

**Mayor's Office: Council Agenda Item Request Form**  
*This form and supporting documents (if applicable) are due the Wednesday  
before the COW meeting by noon.*

<b>Date Received</b> (office use)	22 March 2017
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<b>Date of Request</b>	2/13/2017
<b>Requesting Staff Member</b>	Kendra Kahlow
<b>Requested Council Date</b>	28 March 2017
<b>Topic/Discussion Title</b> (2)	Board Reappointments to Salt Lake County Economic Development Revolving Loan Fund (EDRLF) Advisory Committee.
<b>Description</b>	Reappointment of Qing (Ching) Xu and Andrew Larson to the SLCO Economic Development Revolving Loan Fund Advisory Committee for two year term beginning February 2017 and ending January 31 <sup>st</sup> , 2019.
<b>Requested Action<sup>1</sup></b>	Council Approval, Consent Items
<b>Presenter(s)</b>	
<b>Time Needed<sup>2</sup></b>	Consent Items
<b>Time Sensitive<sup>3</sup></b>	
<b>Specific Time(s)<sup>4</sup></b>	
<b>Contact Name &amp; Phone</b>	Kendra Kahlow x.7031
Please attach the supporting documentation you plan to provide for the packets to this form. While not ideal, if supporting documents are not yet ready, you can still submit them by 10 am the Friday morning prior to the COW agenda. Items without documentation may be taken off for consideration at that COW meeting.	

**Mayor or Designee approval:**



<sup>1</sup> What you will ask the Council to do (e.g., discussion only, appropriate money, adopt policy/ordinance) – in specific terms.

<sup>2</sup> Assumed to be 10 minutes unless otherwise specified.

<sup>3</sup> Urgency that the topic to scheduled on the requested date.

<sup>4</sup> If important to schedule at a specific time, list a few preferred times.



**Ben McAdams**  
Salt Lake County Mayor

**Erin Litvack**  
Deputy Mayor, County Services

**Rick Graham**  
Deputy Mayor, Operations

**Karen Hale**  
Deputy Mayor, Community  
& External Affairs

**Darrin Casper**  
Deputy Mayor, Finance  
& Administration

## Board Appointment Approval

On the 28th day of March, 2017 the Salt Lake County Council consents to the reappointment of Ms. Qing (Ching) Xu as a member of the *Salt Lake County Economic Development Revolving Loan Fund Advisory Committee*.

Her two-year term will begin February, 2017 and end January 31st, 2019.

Salt Lake County Council

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Steven DeBry, Chairman

Attest:

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Sherrie Swensen, County Clerk

Please instruct the Council Clerk to return this form to Kendra Kahlow in Mayor's Office, N2-100 to process this appointment.



**Ben McAdams**  
Salt Lake County Mayor

**Erin Litvack**  
Deputy Mayor, County Services

**Rick Graham**  
Deputy Mayor, Operations

**Karen Hale**  
Deputy Mayor, Community  
& External Affairs

**Darrin Casper**  
Deputy Mayor, Finance  
& Administration

## Board Appointment Approval

On the 28th day of March, 2017 the Salt Lake County Council consents to the reappointment of Mr. Andrew Larson as a member of the *Salt Lake County Economic Development Revolving Loan Fund Advisory Committee*.

His two-year term will begin February, 2017 and end January 31st, 2019.

Salt Lake County Council

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Steven DeBry, Chairman

Attest:

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Sherrie Swensen, County Clerk

Please instruct the Council Clerk to return this form to Kendra Kahlow in Mayor's Office, N2-100 to process this appointment.



**Ben McAdams**  
Salt Lake County Mayor

**Carlton J. Christensen**  
Office of Regional Development  
Director

**Michael R. Gallegos**  
Community Resources and  
Development  
Division Director  
mgallegos@slco.org

February 6, 2017

The Honorable Ben McAdam's, Salt Lake County Mayor

Re: Re-appointments to the Economic Development Revolving Loan Fund (EDRLF)  
Advisory Committee.

