.5
RevPar Index	87.1	109.5	122.9

### Food and Beverage:

Food and beverage ("F&B") programming is a key component of the successful redevelopment of The Old Post Office Building. It will not only provide significant income, but its performance will be reflected in the enhanced life of both the interior and exterior spaces. Significant capital investment and operating expense will be devoted to building and operating food and beverage concepts, including two restaurants, café, and Cortile Bar and Lounge, that are intended to not only serve hotel guests, but also a range of visitors to the building. In addition, the property provides the largest meeting facilities of any of the competitive set, which will generate a large area of high margin banquet business.

Due to the large investment in restaurants and meeting space, Trump projects F&B revenues to contribute 41% of total revenue versus the competitive set's 38%. There is significant upside potential to these projections as Trump will leverage its experience working with top restaurateurs and chefs. In developing projections, Trump assumed that all venues would be self-managed or managed through a management agreement rather than leased. Trump has extensive experience self-managing restaurants throughout its hotel portfolio, but also partners with top restaurateurs such as Jean-Georges Vongerichten and Laurent Tourondel.

### Parking:

Washington, D.C. is a driver's city with a significant shortage of parking. Hotel guests are familiar with paying high rates for overnight parking in addition to their room rates. Parking projections assume that one occupied room will generate 0.55 cars parked overnight at a rate of \$46 in 2011 dollars. In addition, outside parking during the day will complement the hotel's peak usage in the evenings. Outside parking is projected to reach 60 cars per day, based on hourly, daily and monthly agreements, with an average rate of \$26 in 2011 dollars.

Section IV: Developer's Financial Offer and Supporting Financial Information | 172

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Other Revenues:**

Spa, Telecom, and Other Income are estimated based on the current portfolio of Trump properties, the competitive set, and the OPO's amenity mix. These revenue sources provide a relatively small amount of income to the bottom line, but are integral to supporting the other revenue sources that will drive profitability.

**Expenses:**

All expenses are established through a comparison of the competitive set and Trump's existing portfolio of properties. Based on Trump's track record in managing its current portfolio, it is expected that operational efficiency will exceed that of the luxury competitive set while maintaining service levels. However, margins used for current projections are in-line with those found in the competitive set.

Trump has allocated significant funds to maintain and operate the OPO as a luxury hotel. To operate at the standard of the Trump Hotel Collection, the building will need to be maintained in a top-notch manner. The OPO's age and preservation requirements will necessitate a higher level of funding to meet this standard than is necessary for ground-up construction. Trump intends to also devote resources to maintaining the public elements, such as the exterior plazas, landscaping and the Exhibition Gallery. Trump will reserve funds each year for capital improvements and FF&E, which, based on current projections, will exceed more than \$32 million in the first ten years alone.

**7. Hotel Operating Output**

By stabilization in the third year of operations, Trump projects Gross Operating Revenues of \$90 million and NOI after reserves of \$18 million, which will easily support permanent debt payments and the GSA lease payments.

**Trump International Hotel  
The Old Post Office Building  
Washington, D.C.  
Operating Income Statement**

	March 2017		March 2018		March 2019	
Keys	261		261		261	
Total Rooms Available	95,265		95,265		95,265	
Total Rooms Occupied	52,396		63,828		68,591	
% Occ	55.0%		67.0%		72.0%	
ADR	\$550.00		\$590.00		\$660.00	
<i>ADR growth</i>			7.3%		11.9%	
RevPar	\$302.50		\$395.30		\$475.20	
Revenue						
Room	28,817,663	52%	37,658,255	50%	45,269,928	50%
Food & Beverage	20,958,300	38%	30,637,224	41%	36,696,078	41%
Spa	2,502,531	5%	3,139,993	4%	3,475,551	4%
Telecom	750,759	1%	941,998	1%	1,042,665	1%
Parking	1,985,464 *	4%	2,504,001 *	3%	2,844,054 *	3%
Other Income	500,506	1%	627,999	1%	695,110	1%
<b>Total</b>	<b>55,515,222</b>	<b>100%</b>	<b>75,509,470</b>	<b>100%</b>	<b>90,023,386</b>	<b>100%</b>
Expense						
Room	10,086,182	35%	11,297,476	30%	12,222,881	27%
Food & Beverage	19,950,385	95%	26,810,385	87%	29,356,862	80%
Spa	2,377,404	95%	2,668,994	85%	2,780,441	80%
Telecom	938,449	125%	989,098	105%	1,068,732	103%
Parking	794,186	40%	876,400	35%	995,419	35%
Other Income	125,127	25%	157,000	25%	173,778	25%
<b>Total</b>	<b>34,271,732</b>	<b>62%</b>	<b>42,799,354</b>	<b>57%</b>	<b>46,598,112</b>	<b>52%</b>
Departmental Profit						
Room	18,731,481	65%	26,360,778	70%	33,047,047	73%
Food & Beverage	1,007,915	5%	3,826,839	12%	7,339,216	20%
Spa	125,127	5%	470,999	15%	695,110	20%
Telecom	(187,690)	-25%	(47,100)	-5%	(26,067)	-3%
Parking	1,191,278	60%	1,627,601	65%	1,848,635	65%
Other Income	375,380	75%	470,999	75%	521,333	75%
<b>Total</b>	<b>21,243,490</b>	<b>38%</b>	<b>32,710,116</b>	<b>43%</b>	<b>43,425,274</b>	<b>48%</b>
Other Expenses						
Admin & General	5,393,008	10%	6,123,299	8%	6,693,747	7%
Sales & Marketing	5,631,535	10%	5,828,639	8%	6,032,641	7%
Repair & Maintenance	2,462,573	4%	2,548,763	3%	2,637,969	3%
Utilities	2,707,469	5%	2,802,230	4%	2,900,308	3%
<b>Total</b>	<b>16,194,584</b>	<b>29%</b>	<b>17,302,931</b>	<b>23%</b>	<b>18,264,666</b>	<b>20%</b>
<b>Gross Operating Profit (GOP)</b>	<b>5,048,906</b>	<b>9%</b>	<b>15,407,185</b>	<b>20%</b>	<b>25,160,608</b>	<b>28%</b>
Insurance	350,000	1%	358,750	0%	367,719	0%
Base Management Fee	1,665,457	3.0%	2,265,284	3%	2,700,702	3%
Incentive Fee	-	0%	-	0%	1,328,437	3%
Reserve	1,110,304	2%	1,510,189	2%	2,700,702	3%
<b>Total</b>	<b>3,125,761</b>	<b>6%</b>	<b>4,134,223</b>	<b>5%</b>	<b>7,097,559</b>	<b>8%</b>
<b>Building NOI</b>	<b>1,923,145</b>	<b>3%</b>	<b>11,272,961</b>	<b>15%</b>	<b>18,063,048</b>	<b>20%</b>
<b>Lease Payments</b>	<b>3,311,439</b>		<b>3,394,225</b>		<b>3,479,080</b>	
<b>Income After Lease Payments</b>	<b>(1,388,294)</b>		<b>7,878,737</b>		<b>14,583,968</b>	

