

THE SPUR

We present a concept design for the VTA River Oaks Campus that will revitalize and build upon North San Jose's legacy as a hub of hardware innovation and R&D within the South Bay.

Our mixed-use development plan is weighted toward high quality, high density (6-8 story) office and R&D space, specifically tailored to users and startups focused on frontier technologies (robotics, quantum computing, artificial intelligence, etc.)

We call our project The Spur, as it will spur the next wave of innovation, placemaking, and sustainable urbanization in North San Jose.

A transit-oriented development proposal to spur the next wave of innovation, placemaking, and sustainable urbanization in North San Jose



Proposed Program	
Residential	328K GSF 301 units, market rate 142 units, affordable
Office	540K GSF
R&D	264K GSF
Retail	25K GSF
Boutique Hotel	81K GSF
Community	20K GSF
Parking (Energy Hub)	2,744 stalls
Total Buildable SF	2,122,000 GSF
Out of Total Site Area	771,012 GSF
FAR	2.75
Green Space	5.2 acres

Existing Program	
Office	215K GSF
Surface Parking	Remainder of site

CARDINAL PARTNERS

Michel Bakhoun, MS '21
Cara Eckholm, MBA '22, MS '22
Katherine Evers, MBA '22
Meredith Lee, MS '22
Matt Wardrop, MBA '22



Michel M. M. Bakhoum

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EDUCATION

Stanford University

Expected Graduation June 2021

MS Civil & Env. Engineering, Sustainable Design & Construction (SDC), (double track: Management, Structures) GPA: 3.83/4.00
Relevant coursework: Managing Fabrication & Construction, Virtual Design & Construction (VDC), Project Finance, Industrialized Construction, Advanced BIM Workshop, Real Estate Development & Finance, Infrastructure Project Development & Delivery.

American University in Cairo (AUC)

June 2018

BSc. Construction Engineering, (double track: Management, Materials & Structures), Minors: Economics & History, GPA: 3.82/4.00
Relevant coursework: Construction Management and Cost Estimating, Techniques of Planning, Scheduling & Control, Construction Project Specifications & Contracts, Risk Management & Bidding Strategies, Financial Management & Accounting, Claims & Disputes in Construction, Methods & Equipment for Construction (I & II), Design, Modeling & Simulation of Construction Systems.

CAREER RELATED EXPERIENCE

Intern, ACE Consulting Engineers, New Capital Stadium, Cairo, Egypt

December 2020

- Reviewed the main contractor's schedule, milestones, and progress to date. Thoroughly examined the Critical Path and attended meeting with contractor and owner to discuss design alternatives to expedite schedule.
- Supervised reinforcement fixing, concreting and post-tensioning of 15 slabs. Observed the installation of rackers and bleachers.

Intern, Qalaa Holdings, Cairo, Egypt

June 2020 – September 2020

Arab Swiss Engineering Company Cement (ASEC Cement)

- Prepared a risk assessment for the kiln unit in Al Takamol Cement Company (ATCC Sudan) to provide a review of operational performance against budgeted targets, assess raw materials consumption ratios and adjust factory operations.
- Participated with the head of strategic planning in preparing the budgeted 5-year business plan and valuation for ATCC using discounted cash flows, and in estimating the equity component of Weighted Average Cost of Capital for Sudan.

Dina Farms

- Assessed potential locations for the purchase of a 20,000-acre plot in Egypt and presented alternatives to management. Assessment involved research of competitors, soil type, groundwater level, potential crops, and transportation logistics and costs.
- Audited consolidated financial statements for the agriculture and animal husbandry units, and examined loan facility and loan refinancing agreements, as well as leasing agreements.

Egyptian Refining Company (ERC)

- Analyzed the Common Terms Agreement (CTA), governing the USD 2.7 Billion-loan facility between ERC and multiple Export Credit Agencies (ECA), and grasped a thorough understanding of the chart of accounts used for project finance.
- Participated in preparing multiple cashflow scenarios due to COVID-19 pandemic and presented results to top management.
- Examined the financial model and changes to the debt service coverage and cash sweep accounts, and attended multiple meetings with global facility agent, international and local lawyers, and company executives to discuss impact and potential solutions.

