

# 2016 ANNUAL REPORT



# ADVOCACY SUSTAINABILITY PARTNERSHIPS

Founded in 1990, GVF is a not-for-profit organization created to advocate and promote a viable transportation network for the region's economic vitality. To maximize awareness and develop sustainable support, we partner with public and private entities.

GVF's mission is to achieve a desirable quality of life and a healthy, competitive economic environment by developing multi-faceted transportation strategies.

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## OUR TEAM



**ROB HENRY**  
Executive Director



**MAUREEN FARRELL**  
Deputy Executive Director



**ASHLEY NUCKLES**  
TDM Manager



**MILA ROBINSON**  
TDM Manager



**STACEY HENRICH**  
TDM Manager



**DEVEN SAMSON**  
TDM Coordinator



**DIANE PFANDERS**  
Office Manager





## 2016 NEW BOARD MEMBERS



**THOMAS BARTON**

Principal, BartonPartners

"As a design professional intimately involved in the built environment, I am pleased and honored to be asked to join the GVF Board of Directors. The issues surrounding transportation impact the quality of life and the physical environment in profound and meaningful ways. I look forward to working with the board and staff to the benefit of our regional transportation system and the infrastructure and lives it impacts every day."



**GEORGE BROSEMAN**

Principal, Kaplin Stewart

"I am honored to join the board of directors of GVF. GVF is a national leader in transportation issues. Our region is fortunate to have GVF as a strong advocate for our economic growth and quality of life."



**KEN FULMER**

President/CEO,  
Urban Engineers

"It is an honor to join the board of an organization that is a dedicated champion of a viable transportation network that will strengthen the region's economic vitality. Urban Engineers has been a supporter of GVF since its inception, and I am looking forward to continuing our partnership."



**ANDY RAU**

Partner, Unruh, Turner, Burke  
& Frees P.C.

"Smart transportation infrastructure and strategic planning are keys to the region's well-being. I look forward to serving GVF and being a part of our area's transportation vision."



**KATHY SWEENEY-POGWIST**

Senior Vice President,  
Brandywine Realty Trust

"I am excited to be a part of such a forward thinking organization that understands transportation is a key factor in the economic success of our region."



## 2016 BOARD MEMBERS



**JEFF GUZY**

**President**

Senior Director,  
Transportation,  
RK&K



**BOB HART**

**Vice President**

General Manager,  
Simon



**CASEY MOORE**

**Treasurer**

Vice President,  
McMahon Associates, Inc.



**KIM CARRON**

**Secretary**

Sustainability Manager,  
Vanguard



**L. BERT COSSABOON**

Vice President,  
McCormick Taylor,  
Inc.



**TERRENCE FOLEY**

President/CEO,  
City Avenue Special  
Services District



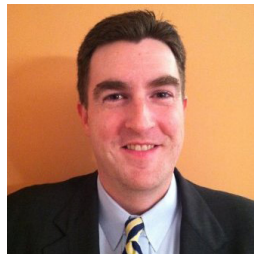
**ROB HENRY**

Executive Director,  
GVF



**DAVE KRAYNIK**

Manager,  
Upper Merion Township



**BILL MARTIN**

Manager,  
Tredyffrin Township



**ERNIE MCNEELY**

Manager,  
Lower Merion Township



## 2016 BOARD MEMBERS



**STATE REPRESENTATIVE**  
**TIM BRIGGS**



**STATE REPRESENTATIVE**  
**KATE HARPER**



**LESLIE RICHARDS**  
PennDOT Secretary  
of Transportation



**KEN MCCLAIN**  
District Executive,  
PennDOT Dist. 6



**MICHELLE KICHLINE**  
Chester County  
Commissioner



**VALERIE ARKOOSH**  
Montgomery County  
Commissioner



**PATTY ELKIS**  
Director of Planning,  
DVRPC



**JODY HOLTON**  
Executive Director,  
Montgomery County Planning  
Commission



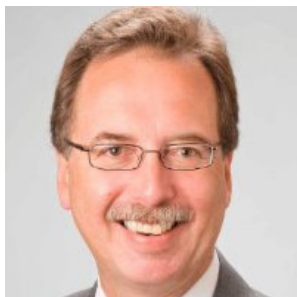
**PAMELA SARNE  
MCCORMICK**  
Director, Legislative Affairs,  
SEPTA



