NEW AVON GROVE HIGH SCHOOL

FOR

AVON GROVE SCHOOL DISTRICT

375 South Jennersville Road West Grove, PA 19390

PUBLIC HEARING IN COMPLIANCE WITH ACT 34

Thursday, September 12th, 2019 6:30 P.M. Avon Grove High School Auditorium 257 State Road West Grove, PA 19390

The material contained in this packet is provided to inform all citizens of the Avon Grove School District on the proposed construction of a new high school.

PURPOSE OF THE HEARING

Act 34 of June 1973, now Section 24 P.S. 701.1 of the Pennsylvania Public School Code, requires that a public hearing be held regarding either the construction of new school buildings or substantial additions to existing school buildings.

The purpose of this Act 34 hearing is to present the proposed construction of a new high school to the residents and employees of the District and to provide them with a public forum to express their opinion regarding the project.

If the maximum building construction cost of \$81,001,789 and adopted by Board resolution on August 12th, 2019 is exceeded by eight (8) percent upon receipt of bids, a second public hearing will be required.

The hearing is not a public debate. It is an opportunity for the public to learn about the proposed construction projects and for the Board to receive and record comments and observations regarding the project.

AGENDA FOR THE HEARING

1.	Opening Remarks	Andrew D.H Rau School District Solicitor Unruh Turner Burke & Frees
2.	Purpose of the Hearing	Andrew D.H Rau
3.	Procedures for Public Comment	Andrew D.H Rau
4.	Need for the Project	Dr. M. Christopher Marchese Superintendent
5.	Alternatives Considered	Dr. M. Christopher Marchese
6.	Project Descriptions	Mike Strohecker, AIA Project Architect KCBA Architects, Inc
7.	Direct Costs for the Projects	Mike Strohecker, AIA
8.	Financial Alternatives Considered	John C. Frey Financial Advisor PFM Financial Advisors, LLC Ken Phillips Financial Advisor RBC Capital Markets
9.	Effect of Project Costs on Taxes	John C. Frey Ken Phillips
10.	Indirect Costs for the Projects	John C. Frey Ken Phillips
11.	Public Comment	Andrew D.H Rau
12.	Adjournment	

PROCEDURES FOR PUBLIC COMMENT

The Board of School Directors of the Avon Grove School District welcomes comments from all District residents and employees who wish to express opinions about the proposed construction project.

In order for the hearing to be of the greatest value and use to the School Board, the following procedures have been established for public comment:

1. Verbal Presentations at the Hearing. Any District resident or employee wishing to make a verbal presentation is asked to complete a public comment form. The public comment forms will be located on a back table in the meeting space. Forms are also available prior to public meetings through Board Docs. The Board of School Directors requests that members of the public complete the form and submit it to Mr. Dan Carsley, Business Manager, prior to the start of the meeting. During the verbal presentation section of the meeting, the presiding officer will call individuals to the podium in the order the forms were submitted.

If a District resident or employee did not complete and submit a form prior to the start of the meeting and wishes to make a comment, they may still participate. To do so, the Board asks that the individual complete the public comment form. After the presiding officer calls all individuals who pre-submitted forms to the podium, a final call for verbal presentations will be made. During this time, District residents or employees may come forward to make verbal presentations. Those individuals must submit the public comment form to the Board Secretary, or designee, prior to making their comment and approaching the podium.

When making their verbal presentation, individuals should identify themselves by name, address, resident or employee, and present their comments or questions. If objections are raised, it would be beneficial if the individual proposed what should be done to solve the problem being addressed and how the Board might accomplish the suggested change. Individuals are permitted to make one verbal presentation, limited to three (3) minutes. Board will allow public comment and/or questioning until the conclusion of the hearing, but no later than 12:00 Midnight when the Board reserves the right to terminate the public hearing.

2. Written Testimony for the Hearing. Residents and employees of the School District may submit written testimony regarding the proposed projects no later than 6:00 PM on Thursday, September 12, 2019. Such written testimony should be mailed or delivered to:

Dr. Wendi Lee Kraft, Board Secretary Avon Grove School District 375 South Jennersville Road West Grove, PA 19390

The written testimony shall include the name and address of the person submitting the request, identification of the sender as a District resident or employee, name of project of concern and a description of the support or objection to the project. To be of most benefit to the Board, a statement of objection should be followed by a viable alternate solution. 3. **Written Comments Following the Hearing**. For a period of thirty (30) days following the hearing, School District residents and employees who wish to have their written comments regarding the project included in the material forwarded to the Pennsylvania Department of Education should mail or deliver such statements to:

Wendi Lee Kraft, Board Secretary Avon Grove School District 375 South Jennersville Road West Grove, PA 19390

Any such comments must be submitted no later than 4:00 PM on October 14th, 2019. All written comments should include the name and address of the person submitting the comments, identification of the sender as a resident or employee, and a description of the support or objection to the project.

PROJECT HISTORY AND NEED FOR CONSTRUCTION

Introduction

The Avon Grove School District is located in West Grove, Chester County, in southeastern Pennsylvania. It is located approximately 25 miles west of Philadelphia and 15 miles northwest of Wilmington.

From a combined population of approximately 30,080 residents in 2010, and an estimated 33,121 residents in 2019 in the townships of Franklin, London Britain, London Grove, New London, and Penn, along with the boroughs of Avondale and West Grove, the District educates over 5,100 students in grades K-12 (2018-19 enrollment). The District currently maintains four schools: Penn London Elementary School (K-2); Avon Grove Intermediate School (3-6); Fred S. Engle Middle School (7-8); and Avon Grove High School (9-12).

The Avon Grove School District has identified that "fostering a learning environment for all students to be exceptionally well prepared to succeed and lead full and meaningful lives," is its core mission and focus of strategic planning.

Project History

In 2007, the District acquired a 153 acre parcel of land at the corner of Old Baltimore Pike and Jennersville Road/SR 796 commonly referenced as the "Sunnyside Road" property. The intent of the District at that time was to construct a school facility on this site to address the dramatic growth of the District. When the economic downturn began in 2008, those plans were put on hold.

Since 2014, the Avon Grove School District's Facilities Committee has evaluated the effectiveness of the District's facilities and annually prepares the Long Range Plan (LRP), which is then updated on a monthly basis to forecast capital improvements required at all District facilities. Enrollment reports are prepared monthly and evaluate the District's actual enrollment versus the projected enrollment determined by the demographic study conducted by Sundance Associates in the fall of 2017.

In the fall of 2014, the Gilbert Architects conducted a feasibility study to evaluate the current conditions of facilities. The feasibility study was completed in the Spring of 2015. In general, the high school is showing significant signs of aging. Originally constructed in 1957, there were renovations in 1995, 2008, with an addition in 1997. The functional capacity of AGHS is 1274 students, while the enrollment has consistently remained above 1750 students for the past 10 years. To address this overcrowding, modular classrooms were added for the 2005-06 school year, with additional modular classrooms added for the 2010-11 school year.

The District's feasibility study concluded that many of the systems in the high school are at or beyond life span and require significant updates or repairs. Additionally, the educational needs have exceeded the facility's ability to satisfactorily serve the Avon Grove School District in several core areas:

Teaching and Learning

- Space is required to deliver instruction incorporating Project Based Learning.
- Innovative models, including spaces for STEM and Maker Spaces, are not available.

- Space is not available to offer additional curricular options to prepare students for 21st Century learning and workplace needs.
- More flexible spaces are required to accommodate changes in curriculum and instructional delivery models.
- Small group spaces need to be added to provide personalized learning.

Capacity and Enrollment

- Avon Grove High School currently has the lowest square footage per student in the southeastern region
- A larger functional capacity is necessary to meet enrollment demands.
- Space is needed for expanded enrollment in specialized programs.

Co-Curricular/Athletic Limitations

- Space is needed to fully support students and community in the performing arts.
- Space is needed to fully support curricular and co-curricular athletic activities.
- Space is needed to support community access and usage.

PROJECT OPTIONS CONSIDERED

DISTRICT OPTIONS

Avon Grove School District (AGSD) undertook an extensive public process to create the master facilities plan. After considerable analysis of the existing buildings and their conditions, the district began a process of public investigation conducted through a task force named the Facilities Input Group (FIG). The FIG was comprised of district stakeholders who were selected through a publicly advertised application process. The FIG kick-off meeting occurred in May 2016, and concluded with a non-binding recommendation to the Board of Directors in September 2017.

From October through December 2017, the District utilized FJJ/ICS Consultants to facilitate 23 community "listening posts" regarding the FIG recommendation and the other options studied by the FIG committee. A summary of the listening posts' data was provided to the Board during a public meeting in early January 2018.

From late January 2018 through April 2018, the Board engaged in bi-monthly public work sessions to formally review the FIG's recommendation. Two additional options were reviewed and a fourth option was introduced by the Board at its retreat in January 2018. The purpose of these sessions was to obtain consensus on one option for implementation.

There were several factors that contributed to the evaluation of the high school as not meeting the educational needs of the students or community. These factors included, but were not limited to, building safety, accessibility, building code compliance, undersized classroom spaces, and the lack of the ability to include new 21st Century educational spaces for teaching at a high school level. While these factors were also analyzed in the other district buildings, it was at the high school that these presented the greatest barriers to student success.

Two of the four options included scenarios that required new construction. The first option (1A) considered a scenario where new construction would have created a high school, while the second option (1C) created a new middle school. The second option required phasing to build new core facilities that would connect the existing high school and middle school and create a comprehensive high school for students in grades 9 through 12.