Intern, ACE Consulting Engineers, Cairo, Egypt

Gabal Asfar Wastewater Treatment Plant

May 2019 – August 2019

- Examined the complex system of wastewater and sludge treatment and gained, in 8 weeks, a deep knowledge of the physical and theoretical background of activated sludge treatment.
- Reviewed the operations manual for one of the largest wastewater treatment plants in the world (660 MGD) and revised operator's monthly bill based on quantity and quality of effluent, in accordance with the contractual agreement.

City Center Almaza Mall

March 2019 – May 2019

- Created a structural analysis ETABS model for the substation of one of Egypt's largest malls. Performed design checks for all structural elements, reviewed drawings and detailing for steel reinforcement. Reviewed actual construction with design.
- Supervised the installation of 105 solar panel car sheds with their associated steel structures. Participated in drafting an extensive report to owner, justifying rejection of 20 sheds due to the large deformations in the supporting steel sections.

Maspero Triangle Residential Towers

February 2019 - March 2019

- Supervised the drilling of 20 secant piles with depths of 130 and 115 feet and participated in conduction of pile load test.
- Performed quality control inspections on in-situ concrete batch plant and supervised fresh and hard concrete tests.

Intern, BIMES Engineering Solutions, Cairo, Egypt

November 2018 – February 2019

- Constructed a structural Building Information Model (BIM) with a Level of Development 300 (LOD) for certain zones of City Center Almaza Mall (total gross leasable area 1 million square feet).
- Worked with a team of 3 engineers on building a 3D BIM model with LOD 300 from shop drawings for a 15km utility corridor in the New Administrative Capital in Cairo.

Teaching Assistant Senior Project I, American University in Cairo

February 2019 – May 2019

- Planned project scope, supervised lab work, and helped evaluate team of 5 students, examining Solar Concrete Applications.

Intern, ACE Consulting Engineers, Cairo, Egypt**City Center Almaza Mall****June 2017 –August 2017**

- Supervised erection of steel structure and composite slab for the cinema complex (16 screens), including installation of slab decking, edge trims, strip ends, welding and testing of shear studs (using the hammer test), and concrete pouring.
- Participated in three weekly progress meetings between owner representatives, contractor, and various consultants. Visited precast hollow core slabs supplier and observed the fabrication, curing and quality control of precast elements.

City Center Almaza Mall**May 2016 –June 2016**

- Supervised the installation of soldier piles and lagging with post stressed anchors, as the main shoring system for entire footprint.
- Participated in several meetings with owner representatives and contractors to evaluate potential ready-mix concrete suppliers and to arrange for the logistics of onsite concrete batching plant. Analyzed data sheets for different concrete batch plants alternatives.

Dar Al Fouad Hospital Annex Building**June 2014 – August 2014**

- Observed and supervised various site works for one of Egypt's leading hospital's annex building including excavation, shoring (using struts), insulation, matt slab rebar and pouring, and mass concrete pouring for the hospital's new radiation therapy rooms.
- Attended multiple meetings with owner representatives and contractor to resolve several issues related to owner's request to extend the contractor's scope of work and to address logistical problems related the hospital's operation during construction.

EXTRACURRICULAR ACTIVITIES**Golden Shovel Real Estate Competition Stanford Team Member****January 2021 - Present****Associated Schools of Construction (ASC) Open Integrated Project 1st place, Stanford****February 2020**

- Construction Manager: examined drawings of new project, developed site utilization plans and schedule logic in under 18 hours.

ASCE Stanford Chapter Graduate Representative**May 2020- Present****SPIRE Liaison, Leaders of the Built Environment, Stanford****September 2019 -October 2020**

- Organized luncheon and communicated with real estate professionals to organize sessions and sponsor annual golf tournament.