**JOSEPH SERBU**  
Sr. Engineer  
Project Management,  
PA Turnpike Commission



## JEFF GUZY, BOARD PRESIDENT



Senior Director,  
Transportation, RK&K

■ Just recently we assembled all of our board members for a half day discussion, with the following topics:

1. Who is GVF/why do we exist?
2. How will technology change our industry?
3. What are our priority projects and where should we focus?

It was great to see most of our board members there, and to see them fully engage and participate. Our board members really are great, and they represent a true cross section of our membership. Their engagement and diversity results in a team that works together quite well and helps elevate our game. Add to this our superb staff, and it's clear why GVF is a leader in its field.

## ROB HENRY, EXECUTIVE DIRECTOR



■ As we reflect on 2016 I am so impressed with what we continue to accomplish. In 2016 GVF was once again recognized as the best TMA program in the country! In addition, we received other awards recognizing our work and our partnerships with all of you. It's also great to see the term TDM continuing to grow in both recognition and acceptance. Transportation Demand Management is the foundation of which we are built and as our world's mobility choices continue to evolve it will remain a guiding principal for all that we do.

I hope you enjoy our annual report and continue to be engaged with us as we improve our transportation system. As we move forward in 2017 we will be implementing a new strategic plan that was developed by our amazingly talented board of directors and staff.

I'm very excited for our future as technology is propelling us faster then ever before in our history. With that excitement comes challenges but GVF will lead the efforts to improve our mobility options for all and we will be a voice for our partners. If you're currently not a partner I hope this report will serve as a guide for what we can accomplish together.

Thank You,

A handwritten signature in blue ink that reads "Rob Henry".





# 2016 AWARDS

## OUTSTANDING TMA OF THE YEAR

GVF received international recognition for innovation in Transportation Demand Management (TDM), at the Association for Commuter Transportation, (ACT), international conference. GVF was named Outstanding TMA of the Year. This represents organizations working to reduce congestion throughout the country, as well as internationally.

“Through exemplary programs and services for commuters and dedicated commitment to TDM, GVF has expanded the definition of what a TMA can be for its members and community. I congratulate GVF for receiving ACT’s 2016 Outstanding TMA of the Year Award.”

- David Straus, Executive Director, Association for Commuter Transportation

“Every day, every commute and every carpool is a journey. As mobility rapidly changes with advances in technology, it is imperative we continue to innovate and form strategic partnerships. We are honored to receive this highest recognition for a TMA, which also helps to raise the profile for TMAs throughout the country and the impact we have on improving congestion.”

- Rob Henry, ED, GVF, & Board President, ACT on receiving the Outstanding TMA Award





# 2016 AWARDS

## BEST WORKPLACE FOR COMMUTERS

For the seventh consecutive year, GVF was named as a national Best Workplaces for Commuters as a Gold Level Employer, as well as a Gold Level Supporting Agency, both of which are the highest recognition.



The Race to Excellence is a challenge that encourages, recognizes and highlights dedicated organizations throughout the country who promote commuter benefits and sustainable transportation options.

As a Gold Level Employer, we offer a multitude of TDM alternatives to employees:

- Access to showers for cyclists, as well as bicycle storage
- Telecommute options
- Flex time options
- Advocacy for transportation projects to improve commutes



As a Gold Level Supporting Agency, we were recognized for:

- Working with private-public organizations
- Development and management of [www.wearetdm.com](http://www.wearetdm.com), to educate and provide TDM resources to employees
- Programs and initiatives that help to reduce congestion and improve air quality through TDM or best sustainable practices.
- Sustainability Awards: GVF has recognized 148 employers which represent over 220,000 employees since its inception in 2010.