The third option (1D) accounted for the renovation and expansion of the existing high school, middle school and Penn London, as well as an educational goal to develop a 6-8 middle school. A fourth option (4A) explored a renovation and expansion of the existing high school, middle school and Penn London Elementary School to meet projected demographics without additional grade realignment.

The four options considered by the Board following the FIG process are as follows;

- Option 1A Build new high school, renovate current high school to become 6-8 middle school and realign elementary grades K-1 and 2-5.
- Option 1C Build new middle school, renovate and connect existing high school and middle school to become new high school, realign intermediate and elementary schools
- Option 1D Expand and renovate the current high school. expand and renovate the current middle school to accommodate grades 6 through 8, realign elementary grades K-1 and 2-5.

• Option 4A - Renovate and expand to demographic projection the current high school, middle school and Penn London Elementary School. No grade realignment is required.

Summary of Options:

The Avon Grove School District studied multiple options to address the needs of the existing physical condition of its school buildings, reduce overcrowding, and eliminate modular classrooms at three of four schools in the District. The District also identified the educational outcome that the middle school would include grades 6-8, rather than the current grade span of 7-8. This would then create grade spans of K-1, 2-5, 6-8, and 9-12 in the four district buildings. Cost estimations were developed by FJJ/ICS Consultants.

Option 1A

Convert Penn London Elementary School to a K-1 grade configuration. Convert AGIS to a 2-5 grade configuration. Build a new high school at the "Jennersville" site. Renovate and convert the existing high school to a middle school with grades 6-8. The existing middle school would be abandoned, demolished, leased or sold.

COST

Estimated Project Cost (2017/2018)	\$138,090,172
ADVANTAGES Addresses 5 year capital plan at HS/MS New HS fully supports 21 st Century Learning Relieves parking and traffic issues at State Rd. Increases athletic fields Least impactful construction scenario Shortest construction timeframe of all options	DISADVANTAGES Option may be limited due to finances Competition stadium remains at State Rd. MS reorganization is delayed Decision regarding vacant FSEMS Site limitations and variance requirements Recent Mechanical, Electrical, and Plumbing (MEP) upgrades at FSEMS

Option 1C

Convert Penn London Elementary School to a K-1 grade configuration. Convert AGIS to a 2-5 grade configuration. Build a new middle school at the "Jennersville" site. Renovate existing high school, build new core facilities between current middle school and high school to combine and connect existing buildings and create a new high school campus.

COST Estimate Project Cost (2017/2018)	\$137,264,184
ADVANTAGES	DISADVANTAGES
Addresses 5 year Capital Plan at HS/MS	Age concerns of current HS and MS
Building capacity supports enrollment projections	Site limitations and variance
	requirements
Supports 21st Century Learning at MS	HS parking impact during construction
Smaller building for site	Longer construction process
Adds sports fields	Occupied renovations
Makes use of all District facilities	
Stadium not required	
Less phasing required than options 1D and 4A	

Option 1D

Convert Penn London Elementary School to a K-1 grade configuration. Convert AGIS to a 2-5 grade configuration. Renovate and expand existing middle school to create 6-8 grade span. Renovate and expand existing high school.

COST

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Estimate Project Cost (2017/2018)	\$128,118,987
	π
ADVANTAGES	DISADVANTAGES
Addresses 5 Year Capital Plan at HS/MS	Education intent not fully supported
Building capacity supports enrollment projections	Core space will be problematic at
	HS/MS
Makes use of all District facilities	Loss of athletic fields (MS site)
Stadium not required	Less total parking but more parking need
Lesser cost than options 1A and 1C	Crowded site becoming more crowded
_	Age of MS and HS buildings
	Occupied renovation at MS and HS
	Most impactful construction scenario
	Significant student disruption
	Site limitations and variance requirements
	Unused parcel at "Jennersville"
	Jan

Option 4A (Introduced at Board Retreat)

Renovate and expand existing high school to appropriate size and remove modular classrooms. Expand existing middle school (7-8) to remove modular classrooms and build to demographic projection. Expand Penn London Elementary School (K-2) to remove modular classrooms and build to demographic projection. Avon Grove Intermediate School (3-6) build to demographic projection.

CATEGORY	INFORMATION
COST	
Estimate Project Cost (2017/2018)	\$93,209,031
ADVANTAGES	DISADVANTAGES
Addresses 5 year capital plan at HS only	Education intent not fully supported
Building capacity supports enrollment projections	
	MS
Makes use of all District facilities	6-8 MS not created
Stadium not required	Core space will be problematic at HS/MS
Lesser cost than all options reviewed	Loss of athletic fields (MS site)
No grade realignments required	Less total parking on secondary campus
	Crowded site becoming more crowded
	Age of MS and HS buildings
	Occupied renovation at MS and HS
	Highly impactful construction scenario
	Parking area HS/MS impacted
	Significant student disruption
	Site limitations and variance requirements
	Unused parcel at "Jennersville"
	Loss of play area due to PLE addition
	Page 10 of 40

Option Selected:

By a vote of 9-0, the Board of School Directors for the Avon Grove School District approved the following resolution in support of the plan defined by option 1A.

RESOLUTION 18-13 BY THE BOARD OF DIRECTORS AVON GROVE SCHOOL DISTRICT APRIL 26, 2018

WHEREAS, the Avon Grove School District has engaged in a multi-year process to consider future facilities planning and related needs throughout the District, an exercise which has included numerous and extended listening post sessions, as well as related input from students, parents, teachers, administrators, and other community stakeholders; and

WHEREAS, the District has engaged professionals from Foster, Jacobs & Johnson, Inc., and its successor entity, ICS Consulting, Inc., to facilitate the discussions, meetings, and the decision-making process; and

WHEREAS, the District through its Board of Directors ("Board") has carefully considered the information presented and developed, and the potential action paths and options established through this detailed planning process; and

WHEREAS, the Board has now reached the decision-making stage for facilities planning steps to be taken, in the three major areas of 1) educational outcomes; 2) funding; and 3) physical updates and projects as to buildings and infrastructure.

NOW THEREFORE, BE IT RESOLVED that the Board hereby directs its administrative staff to move forward to the next phase of facilities planning with the following parameters and instruction: The Board of School Directors has considered various educational outcomes to be achieved, and hereby identifies the following for purposes of the comprehensive facilities plan for Avon Grove School District:

1. Educational Outcomes

(i). Strategic initiative to be achieved:

• Foster 21st Century Learning environments for students in the Avon Grove School District.

• Allow for the reorganization of grade structure into buildings that are grades K-1; 2-5; 6-8; and 9-12.

• A plan that includes renovation and maintenance needs for the current buildings as well as the potential for future expansion of district facilities based upon the educational goals of the district.

(ii) Benefits/outcomes to be achieved:

• Provide flexible spaces that support student directed and collaborative learning.

• Provide spaces that support the learning needs of students of all levels of aptitude and ability.

• Provide spaces that support a comprehensive educational experience taking into consideration both academics as well as extra-curriculars.

• Provide spaces that support professional learning for teachers and other staff, including Professional Learning Communities (PLCs).

• School facilities that are safe and secure, including the removal of all modular classrooms in the district.

• Renovation and new construction that is designed to allow for expansion to accommodate potential future enrollment increases.

• New construction that gives consideration to LEED certification for environmentally sound construction and energy efficiency taking into account both immediate costs as well as potential long term operational savings.

• A new HS using design and construction techniques such that it is flexible enough to accommodate future changes in technology and teaching methods with minimum need for renovation or significant building alteration.

• Facilities that promote community access.

• A new HS whose design honors and recognizes the history of the school district and the community.

2. Physical Updates and Projects as to Buildings and Infrastructure. The Board directs the following physical updates and projects to be undertaken as to buildings and infrastructure, in accordance with the referenced educational outcomes and funding level selected herein:

• Construction of a new high school, that considers LEED certifications.

• Repair/renovation of the existing HS building to become a grade 6-8 middle school.

• Repurposing of the existing MS in such a manner as to provide greatest benefit to the district, such as an alternate revenue stream for the Avon Grove School District.

• Removal of all portable classrooms at all district facilities.

• Renovation and/or upgrades at all district facilities to provide for secure entrances and additional security measures as recommended by the administration.

Adopted this 26th day of April 2018.

AVON GROVE HIGH SCHOOL BUILDING DESCRIPTION

The new Avon Grove High School project will replace the existing school building with a new 298,000 sq. ft. facility 2.5 miles from the existing school. The school will house grades 9-12. Students will continue to use the existing school for the duration for the new construction phase, which will extend approximately two years. Once the new building is completed and the District has moved into the facility, the existing high school will be renovated and converted into the middle school housing grades 6-8.

Site improvements will include safer and more efficient vehicular traffic routes and will separate bus staging from student drop-off and staff parking areas. Student parking, drop-off and visitor parking will be at the main entrance to the school. The separate bus loading lot will be adjacent to the cafeteria and provide afterhours overflow parking. Staff parking will be in a third separate lot adjacent to the athletic entrance. The layout of the new building will include a 1-story portion that will house the athletic and performance spaces, including the gymnasium, auxiliary gymnasium, fitness center and auditorium. These spaces are intended to be used jointly with the community after school hours will have a separate entrance and be closed off from the classroom portion of the building.

