

2005 ANNUAL REPORT

ECONOMIC AND INDUSTRIAL  
DEVELOPMENT AUTHORITY

NEWPORT NEWS,  
VIRGINIA

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*WOLSELEY HEADQUARTERS RENDERING*



*NEW MARRIOTT HOTEL AND CONFERENCE CENTER AT CITY CENTER*

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**ECONOMIC AND INDUSTRIAL DEVELOPMENT AUTHORITIES:**  
The core mission of the Newport News Economic and Industrial Development Authorities is the diversification of the tax and employment base of the City of Newport News.

**ECONOMIC DEVELOPMENT AUTHORITY  
AND  
INDUSTRIAL DEVELOPMENT AUTHORITY  
OF THE  
CITY OF NEWPORT NEWS, VIRGINIA**

**BOARD OF DIRECTORS**

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Cherry Lee Croushore, Assistant Secretary

Herbert V. Kelly, Sr., Esquire, Legal Counsel  
Ralph M. Goldstein, Esquire, Legal Counsel  
Raymond H. Suttle, Jr., Esquire, Legal Counsel

# A MESSAGE FROM OUR CHAIR

## CITY OF NEWPORT NEWS ECONOMIC DEVELOPMENT AUTHORITY INDUSTRIAL DEVELOPMENT AUTHORITY

February 14, 2006

**TO:** The Honorable City Council  
**FROM:** Chair, Economic Development Authority (EDA) and Industrial Development Authority (IDA)  
(collectively “EDA/IDA” and /or “the Authority”)  
**SUBJECT:** Annual Report

It is my pleasure to transmit the 12th Annual Report of the EDA/IDA. The core mission of the EDA/IDA continues to be the diversification of the City’s tax and employment base. However, increasingly, this mission entails fostering a rich quality of life, an environment necessary to attract and retain quality companies that are an asset to the community. Calendar year 2005 was a very active and successful year for the EDA/IDA. Successfully advanced were a number of significant economic development projects, including many that have positive impacts beyond the measure of jobs and taxes.

The Authority is especially proud of the attraction of Wolseley North America’s corporate operations headquarters to Newport News. The Authority is also proud of the progress that has occurred on City Center at Oyster Point, Asheton, the Police Headquarters and the commitment to purchase Rouse Tower. With the optioning of the Newport Crossing shopping center, the EDA/IDA has taken a bold step to attempt to jump-start the revitalization of the Upper Warwick Boulevard Corridor. Whether this initiative will result in a specific redevelopment project immediately is uncertain. The EDA/IDA will continue to work on these initiatives during 2006, as well as focus its attention on the development of the Southeast Commerce Center and marketing its property at 39th Street and Marshall Avenue for a grocery use.

The Authority also acted on numerous smaller scale projects, while continuing its role in the marketing and management of the business and industrial parks over which it has purview. Additionally, the Authority has enthusiastically supported the Department of Development’s active business visitation and retention program, realizing how important existing businesses are to the City’s economy. The EDA/IDA Board of Directors continues to be supported by a system of functional committees with staff services provided by the City’s Department of Development. Citizen participation on EDA/IDA committees remains an essential element for providing input and guidance to the Authority.

This year’s Annual Report highlights the activities and successes of the EDA/IDA in 2005. With the continued confidence and support of City Council during the past year, the EDA/IDA has worked diligently to foster economic growth and a high quality of life for Newport News. The Board of Directors thanks City Council for its vital support. Working together, we look forward to another successful year in 2006 serving the economic development interests of the City of Newport News and its citizens.

  
Gordon L. Gentry, Jr.  
Chair



# ACCOLADES

## “TOP 20 ECONOMIC DEVELOPMENT ORGANIZATIONS”

Site Selection Magazine (May 2005) gave the Newport News EDA/IDA an Honorable Mention and ranked it in the Top 20 Economic Development Organizations in the Nation. Selection was based on total capital investment, jobs created, investment and jobs per capita, overall economic vitality, depth and breadth of economic strength, diversity of industry, and ability to generate breakthrough deals.