“Our mission is to help companies and communities improve their quality of life and maintain a competitive economic environment through sustainable practices. The Best Workplaces for Commuters award highlights our work and it's great to be honored for our successes.”

- Rob Henry, Executive Director, GVF



# 2016 AWARDS

## ENVIRONMENTAL IMPACT AWARD

GVF received the TriCounty Area Chamber of Commerce 2016 Environmental Impact Award.



*“It is our pleasure to recognize GVF with our Environmental Impact Award. This annual award provides us with the opportunity to recognize an organization that is taking a green, proactive approach for a more sustainable business environment. GVF has focused on a variety of initiatives that promote sustainable communities and the recognition at our annual Economic Development Luncheon for those efforts was well-deserved.”*

- Eileen Dautrich, President, TriCounty Area Chamber of Commerce



## TDM LEADERSHIP AWARD - MAUREEN FARRELL

GVF Deputy Executive Director, Maureen Farrell, was awarded the 2016 International TDM Leadership Award from ACT. The award recognizes one individual who has exhibited countless efforts of leadership in the transportation demand management (TDM) field.



*“All of us at GVF are so happy that Maureen has received this award. Since coming to GVF she has been an outstanding asset and I'm so happy to see her receive this international award. GVF and the TDM industry are very lucky to have her passion and dedication.”*

- Rob Henry, Executive Director, GVF





# TDM EXPERTS



Video produced by Mobility Lab: <https://mobilitylab.org/about-us/what-is-tdm/>

Transportation Demand Management (TDM) are strategies and policies that seek to address issues of congestion by reducing demand of travel rather than increasing the supply of the existing road network.

*“ You look at what’s the most efficient way we can move the most amount of people.”*

- Rob Henry, Mobility Lab Video

Rob was interviewed and featured in a video produced by Mobility Lab that focused on, **What is TDM? Shaping a new era of transportation options**. Mobility Lab, a transportation think-tank out of Arlington County, Virginia specializes in best practices for advocates to increase awareness and education on advanced transportation options. In this video, Mobility Lab spoke with several leaders in the transportation industry about "what is TDM", how it works, and why it is a key part of the transportation discussion.







# GVF HIRED FOR FIRST TDM PLAN IN REGION

The TDM Plan for the Fort Washington Office Park will be the first of its kind in the Greater Philadelphia region. The plan, funded through DVRPC's Transportation and Community Development Initiative grant program, will look to provide Upper Dublin Township (UDT) with the tools to make Fort Washington Office Park an accessible, sustainable and multi-modal use park.

As the lead Consultant, GVF is partnering with UDT and Wells + Associates. Utilizing its expertise in TDM, GVF will provide strategic recommendations for the park that will allow it to attract new businesses and residents and remain resilient and competitive in a diversifying market place. The plan is expected to be released in Fall 2017.

 *"We are proud to be working on the first transportation demand management (TDM) plan in the region to determine ways to reduce congestion related to single occupancy vehicle usage and increase transportation options for employees at Fort Washington Office Park. The township is excited to be partnering with GVF, Wells + Associates and DVRPC to conduct the TDM study as part of an effort to transition the office park into a more accessible, multi-modal and mixed-use park."* 

- Paul Leonard, Manager, Upper Dublin Township





# TDM GROWTH



## CONTINUING TO RECOGNIZE TOP TDM PROFESSIONALS UNDER 40

GVF recognized the 3rd Annual Top TDM Professionals under 40 in the region in 2016. Twenty-five individuals were recognized as ambitious leaders who have made a positive impact in our industry.

**71** RECOGNIZED  
PROFESSIONALS TO DATE

## IMPLEMENTED TDM PROGRAMS

### SUSTAINABILITY AWARDS

GVF works with its partners through its Sustainability Awards program. This year-round program works with employers to implement TDM programs at the workplace and help them to improve their recognition from the year before.