The building was designed with flexibility, collaborative spaces and based upon an educational program that was developed from stakeholders. A 3-story wing will provide general classroom spaces, along with spaces for classes offered in Family Consumer Sciences, Business and Art. In addition, several spaces will be provided for STEM activities including a wood shop, metal shop, Maker Space and other Applied Engineering labs. Music department spaces are located adjacent to the auditorium which allows for easy access to the stage for performances. Spaces will be provided for small group instruction along with a variety of spaces to allow a collaborative learning approach. The new cafeteria and associated serving areas will provide more space and a much better flow for students. All spaces will be supported by the latest technology to prepare students for the future.

To maximize security, the main building administration functions will be located on the 1st floor at the front of the building providing clear views of all exterior vehicular and pedestrian activity. In addition, there will be smaller administrative offices located on the 2nd and 3rd floor, directly above the main administration providing administrative presence in other areas of the building. Admission to the building will be controlled by an electronically locked secure vestibule.

Mechanical, electrical and plumbing systems are all designed to be energy efficient. Mechanical systems will provide improved indoor air quality. More natural light will provide a better environment for learning and LED lighting will reduce energy costs.

This new state-of-the-art educational environment will accommodate 1750 students along with the ability to expand with a future addition. This school will allow students to experience 21st century learning and prepare for future workplace needs.

	rict/CTC:	PROJECT DESCRIPT: Project Name:	ter (rege r e	Grades:		
AV	on Grove School District	Avon Grove High School		3226	9 -	12
1.	Indicate the type of project:					
			Alterations to			
	New School Building X	Existing	Existing Building	Duildin	g Purchase	
		Building	Building	Bulluli	g Furchase	
2.	Indicate the current condition of the	ne project building:				
	Poor N/A	Fair <u>N/A</u>	Good	N/A	Excellent	N/A
3.	Indicate the current Portfolio Man (Energy Utilization Index) in thous	ager Score (1 - 100), predicted ands of British Thermal Units	d Target Finder S per Square Foot	core (1 - 100) an (kbtu/sf) for the p	d EUI project building	g:
	Portfolio Manager Score N/A	Target Finder 82	Site EUI	<u>38</u> S	Source EUI	79
4.	Indicate the L & I construction typ	e for the project building:	Destruted		/ -	
		Non-	Protected Heavy	vv	ood Frame/ or	
	Fire-Resistive X		Timber		Ordinary	
5.	Indicate the number of stories for		- 2		- 18 (Carlos - 19)	
			2 stories		1 05 55 555	
	1 story	2 stories	3 stories		4 or more	
6.	If a project involves the renovation wood framing (interior or exterior i description of the construction pla standards related to the use of wo	framing that is wholly or partia ns and methods designed to r	lly of wood), prov neet health and s	ide a		
	N/A, This is a new building					
7.	Briefly describe the work, in gene	ral, to be completed by this co	nstruction project			
	Construct a new high school bu	ilding to accommodate 1750 !	Students providin	g integrated STE	M programs.	
,	Indicate the reasons lustifiers the	planned project (sheek the fe	llowing if application			
8.	Indicate the reasons justifying the Enrollment	Educational	Health and Safety	Buil	ding and/or	×
8.	Enrollment Growth X	Educational Programming X	Health and	Buil	ding and/or Accessibility	x
8.	Enrollment Growth <u>X</u> Structural	Educational Programming X HVAC, Electrical	Health and Safety Issues	Buil	lding and/or Accessibility	x
	Enrollment Growth X	Educational Programming X HVAC, Electrical and/or Plumbing operational and administrative	Health and Safety Issues Other:	Buil Site A	lding and/or Accessibility	x
	Enrollment Growth X Structural and/or Roof Briefly describe any educational,	Educational Programming X HVAC, Electrical and/or Plumbing operational and administrative nstruction project.	Health and Safety Issues Other: changes that will for all students.	Buil Site A	Accessibility	
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	PROJECT DESCRIPTION (Page 2 of	of 2)			
District/CIC: Avon Grove School District	Project Name: Avon Grove High School		Grades:	9 -	12
 Describe the existing site topographing to the new building will be located to turtle habitat. The building will be areas of the site and make the build occur to create plateaus for the plateaus for the plateated naturally. 	by and any planned changes. by take advantage of the existing topography al located in the Northeastern part of the site to Iding most visible from Baltimore Pike and Su ayfields and minimize the overall site grading.	nd avoid take adv nnyside Stormv	I the wetlands vantage of the Road. Site o vater detentio	and bog a flatter grading wil n will be	I
Road). A traffic light will be add	roads and any planned changes. an access road that connects Baltimore Pike ed to the intersection at the access road and II be accessible off of Sunny Side Road.			ville	
[1] A second construction of the second s	of the site and any planned changes. be available for community use when not sch ds, a baseball field, a softball field, and 5 ten			ents.	
The southwest corner of the site	near the site that could affect health and safe is crossed by wetlands and has bog turtle ha the site to maintain the natural state of the s udents and the community.	, bitat. T			
20. Is there an adopted municipal com Pennsylvania Municipalities Planni		Yes	<u>x</u>	No	
21. Is there an adopted county compre-	ehensive land use plan?	Yes	x	No	
22. Is there an adopted multi-municipa land use plan?	al or multi-county comprehensive	Yes		No	Х
23. Is there an adopted county or mun joint municipal zoning ordinance?	icipal zoning ordinance or a	Yes	<u> </u>	No	Х
24. Is the proposed project consistent plans and/or zoning ordinances?	with these comprehensive	Yes	x	No	3
BEVISED JULY 1. 2010	FORM EXPIRES 6-30-12			DIA	NCON-A0

District/CTC:		SUMM	Project		BUILDINGS AND LAND		- 1	Grades:		
Avon Grove School District					gh School				9	- 12
	1	PRES	SENT			ANNED				
#1	#2	#3	#4	#5	#6	#7	#B	#9	#10	#11
NAME OF BUILDING OR SITE (INCLUDING DAG AND VACANT LAND) OWNED BY SCHOOL DISTRICT/CTC	CONSTRUCTION AND/OR RENOVATION DATES (BID OPENING DATES)	SITE SIZE (ACRES)	GRADE LEVELS	BUILDING FTE	CONVERSION / DISPOSITION AND <u>PLANNED</u> <u>COMPLETION DATE</u> BASED ON OPTION CHOSEN	SITE SIZE (ACRES)	GRADE LEVELS	PLANNED BUILDING FTE	PDE PROJECTED GRADE LEVEL ENROLIMENT 10 YEARS INTO THE FUTURE	FTE MINUS ENROLLMENT
² enn London Elem School Avon Grove Intermediate School	1992, 2002 2002	212	K-2 3-6		Maintain - realign grades to full day K & 1st in fall 2023 Remove modulars Maintain - realign	212	K-1 2-5	850	XXXXXXXX XXXXXXXX XXXXXXXX XXXXXXXX XXXX	XXXXXXX XXXXXXX XXXXXXX XXXXXXX XXXXXXX
Avon Grove District Administration	1922 B	212			grades to 2nd-5th in fall 2023 Convert DAO to Facilities and Operations	212			XXXXXXXXX XXXXXXXXX XXXXXXXXX XXXXXXXX	XXXXXXXX XXXXXXXX XXXXXXXX XXXXXXXX XXXX
Subtotal	XXXXXXXXX	XXX	XXXX	2,600	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	XXX	XXXX	2,375	1,790	585
Fred S. Engle Middle School	1961, 70, 97, 2009, 2010	70.1	7-8	854	Convert to DAO/Adult and Alternative Ed	70.1	N/A	373	XXXXXXXXX XXXXXXXXX XXXXXXXXX XXXXXXXX	XXXXXXX XXXXXXX XXXXXXX XXXXXXXX
Avon Grove High School	1957, 95, 97, 2008	70.1	9-12	1,433	Convert to Middle School Complete for Fall 2023 Remove Modular clrms	70.1	6-8	1,372	XXXXXXXXX XXXXXXXXX XXXXXXXXX	XXXXXXX XXXXXXX XXXXXXX
Subtotal	XXXXXXXXX	XXX	XXXX	2,287	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	XXX	XXXX	1,745	1,033	712
					New High School Complete for Fall 2022	154	9-12	1,845	XXXXXXXXX XXXXXXXXX XXXXXXXXX XXXXXXXX	XXXXXXX XXXXXXX XXXXXXX XXXXXXX XXXXXXX
Subtotal	XXXXXXXXX	XXX	XXXX	n)	******	XXX	XXXX	1,845	1,324	521
						2			XXXXXXXX XXXXXXXX XXXXXXXX XXXXXXXX DESCRIPT BOARD REQUIRED	XXXXXXX XXXXXXX XXXXXXX XXXXXXX ION OF ACTIONS BELOW
Subtotal TOTAL	XXXXXXXXX	XXX	XXXX	1 007	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	XXX	XXXX	5,965	4,147	1,818
	ID THE SCHOO (FTE	O BE DL DIS MINU	STRICT E	IN THE FUT EXPERIENCE ECTED ENF	TURE IF PROJECTIONS COME SES EXCESS OR INSUFFICIEN ROLLMENT (Col. 11) > + or - 30 COURSE OFFERINGS	TCAP				
	x x	Contraction of the local division of the loc			SE BY COMMUNITY GROUPS C DERGARTEN OR PRE-SCHOOL	R SEI	VICE A	GENCIES		
	х		CE CLAS							
	-	CLOS	CE CLAS E SCHOO R (DESC	L(S)						