## Honorable Mention Groups of 2004

**Baldwin County  
Economic Development Alliance**  
Alabama • [www.baldwineda.com](http://www.baldwineda.com)

**Buffalo-Niagara Enterprise**  
New York • [www.buffaloniagara.org](http://www.buffaloniagara.org)

**Greenwood-Leflore-Carroll Economic  
Development Foundation**  
Mississippi • [www.glcedf.com](http://www.glcedf.com)

**Greer Development Corporation**  
South Carolina • [www.greerdevelopment.com](http://www.greerdevelopment.com)

**Huntsville/Madison County  
Chamber of Commerce**  
Alabama • [www.hsvchamber.org](http://www.hsvchamber.org)

**City of Marion**  
Arkansas • [www.marionarkansas.org](http://www.marionarkansas.org)

**Newport News Economic/  
Industrial Development Authority**  
Virginia • [www.newportnewsva.com](http://www.newportnewsva.com)

**City of Ontario**  
California • [www.ci.ontario.ca.us](http://www.ci.ontario.ca.us)

**Seminole County Economic Development**  
Florida • [www.businessinseminole.com](http://www.businessinseminole.com)

**Community Development  
Foundation Tupelo**  
Mississippi • [www.cdfms.org](http://www.cdfms.org)



## “AWARD WINNING PROMOTIONAL VIDEO”

The International Economic Development Council (IEDC) awarded the EDA an Honorable Mention for its new promotional video, “Newport News, Virginia—Hi-Tech Hometown.” The Authority was recognized during the IEDC’s Annual Conference in Chicago, IL in September 2005. The Promotional Awards category recognizes communities and organizations for their use of print media, the Internet, and multi-media as effective marketing tools for attracting and retaining business and industry.



# CITY CENTER



In 2005, the EDA and the City contributed \$24,069,640 in capital investment as part of its overall and continued commitment to the success of City Center.



The EDA sold 3.79 acres in Block Two to Newport News Town Center LLC for Mariners Row retail and commercial development.

An estimated 100,000 square-feet of new retail and 120,000 square-feet of new office space was under construction during 2005.



Ritchie-Curbow Construction Co., Inc. substantially completed construction of the EDA's \$13.5 million, 880-space public Fountain Way parking garage to serve patrons of the emerging retail and commercial establishments along Mariners Row.

The Newport News Marriott Hotel and Conference Center at City Center was "topped out" in July 2005. Workers, development partners and City officials celebrated the event at a Topping Out Ceremony on July 28th. The Hotel/Conference Center achieved 70% completion by year-end and is on schedule for opening by June 15, 2006.



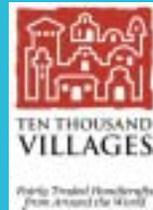
The EDA began constructing the first phase of the Mariners Row public parking garage with 713 spaces. The design allows for a second phase to be completed to serve the remainder of Phase Three of City Center. The 713 spaces in the first phase will be ready to serve the Hotel and Conference Center by June 2006; the second phase is designed to contain an additional 570 spaces.



# CITY CENTER (CONT.)

The EDA authorized Armada Hoffler to begin construction of Mariners Row Extended, which will become a public street when completed and provide a connection between Canon Boulevard and Fountain Way, as well as access to the Hotel/Conference Center and Mariners Row Parking Garage.

The first edition of the Urban Guidelines for City Center at Oyster Point was completed and approved in 2005, giving the development partnership a set of regulations to control all decorative and advertising elements such as signs, awnings, streetscapes, landscaping, public and private art and pedestrian facilities.



The EDA and City completed relocation of the City Center lake fountain controls to help clear the site for the One City Center Building.



The EDA managed the installation of a new stormwater pipe system, running from the intersection of Mariners Row and Fountain Way directly into the City Center lake.



**THE LUNCH BELL**



*Fountain Plaza Cafe*

The EDA and City officials coordinated with Dominion Virginia Power to install a 736-foot section of concrete-encased conduit between the Mariners Row entrance to the Hotel/Conference Center and One City Center near Town Center Drive.

# OYSTER POINT

Children's Hospital of the Kings Daughters (CHKD) opened a \$4 million same-day surgery center at its Oyster Point campus. This 14,000 square foot expansion will treat as many as 2,500 children annually.



The Authority installed a new, architecturally-designed entrance sign at the Thimble Shoals and Jefferson Avenue entrance to the Oyster Point business park. The sign will help lead shoppers to the new retail stores at City Center at Oyster Point.