Member of Urban Land Institute SF, Student Scholarship Program**October 2019 -June 2020**

- Attended multiple discussion sessions on issues such as shaping the modern urban landscape and the technology industry influence on real estate market trends.

Lafarge Holcim Foundation 6th Forum – “Rematerializing Construction”**March 2019****Red Rock International Egypt Event Facilitator, Egypt****November 2018**

- Participated in organizing British Petroleum corporate retreat event to raise 1M EGP for Egyptian Para-athletic Olympic team.

AWARDS & SKILLS**Awards:** The J. Warren Nute Fellowship, Stanford (September 2019)**Languages:** fluent in Arabic and English, working proficiency in French.**Computer software:** Oracle Primavera P6, SAP 2000, ETABS, AutoDesk AutoCAD and Revit, Navisworks, ArchiCAD, Sketchup, Bentley WaterCAD, ALICE, Microsoft Projects, Crystal Ball and Microsoft Office.

CARA ECKHOLM

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EDUCATION

Stanford Graduate School of Business

2020–2022, Palo Alto

- M.B.A. and M.S. in Sustainable Built Environment (E-IPER); pursuing degree while working part-time at Sidewalk Labs
- Profiled by Women in PropTech as an innovative female leader in real estate // Co-President of Real Estate Club

Princeton University School of Public and International Affairs

2010–2014, Princeton

- A.B. with a concentration in urban policy, planning, and architecture // Summa Cum Laude, Phi Beta Kappa, GPA: 3.9
 - White Prize: Best thesis in architecture // Published excerpt from my thesis, *Monument Wars*, in Foreign Affairs
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WORK

Zigg Capital, MBA Intern

Summer 2020, New York

Zigg Capital is a venture firm focused on real estate technology. Zigg invests from Seed-Series B from its 2nd fund (\$225M).

Sidewalk Labs

Sidewalk Labs is Alphabet's urban technology incubator. I am on the founding team (3rd employee) of FactoryCo, a new offsite construction company that will deliver high-quality buildings made out of mass timber, a sustainable construction material.

Founding Team, FactoryCo – Strategy and Business Operations

2020–Present, New York & Palo Alto

- Created foundational strategy and investor materials, including product roadmap, customer segmentation, and go-to-market plan
- Managed multimillion-dollar budget and structured business ops for the new team (goal-setting, procurement, legal, etc.)
- Led the preparation of launch assets for FactoryCo, including a new name, logo, and website (all yet to be released)
- Served as the team's sustainability expert and led related market analyses e.g. study of the energy-efficient façade market
- Continuing to work 10-16 hours a week while in school, in preparation for upcoming launch of the business

Associate Director, Buildings – Product Development

2019, New York

- Managed development of a series of factory-produced building “proto-models,” which served as a precursor to FactoryCo
 - PM of effort to design the world's tallest timber tower; wrote widely-read Medium series on the project (40,000 reads)
 - Controlled project scope, schedule, and budget; reported on progress to Sidewalk and Alphabet leadership
 - Oversaw day-to-day work of eleven specialized consulting firms e.g. architects, engineers, and cost estimators
 - Made decisions to achieve target construction timeline and costs, ensuring the building is financially viable
- Presented carbon accounting strategy at the U.S. Green Building Council annual conference; certified as LEED Green Associate

Associate, Real Estate Development

2017–2018, New York

- Created innovative public space plan for Quayside, a proposed 12-acre neighborhood in Toronto built from “the internet up”
 - Managed team workplan and budget; supported R&D projects e.g. heated pavement (featured on Sidewalk's podcast)
 - Created an operations and business plan for the local parks network, with input from the Toronto Parks Department
 - Primary author of the public space innovation chapter in Sidewalk Toronto masterplan document, released June 2019
- Vetted smart city development sites and partners prior to Sidewalk deciding to pursue the neighborhood in Toronto

ReD Associates, Senior Consultant

2014–2017, Copenhagen

ReD is a Danish strategy and innovation consultancy that has pioneered the use of social science research methods (such as ethnography) to solve complex business problems. Clients are typically executives at large public institutions or Fortune 500 companies.