## Section IV: Developer's Financial Offer and Supporting Financial Information | 174

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**B. Financing plan with summary of sources, financing mechanisms and use of funds**

Based on the Construction and Development Budgets presented above, Trump worked together with Colony Capital, various senior construction lenders, and historic tax credit consultants to design an optimal capital structure in order to finance the redevelopment of the OPO. These are presented below in Table B.1 and include the various analytics and assumptions used to size the senior construction loan. Notably, the senior loan terms are projected to be provided on an attractive basis since such a loan, once paid down by Historic Tax Credits, would amount to 50% of the total project costs ("Loan-to-Project Costs" or "LTC", below) as compared to hotel construction financing today at 55-65% LTC. Likewise, the loan as a percentage of the value of the hotel at its exit ("Loan to Value at Exit") is projected at only 36% as compared to hotel construction financing today at 50-60%. Interest rates will be driven by the lending environment at the time, but Trump has assumed 6.0% in these projections.

**B.1. TRUMP OPO FINANCING PLAN**

Sources	Total Amount	Per Key 261	PSF 513,000	Loan-to-Project Cost \$197.5	Loan-to-Value @ Exit \$275.3	Yield 2018 NOI \$14.6
<b>1. Total Construction Financing Commitment</b>	<b>\$122,341,863</b>	<b>\$468,743</b>	<b>\$238</b>	<b>62%</b>	<b>44%</b>	<b>12%</b>
<i>Comprised of:</i>						
Senior Loan Funded for Construction	\$112,341,863					
Senior Loan Interest Reserve	\$10,000,000					
Less: Historical Tax Credit paid at Closing	(\$24,365,714)					
<b>Net Construction Financing after Opening</b>	<b>\$97,976,148</b>	<b>\$375,388</b>	<b>\$191</b>	<b>50%</b>	<b>36%</b>	<b>15%</b>
<b>2. Total Equity</b>	<b>\$74,894,575</b>	<b>\$662,340</b>	<b>\$337</b>	<b>88%</b>	<b>63%</b>	<b>8%</b>
<i>Comprised of:</i>						
Colony Equity	89% \$66,621,318					
Trump Equity	11% \$8,273,258					
<b>Total Debt &amp; Equity Sources</b>	<b>\$197,236,438</b>	<b>\$662,340</b>	<b>\$337</b>	<b>88%</b>	<b>63%</b>	<b>8%</b>

Trump and Colony would fund the first \$75 million of costs including all pre-development costs. Once these monies were invested, construction financing would fund the remainder of the development.

In addition, Trump will pursue historic tax credits of approximately \$24 million (20% of the \$122 million of hard costs) at completion of the OPO redevelopment. These credits will be available due to the very high level of preservation efforts that are being pursued in the Trump plan for the property. These tax credits will pay down a portion of the lender's commitment and reduce outstanding principal to ~\$98 million. At this time, Trump does not expect to pursue any other local or Federal programs such as grants, loans, mortgage insurance, loan guarantees, tax credits, or other governmental assistance in connection with the redevelopment.

Trump also assumes that the construction loan is refinanced at stabilization in 2018 based on the following set of assumptions.

- NCF at Refi (after GSA Lease Payments): \$14.6 million
- Lender Required Debt Yield: 10%
- Lender Proceeds: \$146 million
- Interest: 6%
- Term: 10 years
- Amortization: 25 years

**C. Cash flow pro forma for land lease**

Based on assumptions from the RFP, Trump projects a levered equity investor IRR over a 10-year hold of 14%, the majority of which return is dependent on Trump's leasehold sale assumptions in 2026 and, to a lesser extent, Trump's permanent refinancing assumptions in 2018. At the time of sale in 2026, Trump assumes \$17 million of net cash flow against which Trump would apply a 6.0% exit cap rate. Such a set of assumptions values the leasehold interest in the OPO at \$275 million or roughly \$1.1 million per key. Based on long-term trends in Washington, D.C. hotel investment sales, this is likely a conservative assumption on a per key basis since the projection is for 15 years in the future.