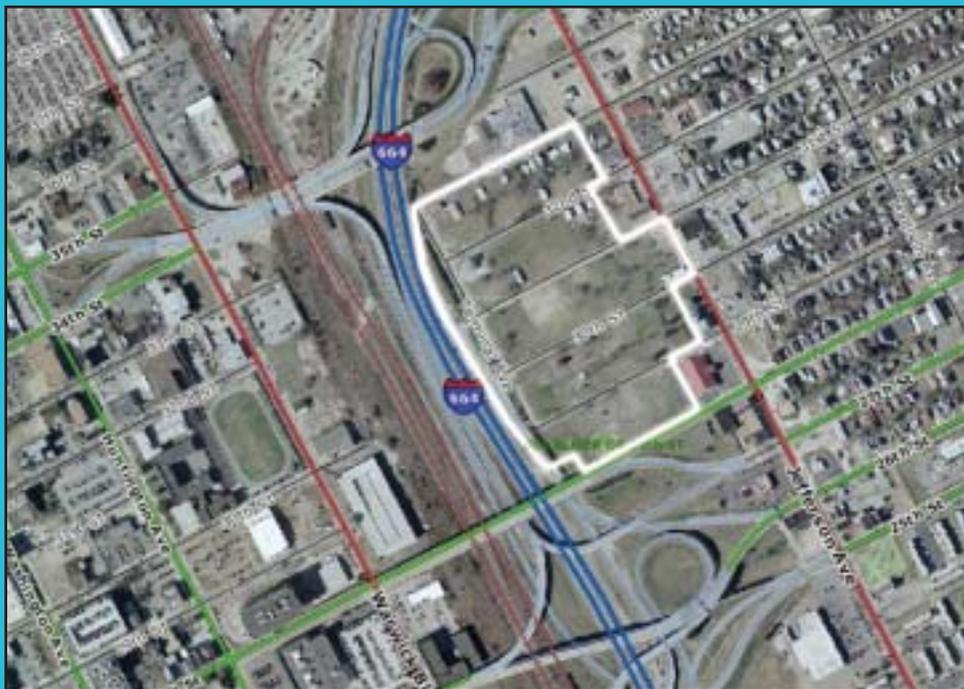


# SOUTHEAST COMMUNITY

A small business loan was awarded to Superior Packaging, Inc., through the Newport News Capital Fund for the purchase of their facility.

The Authority continued to support property acquisition for Terminal Avenue redevelopment site/Southeast Commerce Center. The acquisition process is currently 98% complete.

The EDA approved an Expansion/Relocation Cost Reduction Enterprise Zone Incentive for Marva Maid Dairy to retain the company in Newport News. Marva Maid is investing in machinery upgrade and adding new employees at its plant in Copeland Industrial Park.



Phase One environmental assessments were performed on 137 parcels, including the Terminal Avenue redevelopment site/Southeast Commerce Center, the former Kline Building and adjacent parcels and the future South Police Precinct site (former Mesic Hardware property and adjacent parcels), as a part of its Brownfields Demonstration Program. The planned South Precinct has been identified as an integral component in the revitalization of the Jefferson Avenue Corridor.

The Authority continued to actively market the 39th Street redevelopment project site.

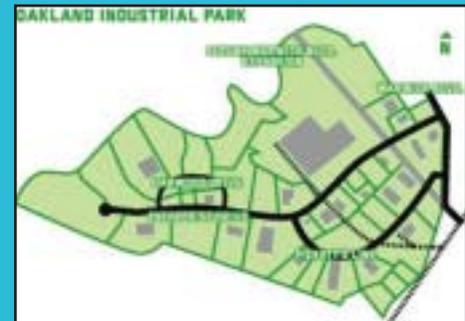
# OAKLAND INDUSTRIAL PARK

The Authority closed on the sale of a 16.7-acre parcel on Harwood Drive to Interstate Warehousing (Tippmann Realty Partners). Construction began on an 80,000 square-foot addition to Interstate Warehousing's facility, which will result in \$6.2 million in new capital investment and 50 new jobs.

Kitchen Design, a manufacturer of custom kitchen cabinets and counter tops, expanded its production capacity through the purchase of the former Opton Building (241 Enterprise Drive).

Printpack, Inc. purchased the business assets and equipment of PBM Plastics, another Oakland manufacturer. Printpack is a manufacturer of specialty rigid containers and PBM Plastics is a technology leader in the manufacturing of thin-wall, deep draw, thermoformed plastics and a leading supplier of baby bottle liners.