- Advanced from intern to manager of 3–6-month projects, which included in-home research with people around the world
- Translated research into strategy, typically focused on developing new business lines, products, or service concepts

Sample project: 5-year innovation plan for LEGO, combining quant data and UX research in San Francisco, Shanghai, and Tokyo

Internships: Bridgewater Associates, Management Associate (*Full-time offeree*) // International New York Times, Editorial Assistant

LEADERSHIP

Coro, Leadership New York (LNY)

2019–2020, New York

LNY is an intensive part-time training program focused on urban policy and leadership development for mid-career civic leaders.

- Selected for 2019-2020 cohort; completed 175 hr+ curriculum along with other leaders from the public and private sectors

National Geographic, Explorer

2014–2015, Sarajevo

National Geographic sponsors the work of a select group of scientists, conservationists, and storytellers through its Explorer program.

- Conceptualized and published 7-part web series on the post-war redevelopment of Sarajevo (featured on the Nat Geo homepage)

The American Whig-Cliosophic Society, President

2010–2014, Princeton

Princeton's “Whig-Clío” is the oldest collegiate political society in the U.S. (founded in 1769 by Aaron Burr and James Madison).

- Managed the largest student org. at Princeton (1,000 members, \$56M endowment) and directed a governing body of 25 students
- Member of the Princeton Debate Panel and winner of the Lynde Prize, an award for the top public speaker in the senior class

KATHERINE A. EVERS

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EDUCATION

Stanford University Graduate School of Business

Stanford, CA

Master of Business Administration Candidate

2020 - 2022

- Activities include Arbuckle Leadership Fellow, Real Estate Club, Future of Cities Club, and Women in Management
- Selected to represent Stanford in 2021 NAIOP Golden Shovel Real Estate Challenge

Stanford University

Stanford, CA

Bachelor of Arts, Economics with a Minor in Art History; GPA: 3.7/4.0

2012 - 2016

- Co-President of Stanford Women in Business. Led selective executive team of 30 undergraduate women as the Co-President of Stanford's premier pre-professional community, overseeing events and programming for 1,000+ general members
- Finalist for Stanford Lunsford Presentation Award. One of 40 students in the Stanford 2016 class of 1,800 chosen as a finalist

San Francisco University High School

San Francisco, CA

2008 - 2012

EXPERIENCE

Tishman Speyer

New York, NY

Incoming Summer Associate, Leadership Development Program

June - Aug 2021

Homebound

San Francisco, CA

Series B startup with \$53M in funding focused on transforming the custom home building experience in regions impacted by natural disasters

Experience Operations Intern

May - July 2020

- Led end-to-end creation of an Architectural Plan Library for market entry in the Bahamas, collaborating with leaders in sales, architecture, and construction to design and launch 2 pre-engineered plans to save homeowners ~3 months and ~50% of custom costs
- Developed detailed Playbook to enable Homebound team to expand Plan Library to other markets, including investment decision framework, market study, product marketing and positioning, as well as sales scripting and materials

Bain & Company

New York, NY

Consultant (Early Promote)

2016 - 2020

- Generated critical insights during 10 month rotation in Private Equity Group to inform due diligence recommendations through executing and synthesizing primary and secondary research, creating market models, and developing and analyzing surveys
- Headed project management of the COVID-19 Rapid Response Coalition building an Amazon Web Services (AWS) chatbot to assess and serve the health needs of at-risk patients during the March 2020 outbreak, reaching 80K+ individuals and providing care to 2K+
- Led workstream designing over-the-top (OTT) product offering for \$9B Telecom provider. Conducted conjoint analysis and financial valuation of new offering, in addition to launching in-market tests and focus groups to determine pricing and go-to market strategy
- Consistently cited by managers as a "thought partner and insight generator," and for "engaging and motivating team and supervisees"
- Nominated by Bain leadership to present case results at annual office-wide meeting attended by 400+ employees