The following Salt Lake County Economic Development Revolving Loan Fund Advisory Committee member terms have expired on January 31, 2017. We would like to recommend them be re-appointed to serve another term. Please find attached their applications and resumes for your review.

<u>Re- Appointee</u>	<u>Institution Representing</u>	<u>Requested Term</u>
Qing (Ching) Xu	Synchrony Bank	2-1-17 to 1-31-19
Andrew Larson	Zions Bank	2-1-17 to 1-31-19

A blue ink signature of Michael Gallegos, written in a cursive style, positioned above a horizontal line.

Michael Gallegos,  
Division Director  
Community Resource & Development

A blue ink signature of Carlton Christensen, written in a cursive style, positioned above a horizontal line.

Carlton Christensen,  
Department Director  
Regional Development Office

# SALT LAKE COUNTY

## Board Member Nomination/Application

Board: EDRLF Date: 1/30/2017

Nominated By (if applicable): n/a ETM

Nominee's Name Qing (Ching)  
Xu

Home Address: \_\_\_\_\_ City, State, Zip 84020

Work Address: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Work Phone: \_\_\_\_\_ E-

Mail: \_\_\_\_\_

Would applicant prefer work or home phone/address used as mailing address?  
work

Salt Lake County Council District #: 41 a

(To find the district you live in go to <http://vote.utah.gov/elected-officials/>, enter your address and zip code, then click on **Find**. The results will produce a map with a **red diamond** at your home location. Click on the diamond and wait for a text box to appear containing your elected officials. Scroll down until you see the **fourth** County Council representative (not "At-Large") and list that name above.)

I prefer that my personal contact information remain private and protected x

Unique qualifications and/or perspectives you would bring to a Board or Commission:

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### Board Coordinator Staff Section

**Salt Lake County does not discriminate on the basis of race, color, national origin, sex, sexual orientation, age, religion, marital status, or disability.**

Is this a (check one): ☒ reappointment ☐ fill vacant seat ☐ new seat added to board

If filling a vacant seat, why?

☐ Term expired (expiration date: 1-31-17) ☐ Member Resigned

☐ Other \_\_\_\_\_

Name of board member being replaced: n/a

This is a 2 year term. Term will begin 2-1 of 17 and end 1-31 of 19

Comments: \_\_\_\_\_



## Qing (Ching) Xu



Qing is a Senior Risk Manager working for Synchrony Bank (formerly known GE Capital Retail Bank). She joined the bank in 2011. She does the risk underwriting on the bank's CRA lending. She is currently a Loan Committee member of the Salt Lake County Economic Development Revolving Loan Fund (EDRLF).

Prior to Synchrony Bank, Qing was a Director of Risk Management for American Express, responsible for managing the underwriting risk of the online channel for 19 international markets. In her 10 years with American Express, she had held various fraud and credit risk roles with increasing responsibilities.

Qing has international experience in retail banking in Hong Kong, and has managed the financial operations of a UNDP funded/World Bank executed non-profit project office in Beijing, China.

Qing holds a Ph.D. in Economics from Utah State University, a MBA from University of Utah, and a B.S. in Macro Economic Management from Peking University. She has served on the adjunct faculty for University of Phoenix, teaching online economics courses since 2009.

# SALT LAKE COUNTY

## Board Member Nomination/Application

Board: Economic Development Revolving Loan Fund

Date: February 6, 2017

Nominated By (if applicable): N/A, renewal

Nominee's Name Andrew Larsen

Home Address: \_\_\_\_\_ City, State, Zip \_\_\_\_\_

Work Address: \_\_\_\_\_

Home Phone \_\_\_\_\_ Work Phone: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Would applicant prefer work or home phone/address used as mailing address? Work

Salt Lake County Council District #: N/A

(To find the district you live in go to <http://vote.utah.gov/elected-officials/>, enter your address and zip code, then click on **Find**. The results will produce a map with a **red diamond** at your home location. Click on the diamond and wait for a text box to appear containing your elected officials. Scroll down until you see the **fourth** County Council representative (not "At-Large") and list that name above.)