**C.1. TRUMP OPO CASH FLOW PRO FORMA**

<i>(USD Thousands)</i>									
Project Year	1	2	3	4	5	6			13
Hotel Operating Year				1	2	3	>>>>>>	>>>>>>	10
Period End	Mar-14	Mar-15	Mar-16	Mar-17	Mar-18	Mar-19	>>>>>>	>>>>>>	Mar-26
Period	Construction Period			Opening	Stabilization & Refi			.	Sale
<b>Uses of Funds <sup>1</sup></b>	<b>TOTAL</b>								
Development Funding	\$ 185,852	\$ 10,412	\$ 76,718	\$ 98,722	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Credit	\$ (24,366)	\$ -	\$ -	\$ (24,366)	\$ -	\$ -	\$ -	\$ -	\$ -
Capitalized Pre-Development Costs	\$ 1,672	\$ 1,672	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Uses</b>	<b>\$ 163,158</b>	<b>\$ 12,084</b>	<b>\$ 76,718</b>	<b>\$ 74,356</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Sources of Funds</b>									
Equity	\$ 74,895	\$ 12,084	\$ 62,810	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Draw (Net of Tax Credit)	\$ 88,264	\$ -	\$ 13,907	\$ 74,356	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Sources</b>	<b>\$ 163,158</b>	<b>\$ 12,084</b>	<b>\$ 76,718</b>	<b>\$ 74,356</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Property Income</b>									
Building NOI	\$ 165,619	\$ -	\$ -	\$ -	\$ 1,923	\$ 11,273	\$ 18,063	\$ -	\$ 20,558
Lease Payments	\$ 37,099	\$ -	\$ -	\$ -	\$ 3,311	\$ 3,394	\$ 3,479	\$ -	\$ 4,136
Income After Lease Payments	\$ 128,520	\$ -	\$ -	\$ -	\$ (1,388)	\$ 7,879	\$ 14,584	\$ -	\$ 16,423
Construction Interest	\$ 15,267	\$ -	\$ 41	\$ 3,159	\$ 5,680	\$ 5,896	\$ 491	\$ -	\$ -
Income After Construction Interest	\$ 113,253	\$ -	\$ (41)	\$ (3,159)	\$ (7,068)	\$ 1,983	\$ 14,093	\$ -	\$ 16,423
Income (Post-IR)	\$ 123,253	\$ -	\$ -	\$ -	\$ (268)	\$ 1,983	\$ 14,093	\$ -	\$ 16,423
<b>NCF</b>	<b>\$ 33,047</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (268)</b>	<b>\$ 1,983</b>	<b>\$ 2,817</b>	<b>\$ -</b>	<b>\$ 5,147</b>
<b>Investor Cash Flows</b>									
Equity Investment	\$ (74,895)	\$ (12,084)	\$ (62,810)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NCF	\$ 33,047	\$ -	\$ -	\$ -	\$ (268)	\$ 1,983	\$ 2,817	\$ -	\$ 5,147
Perm Refi Excess Proceeds	\$ 47,576	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 47,576	\$ -	\$ -
Net Sale Proceeds	\$ 275,253	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,253
Less: Debt Repayment	\$ (119,991)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (119,991)
Less: GSA Deferred Participation (TBD)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Equity CF pre-GSA Profit Share</b>	<b>\$ 160,991</b>	<b>\$ (12,084)</b>	<b>\$ (62,810)</b>	<b>\$ -</b>	<b>\$ (268)</b>	<b>\$ 1,983</b>	<b>\$ 50,393</b>	<b>\$ -</b>	<b>\$ 160,410</b>

<b>Internal Rate of Return<sup>2</sup></b>	<b>14.0%</b>
--	--------------

1. Does not include Interest Reserve of approx. \$9-10M.

2. Does not reflect 15% Preferred Return to the PSD

## Section IV: Developer's Financial Offer and Supporting Financial Information | 176

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**D. Letters of Interest from Equity Partner:**

Trump has executed a detailed LOI with Colony Capital to provide equity financing for the redevelopment of The Old Post Office Building. Donald J. Trump and Thomas J. Barrack, Jr. have a friendship that has lasted more than 25 years. Trump and Colony have worked together previously on the very successful redevelopment of 610 Park Avenue and both groups look forward to continuing their strong relationship with the redevelopment of the OPO. Starting with their participation in the initial tour with Trump's Development Team, Colony has been heavily involved with the evaluation of the OPO opportunity and this response. Please find a letter of interest from Thomas J. Barrack, Jr., Colony's Founder, Chairman and Chief Executive Officer.

Section IV: Developer's Financial Offer and Supporting Financial Information | 177

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## ColonyCapital, LLC

**Thomas J. Barrack, Jr.**  
**Chairman and CEO**  
**Colony Capital, LLC**  
**2450 Broadway, Suite 600**  
**Santa Monica, CA 90404**

July 8<sup>th</sup>, 2011

Kevin Terry  
Senior Realty Contracting Officer  
U.S. General Service Administration  
301 7th Street, SW, Room 7660  
Washington, DC 20407

Dear Kevin:

This serves as Colony Capital's ("Colony") letter of intent to partner with our friends at the Trump Organization ("Trump") to respond to an RFP from the General Services Administration ("GSA") for purposes of redeveloping the Old Post Office in Washington, D.C. We see this as a fantastic opportunity for the GSA to bring in private sector partners who specialize in the hospitality sector including the redevelopment and caretaking of historic assets such as the Old Post Office.

Colony has been one of the largest owners of hospitality assets in the world with equity interests in Fairmont Hotel Company, Raffles Hotel Company, Swiss Hotels, Accor, Atlantis, One and Only, Aman Hotels and dozens of individual hotels throughout the world. In that regard, Colony has held Trump in high regard as one of the most prestigious and well-versed hotel management companies in America. Together, Colony and Trump are one of the most formidable hotel owner managers in the marketplace today. We are enthused and excited to have Trump as our partner in pursuing the Old Post Office transaction.

Colony is well-capitalized and has in the last 3 years broadened from a series of closed-end equity funds to now include 2 debt funds, a co-investment fund, a public mortgage REIT and various other separate accounts with our limited partners, an investor base which includes some of the largest pension fund systems in the United States.

2450 Broadway  
6th Floor  
Santa Monica, California 90404  
Tel: 310.282.8820  
Fax: 310.282.8808

Section IV: Developer's Financial Offer and Supporting Financial Information | 178

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



## ColonyCapital, LLC

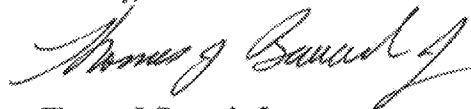
Mr. Trump and I have been partners or associates in many transactions over the past 25 years, including the famous Alexander's department store company acquisition, the acquisition of the New York Plaza Hotel, financing and development of condominium conversions in New York City, the acquisition, retrofit and sale of the Mayfair Hotel, 610 Park Avenue, NY and various other ventures. Out of the hundreds of developers with whom we have financed and worked with over the years, Trump has been the best in terms of knowledge, creativity, experience, budget control and quality of project. A sometimes overlooked fact is that he is as good a developer as a celebrity.