The Museum of Modern Art (MoMA)

New York, NY

Analytics and Special Projects Extern

May - Oct 2019

- Led analyses for Membership Department, including the creation and implementation of a statistical propensity model to predict a member's likelihood to renew, and collaborated with IT and Data Analytics to operationalize findings
- Supported strategic efforts to improve member acquisition and retention rates in order to achieve \$15M in membership revenues during re-opening of expanded museum in Fall 2019

Stanford University Graduate School of Business, Professor Peter Koudijs

Stanford, CA

Research Assistant

2015 - 2016

- Selected among a seminar of 30 economics majors for paid research position to lead detailed research on bank president risk tolerances during 19th century New England. Cited as a contributor to Koudijs, Salisbury & Sran (2018), *For Richer, for Poorer: Bankers' Liability and Risk-Taking in New England, 1867-1880*, NBER Working Paper No. 24998

COMMUNITY

MoMA In the Making Teen Arts Program, Teaching Assistant

2019

- Volunteered as teaching assistant for MoMA's studio art program for teens, guiding and mentoring NYC public high school students in hands-on course centered on exploring the role of commerce in art

Inspire Non-Profit Consulting Group, Case Team Leader

2017 - 2019

- God's Love We Deliver*: Designed and launched carrier delivery model for non-profit serving food to the sick in the Tri-State Area
- Breakthrough New York*: Established alumni program and data tracking processes for first graduating class of education non-profit focused on improving college graduation rates of low income students

ADDITIONAL

- Proficient in written and conversational Spanish
- San Francisco University High School Volleyball Varsity Captain, First Team All-City and Second Team All-State
- Interests include hiking, the Ghanaian artist El Anatsui, and hosting dinner parties with board games

MEREDITH LEE

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Summary

M.S. candidate in the built environment with diverse international experience looking to support the financing, development, and execution of real estate and infrastructure projects.

Education

Stanford University | Stanford, CA

Master of Science Candidate in Sustainable Design and Construction

Expected 2022

University of Virginia | Charlottesville, VA

Bachelor of Arts in International Development And Arabic

05/2014 Summa cum laude

Skills

- Financial modelling
- Data analytics
- Proficient in MS Excel, Project, and Power BI
- Working knowledge of Python and R
- Business development
- Project scheduling and estimation
- Business writing
- Working knowledge of BIM

Experience

Tetra Tech Inc. | Arlington, VA

Senior Associate, Project Operations

03/2020 - 09/2020

- Managed the finances, subcontracting, and operations of two \$40 million projects in Central Asia in support of renewable energy development and the creation of a regional energy market
- Streamlined 10 procurements of electrical equipment and services for university and private utility companies in Tajikistan, Kazakhstan, and Uzbekistan
- Registered a new company branch in Uzbekistan, liaising with local legal counsel, corporate headquarters, and government agencies

Chemonics International Inc. |

Washington, DC

Project Management Associate

09/2018 - 03/2020

- Managed international development projects (\$1.2 - \$173 million in value) in the Middle East that support local resilience against environmental and societal shocks
- Revived a pilot project to repair water infrastructure in southern Iraq by establishing a project budget and schedule as well utilizing interpersonal soft skills
- Conducted four short-term assignments (2 weeks - 2 months) to support business development, project startup, and project operations in Iraq, Germany, and Indonesia

MATTIN Group | Ramallah, Palestine

Senior Associate

01/2017 - 05/2018

Associate

01/2015 - 12/2016

- Conducted research and provided consulting for governmental, non-governmental, and private entities in Europe, the United States, and the West Bank on the implications of dealings (trade, investment, taxation, etc) in occupied territories

Dalia Association | Ramallah, Palestine

Project Officer

06/2014 - 12/2014

- Designed performance indicator frameworks and collected and analyzed project data for Dalia's women entrepreneurship program

Relevant Coursework

- Global Project Finance
- Managing Fabrication and Construction
- Infrastructure Project Delivery
- Infrastructure Project Development
- Project Assessment and Budgeting
- Building Modeling for Design and Construction
- Life Cycle Assessment for Complex Systems
- Probabilistic Models in Civil Engineering