**600,000** PEOPLE IN SERVICE AREA THAT  
WE REACH TO PROMOTE AND  
IMPLEMENT TDM PROGRAMS

**148** EMPLOYERS RECOGNIZED

**220,000** EMPLOYEES REPRESENTED  
BY THE 148 EMPLOYERS





# LEADERSHIP

## GVF TEAM INVOLVEMENT

Rob Henry: ACT National Board President; King of Prussia District Board Member and Co-chair of Transportation Committee

Maureen Farrell: ACT National Board Member; March of Dimes Transportation, Building & Construction Board member

GVF serves on numerous committees and members of several associations, some of which include:

- America Public Transportation Association (APTA)
- National Recreation and Park Association
- American Planning Association PA Chapter (APA PA)
- PennDOT Catalyst Committee
- DVRPC committees
- SEPTA City County
- Main Line Chamber of Commerce Government Affairs
- TriCounty Area Chamber of Commerce Pro Business Council

## TDM EXPERTS



ROB AT THE 91ST ANNUAL PSATC  
EDUCATION AND TRAINING CONFERENCE



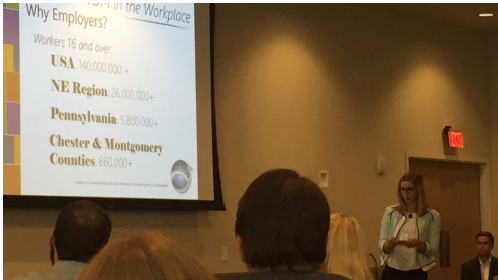
WOMEN'S TRANSPORTATION SEMINAR  
(L-R) NICK FRONTINO, ECONOMY LEAGUE OF GREATER PHILADELPHIA;  
ROB; MEGAN SYRNIC, HILL INTERNATIONAL; LIZ SMITH, SEPTA; ERIC  
GOLDSTEIN, KING OF PRUSSIA DISTRICT; DR. VALERIE ARKOOSH,  
MONTGOMERY COUNTY COMMISSIONER



MAUREEN AT THE WOMEN IN TDM  
PANEL AT ACT TDM FORUM



ROB LED AND SPOKE AT ACT  
INTERNATIONAL CONFERENCE



ASHLEY NUCKLES, GVF, PRESENTED  
AT APA PA CONFERENCE



# ADVOCACY

GVF continues to be an active advocate for the improvement of local and regional transportation projects, infrastructure updates and enhanced mobility.

## SULLIVAN'S BRIDGE

Sullivan's Bridge over the Schuylkill River in Valley Forge National Historical Park (VFNHP) forges a new connection along the Schuylkill Valley Trail providing an important, safe and reliable connection for Montgomery and Chester Counties. It is 14 feet wide and 604 feet long. The \$9.2-million-dollar project was paid by federal funds.



L to R: Leo Bagley, PennDOT; Maureen, GVF; Leslie Richards, PennDOT Secretary; Patty Elkins, DVPRC; Brian O'Leary, Chester County Planning Commission



## U.S. 202- 300 RIBBON CUTTING

US 202 Section 300 cost nearly \$300 million, widened 6.5 miles of US 202 between Route 252 and U.S. 30 interchanges to six lanes. This was a critical project for Chester County with over 70,000 users on the new road a day.





# ADVOCACY

## ACT 89 FUNDED PROJECTS

ACT 89 allowed for significant roadway and bridge improvements in GVF's service area through 2016. This past year, ACT 89 funds included:

**\$5,428,085** IN COMPLETED PROJECTS

**7** PROJECTS THAT REMAIN UNDERWAY  
TOTALING \$ 65,303,576

For more information please visit: <http://www.projects.penndot.gov/projects/Construction.aspx>



Leslie Richards, PennDOT Secretary

## ARCOLA ROAD BRIDGE OPENING



## US 422 SRB AT VALLEY FORGE



# ADVOCACY

## KING OF PRUSSIA RAIL

It has been a big year for the King of Prussia rail project. GVF, in partnership with King of Prussia District, have been actively working to gain support for the project and the King of Prussia Rail Coalition.