I prefer that my personal contact information remain private and protected Yes

Unique qualifications and/or perspectives you would bring to a Board or Commission:

14 years of Commercial Banking experience

MBA with emphasis in Finance and Financial Accounting, University of Utah, 2002

See attached resume for additional information

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### Board Coordinator Staff Section

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Is this a (check one): ☒ reappointment ☐ fill vacant seat ☐ new seat added to board

If filling a vacant seat, why?

☐ Term expired (expiration date: 1-31-17) ☐ Member Resigned

☐ Other \_\_\_\_\_

Name of board member being replaced: N/A

This is a 2 year term. Term will begin 2-1 of 17 and end 1-31 of 19

Comments: \_\_\_\_\_

## Andrew M. Larsen

## Professional Summary

- Seasoned finance professional with a unique blend of finance, accounting, and risk analysis experience. Experience in analyzing and interpreting financial statements.
- Excellent communication and negotiation skills.
- Interface with C-level executives of client companies to review and evaluate financial statements, budgets, and projections.
- Proven ability to analyze projects and make appropriate judgments using a combination of strategic thinking and detailed analysis, customized to each situation.
- Experience in establishing and monitoring key financial benchmarks of portfolio companies to gauge their performance and success.
- Adept at multi-tasking and understanding the key issues and financial ratios in various industries.
- Unique ability to see the big picture and manage the details simultaneously.

## Work Experience

Zions Bank Commercial Banking Division	Salt Lake City, Utah	December 2002 – present
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**Relationship Manager** (February 2005 to present)

- Responsible for identifying, evaluating, and structuring commercial loan requests in the range of \$3 million – \$40+ million.
- Manage a portfolio which I have grown to over \$250 million in commitments and \$130 million in outstandings.
- Primary banking contact and finance advisor for approx. 25 commercial clients, with annual revenues typically in the \$5 million – \$200 million+ range. Responsibilities include maintaining a strong relationship with clients, providing customized financing solutions, negotiating credit terms, and involving other banking specialists, as needed, for treasury management, investment and asset management, leasing, international, and other banking needs.
- Underwrite the most complex credits in the portfolio.
- Conduct detailed analysis of the financial statements of clients and prospective clients in a variety of industries, including cash flow analysis, financial ratio analysis (including comparisons of key ratios with industry benchmark financial ratios), and sensitivity analysis.
- Conduct industry research and analysis using sources such as First Research, Ibis World, industry trade publications, government sources and public reports of major industry participants.
- Review real estate appraisals and title reports.
- Consistently maintained 0.00% loan losses due to detailed risk analysis, conservative underwriting and proactive portfolio management principles.
- Given the title of Vice President in 2007 and Senior Vice President in 2014.
- Assist in the supervision of two employees: one Portfolio Manager and one Assistant Relationship Manager.

**Assistant Relationship Manager (December 2002 to January 2005)**

- Assist two Relationship Managers with credit underwriting and loan monitoring for portfolios with total loan commitments in excess of \$150 million.
- Spread financial statements using Moody's Financial Analyst and analyze individual tax returns using Tax Analysis.
- Participate in business development and client calls with Relationship Managers.
- Developed an Excel spreadsheet for efficiently and accurately preparing loan covenant compliance certificates.

**American Express Centurion Bank Salt Lake City, Utah**      **November 2002 – December 2002**

## Business Analyst II

- Member of a team that was part of American Express' Global Institutional Risk Management Division out of New York.
- Analyzed financial statements and bond ratings of domestic and international airlines that accepted the American Express card in order to evaluate and monitor credit risk exposure.

Utah State Tax Commission	Salt Lake City, Utah	December 1999 – November 2002
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## Valuation Analyst

- Valued telecommunications companies and railroads for property tax assessment utilizing each company's financial statements from an Annual Report filed with the Tax Commission and/or SEC form 10-K.
- Performed financial audits of the Annual Reports filed with the Tax Commission.
- Appraised \$2.2 billion of Utah property in 2000, \$2.8 billion in 2001, and \$2.7 billion in 2002.