Additional Information

Languages

Arabic and Persian

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EDUCATIONAL EXPERIENCE

Stanford University (Graduate School of Business)

Candidate for M.B.A degree

Palo Alto, CA

Expected May 2022

Harvard University (Harvard College)

A.B. in English, cum laude (Secondary Field in Economics)

Cambridge, MA

Class of 2015

- GPA: 3.72

- Former Coxswain for Varsity Men's Heavyweight Rowing and President of the Hasty Pudding Club

Dexter-Southfield School

High School Diploma, Valedictorian

Brookline, MA

Class of 2010

PROFESSIONAL EXPERIENCE

Goldman Sachs & Co.

New York, NY

Senior Associate, Merchant Banking Division, Real Estate

July 2018- September 2020

Associate, Merchant Banking Division, Real Estate Principal Investment Area (REPIA)

July 2017- July 2018

Analyst, Merchant Banking Division, Real Estate Principal Investment Area (REPIA)

July 2015- July 2017

- Senior Associate the Merchant Banking Division's real estate investing group (merged Real Estate Principal Investment Area and Special Situations Asset Investing teams)
- Sourced, underwrote, executed, and asset managed transactions across both debt and equity, real estate sectors (retail, office, residential, and hospitality), and geographies (primary gateway and high growth secondary cities in the U.S., as well as Mexico and the Caribbean)
- Underwrote transactions across preferred, core-plus, value-add, and opportunistic equity (including development), as well as distressed investment opportunities, including NPL acquisitions and "rescue"-type preferred equity financings
- Originated performing mezzanine / senior loans, executing several COVID-19-related restructurings
- Led recruiting efforts for the team and co-led the Division's LGBT network

Selected equity transaction experience:

Acquisition of a \$108 million core-plus office asset in a major California market

- Led execution efforts of the transaction (diligence, financial analysis / underwriting, investment committee process) while managing 3-person junior team, negotiated the purchase and sale agreement and loan documentation, and worked with the operating partner to refine repositioning efforts (including value-add capital and re-leasing plans)
- Worked with senior business unit leadership to structure joint venture terms with new operating partner

Lead asset management efforts for the repositioning of a \$175 million Caribbean resort

- After inheriting the role, worked with consultants, the hotel manager, and equity partners to reflag the asset, execute a major (\$55,000 per key) property renovation, and replace the management team
- Work with hotel management to turn around performance and implement a new revenue management strategy
- Increased NOI from \$6 million at acquisition to \$15 million, despite modest market growth, negotiated refinancing package from a local lender, resulting in a substantial recapture of equity and significant de-risking
- Worked with local partners, management, the employee union, and local officials to formulate COVID-19 response

Selected debt transaction experience:

Acquired a \$75 million mezzanine loan for the development of a \$475 million condominium project in a major U.S. city

- Conducted extensive legal diligence surrounding the ability to enforce remedies and foreclose, particularly given a complex deposit structure, as well as questions surrounding lender liability and equitable liens
- Completed substantial market and financial diligence to effectively underwrite the Project, in the face of substantial new supply and depressed transaction activity in the market
- Helped negotiate intercreditor agreements and complete property-level due diligence

Originate an \$112 million senior mortgage for the ground-up construction of a hotel in a major U.S. city

- Led 3-person junior team to conduct financial and property-level due diligence, while working with team lead to negotiate loan documentation
- Led COVID-19-related re-structuring / modification efforts given the departure of deal team lead

SKILLS & INTERESTS

Technical Skills: Microsoft Office Excel and PowerPoint (including financial modeling) and Argus (Enterprise / DCF)

Other: Native French speaker; dual US-Canadian citizen; member of the Corporation of the Dexter-Southfield school and Associate Board member of Athlete Ally (not-for-profit dedicated to improving LGBT inclusion in athletics)

Licenses: FINRA Series 7 and 79 licenses