The EDA and Printpack signed an Expansion/Relocation Cost Reduction Enterprise Zone Incentive Agreement, attracting a \$50 million capital investment in new machinery by Printpack at its 108,000 square-foot Oakland Industrial Park manufacturing facility. Printpack's investment will occur over the next four years and will also add at least 25 new jobs.



International Communications Group, which manufactures communication equipment for the cruise ship and aviation industries, purchased the former Evercel Building. The company will make up to 40,000 square feet of the new International Communications Group Building (230 Picketts Line) available for lease.

Iceland Seafood, which leases a 155,000 manufacturing and office facility from the IDA, merged with Icelandic USA to form the largest seafood company in the world. Newport News is now the corporate headquarters of Icelandic USA. The Oakland facility has added more than 80 new jobs and is beginning a second shift.

Successful negotiations were completed to establish permanent bus service, including a covered bus stop, to Oakland Industrial Park.

Wetland Walkover and Usable Acreage studies were performed on the 67-acre parcel at the end of Enterprise Drive.



# JEFFERSON CENTER FOR RESEARCH AND TECHNOLOGY

The Authority negotiated and closed leases for tenants in the Applied Research Center, bringing the building to 100% occupancy.

AppForge, a wireless and mobile communications software company headquartered in Atlanta, GA, opened a satellite software development office at the Applied Research Center. AppForge develops custom, multi-platform applications for mobile phone and wireless communication devices. The firm plans to expand its presence in Newport News by leasing commercial office space next year.



Advanced Energy Systems (AES) opened an office at the Applied Research Center. AES designs and supplies cryogenic cavity equipment to Jefferson Lab.

Jefferson Lab was awarded an R&D 100 Award, *R&D Magazine's* picks for the 100 most technologically significant new products of 2005. Jefferson Lab received the honor for its Free-Electron Laser (FEL).



The Hampton Roads Technology Council awarded the Willcox & Savage Excellence in Innovation Award to MedSci Technologies, Inc. Bobby G. Batten and John A. Companion patented a system for examining, mapping, diagnosing and treating disease of the prostate.



The Virginia Center for Innovative Technology consolidated its Hampton Roads operations at the Applied Research Center.



# DOWNTOWN NEWPORT NEWS



Northrop Grumman Newport News took possession of its ground floor offices in the Downtown Engineering Center in January 2005.

China Buffet opened on the first floor of the Downtown Engineering Center building, resulting in full occupancy of the retail storefronts.

The EDA/IDA continued to strategically acquire properties in the Downtown area.

The Authority acquired and demolished properties for economic redevelopment opportunities, including the original Brenner's Bakery and R.R. Jones properties.



# ASHETON

L.M. Sandler & Sons, Inc. was selected by Newport News City Council (April 2004) to be the master developer on the project.

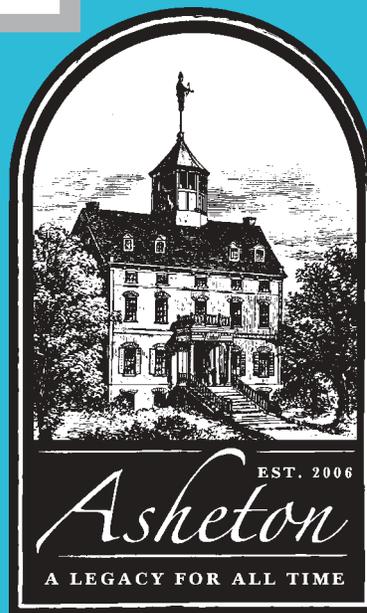
Asheton will be comprised of 1,605 residential units: single-family detached and attached units, apartments and condominiums. There will also be a commercial component, with 180,000 square feet of live-above retail/office area.

The EDA began negotiations with L.M. Sandler & Sons, Inc. for a development agreement, master plan and patternbook for approximately 400 acres of land in the Endview/ Greater Lee Hall area, to be developed into a Traditional Neighborhood Development (TND).

The development infrastructure is a combined effort of \$35 million of public funds and \$75 million of private investment. The buildout is estimated to be \$488 million over ten years.

Negotiations continued throughout 2005 to determine appropriate performance, quality and design standards, as well as phasing of the project.

The surrounding community will benefit from a 10,000 square foot, two-story library (three acres of land and architectural design contributed by the developer) and additional land which will be set aside for historic preservation.