SITE PLANS AND FLOORPLANS OF THE NEW AVON GROVE HIGH SCHOOL ARE AVALIABLE TO VIEW AT THE AVON GROVE DISTRICT ADMINISTRATION OFFICE, 375 SOUTH JENNERSVILLE ROAD, WEST GROVE, PA 19390

DIRECT COSTS FOR THE NEW HIGH SCHOOL

The Direct Costs for the project are reflected on the next five (5) pages (D02, D03, attachment to D03, D04 and D20) extracted from the Planning Construction Workbook, Part D. The estimated direct cost millage increase is detailed elsewhere.

istrict/CTC: Project Name: Avon Grove School District Avon Grove High Scho	ol	Project	3927
ROUND FIGURES TO NEAREST			5927
PROJECT COSTS	NEW	EXISTING	TOTAL
A. STRUCTURE COSTS (include site development)	NEW	EAISTING	TOTAL
1. SIRUCIONE COSIS (include site development) General (Report costs for sanitary sewage disposal on line E-1.) 	59,803,235		59,803,235
2. Heating and Ventilating	11,799,100		11,799,100
3. Plumbing (Report costs for sanitary sewage disposal on line E-1.)	5.007.000		5,007,000
4. Electrical	10,963,900		10,963,900
5. Asbestos Abatement (D04, line C-3)	XXXXXXX		10,000,000
6. Building Purchase Amount	XXXXXX		
7. Other ± (Exclude test borings and site survey)			
a			
b.			
c.	+ +		
d			
e.PlanCon-D-Add't Costs, Total			
A-1 to A-7 - Subtotal	87,573,235		87,573,235
8. Construction Insurance			
 a. Owner Controlled Insurance Program on Structure Costs (Exclude asbestos abatement, building 			
Structure COStS (Exclude asbestos abatement, building purchase and other structure costs not covered by the program)			
b. Builder's Risk Insurance (if not included in primes)	149,250		149,250
c. Construction Insurance - Total	149,250		149,250
9. TOTAL-Structure Costs (A-1 to A-7-Subtotal plus A-8-c)	87,722,485		87,722,485
. ARCHITECT'S FEE			
1. Architect's/Engineer's Fee on Structure	4,240,491		4,240,491
2. EPA-Certified Project Designer's	XXXXXX		
Fee on Asbestos Abatement	хххххх		
3. TOTAL - Architect's Fee	4,240,491		4,240,491
. MOVABLE FIXTURES AND EQUIPMENT			
1. Movable Fixtures and Equipment	1,460,000		1,460,000
2. Architect's Fee			
3. TOTAL - Movable Fixtures & Equipment	1,460,000		1,460,000
. STRUCTURE COSTS, ARCHITECT'S FEE,	0		11/2012/202
MOVABLE FIXTURES & EQUIPMENT -	93,422,976		93,422,976
TOTAL (A-9 plus B-3 and C-3)			
. SITE COSTS	6. 		1
 Sanitary Sewage Disposal Sanitary Sewage Disposal Tap-In Fee and/or 	547,850		547,850
2. Sanitary Sewage Disposal Tap-In Fee and/or Capacity Charges	75,000		75,000
Owner Controlled Insurance Program/Builder's Risk			
Insurance on Sanitary Sewage Disposal 4. Architect's/Engineer's Fee for	750		750
A. Architect S/Engineer's ree for Sanitary Sewage Disposal	25,750		25,750
5. Site Acquisition Costs		* * * * * *	and a standards
a. Gross Amount Due from Settlement Statement	8,834,227	$\mathbf{x} \mathbf{x} \mathbf{x} \mathbf{x} \mathbf{x} \mathbf{x}$	8,834,227
or Estimated Just Compensation		ххххх	
b.Real Estate Appraisal Fees		ххххх	
c. Other Related Site Acquisition Costs		ххххх	
d. Site Acquisition Costs - Total		ххххх	8,834,227
6. TOTAL - Site Costs	9,483,577		9,483,577
. STRUCTURE COSTS, ARCHITECT'S FEE,			
MOVABLE FIXTURES & EQUIPMENT, AND	102,906,553		102,906,553
SITE COSTS - TOTAL (D plus E-6)			

REVISED JULY 1, 2010

FORM EXPIRES 6-30-12 PLANCON-D02

District		PROJECT ACCOUNTIN		Project	#:	
Avon G	Grove School District	Avon Grove High Sch	lool			3927
		ROUND FIG	URES TO NEAREST D	OLLAR		
PROJE	CT COSTS (CONT.)					TOTAL
G. ADD	ITIONAL CONSTRUCTION-RELA	TED COSTS				
1.	Project Supervision (in	c. Asbestos Abatem	ent Project Super	vision)		
2.	Construction Manager Fe					1,429,275
3.	Total Demolition of Ent to Prepare Project Site					
	AHERA Clearance Air Mon				a	
	on Asbestos Abatement (
4.	Architectural Printing					20,000
5.	Test Borings					64,900
6.	Site Survey					30,000
7.	Other (attach schedule	if needed)				
	a. Phase 1 Enviro assess	ment				5,000
	b.PlanCon-D-Add't Costs	, Total				2,271,455
8.	Contingency					6,323,009
9.	TOTAL - Additional Cons	truction-Related C	osts			10,143,639
H. FII	NANCING COSTS	BOND ISSUE/NOTE	BOND ISSUE/NOTE	BOND ISSUE/NOTE	BOND ISSUE/NOTE	XXXXX
FO	R THIS PROJECT ONLY	SERIES OF 2018	SERIES OF 2020	SERIES OF 2021	SERIES OF 2007A	ххххх
1	. Underwriter Fees	317,144	419,913	109,244	26,688	872,989
2	. Legal Fees	46,000	100,000	55,000	18,169	219,169
3	. Financial Advisor	57,000	110,000	50,000	18,072	235,072
4	. Bond Insurance				17,623	17,623
5	. Paying Agent/Trustee					
	Fees and Expenses	1,500	4,000	2,000	264	7,764
	. Capitalized Interest	10.000	00.000	5 000	5 450	10.150
	. Printing	10,000	20,000	5,000	5,456	40,456
	. CUSIP & Rating Fees . Other	28,500	65,000	25,000	4,769	123,269
9	a. Internet Auction Administrator				2.203	2.203
					2,203	2,203
	b					
10.	. TOTAL-Financing Costs	460,144	718,913	246,244	93,244	1,518,545
I. TOT	AL PROJECT COSTS (F plus	G-9 plus H-10)				114,568,737
		BOND ISSUE/NOTE	BOND ISSUE/NOTE	BOND ISSUE/NOTE	BOND ISSUE/NOTE	
REVEN	UE SOURCES	SERIES OF 2018	SERIES OF 2020	SERIES OF 2021	SERIES OF 2007A	TOTAL
J. AMO	OUNT FINANCED	(a) (b)		100		
	R THIS PROJECT ONLY	36,245,000	47,990,000	12,485,000	8,750,000	105,470,000
	GINAL ISSUE DISCOUNT/ MIUM FOR THIS PROJECT ONLY	4.220.000	2,500,000	475,000	1,794	7,196,794
	TEREST EARNINGS	4,220,000	2,000,000	475,000	1,734	7,130,734
	R THIS PROJECT ONLY	800,000	800,000	126,265	175,678	1,901,943
	LDING INSURANCE RECEIVED					
N. PRO	CEEDS FROM SALE OF BUILD	NG OR LAND				
O. LOC	CAL FUNDS - CASH (SEE INS)	RUCTIONS)				
P. OTH	HER FUNDS (ATTACH SCHEDULH	2)				
0 000	AL REVENUE SOURCES					114,568,737

REVISED JULY 1, 2010

FORM EXPIRES 6-30-12

PLANCON-D03

	IONAL PROJECT COS	15	Durada ak di
Avon Grove School District	Project Name: Avon Grove High Scho	ol	Project #: 3927
	NEW	EXISTING	TOTAL
02-A. STRUCTURE COSTS (incl. site dev.)	NEW	EXISTING	TOTAL
			5 00 -
	-		a e.
	-		
			-
		- -	
	-		
			-
			2 () 7 ()
TOTAL - STRUCTURE COSTS			
★ - Type "No Fee" beside each	item <u>listed above</u> for	which no design fee	
003 - G. ADDITIONAL CONSTRUCTION-RELA	ATED COSTS		TOTAL
Traffic Study, Design, Off site improvements			143,000
Permits and Inspections			350,000
Construction Testing		150,000	
HVAC Testing & Balancing			100,000
Township Impact Fees		553,455	
Legal Costs			150,000
Moving and Phasing Costs			300,000
Utilities - new service fees			525,000
2011-0001 - Storate Science and a state of the state of the state of the state of the			
TOTAL - ADDITIONAL CONSTRUCTION-RELA	FED COSTS		2,271,455