The coalition has endorsed the PECO/Turnpike/First Avenue route. The route is believed to be the most economic and least invasive route. The King of Prussia Rail Project benefits to the region are immense. The Economy League of Greater Philadelphia quantified some of the potential benefits.



**900 - 1,500** ADDED JOBS PER YEAR **66% - 81%** INCREASE IN NORRISTOWN  
HIGHSPEED LINE RIDERSHIP

**4.3 Million - 8 Million** SQUARE FEET OF NEW DEVELOPMENT  
AT A \$540 MILLION - \$946 MILLION VALUE  
OVER THE NEXT 20 YEARS

**1.7 Million - 2.1 Million** HOURS SAVED FOR DRIVERS

Over the next year we will continue to advocate for the project and promote its benefits to the region. To support this critical transportation infrastructure project, join the King of Prussia Rail Coalition. Visit <https://connectkop.com/coalition/>





# ADVOCACY

## COALITIONS

Coalitions consist of municipal officials, engineers, planners, and business leaders who have a vested interest in transportation improvement. One of the main purposes of these groups is to bring committees together to discuss the challenges presented by traffic congestion in the area and potential solutions to it.

### U.S. 422 CORRIDOR COALITION

**Projects that have been advancing along U.S. 422 Corridor:**

- Sullivan's Bike and Pedestrian Bridge
- U.S. 422, Section SRB Project (\$97 million)
- SR 422 Pottstown Bypass



US 422 | Section SRB Project (\$97 million)



### SCHUYLKILL VALLEY TRANSPORTATION COALITION

**Projects that have been advancing within the Schuylkill Valley:**

- Transportation demand management strategies for I-76, I-276, I-476 US 202, and RT 309
- Bicycle and pedestrian infrastructure and safety
- Transportation infrastructure and the integration of storm-water management congestion in the area and potential solutions to it





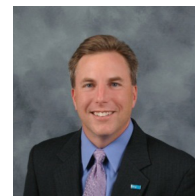
# ADVOCACY

## PUBLIC POLICY COMMITTEE



GVF continues to advocate for additional transportation funding for our region. GVF had a productive year and some of our speakers and topics included:

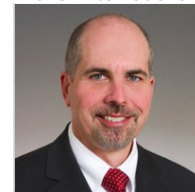
- Jody Holton, Executive Director, Montgomery County Planning Commission
- Leo Bagley, Special Assistant to PennDOT Secretary Richards
- PA Legislative Budget & Finance Committee re: study on the PSP funding
- PA State Tax Law regarding Commuter Benefits
- Pam McCormick, Government Affairs, SEPTA
- Roger Cohen, Co-Chair, PennDOT's Autonomous Vehicle Task Force
- Update on ACEC/PA Priorities



**ERIC FRARY**

Chair

Vice President, Michael Baker International



**DAN KERR**

Vice Chair

Manager, Limerick Township

## NATIONAL ADVOCACY

**Rob Henry, Executive Director, GVF is serving his second term as ACT National's Board President**

*“ACT is an international association focused on all forms of mobility. We have made tremendous strides in the first two years and I'm looking forward to continuing to advance our industry and grow the association to what I know it can become.”*

**- Rob on his Re-election to Board President of ACT**



L - R: Maureen, Congressman Boyle, Rob



L - R: Rob, Congressman Blumenhauer, David Straus, ACT



L - R: Jon Martz, Enterprise; Rob; Dave Zipper, 1776; David Straus, ACT



L - R: Jon Martz, Enterprise, Congressman Don Beyer, Rob



# SUSTAINABILITY



**SUSTAINABILITY AWARDS**

**600,000**

PEOPLE IN OUR  
SERVICE AREA THAT  
WE REACH

**148**

EMPLOYERS  
RECOGNIZED

**220,000**

EMPLOYEES  
REPRESENTED BY THE  
148 EMPLOYERS

## SHUTTLE MANAGEMENT

In 2016:

- 19,147 rides were provided
- 356,153 vehicle miles prevented from being traveled
- 44,519 gallons of gasoline saved
- 351.32 tons of carbon dioxide prevented from entering the atmosphere