L.M. Sandler & Sons has pledged a \$750,000 contribution to Newport News Public Schools for public school impact.

Community forums were held in August 2005 to solicit public input, with a particular emphasis on the Lee Hall community. One outcome of those meetings was the development of the Asheton logo and slogan, "A Legacy for All Time."

Construction of the community is expected to begin in the Summer of 2006.

# PATRICK HENRY COMMER CENTER

The EDA, in conjunction with the City, worked with Ferguson/Wolseley to secure the location of the headquarters of Wolseley's North American operations. Ferguson/Wolseley will invest at least \$32.3 million in the initial development phase, to include a 5-story, 220,000 square foot Class-A office building. Phase I will accommodate the creation/relocation of 420 corporate associate positions by 2009. The EDA will deliver a \$1,050,000 grant from the Governor's Opportunity Fund and approximately \$1.2 million in local Enterprise Zone incentives to the Wolseley project.



A 4.45-acre parcel was sold to Noland Properties, Inc. for a modernized showroom and warehouse/distribution facility.



Site and landscape plans, as well as building elevations and material samples, were approved for the proposed Noland showroom and warehouse/distribution facility at 680 Turnberry Boulevard.

The Authority continued working with Airport representatives on the proposed alignment of the Turnberry Boulevard extension.

The EDA approved site and landscape plans for Newport News Williamsburg International Airport Satellite Parking Lot I at 900 Bland Boulevard.

The IDA authorized the sale of a five-acre portion of parcel B-6 to the Airport, part of the 18-acres previously authorized to be sold to the Peninsula Airport Commission.

Environmental and Wetland Walkover studies were performed on the Turnberry Boulevard extension area.

# CITY-WIDE DEVELOPMENT INITIATIVES

The EDA successfully negotiated the purchase of the Rouse Tower Building and issued \$16.8 million in tax-exempt and taxable bonds for its purchase and renovation. The EDA will lease the building to the City for its Social Services Department and also to the building's other existing tenants. The purchase will not only save the City money in the long run, but also begin a long-term commitment to improving the Parkview/Jefferson Avenue Corridor.



The EDA placed an option on the Newport Crossing Shopping Center and issued a Request for Proposals to elicit potential developer interest in redeveloping the shopping center and, possibly, adjoining properties as a mixed-use development targeted to the middle of the residential market. This initiative was undertaken as part of the City's efforts to revitalize the Upper Warwick Boulevard Corridor.

The EDA established a Community Development Entity: Newport News Community Development Investment Company, LLC, and applied for an allocation in the Fourth Round of New Markets Tax Credits. Allocation awards will be announced in May 2006.



Site preparation of the former King Flea Market property for the new Police Headquarters building was completed. Construction began in August and is expected to be completed in August 2006. As of December 31, the project was 30% complete.

The Authority authorized a 25 ft. easement on a proposed future light rail site in Port Warwick to facilitate a drainage project by the City. The EDA approved a Memorandum of Agreement related to the Middle Ground Stormwater Management Project.

# MARKETING STRATEGIES

The EDA/IDA has continued to improve its website. Visitors to the site can now view a promotional video, see what's happening with the "New Announcements" button and navigate the entire site easily using the new site map. In addition to these tools for our visitors, pay-per-click advertising is now being used to bring more traffic to the site.



The EDA/IDA continues to participate in marketing activities

with the Hampton Roads Economic Development Alliance and the Virginia Economic Development Partnership. This year, these activities included attending the Nanobusiness Conference and VISTech and ITSEC trade shows, as well as participating in marketing missions to Ottawa, Toronto, New York City and Washington DC to call on companies and site selection consultants directly.

Three gift items are now available for visiting prospects including a memory stick, a heat sensitive "transition mug" and a sleeve of golf balls, all emblazoned with the "Hi-Tech Hometown" Logo. These gifts coordinate with print materials that are constantly updated to provide economic development prospects with the best information available.

# BUSINESS RETENTION



## Business Appreciation Barbeque and Golf Outing

On May 17th, 2005 the EDA/IDA hosted our first annual Business

Appreciation Barbeque and Golf Outing at the Newport News Golf Club at Deer Run. Over 200 guests joined us for great food and friendly competition, providing an excellent opportunity for business owners to network with their peers, as well as City representatives and Board Members of the EDA/IDA. This is certainly an event that will continue as city businesses grow and prosper.