REVISED JULY 1, 2010 FORM EXPIRES 6-30-12 PLANCON-D-ADD'T COSTS

1	ect Name:			
	n Grove High School			Project #: 3927
÷		NEW	EXISTING	TOTAL
 A. SITE DEVELOPMENT COSTS (exclude Sanitary Sewage Disposal) 1. General (include Rough Grading to Receive 	Duilding	11,377,235		11,377,235
2. Heating and Ventilating	Building)	11,377,235		11,377,233
3. Plumbing				
4. Electrical		475.000		475.000
5. Other:				
6.Other:				2
7.A-1 thru A-6 - Subtotal		11,852,235		11,852,235
8. Construction Insurance				
a. Owner Controlled Insurance Progr on Site Development Costs	ım	-		6
b. Builder's Risk Insurance (if not i	ncluded in primes)	11,363		11,363
c. Construction Insurance - Subtota		11,363		11,363
9. Site Development Costs - Total		11,863,598		11,863,598
3. ARCHITECT'S FEE ON SITE DEVELOPMENT		557,589		557,589
				EXISTING
C. ASBESTOS ABATEMENT				
1. Asbestos Abatement				
2. AHERA Clearance Air Monitoring				
3. Asbestos Abatement - Total (D02, li	ne A-5)			
. EPA-CERTIFIED PROJECT DESIGNER'S FEE C	N ASBESTOS			5
ABATEMENT (D02, LINE B-2)				y
2. ROOF REPLACEMENT/REPAIR				
1. Roof Replacement Repair				8
2. Owner Controlled Insurance Program	on Roof Replacemen	nt/Repair		
3. Builder's Risk Insurance (if not in	cluded in primes)			
4.Roof Replacement/Repair - Total				
. ARCHITECT'S FEE ON ROOF REPLACEMENT/RE	PAIR			

REVISED JULY 1, 2010

FORM EXPIRES 6-30-12

PLANCON-D04

strict/CTC:	Project Name:		Project #:
Avon Grove School District	Avon Grove High Scho	ol	392
Act 34 applies only to do not address the cos reason, costs associat should <u>not</u> be included	ts for alterations ed with the existir	to existing stand stand	ructures. For this
A. STRUCTURE COST, ARCHIT AND EQUIPMENT (D02, li		FIXTURES	\$ <u>93,422,976</u>
3. EXCLUDABLE COSTS FOR N	EW CONSTRUCTION		THE FIGURE O
1. Site Development Cos	sts (D04, line A-7-	NEW) \$ 11,863	598 LINE A SHOUL
2. Architect's Fees on excludable costs	the above	\$ 557,5	BY THE BOARD
 Vocational Projects Fixtures & Equipment 		W) \$	
4. Total Excludable Cos (B-1 plus B-2 and	347-0C		\$ 12,421,187
C. ACT 34 MAXIMUM BUILDIN	G CONSTRUCTION COST	n 1	
(A minus B-4) IF THE MAXIMUM BUILDIN TO OR GREATER THAN THE		DULING THE FIRS	IS EQUAL
ESTIMATES PLUS EIGHT P BE REQUIRED BEFORE ENT ON ANY PLANNED WORK.			
). ACT 34 MAXIMUM BUILDIN TIMES 1.08 (C times		3	\$ 87,481,932
	SHOU	FIGURE ON LINE JLD <u>NOT</u> BE ADOP BOARD.	- /

REVISED JULY 1, 2010 FORM EXPIRES 6-30-12

PLANCON-D20

<u>AVON GROVE SCHOOL DISTRICT</u> <u>ANALYSIS OF FINANCING ALTERNATIVES – DIRECT COST STUDY</u>

We have analyzed several alternative methods of financing the renovations and additions to the High School (the "Project"). We have also estimated the direct costs of financing, all as required by Department of Education regulations issued November 4, 1978.

Analysis of Alternatives

The alternatives of financing which we examined are:

- 1. Cash or a short-term loan.
- 2. A local general obligation bond issue.
- 3. A local authority issue.
- 4. State Public School Building Authority (SPSBA).

Analysis of the School District's recent financial statements and of the financing projections in connection with this Project indicated that a short-term bank loan was not feasible.

We also analyzed the remaining alternatives which would require the School District to incur long-term debt. For each alternative we estimated a bond issue and average annual debt service. Financing costs for each were slightly different due to the nature of the issue structure and entity issuing the debt. These costs are presented on the attached Table I.

Based on these estimates, at this time the least costly alternative for financing the capital projects is through the use of General Obligation Bond Issues. This alternative also offers the School District the advantage of increased flexibility and control over the construction of the project, structure of the Bond Issue, lower interest rates through the general obligation issue, investment of Bond Proceeds and more favorable refunding provisions. In anticipation of the project and to take advantage of interest rates, the School District issued General Obligation Bonds in 2018. The remaining funding for the Project would occur over the next two/three years with a series of general obligation bond issues.

STATE REIMBURSEMENT

The State reimburses a School District for a portion of the principal and interest which the School District pays each year on its bonds. The amount of the reimbursement is determined by two factors - the percentage of the Project determined by the Department of Education to be reimbursable and the School District's Market Value Aid or CARF ratio. Current estimates by the Architect indicate that the Project will have a net effective reimbursement of approximately 7.10% for the Project financings after taking into consideration the School District's Market Value Aid Ratio of 53.43%. Therefore, for each dollar paid by the School District toward principal and interest, the state will reimburse the School District approximately 7.10 cents for the Project. <u>There can be no assurances that the State will pay reimbursement to the District. The financial analysis for this Act 34 Hearing assumes no reimbursement and the debt is 100% local effort.</u>

TABLE I

Avon Grove School District Comparison of Various Methods of Financing High School

<u>Costs</u>	General Obligation	Local <u>Authority</u>	<u>SPSBA</u>
Costs of Construction: High School (1)	113,050,192	113,050,192	113,050,192
Financing Costs: (2)			
Bond Discount	872,989	885,000	895,000
Legal Fees	219,169	245,000	227,000
Financial Advisor	235,072	265,000	265,000
Printing & Miscellaneous	42,659	55,000	55,000
Rating/Insurance & CUSIP	140,892	165,000	165,000
Paying Agent	7,764	<u>12,000</u>	<u>12,000</u>
Total Requirements	114,568,737	114,677,192	114,669,192
Less:			
Interest Earned (3)	1,901,943	1,903,000	1,903,000
Bond Premium (3)	7,196,794	7,199,192	7,196,192
Size of Bond Issue(s)	105,470,000	105,575,000(4)	105,570,000(5)

- (1) Includes total Project Costs for Project appearing on PLANCON D-02, Line F; Contingency Fund Allowances and funds for Project Management occurring on PLANCON D-03, Line G-9.
- (2) Financing Costs are estimates based upon recent averages and fees realized from bond issues sold in the municipal market.
- (3) Interest earnings on construction funds being available from investments based upon approximate payout schedule and possible use for millage phase-in. Assumes Bonds sold with premium coupon structure.
- (4) A local authority would have annual administrative expenses, which have not been included in these calculations and also higher rates due to revenue bond issue.
- (5) SPSBA average annual payment is calculated assuming higher interest rates for a general obligation bond issue as compared to rates for a revenue bond issue.

Debt Service and Millage Impact

Table IIA and IIB is a summary of the projected debt service and approximate millage impact anticipated by the completion of the Project. The School District is funding the Project with the Series 2018 bond issue and proposed general obligation bond issues in the years 2020-2021. All financings are anticipated to be structured in a wrap-around debt structure. In 2007 the District borrowed funds in a general obligation bond issue that were used to purchase land for the future project. The land purchased with these funds is where the Project will be built.

It is anticipated that the required funds for the School District's share of debt service requirements will be derived from using a phase-in of new mills and the budget surplus in the early years of these new mills and, in later years, using existing debt related mills currently in the budget which become available as previous bond issues are retired. **Table IIB illustrates** one option for the District to phase-in the new millage requirements from the issuance of the new debt beginning with the 2018 Bonds and the future bond issues. The District will continue to study phase-in options throughout the financing process to reflect final bid costs and interest rates. In 2007 the District funded the cost of those general obligation bonds and therefore it does not appear as New Mills required on Table IIB since the proper mills have been in place since 2007.

The District, in anticipation of the Project, began funding the annual budget in fiscal year 2018/19 realizing that if the Project did materialize that the District would need several years to implement a funding plan.

Based upon an estimated future value of 1 collected mill being \$1,855,000, a summary millage impact and debt service analysis is shown on Tables IIA. The supporting bond amortization schedules are shown as attachments.

Table IIA

Average Annual Debt Service (1)	Net Debt Service After State <u>Reimbursement (2)</u>	Mills Required for Direct Debt	Total Mills Required for Direct and Indirect Costs
\$8,613,716	\$8,613,716	4.64 Mills 1.79 Mills (3)	4.78 Mills 1.93 Mills (3)(4)

- Average annual share from Fiscal Total column totals on attached debt service schedules assuming a *level debt average*. (The Project will require 100% of the \$36,245,000 Series of 2018 Bond issue and 100% of the total remaining bond issues to be financed in 2020-2021, calculated as total principal and interest which includes a 0.75% interest rate contingency for a total of \$163,858,735/19.023 avg. years equals average annual debt of \$8,613,716 if structured as a level debt financing). *PLEASE NOTE:* Per the attached wrap around debt schedules the average annual debt service is less the first ten/twelve years of the debt structures and greater the last seven/nine years of the structures. This wrap-around structure minimizes the new millage requirements required for the Project to 1.79 mills.
- 2. Assumes a zero project reimbursement for the Bonds.

- 3. Table IIB attached to show the millage impact of the wrap-around debt structure for the proposed bond issues.
- 4. The breakdown of Indirect Costs follows the discussion on the Direct Costs.