On a personal note, I hold Donald J. Trump, Ivanka Trump and the rest of their organization in the highest regard for their integrity, their commitment to purpose and to their abilities to address the important job with which the GSA has tasked us. We could not ask for better development partners. Trump's experience as well as a deep team bench in complex urban projects is unsurpassed. This development will be a marathon, not a sprint, and there are few developer athletes that we would finance that could compete at this level.

I'd like to point out that Colony has now been entrusted with more loans by the FDIC than any other private sector group. Colony's partnership with the FDIC, who acts as both our lender and our JV equity partner, is an important initiative in our company's current trajectory and we urge you to reach out to our friends at the FDIC as evidence of Colony's capabilities, integrity and commitment to be steward and caretaker of the loans the government now controls through its receivership of many domestic banks. Colony is well-versed in fiduciary practice and the standard of stewardship required for proper alignment with governmentally supported agencies.

I am available to discuss this letter and any questions you may have. I can be reached at 310-552-7240.

Sincerely,



**Thomas J. Barrack, Jr.**  
Colony Capital, LLC

2450 Broadway  
6th Floor  
Santa Monica, California 90404  
Tel: 310.282.8820  
Fax: 310.282.8808

#### Section IV: Developer's Financial Offer and Supporting Financial Information | 179

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## **Colony Capital Bio**

Colony Capital, LLC is a privately-held independent global real estate investment firm founded by Thomas J. Barrack, Jr. in 1991 to provide investment management services for institutional accounts in real estate.

Since its founding in 1991, Colony has been entrusted with the management of \$16 billion of equity capital on behalf of approximately 250 of the world's most prominent institutional investors including public and corporate pension funds, foreign governmental agencies, endowments and foundations, financial institutions, insurance companies and ultra-high net worth individuals. Colony has opportunistically invested this capital in more than 13,000 assets representing approximately \$45 billion in transaction value. Today Colony is the world's largest unaffiliated pure real estate private equity investment manager with \$25 billion of institutional assets under management.

Colony's headquarters are in Los Angeles, with approximately 250 employees operating in 11 additional offices strategically located in New York City, Boston, Paris, Rome, London, Madrid, Hong Kong, Beijing, Beirut, Seoul, and Taipei. This extensive global footprint and corresponding infrastructure, provides Colony's acquisition teams with proprietary market knowledge, exceptional sourcing capabilities and the local presence required to identify and execute complex transactions. Over the past twenty years, Colony established 35 investment vehicles, including global investment funds, dedicated regional investment funds and investment-specific co-investment vehicles, which have invested in most major sectors of real estate, with particularly active participation in distressed debt investments. Colony is proudly independent as a purely focused real estate private equity firm. Unlike many other investment managers, we are unaffiliated with any major financial institution or other unrelated business. We have remained resolutely committed to the principal investment business – we align our economic incentives squarely alongside our institutional investors and we channel our entire firm's energies toward maximizing profitability of investments. As a pure private equity investment management firm with single-minded purpose, Colony is a very tightly-knit and clearly-defined organization. Finally, Colony has a proven 20 year track record of fiduciary excellence as stewards of institutional investor capital. We have made it a priority to lead the industry in establishing best practices in reporting, investor relations and portfolio management. Accordingly, the trust our capital partners have bestowed on us has helped to establish Colony as a powerful and highly credible investor in the global marketplace.

Colony previously worked as partners with The Trump Organization on a project that is directly comparable to The Old Post Office Building in terms of its complexity and redevelopment needs. Colony's acquisition of the renowned Mayfair Hotel (later renamed, 610 Park Avenue) also illustrates how the two groups bring complementary skill sets to maximize value. The 15-story property, located on Park Avenue at 65th Street in one of Manhattan's most desirable locations, contained 202 rentable keys — comprised mostly of suites — including 347 rooms. Prior to Colony ownership, the property had operated under receivership for the previous three years, exacerbating its serious financial and operational distress. Although in need of substantial renovation, this historic pre-war building was ideally suited for multiple repositioning opportunities due to the continued strengthening of the New York City hotel market and the dearth of luxury pre-war residential condominiums. Because of its prime location and floor configuration, Colony considered the hotel to be one of the best and most prestigious condominium conversion opportunities in New York City.

After acquiring the property in July 1996, Colony profitably operated the hotel on an interim basis while conducting a comprehensive strategic feasibility study. Through this study, Colony determined that the optimal repositioning and

Section IV: Developer's Financial Offer and Supporting Financial Information | 180

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

exit strategy would be to convert the hotel to 70 luxury condominiums, making it the only pre-war condominium building on Park Avenue. Colony therefore looked to the Trump Organization for their highly experienced development team. Following the decision to renovate and convert the building to condominium units, the investment was recapitalized with the addition of \$10.5 million in capital contributions from Colony and an \$83.5 million construction loan provided by a syndicate led by Bankers Trust Company. Hotel operations ceased in March 1997 at which time Trump commenced construction and pre-marketing of the condominium units. Unit sales began in July 1997 and Colony and Trump had secured sales contracts and non-refundable deposits on each of the building's 70 units by July 1998. The sales pace and pricing exceeded all projections, with prices averaging \$1,077 per square foot, the highest sales price per square foot at that time of any condominium project in New York City history.

Proceeds from the sale of condominium units resulted in aggregate distributions of \$80 million to Colony and Trump. Total distributions approximated 2.0x the capital originally contributed to this investment, generating a realized 38% IRR to Colony and Trump and nominal profits of \$40 million. This highly successful transaction was possible due to the strength of the Colony and Trump partnership and the mutual respect each team had for the other.