"The event was an innovative and enjoyable way for local business people to interact with each other and city officials."

~ John Lunsford  
SunTrust Bank

In addition to special events, EDA/IDA maintains constant contact with Newport News businesses. Through the Business Visitation Program, the Business Retention Coordinator has made visits to 180 local companies.



This year these visits have resulted in a partnership with Hampton Roads Transit to bring bus service to the Oakland Industrial Park, as well as a beautification and landscaping project along Chestnut Avenue. Also, City and

EDA/IDA representatives have assisted many Newport News companies in the expansion of their staff and facilities.

The Business Retention Coordinator is also a liaison for new businesses, helping them to partner and network with existing companies.



# COLLABORATIVE EFFORTS

## PHYSICIANS TASK FORCE

Access to quality physicians and surgeons is seen both as a community need and an economic development issue.

In response to the need to recruit medical specialists on the Peninsula, the Mayor of Newport News established an ad hoc committee known as the Mayor's Physicians Task Force (February 2005). The purpose of the task force is to address existing and projected shortages within the area of certain types of physicians and other health care issues.

In April of 2005, the Office of Policy and Planning of the Virginia Department of Health offered a matching grant to develop a plan for physician recruitment to the Virginia Peninsula. The EDA agreed to administer the state and local contracts and grant funds.

A plan is actively being developed to recruit physicians to the Virginia Peninsula and will be completed, along with initial implementation, in 2006.

## NEWPORT NEWS GREEN FOUNDATION

In keeping with previous years, the EDA/IDA continued its policy of supporting the mission of the Green Foundation by allocating 10% of its net proceeds from the sale of land to the Foundation.

Through the end of calendar year 2005, the Green Foundation had acquired 13 parcels of land, totaling 19.83 acres.



## NEWPORT NEWS PUBLIC ARTS FOUNDATION



The EDA/IDA continued to support the mission of the Newport News Public Arts Foundation to establish public art throughout the City for the benefit of the community.

A collaborative effort of commissioning and placing a sculpture in the modified public easement at the intersection of Canon and Thimble Shoals Boulevards was accomplished. The large, stainless steel sculpture is entitled "Reinvented."



# FINANCIAL REPORT

## EDA/IDA Financial Highlights

During fiscal year 2005, the Authorities successfully marketed the Downtown Engineering Center and all remaining space has been leased. China Buffet, a restaurant, has begun operation and Northrop Grumman Newport News has leased the remaining space in the Downtown Engineering Center building.

The EDA entered into a contract with a construction company to build the Fountain Way Parking Garage, an 880-car parking facility in City Center at Oyster Point, for \$13.5 million. Construction has begun and financing is through a 2004 \$29.3 million bond issuance which is also providing financing for a portion of the costs of constructing a privately-owned full service hotel adjacent to an Authority-owned conference center in City Center at Oyster Point. Construction is well under way on this 256-room, Marriott Hotel and 70,000 square foot Conference Center, which is scheduled to open June 15, 2006. The bonds issued are taxable serial bonds with varying interest rates and maturities.

In December 2005, the EDA issued \$33,000,000 in bonds to finance the construction, equipping and related infrastructure of Phase One of the Mariners Row Garage and for the acquisition and renovation of the Rouse Tower office building. The Mariners Row Garage will support the Marriott Hotel and Conference Center, as well as other City Center Phase Three development.

## Overview of the Financial Statements

The Authorities are component units of the City of Newport News, Virginia. Component units are other governmental units over which the City (the City Council, acting as a group) can exercise influence and/or may be obligated to provide financial support.

## Summary of Financial Statement

The following table reflects the condensed net assets of the Authorities:

<b>Authorities' Net Assets</b>			
As of June 30, 2005, 2004 and 2003			
(in millions)			
	2005	2004	2003
Current and other assets	\$ 97.82	\$ 78.88	\$ 76.76
Capital assets	109.57	103.56	115.00
Total assets	<u>207.39</u>	<u>182.44</u>	<u>191.76</u>
Current and other liabilities	13.12	13.82	12.76
Long-term liabilities	158.61	137.80	147.05
Total liabilities	<u>171.73</u>	<u>151.62</u>	<u>159.81</u>
Net assets:			
Invested in capital assets, net of related debt	27.29	21.66	22.63
Restricted	4.07	4.77	6.06
Unrestricted	4.30	4.39	3.26
Total net assets	<u>\$ 35.66</u>	<u>\$ 30.82</u>	<u>\$ 31.95</u>