Avon Grove School District

ACT 34 - TABLE IIB

Millage Re	equirement Study			osed Series of 2020	, \$47,990,000 a	nd Proposed Se	ries of 2021,	\$12,485,00	00		~	
		Series 2018	Series 2020	Series 2021	Less:	12227 978	10230248 5585			2653 88		18 657
	Total Net	\$36,245,000	\$47,990,000	\$12,485,000	Interest	Total	Value of	Total		Total		Budget
	Outstanding	Par Amount	Par Amount	Par Amount	Earnings/	Net	1 Mill	Mills	New	Mills in	Dollars	Surplus
Date	D/S (1)	Debt Service (2)	Debt Service (3)	Debt Service (4)	SD Reserves	Debt	(5)	Required	Mills	Place	Appropriated	(Deficit) (6)
2015	4,573,814					4,573,814	1,845,000	2.48	0.000	2.44	4,499,955	-73,859
2016	3,693,812					3,693,812	1,845,000	2.00	0.000	2.44	4,499,955	806,143
2017	2,935,443					2,935,443	1,845,000	1.59	0.000	2.44	4,499,955	1,564,512
2018	2,933,412					2,933,412	1,845,000	1.59	0.000	2.44	4,499,955	1,566,543
2019	2,926,261	660,876				3,587,137	1,850,000	1.94	0.360	2.80	5,178,150	1,591,013
2020	2,923,160	1,645,745				4,568,905	1,850,000	2.47	0.360	3.16	5,844,150	1,275,245
2021	2,931,500	1,645,641	2,296,320		345,716	6,527,745	1,855,000	3.52	0.360	3.52	6,527,745	0
2022	2,248,608	2,327,769	2,402,794	513,441	297,067	7,195,545	1,855,000	3.88	0.360	3.88	7,195,545	0
2023	920,245	3,652,400	2,402,689	868,119		7,843,453	1,855,000	4.23	0.350	4.23	7,844,795	1,342
2024	713,368	3,858,100	2,402,581	870,556		7,844,605	1,855,000	4.23	0.000	4.23	7,844,795	190
2025	709,554	3,865,850	2,402,469	862,604		7,840,477	1,855,000	4.23	0.000	4.23	7,844,795	4,318
2026	709,975	3,862,550	2,402,363	864,925		7,839,813	1,855,000	4.23	0.000	4.23	7,844,795	4,982
2027	714,503	3,859,250	2,402,238	865,650		7,841,640	1,855,000	4.23	0.000	4.23	7,844,795	3,155
2028	713,284	3,860,000	2,402,088	869,175		7,844,546	1,855,000	4.23	0.000	4.23	7,844,795	249
2029	0	4,575,625	2,401,938	862,400		7,839,963	1,855,000	4.23	0.000	4.23	7,844,795	4,832
2030	0	4,574,750	2,401,788	865,325		7,841,863	1,855,000	4.23	0.000	4.23	7,844,795	2,932
2031	0	4,574,375	2,401,638	867,800	3	7,843,813	1,855,000	4.23	0.000	4.23	7,844,795	982
2032	0	4,574,000	2,401,488	864,900		7,840,388	1,855,000	4.23	0.000	4.23	7,844,795	4,407
2033	0	4,573,125	2,401,331	866,063		7,840,519	1,855,000	4.23	0.000	4.23	7,844,795	4,276
2034	0	768,750	5,945,250	1,130,250	1	7,844,250	1,855,000	4.23	0.000	4.23	7,844,795	545
2035	0		6,713,875	1,127,375		7,841,250	1,855,000	4.23	0.000	4.23	7,844,795	3,545
2036	0		6,717,125	1,122,750		7,839,875	1,855,000	4.23	0.000	4.23	7,844,795	4,920
2037	0		6,713,250	1,131,000	0	7,844,250	1,855,000	4.23	0.000	4.23	7,844,795	545
2038	0		6,716,625	1,127,000		7,843,625	1,855,000	4.23	0.000	4.23	7,844,795	1,170
2039	0		6,716,500	1,125,875]	7,842,375	1,855,000	4.23	0.000	4.23	7,844,795	2,420
2040	0		6,717,250	1,127,375	2	7,844,625	1,855,000	4.23	0.000	4.23	7,844,795	170
2041	0		6,713,250	1,131,250		7,844,500	1,855,000	4.23	0.000	4.23	7,844,795	295
2042	0	· · · · · · · · · · · · · · · · · · ·	6,713,750	1,127,500		7,841,250	1,855,000	4.23	0.000	4.23	7,844,795	3,545
2043	0					0	1,855,000	0.00	0.000	4.23	7,844,795	7,844,795
2044	0					0	1,855,000	0.00	0.000	4.23	7,844,795	7,844,795
TOTAL	29,646,938	52,878,806	90,788,597	20,191,333	642,783	192,862,890			1.790			

(1) Annual Net Debt Service for Series of 2012, 2012A (refunded the 2007A issued to purchase land for the project), 2014, and 2015 Bonds.

(2) Series of 2018, \$36,245,000 dated December 20, 2018. Average Coupon 4.75%, TIC 3.39%. Local Effort 100%.

(3) Proposed Series of 2020, \$47,990,000 dated June 1, 2020. Average Coupon 5.00%, TIC 4.33% (current rates +75bps). Local Effort 100%.

(4) Proposed Series of 2021, \$12,485,000 dated June 1, 2021. Average Coupon 5.00%, TIC 4.07% (current rates +75bps). Local Effort 100%.

(5) Estimated collected mill is worth \$1,855,000 beginning FY2020-21 (per the administration July 2019)

(6) Budget surplus (about \$6.8MM) will be transferred to capital reserve to use for phasing in mills for the projects.

RBC Capital Markets

BOND DEBT SERVICE

Avon Grove School District Series A of 2007

Annu Debt Servic	Debt Service	Interest	Coupon	Principal	Period Ending
175,158.2	175,158.26	175,158.26	111-		05/15/2008
2.0,200.2	532,246.88	192,246.88	4.000%	340,000	11/15/2008
717,693.7	185,446.88	185,446.88		,	05/15/2009
,	535,446.88	185,446.88	4.000%	350,000	11/15/2009
713,893.7	178,446.88	178,446.88			05/15/2010
	543,446.88	178,446.88	4.000%	365,000	11/15/2010
714,593.7	171,146.88	171,146.88			05/15/2011
	551,146.88	171,146.88	4.000%	380,000	11/15/2011
714,693.7	163,546.88	163,546.88	0100000		05/15/2012
	558,546.88	163,546.88	4.000%	395,000	11/15/2012
714,193.7	155,646.88	155,646.88		000,000	05/15/2013
. 1	565,646.88	155,646.88	3.500%	410,000	11/15/2013
714,118.7	148,471.88	148,471.88	0.00070	110,000	05/15/2014
, 14,110.,	573,471.88	148,471.88	3.500%	425,000	11/15/2014
714,506.2	141,034.38	141,034.38	3.30070	423,000	05/15/2015
/14,500.2	581,034.38	141,034.38	3.550%	440,000	11/15/2015
714,258.7	133,224.38	133,224.38	3.33070	440,000	05/15/2016
/14,250.7	593,224.38	133,224.38	3.600%	460,000	11/15/2016
718,168.7	124,944.38	124,944.38	5.00070	400,000	05/15/2017
/10,100./	599,944.38	124,944.38	3.625%	475,000	11/15/2017
716,279.3	116,335.00	116,335.00	3.02370	475,000	05/15/2018
/10,2/5.5	606,335.00	116,335.00	3.650%	490,000	11/15/2018
713,727.5	107,392.50	107,392.50	5.05076	490,000	05/15/2019
/13,/2/.5	617,392.50	107,392.50	3.700%	510,000	11/15/2019
715,350.0	97,957.50	97,957.50	3.700%	510,000	05/15/2020
/15,550.0	627,957.50	97,957.50	3.700%	530,000	11/15/2020
716,110.0	88,152.50	88,152.50	5.700%	550,000	05/15/2021
/10,110.0	638,152.50	88,152.50	4.000%	550,000	11/15/2021
715 305 0	77,152.50	77,152.50	4.000%	550,000	05/15/2022
715,305.0			4.05.09/	E7E 000	
717 661 3	652,152.50	77,152.50	4.050%	575,000	11/15/2022 05/15/2023
717,661.2	65,508.75	65,508.75	4.05.00/	505 000	·····································
712.000.7	660,508.75	65,508.75	4.050%	595,000	11/15/2023
713,968.7	53,460.00	53,460.00	4.05.00/	620.000	05/15/2024
714 205 0	673,460.00	53,460.00	4.050%	620,000	11/15/2024
714,365.0	40,905.00	40,905.00	4.05.00/	C45 000	05/15/2025
710 740 7	685,905.00	40,905.00	4.050%	645,000	11/15/2025
713,748.7	27,843.75	27,843.75	1.0500/	675 000	05/15/2026
747 040 7	702,843.75	27,843.75	4.050%	675,000	11/15/2026
717,018.7	14,175.00	14,175.00	1 25 224		05/15/2027
714 175 0	714,175.00	14,175.00	4.050%	700,000	11/15/2027 05/15/2028
714,175.0					03/13/2028
14,478,988.9	14,478,988.98	4,548,988.98		9,930,000	