Fast forward to today, Colony continues to invest in the international hospitality industry through 3 means; (i) direct investments in and ownership of large, single assets, most of which have a high degree of redevelopment; (ii) acquisition and ownership of operating companies such as Fairmont Hotels and Resorts and Raffles Hotels and Resorts (now combined); and (iii) large, minority ownership in publicly-traded hospitality companies such as Accor, Europe's largest hotel group in which Colony and its partners represent the largest shareholder group and therefore exercises considerable influence over management and strategy.

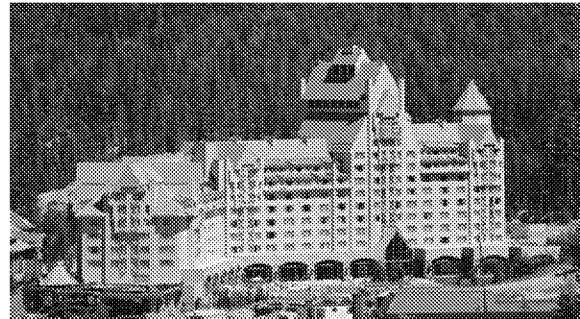
The following slides demonstrate select assets and hospitality companies from Colony's current and past portfolio. Each attests to Colony's ability and experience in understanding complex transactions that are comparable to The Old Post Office Building.

#### Section IV: Developer's Financial Offer and Supporting Financial Information | 181

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Raffles / Fairmont Hotels and Resorts****Summary of Transaction**

- Opportunity to partner with Kingdom to acquire Fairmont by leveraging Colony's prior acquisition of Raffles to create a leading global hospitality management company with 128 flagged hotels totaling 42,774 keys in 23 countries under four major brands: Fairmont, Raffles, Swissôtel, and Delta



Exterior View of the Raffles / Fairmont Hotels and Resorts

**Highlights of Opportunity**

- Creation of a global luxury hospitality management company with irreplaceable assets in partnership with Kingdom Hotels

**Colony Value-Added**

- Achieve substantial annual cost synergies in addition to significant executive compensation cost saving opportunities
- Maximize residential branding opportunities
- Restructure sales and marketing division to improve productivity
- Capitalize on new contract pipeline: Fairmont – 4,247 keys announced and 6,367 keys under LOI; Raffles/Swissôtel – 3,677 keys announced
- Global scale and brand translate into lower contract acquisition costs

**Stanhope Hotel****Summary of Transaction**

- In January 1997, Colony, in a partnership with BD Hotels, acquired a five-star hotel located on Fifth Avenue directly across from the New York Metropolitan Museum of Art



Exterior View of the Stanhope Hotel

**Highlights of Opportunity**

- Significant repositioning potential of mismanaged and poorly marketed hotel
- Negotiated acquisition from distressed Japanese seller

**Colony Value-Added**

- \$4 million renovation completed April 1999, increasing room count from 113 at acquisition to 185
- Completed \$19.5 million refinancing in February 1998, returning 62% of original equity

Section IV: Developer's Financial Offer and Supporting Financial Information | 182

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## Hilton Waikoloa

### Summary of Transaction

- In November 1993, Colony, in partnership with Hilton Hotels, acquired Hyatt Regency Waikoloa, a 1,241-room world-class hotel on Hawaii's Big Island, which was completed and opened to the public in late 1988

### Highlights of Opportunity

- Negotiated with a consortium of Japanese financial institutions looking to avoid property foreclosure



Exterior View of the Hilton Waikoloa

### Colony Value-Added

- Repositioned asset through renovation of room, restaurant, and retail spaces
- Re-branded the hotel as "Hilton Waikoloa Village"
- At the direction of Colony, the newly negotiated management agreement provided for incentive-oriented management fees and strict adherence to performance standards
- Rationalized cost and operating structure resulted in substantial benefit from the recovery in the Japanese and California economies

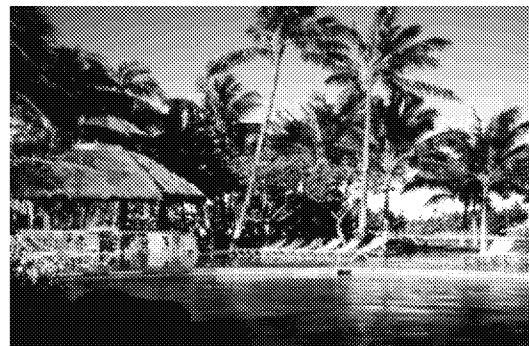
## The Orchid at Mauna Lani

### Summary of Transaction

- In March 1996, Colony acquired from a distressed Japanese financial institution, a 539-room world-class hotel along the Kohala Coast of the Big Island of Hawaii

### Highlights of Opportunity

- Repositioning opportunity of leading hotel situated on 32 acres of beach front property within the world-renowned Mauna Lani Resort
- High barriers to entry due to permitting and new construction costs



Exterior View of the Orchid at Mauna Lani

### Colony Value-Added

- Successfully transitioned management to Starwood's Luxury Collection from Ritz Carlton to benefit from Starwood's superior marketing capabilities in Hawaii
- Performed \$14 million capex program, redevelopment, and comprehensive repositioning of asset
- Property repositioning resulted in NOI growing from \$7.4 million in 1996 to \$11.0 million in 2000
- Refinanced property in 1997, returning more than 40% of original equity

Section IV: Developer's Financial Offer and Supporting Financial Information | 183

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**Aman Resorts****Summary of Transaction**

- In September 1996, Colony invested in this premier international luxury resort company with hotels primarily located in Southeast Asia and the South Pacific

**Highlights of Opportunity**

- Opportunity to develop underexploited "Amanresorts" luxury resort brand
- Benefit from growth in worldwide tourism and travel
- Demand complemented by wealth effect in U.S.