# FINANCIAL REPORT (CONT.)

Total net assets of the Authorities increased to \$35.66 million as of June 30, 2005. Of this \$35.66 million, approximately \$4.07 million of those net assets are restricted as to the purposes for which they may be used. The Authorities' current and other assets of \$97.82 million include \$27.10 million due from the Commonwealth of Virginia for payment of the tax-exempt Industrial Revenue Bond issued to finance the Herbert H. Bateman Virginia Advanced Shipbuilding and Carrier Integration Center project (VASCIC). The corresponding debt outstanding is included in bonds payable.

## Capital Assets and Debt Administration

The following table shows the capital assets at year-end:

<b>Authorities' Capital Assets</b>			
As of June 30, 2005, 2004, and 2003 (net of depreciation, in millions)			
	2005	2004	2003
Buildings	\$ 99.10	\$ 100.93	\$ 99.57
Improvements, machinery and equipment	10.03	10.03	9.98
Infrastructure	1.52	1.52	—
Construction in progress	12.06	1.81	15.51
Accumulated depreciation	(13.14)	(10.73)	(10.06)
Total	<u>\$ 109.57</u>	<u>\$ 103.56</u>	<u>\$ 115.00</u>

The following table summarizes debt outstanding:

<b>Authorities' Outstanding Debt</b>			
As of June 30, 2005, 2004 and 2003 (In millions)			
	2005	2004	2003
Industrial Revenue Bonds - IDA	\$ 59.07	\$ 64.95	\$ 69.76
Industrial Revenue Bonds - EDA	93.02	65.33	69.10
Notes payable	—	1.50	1.25
Total	<u>\$ 152.09</u>	<u>\$ 131.78</u>	<u>\$ 140.11</u>

# FINANCIAL REPORT (CONT.)

As of year-end, the Authorities had \$152.09 million of debt outstanding in bonds payable. The increase in debt outstanding from 2004 is due to the issuance by the Authorities of \$31.40 million in revenue bonds to fund various projects in the City. Of the \$31.40 million, \$29.30 million are taxable serial bonds, which have various interest rates ranging from 3.4% to 5.625%. These funds are being used to fund the second garage (Fountain Way Garage) in City Center as well as the conference center. The remaining \$2.10 million of the issuance are tax-exempt serial bonds also with varying rates of 2.25% to 4.625%, which will be used to fund the public improvements around the City's Operations Center.

Also included in bonds payable at June 30, 2005 is \$27.10 million for the VASCIC Building with a corresponding receivable due from the Commonwealth of Virginia equal to the outstanding liability amount. These bonds are limited obligations of the Authorities and are payable from funds appropriated by the Virginia General Assembly. During 2005, the Commonwealth of Virginia paid approximately \$3.75 million in principal payments on these bonds.

## **Contacting the Authorities' Financial Management**

Additional financial information is available upon request.

## **Staff Support to EDA/IDA**

Neil A. Morgan	Assistant City Manager/Advisor
Florence G. Kingston	Director of Development (Also Secretary/Treasurer EDA/IDA)
Sam Workman	Assistant Director
Cherry Lee Croushore	Manager of Development (Also Assistant Secretary EDA/IDA)
Theodore J. Figura, Jr.	Manager of Marketing
N. Douglas Winstead	Manager of Special Projects
Carol Meredith	Manager of Financial Services
Zoe Lumpkin, CPA	Financial Services Administrator
Chris Morello	Administrator of Development Projects
Dave Kuzma	Project Coordinator
Chad Pritchett	Project Coordinator
Tricia F. Wilson	Business Development Specialist
Jason Noah	Business Retention Coordinator
Robin Boyd	Marketing Coordinator
Andy Wilks	Property Manager
Joyce C. Pope	Administrative Coordinator (Also Recording Secretary EDA/IDA)



*ICELANDIC USA*



*PRINTPACK, INC.*



*LIEBHERR*



*ASHETON*



*CITY CENTER AT OYSTER POINT CONSTRUCTION*

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PLEASE CONTACT

FLORENCE G. KINGSTON, SECRETARY/TREASURER

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