Jul 29, 2019 3:50 pm Prepared by DBC Finance

Avon Grove School District GO Bonds, Series of 2018

Annua Debt Service	Debt Service	Interest	Coupon	Principal	Period Ending
660,875.7	660,875.76	660,875.76			05/15/2019
	825,397.50	820,397.50	2.000%	5,000	11/15/2019
1,645,745.00	820,347.50	820,347.50			05/15/2020
	825,347.50	820,347.50	2.150%	5,000	11/15/2020
1,645,641.2	820,293.75	820,293.75			05/15/2021
	1,515,293.75	820,293.75	2.250%	695,000	11/15/2021
2,327,768.7	812,475.00	812,475.00			05/15/2022
	2,877,475.00	812,475.00	** %	2,065,000	11/15/2022
3,652,400.00	774,925.00	774,925.00			05/15/2023
	3,114,925.00	774,925.00	** %	2,340,000	11/15/2023
3,858,100.00	743,175.00	743,175.00			05/15/2024
	3,168,175.00	743,175.00	** %	2,425,000	11/15/2024
3,865,850.00	697,675.00	697,675.00			05/15/2025
	3,212,675.00	697,675.00	** %	2,515,000	11/15/2025
3,862,550.00	649,875.00	649,875.00			05/15/2026
	3,269,875.00	649,875.00	** %	2,620,000	11/15/2026
3,859,250.00	589,375.00	589,375.00			05/15/2027
	3,339,375.00	589,375.00	5.000%	2,750,000	11/15/2027
3,860,000.00	520,625.00	520,625.00			05/15/2028
	4,145,625.00	520,625.00	5.000%	3,625,000	11/15/2028
4,575,625.00	430,000.00	430,000.00			05/15/2029
	4,240,000.00	430,000.00	5.000%	3,810,000	11/15/2029
4,574,750.00	334,750.00	334,750.00			05/15/2030
	4,339,750.00	334,750.00	5.000%	4,005,000	11/15/2030
4,574,375.00	234,625.00	234,625.00			05/15/2031
	4,444,625.00	234,625.00	5.000%	4,210,000	11/15/2031
4,574,000.00	129,375.00	129,375.00			05/15/2032
	4,554,375.00	129,375.00	5.000%	4,425,000	11/15/2032
4,573,125.00	18,750.00	18,750.00			05/15/2033
	768,750.00	18,750.00	5.000%	750,000	11/15/2033
768,750.00		22333300 BENER			05/15/2034
52,878,805.7	52,878,805.76	16,633,805.76		36,245,000	



BOND DEBT SERVICE

Avon Grove School District GO Bonds, Series of 2020

Period Ending	Principal	Coupon	Interest	Debt Service	Annua Debt Service
/15/2020	5,000	2.010%	1,092,397.39	1,097,397.39	
/15/2021			1,198,922.50	1,198,922.50	2,296,319.8
/15/2021	5,000	2.060%	1,198,922.50	1,203,922.50	
/15/2022			1,198,871.00	1,198,871.00	2,402,793.5
/15/2022	5,000	2.110%	1,198,871.00	1,203,871.00	
/15/2023			1,198,818.25	1,198,818.25	2,402,689.2
/15/2023	5,000	2.210%	1,198,818.25	1,203,818.25	
/15/2024			1,198,763.00	1,198,763.00	2,402,581.2
/15/2024	5,000	2.270%	1,198,763.00	1,203,763.00	
/15/2025			1,198,706.25	1,198,706.25	2,402,469.2
/15/2025	5,000	2.000%	1,198,706.25	1,203,706.25	
/15/2026	1.1		1,198,656.25	1,198,656.25	2,402,362.5
/15/2026	5,000	3.000%	1,198,656.25	1,203,656.25	
/15/2027			1,198,581.25	1,198,581.25	2,402,237.5
/15/2027	5,000	3.000%	1,198,581.25	1,203,581.25	-,,,,,,,,,,
/15/2028	100		1,198,506.25	1,198,506.25	2,402,087.5
/15/2028	5,000	3.000%	1,198,506.25	1,203,506.25	-,,
/15/2029			1,198,431.25	1,198,431.25	2,401,937.5
/15/2029	5,000	3.000%	1,198,431.25	1,203,431.25	
/15/2030			1,198,356.25	1,198,356.25	2,401,787.5
/15/2030	5,000	3.000%	1,198,356.25	1,203,356.25	-4
/15/2031			1,198,281.25	1,198,281.25	2,401,637.5
/15/2031	5,000	3.000%	1,198,281.25	1,203,281.25	/
/15/2032			1,198,206.25	1,198,206.25	2,401,487.5
/15/2032	5,000	3.250%	1,198,206.25	1,203,206.25	_,,.
/15/2033	-)	0.000.000	1,198,125.00	1,198,125.00	2,401,331.2
/15/2033	3,640,000	5.000%	1,198,125.00	4,838,125.00	2,102,001.2
/15/2034	0,010,000	0100070	1,107,125.00	1,107,125.00	5,945,250.0
/15/2034	4,615,000	5.000%	1,107,125.00	5,722,125.00	5,5 15,25516
/15/2035	1,010,000	5.00070	991,750.00	991,750.00	6,713,875.0
/15/2035	4,855,000	5.000%	991,750.00	5,846,750.00	0,710,070.0
/15/2036	4,055,000	5.00070	870,375.00	870,375.00	6,717,125.0
/15/2036	5,100,000	5.000%	870,375.00	5,970,375.00	0,717,125.0
/15/2037	5,100,000	5.00070	742,875.00	742,875.00	6,713,250.0
/15/2037	5,365,000	5.000%	742,875.00	6,107,875.00	0,713,250.0
/15/2038	5,505,000	5.00076	608,750.00	608,750.00	6,716,625.0
/15/2038	5,640,000	5.000%	608,750.00	6,248,750.00	0,710,025.0
/15/2039	5,040,000	5.00076	467,750.00	467,750.00	6,716,500.0
/15/2039	5,930,000	5.000%	467,750.00	6,397,750.00	0,710,500.0
/15/2039	5,550,000	5.00076	319,500.00	319,500.00	6,717,250.0
/15/2040	6,230,000	5.000%	319,500.00	6,549,500.00	0,717,250.0
/15/2040	0,230,000	5.000%	163,750.00	163,750.00	6,713,250.0
/15/2041	6,550,000	5.000%	163,750.00	6,713,750.00	0,713,230.0
/15/2041	0,550,000	5.000%	105,750.00	0,713,750.00	6,713,750.0
	47,990,000		42,798,596.89	90,788,596.89	90,788,596.8

Jul 22, 2019 12:01 pm Prepared by DBC Finance

RBC

BOND DEBT SERVICE

Avon Grove School District GO Bonds, Series of 2021

Annua Debt Servic	Debt Service	Interest	Coupon	Principal	Period Ending
	250,061.61	240,061.61	2.060%	10,000	11/15/2021
513,440.8	263,379.25	263,379.25			05/15/2022
	608,379.25	263,379.25	2.110%	345,000	11/15/2022
868,118.7	259,739.50	259,739.50			05/15/2023
	614,739.50	259,739.50	2.210%	355,000	11/15/2023
870,556.2	255,816.75	255,816.75			05/15/2024
	610,816.75	255,816.75	2.270%	355,000	11/15/2024
862,604.2	251,787.50	251,787.50			05/15/2025
	616,787.50	251,787.50	2.000%	365,000	11/15/2025
864,925.0	248,137.50	248,137.50			05/15/2026
	623,137.50	248,137.50	3.000%	375,000	11/15/2026
865,650.0	242,512.50	242,512.50			05/15/2027
	632,512.50	242,512.50	3.000%	390,000	11/15/2027
869,175.0	236,662.50	236,662.50			05/15/2028
	631,662.50	236,662.50	3.000%	395,000	11/15/2028
862,400.0	230,737.50	230,737.50			05/15/2029
	640,737.50	230,737.50	3.000%	410,000	11/15/2029
865,325.0	224,587.50	224,587.50			05/15/2030
	649,587.50	224,587.50	3.000%	425,000	11/15/2030
867,800.0	218,212.50	218,212.50			05/15/2031
8.5	653,212.50	218,212.50	3.000%	435,000	11/15/2031
864,900.0	211,687.50	211,687.50		10.00000000000000000000000000000000000	05/15/2032
	661,687.50	211,687.50	3.250%	450,000	11/15/2032
866,062.5	204,375.00	204,375.00		58	05/15/2033
	944,375.00	204,375.00	5.000%	740,000	11/15/2033
1,130,250.0	185,875.00	185,875.00			05/15/2034
	960,875.00	185,875.00	5.000%	775,000	11/15/2034
1,127,375.0	166,500.00	166,500.00		-	05/15/2035
	976,500.00	166,500.00	5.000%	810,000	11/15/2035
1,122,750.0	146,250.00	146,250.00		2000000 * 110 (200000)	05/15/2036
8 M	1,006,250.00	146,250.00	5.000%	860,000	11/15/2036
1,131,000.0	124,750.00	124,750.00		1211110	05/15/2037
	1,024,750.00	124,750.00	5.000%	900,000	11/15/2037
1,127,000.0	102,250.00	102,250.00			05/15/2038
	1,047,250.00	102,250.00	5.000%	945,000	11/15/2038
1,125,875.0	78,625.00	78,625.00			05/15/2039
	1,073,625.00	78,625.00	5.000%	995,000	11/15/2039
1,127,375.0	53,750.00	53,750.00		3	05/15/2040
	1,103,750.00	53,750.00	5.000%	1,050,000	11/15/2040
1,131,250.0	27,500.00	27,500.00			05/15/2041
	1,127,500.00	27,500.00	5.000%	1,100,000	11/15/2041
1,127,500.0	107 - 107 1			ST 10	05/15/2042
20,191,332.6	20,191,332.61	7,706,332.61		12,485,000	

INDIRECT COSTS FOR NEW AVON GROVE HIGH SCHOOL

The following figures reflect anticipated changes in indirect costs for the proposed new Avon Grove High School. In assessing potential increases in related costs, the following categories were studied.