Exterior View of the Aman Resorts

**Colony Value-Added**

- Developed and opened two new hotels: Amangani in Jackson Hole, Wyoming and Amanjena in Marrakesh, Morocco
- Sale of non-strategic assets
- Reduced corporate overhead
- Debt restructuring

**Savoy Hotel Group****Summary of Transaction**

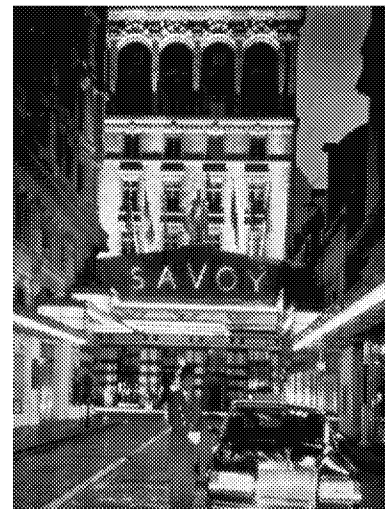
- In June 1998, Colony in partnership with Blackstone, acquired Savoy Hotel Group which operated 716 keys in 5 five-star deluxe hotels in UK for £581 million

**Highlights of Opportunity**

- Unique opportunity to control a majority of the leading hotel rooms in London
- No flag – could be sold "unencumbered"

**Colony Value-Added**

- Converted existing out-of-service storage rooms into 125 new guestrooms (17% of total room count) resulting in an estimated yield on cost of 26%
- Converted under-performing food service operations to third-party licensed operators with an average return on cost of 38%



Exterior View of the Savoy Hotel

Section IV: Developer's Financial Offer and Supporting Financial Information | 184

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

### Letters of Reference from Potential Construction and Permanent Financing Lenders

Most senior construction lenders are at this point in time unable to commit to forward construction financing in 2014 due to their inability to accurately price the base rate, e.g., LIBOR, and the appropriate risk spread to the base rate. Through daily participation in the capital markets, Trump and Colony know that construction financing is currently available in top ten coastal MSAs (NYC, DC, San Francisco, Los Angeles) for strong sponsorship at approximately 6.0% to 7.0% (L + 500 bps to + 600 bps with a 1.0% LIBOR floor) for approximately 55% to 65% LTC financing. This compares positively to Trump's assumption of 6.0% financing for 60% LTC construction financing. Trump and Colony therefore believe this assumption is market. Moreover, due to the historic tax credits available with Trump's redevelopment plan, the senior construction lender would be repaid at completion by \$24 million reducing loan proceeds to \$98 million, or 50% LTC. This suggests that Trump's assumptions are conservative versus where the market is today.

Trump has received expressions of interest in participating from lenders with whom Trump maintains long-standing relationships, ULLICO and Capital One. The ULLICO letter can be found immediately following this section. The Capital One letter is located in the previous Section III Bank References.

**Herbert A. Kolben**  
Senior Vice President  
Real Estate Investment Group

**The Union Labor Life  
Insurance Company**  
8403 Coleville Road  
Silver Spring, MD 20910  
202 682 7973 tel  
202 682 6940 fax  
hkolben@ullico.com

A Unilife Inc. Company

Mr. Kevin Terry  
Senior Realty Contracting Officer  
U.S. General Service Administration  
301 7th Street, SW, Room 7660  
Washington, DC 20407

Mr. Terry,

It is with great pleasure that I write you the following reference letter based on my relationship with the Trump Organization over the past fifteen years. Union Labor Life Insurance Company, ULLICO, has partnered with Donald J. Trump in many of his great endeavors such as 845 United Nations Tower as well as the redevelopment of two iconic projects; 40 Wall Street in the Financial District of Manhattan and The Mar-a-Lago Club in Palm Beach, Florida.

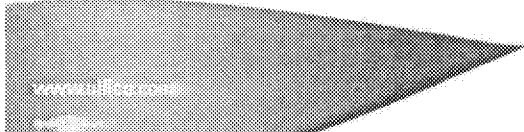
Donald and his team have, with great professionalism, consistently proven that they can execute challenging development projects where others have failed. There is no organization with whom I would prefer to pursue these complex types of projects. By way of example, when Donald purchased the iconic 40 Wall Street building in 1995, the property was almost vacant despite the significant investment made in the asset by multiple previous owners and investors. With a creative leasing strategy and prudently allocated investment in the building's public spaces, he leased up the project in short order. The project achieved huge financial success all the while preserving and restoring this historic building.

Another example of our relationship with The Trump Organization dates back to 1985 when Donald purchased Mar-a-Lago, a National Historic Landmark, and had a vision that few others had about how to invest in the property, restore it to its original stature and, ultimately, take it to another level. Today, the club is considered the premier private country club in the country. ULLICO lent money twice against the property in 1995 and 2000. Both loans were fully repaid in 2009.

Based on what I know about The Trump Organization's vision for the Old Post Office building, another iconic asset that Donald could maximize the potential through creative and historically sensitive repositioning, ULLICO would be very interested in pursuing the project as a construction lender should The Trump Organization be selected by the GSA as the preferred developer. Please feel free to contact me at any time to discuss my past experience working with the Trump Organization and my desire to do so in the future.

Best Regards,

*Herbert A. Kolben*  
Herbert A. Kolben  
Senior Vice President



SOLUTIONS FOR THE UNION WORKPLACE

SPECIALTY INSURANCE · INVESTMENTS



## Section V: Developer's Purchase Price

Section V: Developer's Purchase Price | 187

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

**A. Developer's purchase price****Residual Land Value / Project Value**

Trump would be willing to pay \$22 million for fee simple ownership of The Old Post Office Building, land, and Annex based on its current condition. With Trump's redevelopment plan, Trump predicts a fee simple value of \$300 million at stabilization in 2018.

## Section VI: Additional Exhibits

Section VI: Additional Exhibits | 189

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.

## A. Rejection of other uses

The Trump Organization's experience with a breadth of asset types was integral to its decision that the highest and best use for the site is as a mixed-use luxury hotel. As the Development Team explored the great fundamental aspects that make a Trump-branded hotel so successful, many of the other potential uses were quickly eliminated. In addition, the team felt that the GSA's stated goals for the site were best suited to a hospitality project.