- Prepared annual industry report of the railroad industry and co-authored the annual industry report of the telecommunications industry.
- Researched discount rates and terminal value multiples used by investment banking firms in discounted cash flow valuations of electric utilities. My findings were presented by A. James Ifflander, Ph.D. in the PacifiCorp hearing before the Tax Commission.
- Prepared a summary of CAPM risk premium calculations found in financial journals and periodicals that was presented in a rule making hearing before the Tax Commission.
- Made a presentation on the assessment of cellular towers at the 2000 Assessors' School.

AT&T Wireless Services                      Ogden, Utah                      October 1996 – December 1999  
**Account Executive** (April 1999 to December 1999)

- Identified and secured new business accounts. Also assisted existing business and government clients and ensured their satisfaction.

**Wireless Specialist** (March 1997 to April 1999)

- Sold wireless products to walk-in clients.
- Developed an Excel spreadsheet that was used by the sales representatives in the Ogden office to track commissions.

**Service Technician** (October 1996 to March 1997)

- Hired as temporary employee, promoted to wireless specialist.

## Education

**Master of Business Administration**                      May 2002  
University of Utah                      Salt Lake City, Utah

- Emphasis: Finance and Financial Accounting
- GPA: 3.87
- Finance and Accounting Coursework: *Advanced Corporate Taxation, Cases in Corporate Finance, Financial Reporting, Investment Analysis Techniques, Management Accounting, New Venture Finance, and Theory of Corporate Finance*
- Member Beta Gamma Sigma (business honor society) and Phi Kappa Phi Honor Society

**Bachelor of Science in Business Administration/Finance, cum laude**                      December 1998  
Weber State University                      Ogden, Utah

- GPA: 3.77
- Wall Street Journal Award for Outstanding Graduate in Finance
- Received C. Scott Baxter/Salomon Brothers Scholarship two years
- Member Beta Gamma Sigma (business honor society), Golden Key National Honor Society, and Phi Kappa Phi Honor Society
- Named to the National Dean's List four years

## Continuing Education

**Commercial Lending**                      2003

- RMA Courses: *Cash Flow Concepts, Problem Loan Fundamentals, and Analyzing Personal Financial Statements and Tax Returns*
- ABA Courses: *Banking Today* (online course) and *Commercial Lending* (instructor-led online course)

**Real Estate Appraisal/Valuation**                      2000 – 2002

- 193 hours of training
- Courses (number of education hours): *Unitary Appraisal School – Basic Course 100* (30), *Assessment Practice in Utah* (30), *Fundamentals of Real Property Appraisal* (30), *Income Approach to Valuation* (30), *Uniform Standards of Professional Appraisal Practice* (15), *Income Approach Application* (28), and *Building Analysis & Valuation* (30).

## Community Involvement

**Salt Lake County Economic Development Revolving Loan Fund Committee**                      2014- Present

- Serve as Zions Bank's representative on this committee, which meets monthly to review loan requests and make lending decisions for economic development loans up to \$400,000.
- Currently serving as Vice Chairman of the loan fund committee.

**Chairman – New Credit Professionals Committee, RMA Mountain States Chapter**                      2004

- Led a committee whose objective is the professional development of commercial banking Relationship Managers and Credit Analysts with 0-5 years of experience.
- Responsible for planning and facilitating monthly luncheons, including arranging speakers with expertise in a variety of pertinent areas, such as interest rate hedging strategies, commercial real estate appraisal, and commercial leasing.

**Team Captain – Zions Bank Paint-a-Thon**

2003

- Coordinated the efforts of a team of 40 volunteers in painting the home of a low-income senior citizen in Salt Lake City. Also arranged for all necessary materials and food for the volunteers during the five-day project.

**Volunteer Church Representative**

1994 – 1996

- Supervised up to 10 volunteers in Valencia, Venezuela and Oregon.
- Assisted at Fundación: Hijos de la Vida (orphanage) in Venezuela and the Boys and Girls Club of Bend, Oregon as well as various retirement centers.

**Skills and  
Proficiencies**

- Proficient in Excel, Word, and PowerPoint, and various Zions Bank proprietary systems.
- Speak, write, and read Spanish.