<u>PERSONNEL:</u> These calculations assume that staff members assigned to the current Avon Grove High School will be transferred to the new building upon completion. Current teaching staff, instructional assistants, and office staff will be sufficient to meet anticipated needs unless any program changes are made and/or if significant growth in student enrollment occurs.

<u>MATERIALS & SUPPLIES:</u> Teaching materials and supplies used for the current 9-12 curriculum will be transferred to the new building. No additional costs are anticipated unless any program changes are made and/or if significant growth in student enrollment occurs.

<u>COST OF FUEL & UTILITIES:</u> Fuel and utilities are anticipated to be \$123,341

<u>BUILDING OPERATION & MAINTENANCE:</u> Increased costs related to maintenance/custodial for the building will be approximately \$330,781 per year.

<u>PUPIL TRANSPORTATION:</u> No changes in pupil transportation costs are anticipated as a result of the new High School.

<u>INSURANCE PREMIUM:</u> The insurance premium to cover the New High School is estimated to be \$54,000 per year.

TOTAL ANNUAL INDIRECT COSTS:	\$ 260,622
VALUE OF ONE MILL	\$ 1,855,000
MILLAGE IMPACT INDIRECT COSTS:	.14 Mills

The costs above are offset by \$247,500 for the savings realized as a result of taking modular classroom units out of operation.

AVON GROVE SCHOOL DISTRICT

Chester County, Pennsylvania

RESOLUTION – 19-08-12

WHEREAS, the Board of School Directors of Avon Grove School District has determined that certain new facilities may be required for the use of the pupils of Avon Grove School District and has authorized certain preliminary steps to be taken with regard to a new school project, consisting of planning, designing, constructing, furnishing and equipping a new Avon Grove High School (herein "New High School Project"); and

WHEREAS, the Pennsylvania Public School Code of 1949, as amended (the "School Code"), including amendments made pursuant to Act 34 of the Session of 1973 of the General Assembly ("Act 34"), requires, <u>inter alia</u>, that a public hearing be held prior to the construction, the entering into a contract to construct or the entering into a contract to lease a new school building or a substantial addition to an existing school building; and

WHEREAS, in accordance with the requirements of Act 34 and the School Code, a public hearing is required to be held in connection with the New High School Project; and

WHEREAS, the School Code requires that a notice of such public hearing under Act 34 be advertised at least twenty (20) days prior to such hearing and that certain information be made available to persons in attendance at such hearing and that certain financial information be available for inspection by interested citizens during the period of such advertisement; and WHEREAS, the Board of School Directors desires to authorize its Solicitor, Business Manager, Architect, and Underwriter and others to take certain actions with respect to the New High School Project; and

WHEREAS, Avon Grove School District wishes to take certain action with respect to the New High School Project, and to comply with Act 34 and the School Code.

NOW, THEREFORE, BE IT RESOLVED, by the Board of School Directors of the Avon Grove School District, Chester County, Pennsylvania, as follows:

1. Avon Grove School District hereby authorizes a public hearing to be held in accordance with and in compliance with the requirements of Act 34 and the School Code, in the Avon Grove High School , Auditorium, 257 State Road, West Grove, PA 19390 on Thursday, September 12th, 2019 beginning at **6:30 p.m.**, prevailing time.

2. The Secretary of the Board of School Directors is hereby authorized and directed to advertise the Notice of Public Hearing set forth in Exhibit "A" which is attached hereto and made a part hereof in accordance with the requirements thereof and of Act 34 and the School Code.

3. Avon Grove School District hereby authorizes a maximum project cost of \$114,568,737 and maximum building construction cost of \$81,001,789 for the project.

4. The Board of School Directors of Avon Grove School District hereby authorizes and directs that a description of the New High School Project be prepared and hereby directs the Secretary of the Board of School Directors of the School District to make copies of such description of the project available to interested citizens requesting the same at the place and during the reasonable hours stated in the Notice of Public Hearing, after approval thereof by the Solicitor of Avon Grove School District, and also to make such description available to the public media as required by Act 34, the School Code and the Regulations of the Pennsylvania Department of Education.

5. Avon Grove School District hereby authorizes Andrew D.H Rau, Unruh Turner Burke & Frees, West Chester, Pennsylvania, Solicitors of Avon Grove School District, to perform such acts on behalf of Avon Grove School District as may be necessary in connection with the New High School Project.

6. Avon Grove School District hereby authorizes the architectural firm of KCBA Architects, Inc., Project Architect for the New High School Project, to perform such acts on behalf of Avon Grove School District as may be necessary in connection with the New High School Project.

7. Avon Grove School District hereby authorizes the firm of Public Financial Management, Incorporated, Harrisburg, Pennsylvania, as Financial Advisor, to perform such acts on behalf of Avon Grove School District as may be necessary in connection with the New High School Project.

8. Avon Grove School District further authorizes the engagement of a court stenographer to transcribe the Act 34 hearing proceedings, consistent with the intent of this Resolution.

9. Avon Grove School District further authorizes its officers, administration, solicitor, investment counselor and project architect to take any and all necessary actions in order to effectuate the intent and purposes of this Resolution.

DULY ADOPTED, by the Board of School Directors of Avon Grove School District, this 12th Day of August, 2019

AVON GROVE SCHOOL DISTRICT Chester County, Pennsylvania

Attest:_____

Board Secretary

(SEAL)

By:_____Board President

EXHIBIT "A"

CERTIFICATE

I, the undersigned, Secretary of the Board of School Directors of the Avon Grove School District, Chester County, Pennsylvania (the "School District"), hereby certify: That the foregoing is a true and correct copy of the Resolution which was duly adopted by affirmative vote of a majority of all members of the Board of School Directors of the School District duly convened and held according to law on August 12, 2019, at which meeting a quorum was present; that said Resolution duly has been recorded in the minutes of the Board of School Directors of Avon Grove School District; and that said Resolution is in full force and effect, without amendment, alteration or repeal, as of the date of this Certificate.

I further certify that the Board of School Directors of Avon Grove School District meets the advance notice requirements of the Sunshine Act, Act No. 1998-93 of the General Assembly of the Commonwealth of Pennsylvania, approved October 15, 1998, by advertising said meeting and posting prominently a notice of said meeting at the principal office of the School District or at the public building in which said meeting was held, all in accordance with such Act.

IN WITNESS WHEREOF, I set my hand and affix the official seal of the School District, this 12th day of August 2019.

(SEAL)

Wendi Lee Kraft Board Secretary

BOARD OF SCHOOL DIRECTORS OF THE AVON GROVE SCHOOL DISTRICT

NOTICE OF PUBLIC HEARING IN ACCORDANCE WITH ACT 34 AND PLANCON D

TO: ALL RESIDENTS OF THE AVON GROVE SCHOOL DISTRICT

Please take notice that a public hearing will be held in Avon Grove High School, Auditorium, 257 State Road, West Grove, PA 19390 on Thursday, September 12th, 2019 beginning at **6:30 p.m.**, prevailing time, for the purpose of reviewing all relevant matters relating to the planning, designing, constructing, furnishing and equipping of a new Avon Grove High School to be located in Penn Township (herein "New High School Project").

A description of the New High School Project, including facts with respect to the educational, physical, administrative, budgetary and fiscal matters related to the Project, will be presented and will be available for consideration at such public hearing, and from August 23rd, 2019, until the public hearing, during regular business hours (8:00 A.M. to 4:00 P.M.) of the School District Administration offices located at 375 S. Jennersville Road, West Grove, PA 19390.

The Board of School Directors of Avon Grove School District by Resolution duly adopted has authorized Maximum Project Cost of \$114,568,737 and a Maximum Building Construction Cost of \$81,001,789.

This public hearing is being held with respect to the New High School Project, pursuant to the requirements of the Pennsylvania Public School Code of 1949, approved March 10, 1949, as amended and supplemented, including amendments made pursuant to Act 34 of the Session of 1973 of the General Assembly.

Residents and employees of the School District may submit written testimony regarding the proposed project. Such written testimony should be mailed or delivered to:

Wendi Lee Kraft, Board Secretary Avon Grove School District 375 South Jennersville Road, West Grove, PA 19390

The written testimony shall include the name and address of the person submitting the request, identification of the sender as a District resident or employee, the name of the project of concern and a description of the support or objection to the Project. To be of most benefit to the Board, a statement of objection should be followed by a viable alternative solution.

Any and all interested persons may further appear at and attend the public hearing and will be given reasonable opportunity to be heard at such public hearing. Public comment forms will be available at the Avon Grove High School Auditorium at the time of the hearing. The Board of School Directors requests that members of the public complete the form and submit it to Mr. Dan Carsley, Business Manager, prior to the start of the meeting. During the verbal presentation section of the meeting, the presiding officer will call individuals to the podium in the order the forms were submitted.

After the presiding officer calls all individuals who pre-submitted forms to the podium, a final call for verbal presentations will be made. During this time, District residents or employees may come forward to make verbal presentations. Those individuals must submit the public comment form to the Board Secretary, or designee, prior to making their comment and approaching the podium.

Testimony will be limited to three minutes per interested person. Board will allow public comment and/or questioning until the conclusion of the hearing.

Written comments regarding the Project will also be received by the Secretary of the Board of School Directors at the School District's administrative offices until 4:00 P.M., October 14th, 2019.

BY THE ORDER OF THE BOARD OF SCHOOL DIRECTORS

AVON GROVE SCHOOL DISTRICT Chester County, Pennsylvania

Wendi Lee Kraft Secretary of the Board of School Directors