### Office:

When the Development Team first toured the OPO, it was with David Bevirt, Managing Director of Jones Lange LaSalle, a global commercial real estate services firm. It was apparent to the Team and to David that office rents would never support the significant cost of operating and properly maintaining this large and historic building. Sufficient rents could not be achieved in the historic building, as the depths are inadequate for modern office use – especially considering the goal of preserving the historic integrity of the corridors and location of existing doors. The Annex space's lack of windows on three sides of the building makes it very unattractive to office tenants as well. Finally, office is an inappropriate use if the goal is to provide for public access. This is further exacerbated, as the most likely tenants of office space in this location are government agencies, which would require the maintenance of the current security level. This will continue to choke the flow of people to the Cortile.

### Residential:

Though residential is generally a very profitable approach to a building conversion, the Team rejected this due to several extenuating factors. The 60-year ground lease would make buyers very wary and significantly depress prices. The Federal Triangle is a commercial district and would result in very isolated residential product. In addition, the Team did not feel that residential use would promote public access in the Cortile and throughout the property.

### Three- or Four-Star Hotel:

The team evaluated the potential of developing a lower-standard hotel within the property. The problem with this strategy is that the development and operating costs for this property will be similar in a wide range of hotel product that might be developed. There are significant investments that must go into the building for mechanicals and preservation that would be required regardless of the class of the hotel. In addition, ongoing capital programs and routine maintenance will be very high to preserve the building for future generations regardless of the quality of the hotel. Evaluations show that a non-luxury hotel would not generate the necessary cash flow to both pay the GSA a significant lease payment and maintain the property.

### Luxury Hotel Condominium:

Trump introduced urban luxury hotel condominium product to the U.S. with the development of Trump International Hotel & Tower, New York and has followed that up with six projects that Trump developed and/or managed. However, the team quickly rejected this model for the OPO building. Hotel condominium development is also severely, if not fatally, hampered by a 60-year underlying lease structure and has other drawbacks in the current marketplace. This would clearly be a more risky and less financially sound approach to the OPO development.

All of these shortcomings in meeting the goals of a developer and those of the GSA, balanced against the overwhelmingly positive story for a luxury hotel, made the identification of the highest and best use for the property very straightforward.

## B. Washington, D.C. hotel market overview

Washington, D.C. hotel market is unique because it includes the Nation's Capital, which lends itself to many benefits. This hotel market is more resistant to economic recession than other U.S. metropolitan markets. Its international status contributes significantly to business, leisure, and group demand. Washington, D.C. is home to the Federal Government, and the private sector is closely aligned with the business of the Federal Government, which is an economic anchor to the market. As a result, hotel market enjoys a consistent base of demand.

### Economy

The Washington Metropolitan Area is the fourth largest in the U.S. with a \$454 billion gross regional product. Its economy ranks fifth globally for gross domestic product per capita, which leads all major U.S. metropolitan markets (World Knowledge Competitive Index). As the Nation's Capital, domestic and international political activities abound. Many of these activities contribute significantly to the economic fabric of the area, creating a diversified base of demand generators for hotels. Business, tourism, and conventions thrive.

### Hotel Performance

When comparing the Washington, D.C. hotel market to other major metropolitan areas, the benefits of the diverse economy in the Washington, D.C. Metropolitan Area are tremendous. When compared to other major metropolitan areas, Washington, D.C. hotel market achieved the highest compound annual revenue-per-available-room growth from 2001 to 2009 and was the only lodging market not to record a double-digit RevPAR decline between 2008 and 2009. Washington, D.C. hotel market has demonstrated underlying strength and consistency through its reduced RevPAR volatility.

The positive performances of the Washington Metropolitan Area are primarily related to the following:

*Industrial Sectors:* The top three employment sectors in the District and metropolitan area are professional/technical/scientific services, which include consulting, accounting, engineering, and legal firms.

*Office Space:* The overall vacancy remains lower than most large metro areas due to the stabilizing influence of the Federal Government.

*Federal Per Diem Hotel Room Rates:* The U.S. General Services Administration sets lodging rates annually for each fiscal year (October 1—September 30). Its goal is to match the average rates charged by mid-range hotels in each market, based upon the most recent full calendar year's data.

*Convention Center Demand:* Following solid performance in 2010, upper upscale and luxury hotel properties in Washington, D.C. will benefit from a strengthening convention calendar in 2011. The number of nights with more than 5,000 convention center room nights booked is expected to increase by nearly 50% in 2011. The market will benefit from increased demand, which, amid steady supply levels, will lead to a considerable amount of compression.

*Leisure Demand:* Tourism is a key component of the area's economy and lodging demand. Washington, D.C. welcomes approximately 15 million visitors each year, generating an estimated \$5.24 billion in visitor spending for the city alone. Approximately 1.2 million international visitors come to D.C. annually. Domestic visitation numbers fell in 2009, but will show steady growth going forward as the local economy rebounds. International visitation to D.C. grew to nearly 10% of visitation in 2009, the third straight year of increased international share (D.C. moved into the #7 position in overseas visitation).

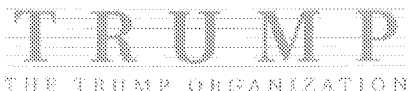
**New Supply & Pipeline**

Washington, D.C. has a limited supply pipeline for the next three years. No new rooms are projected to enter the market in 2011 and approximately 700 non-luxury rooms in five hotels will open in 2012, a very constrained increase relative to historic rates of growth.

**Outlook**

Economic cycles are inevitable, but the Washington Metropolitan Area is one of the most resilient and stable markets in the U.S. Demand growth is expected to continue to outperform the rest of the country and supply is highly constrained resulting in strong, stable expected growth in the long term.