**That is enough VMT saved to go from GVF  
office to Magic Kingdom (Florida) and back  
175 times!**

## EARTH DAY

## BIKE TO WORK DAY



Vanguard



MCCC Pottstown



MCCC Main Campus



CBRE





# EVENTS

OVER 2,300 ATTENDEES AT  
GVF ACTIVITIES



L to R: Rob, State Rep. Dean, Former State Rep. Vereb, State Rep. Briggs, State Rep. Daley, State Rep. Harper, State Senator Leach, Chester County Commissioner Kichline, Montgomery County Commissioner Arkoosh, Former Valley Forge National Historical Park Superintendent Hammond and Montgomery County Commissioner Gale

## LEGISLATIVE BREAKFAST

GVF's Legislative Breakfast offered an opportunity for attendees to hear from elected officials on local and state relevant updates.



# EVENTS



## 26TH ANNUAL MEETING

At the Annual Meeting, GVF recognized exceptional leaders with Top TDM under 40 awards, as well as GVF's Leadership Awards.

“ We are all commuters. That's something that is very important for us to remember as we do the work that we're doing. TDM is about everyone in this room, it's about everyone that's out there on the roads, on the trains, on bikes and on sidewalks. ”

- David Straus, Executive Director, ACT & Keynote Speaker

“ I want to thank you for the recognition, but candidly just shine the mirror back on everyone here. That includes GVF, all of you as administrators and municipal officials, and as professionals, because it's my objective and aim as a legislator to reflect the priorities you have. ”

- Congressman Ryan Costello

## LEADERSHIP AWARD RECIPIENTS

- Engineering and Design:** Boles Smyth
- Public Sector:** Limerick Township
- Private Sector:** Brandywine Realty Trust
- Planning:** City Avenue Special Services District
- Marketing:** McMahon Associates, Inc.
- Legislative:** Congressman Ryan Costello



Keynote Speaker: Congressman Ryan Costello





# EVENTS



## SUSTAINABILITY BREAKFAST

This signature event recognized regional organizations for their outstanding achievements in implementing programs that promote commuting alternatives for their employees and the community. The event also featured a dynamic panel of speakers of past Sustainable Award recipients showcasing their leadership in TDM.

**GVF continues to partner with 6abc Action News: Matt O'Donnell, 6abc Action News anchor, served as the MC!**



- 91%** OF AWARD RECIPIENT OFFICES HAVE INSTALLED BIKE RACKS
- 83%** OF AWARD RECIPIENT OFFICES ACCESSIBLE TO TRANSIT
- 100%** OF AWARD RECIPIENT OFFICES ZONING FOR SHARED PARKING
- 44%** OF AWARD RECIPIENT OFFICES PROMOTE **SafeRoutes**



L to R: Kim Carron, Vanguard; Ken Fulmer, Urban Engineers; Paul Leonard, Upper Dublin Township; Heather Tassoni, Rideshare by Enterprise; Ernie McNeely, Lower Merion Township; Armand Alessi, Lankenau Medical Center; Angelo Voutsinos, GSK; Rob, GVF; and Kathy Sweeney – Pogwist, Brandywine Realty Trust





# EVENTS

## ADVANCING MOBILITY SUMMIT

Keynote Speakers included:

- Congressman Brendan Boyle
- David Straus, Executive Director, ACT

The panels included:

- Public Policy
- Regional Partner Update
- The Future of Mobility
- Innovation in TDM
- Bike and Pedestrian
- Integrating TDM into Design