**C. Letters of authorization**



July 7, 2011

Paul Edmonson  
Chief Legal Officer / General Counsel  
National Historic Trust  
1785 Massachusetts Avenue, NW  
Washington, DC 20036

**Re: Authorization to Respond to Inquiries from GSA**

Dear Mr. Edmonson,

The purpose of this letter is to request your assistance as a reference for the Trump Organization with regard to our proposal to redevelop The Old Post Office Building in Washington, DC into a luxury hotel. We are pleased to have the opportunity to compete for this very special project, and we understand that representatives of the U.S. General Services Administration (GSA) will be seeking references on our experience and past performance on similar projects. In this regard, we have encouraged GSA to contact you with regard to the renovation of Mar-a-Lago. This letter is our clear authorization for you to cooperate with the GSA, and to provide them any information you deem important to explain our relationship and the renovation project in general. Thanks in advance for your cooperation and for your willingness to be responsive to the GSA as we seek to work with them to become their partner in creating the highest and best use for the Old Post Office Building.

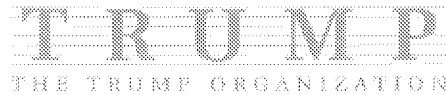
Sincerely,

Ivanka Trump  
Executive Vice President Acquisitions and Development  
The Trump Organization

725 FIFTH AVENUE · NEW YORK, NY 10022 · (212) 832-2000 · FAX (212) 935-0141

Section VI: Additional Exhibits | 193

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



July 7, 2011

Charles Kloth  
Director of Concessions  
City of New York Parks and Recreation  
The Arsenal  
830 Fifth Avenue, 5<sup>th</sup> Floor  
New York, NY 10065

**Re: Authorization to Respond to Inquiries from GSA**

Dear Mr. Kloth,

The purpose of this letter is to request your assistance as a reference for the Trump Organization with regard to our proposal to redevelop The Old Post Office Building in Washington, DC into a luxury hotel. We are pleased to have the opportunity to compete for this very special project, and we understand that representatives of the U.S. General Services Administration (GSA) will be seeking references on our experience and past performance on similar projects. In this regard, we have encouraged GSA to contact you with regard to the full scale renovation and operation of Wollman and Lasker Ice skating rinks in Central Park, and the full scale renovation and operation of the historic and landmarked Central Park Carousel. This letter is our clear authorization for you to cooperate with the GSA, and to provide them any information you deem important to explain our relationship and information about the projects in general. Thanks in advance for your cooperation and for your willingness to be responsive to the GSA as we seek to work with them to become their partner in creating the highest and best use for the Old Post Office Building.

Sincerely,

A handwritten signature in black ink, appearing to read "Ivanka Trump". The signature is stylized and written over a circular stamp that contains the name "Ivanka Trump" in a small, sans-serif font.

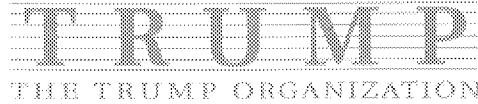
Ivanka Trump  
Executive Vice President Acquisitions and Development  
The Trump Organization

725 FIFTH AVENUE · NEW YORK, NY 10022 · (212) 832-2000 · FAX (212) 935-0141

Section VI: Additional Exhibits | 194

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.





July 7, 2011

Herbert Kolben  
Senior Vice President, Investment Group  
The Union Labor Life Insurance Company  
8403 Colesville Road  
Silver Springs, MD 20910

**Re: Authorization to Respond to Inquiries from GSA**

Dear Mr. Kolben,

The purpose of this letter is to request your assistance as a reference for the Trump Organization with regard to our proposal to redevelop The Old Post Office Building in Washington, DC into a luxury hotel. We are pleased to have the opportunity to compete for this very special project, and we understand that representatives of the U.S. General Services Administration (GSA) will be seeking references on our experience and past performance on similar projects. In this regard, we have encouraged GSA to contact you with regard to information pertaining to 40 Wall Street and Mar-a-Lago. This letter is our clear authorization for you to cooperate with the GSA, and to provide them any information you deem important to explain our relationship and information about the projects we worked on in general. Thanks in advance for your cooperation and for your willingness to be responsive to the GSA as we seek to work with them to become their partner in creating the highest and best use for the Old Post Office Building.

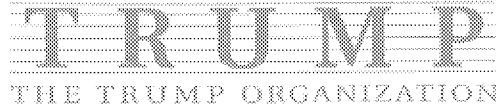
Sincerely,



Ivanka Trump  
Executive Vice President Acquisitions and Development  
The Trump Organization

Section VI: Additional Exhibits | 195

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.



July 7, 2011

Dale Frey  
Chairman and President, Retired  
General Electric Investment Corporation  
1 Aspetuck Hill Lane  
Weston, CT 06883

**Re: Authorization to Respond to Inquiries from GSA**

Dear Mr. Frey,

The purpose of this letter is to request your assistance as a reference for the Trump Organization with regard to our proposal to redevelop The Old Post Office Building in Washington, DC into a luxury hotel. We are pleased to have the opportunity to compete for this very special project, and we understand that representatives of the U.S. General Services Administration (GSA) will be seeking references on our experience and past performance on similar projects. In this regard, we have encouraged GSA to contact you with regard to the development of Trump International Hotel and Tower, New York. This letter is our clear authorization for you to cooperate with the GSA, and to provide them any information you deem important to explain our relationship and information about our partnership in the project in general. Thanks in advance for your cooperation and for your willingness to be responsive to the GSA as we seek to work with them to become their partner in creating the highest and best use for the Old Post Office Building.

Sincerely,

Ivanka Trump  
Executive Vice President Acquisitions and Development  
The Trump Organization

Section VI: Additional Exhibits | 196

THIS DOCUMENT CONTAINS INFORMATION CONFIDENTIAL AND PROPRIETARY TO THE TRUMP ORGANIZATION. THIS INFORMATION IS BEING SUBMITTED SOLELY FOR EVALUATION OF THE PROPOSAL OF THE TRUMP ORGANIZATION IN RESPONSE TO THE RFP FOR REDEVELOPMENT OF THE OLD POST OFFICE BUILDING AND MAY NOT BE DISCLOSED TO ANYONE NOT PARTY TO THAT EVALUATION OR FOR ANY OTHER REASON, WITHOUT THE PRIOR WRITTEN AUTHORIZATION OF THE TRUMP ORGANIZATION.