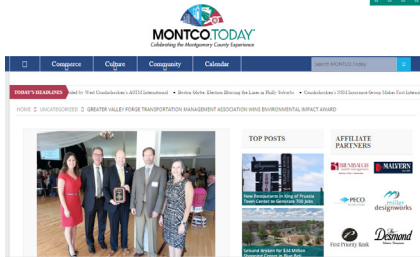
# COMMUNICATIONS



1,251,364

PEOPLE  
REACHED

## GVF WAS FEATURED IN



### The Times Herald BUSINESS

News • Sports • Business • Entertainment • Lifestyle • Opinions • Opinion

### King of Prussia businesses partner for Sixth Annual GVF Food Drive



## Upper Dublin hosting survey on office park transportation

Goal to improve transit options for employees



## The Ambler Gazette



### SERVICE ADVISORY: SEPTA Regional Rail Service Adjustments Beginning July 5

Starting this morning, Regional Rail service will operate on a modified Saturday schedule due to a defect in the Silverliner V equipment, which prompted the immediate removal of the 120 Silverliner V cars from service. Rush hour service will be 30 minute head-ways on most lines. For more information, [click here](http://click.here).

Interested in alternative ways to get to work, such as biking and carpooling, visit [www.wearetdm.com](http://www.wearetdm.com).



GVF MANAGES 5 WEBSITES INCLUDING: [GVFTMA.COM](http://GVFTMA.COM), [US202.COM](http://US202.COM), [422IMPROVEMENTS.COM](http://422IMPROVEMENTS.COM), [WEARETDM.COM](http://WEARETDM.COM) AND [PHILLYTRAFFIC.COM](http://PHILLYTRAFFIC.COM).

# COMMUNITY OUTREACH



March of Dimes



Camp Rainbow Donation



Annual Holiday Food Drive Donation  
over 1,500 pounds of food donated to  
Philabundance



Adopt a Family Donation



Take your Child to Work Day





# PROFESSIONAL SERVICES

With over 26 years experience in professional services, GVF provides valuable planning, communication and marketing support to any project.

## TDM ANALYSIS

**Expertise includes:** GIS mapping analysis, TDM studies & development of TDM plans, bicycle & pedestrian mobility studies, parking, and transit studies

## SHUTTLE MANAGEMENT




## GRAPHIC DESIGN



## VIDEO PRODUCTION




## SOCIAL MEDIA




GVF  
Posted by Hootsuite  
December 14 · 🌐

We support the coalition! Take a look for more information on the KOP Rail Coalition: <http://ow.ly/D7b63075H9d>




About Coalition - ConnectKOP  
ABOUT THE KOP RAIL COALITION  
The KOP Rail Coalition (Coalition) w...  
[connectkop.com](http://connectkop.com)




GVF  
@GVFTMA

"#UPS will be swapping one of its big brown trucks for a big brown bike." How cool is this! #WeareTDM




UPS debuts delivery by electric bike in Portland  
Bike delivery is making a comeback, especial...  
[oregonlive.com](http://oregonlive.com)



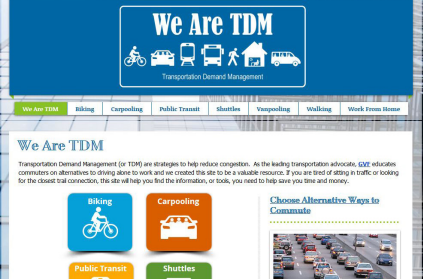
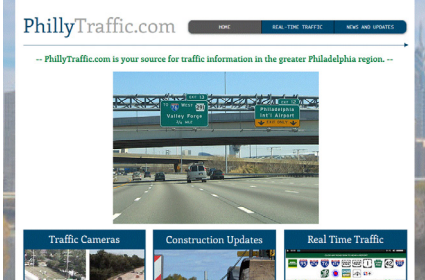
GVF  
@GVFTMA

Vehicle-to-vehicle communication may be required between cars.  
[TheVerge.com](http://TheVerge.com) shares:



Wireless vehicle-to-vehicle communication would be required in new cars under propose...  
[theverge.com](http://theverge.com)

## WEBSITE DEVELOPMENT & MANAGEMENT





A TRANSPORTATION MANAGEMENT ASSOCIATION

**[WWW.GVFTMA.COM](http://WWW.GVFTMA.COM)**  
**1012 WEST 8TH AVENUE**  
**KING OF PRUSSIA, PA 19406**  
**(610)354-8899**