External Signage as a Reflection of Our Temple

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“For over the Tabernacle a cloud of the LORD rested by day, and fire would appear in it by night, in view of all the house of Israel throughout their journeys.” Exodus 40:38.

Introduction

This paper is an effort to explore the use of external signage as a reflection of the spiritual image and physical structure of the Temple. By examining the motivations and limitations for external signage and by identifying the necessary steps in the process of design, fundraising and construction, a clearer portrayal of the use of external signage can be discovered. Discussions of local regulations and appeal processes will be included as well as a review of the implications of our post 911 society vis à vis the establishment of external signage.

The Motivation

For many institutions, external signage is addressed only during initial construction or in periods of reconstruction or renovation. Although integral to the identification of its beliefs, in the case of religious institutions such as the Temple, frequently external signage is minimized, forgotten or eliminated due to budgetary restraints. It is only when deliverymen have difficulty locating the building or guests at simchas arrive habitually late due to poor signage that lay leadership are motivated to create or resurrect plans.

What are the motivations for erecting external signage? Many of our leadership see signage as purely a marketing tool for Religious School registration or an annual fundraiser. It is, however, through carefully planned discussions that additional motivations can be developed and external signage can be used in a multi-faceted way. Typical external signage acts to inform members, invite new members, identify association with denomination, highlight events, thank sponsors and serve the community.
community. As John Stahlman writes in Christianity Today “If your church has a sign out front that can be easily read by passengers in cars traveling the speed limit, that’s great. If you don’t, your church may be functionally invisible. To be truly effective, a church sign should clearly state the church’s identity, pinpoint its location, and project the right image.” Effective external signage, therefore, communicates not only the basic facts of the Temple, but its image as well.

Perhaps the first synagogue signage can be found in Exodus 40:38. Our ancestors traveling in the wilderness built an intricate sanctuary to GOD. This was a communal venture. Contributions were collected from each tribe. Artisans carefully wove, carved, hammered, and molded the various elements of the Mishkan which B’nei Yisrael would use during their journey. Though Bezalel and Oholiav crafted this moveable sanctuary according to the ETERNAL’s instructions, something was missing. Even when the tablets from Sinai were placed in the Mishkan, it was incomplete. Only the ETERNAL could add the signage necessary, a cloud by day and a fire by night.

Just as the cloud and the fire which surrounded the Tabernacle represented GOD’S presence, so too must external signage depict GOD’S presence in our synagogues. “What is often missing from Jewish Communal marketing is a reflection of the bedrock vision of the institution behind the ad - the core values and purposes that the institution hopes to share with its members....Madison Avenue calls it “branding”; corporate culture calls it a mission statement.”

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The difficulty is not necessarily in creating the mission statement, but transforming its ideas into a concrete structure. Judith Erger tackles this problem while discussing synagogue architecture. “The synagogue, while defining a different reality, remains a constant reminder of Jewish tradition, Jewish ritual and Jewish obligations. Under its roof we find a beit t’filah, sacred space in which we encounter God and offer prayers; a beit midrash, space to engage in the mitzvah of sanctified study; and a beit k’neset, holy space in which we experience the rhythms of life in our vibrant Jewish communities…The appearance of a synagogue building, both the interior and exterior, tells a story about the people who inhabit it. Yet it need not require grandeur and opulence to be a sensitive narrative with decisions framed in Torah.”

Many synagogues have enveloped the ideals of a “Welcoming Congregation.” The physical structure of the synagogue and its grounds should reflect an initial sense of welcoming to the visitor and/or congregant. “Entering a synagogue is difficult enough for many of us. It is in synagogues that we bring our troubling questions - about meaning, God, the nature of our relations with one another. It is in synagogues that we are confronted with rituals, texts, and practices that, while comforting, may also seem alien or impenetrable. And it is in synagogues that we allow ourselves to feel deeply - grief, joy, sadness. None of these is a simple experience. None is easily approached. To the extent that our synagogues are accessible, inviting us in and welcoming us, we move with more purpose and confidence to acceptance and comfort with our Jewish identities and practices.”

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5 Olitzky, Rabbi Kerry. Temple Emanuel of South Hills Board Retreat. June 4, 2006

The Committee

What steps should a congregation take in order to create external signage that truly reflects the synagogue? The creation of a Sign Committee is critical to the success of the goals of external signage. Whether the committee is a sub-committee of a standing committee such as Building and Grounds or House or a stand alone committee is a matter of preference. The Sign Committee acts to make recommendations which are then passed to either another committee, or the Executive Committee, or the Board of Trustees as is appropriate for each synagogue.

To Learn and To Do, The Temple Management Manual provides a detailed description of the five elements which are key to the success of any committee: the Chair, the members, the committee mandate and agenda, the committee meeting, and logistical support.7 (Attachment A). A well balanced committee with members of varying skills including advertising, gardening, construction, art, law, and computer technology provides the background necessary to make reasoned recommendations. Temple Emanuel’s Sign Committee included not only lay leadership, the Executive Director, but clergy as well. We were also fortunate that our architect is a Temple member and willingly accepted a position on this committee.

Initial committee meetings should focus on solidifying the committee’s expectations of the proposed external signage and then identifying the necessary steps to accomplish the mission. This can be difficult, achieving consensus among a group of individuals with varying views and goals is typically a challenging process. Achieving consensus with regard to not only the mission, but a spiritual message is doubly difficult. Nonetheless, one must always remember to interweave the mission of the Temple and the spirituality which needs to be expressed.

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How will external signage designate the synagogue as a holy place? Lawrence A. Hoffman writes about markers of sacred sites in his article “In Search of a Spiritual Home.” “Inherent sacred sites that loom larger than life don’t need markers - who can miss the Grand Canyon, after all? - but ordinary terrain where God abides may easily be missed without a visible reminder that God is here.”

Does the committee process always proceed smoothly? Erika Rosenfeld reflects on the committee process and design with designer Michael Landau in her Fall 1994 article in Reform Judaism. “The process did have struggles. ‘The hardest thing in working with a committee,’ Landau says, ‘is to maintain the integrity of the idea. Sometimes it’s the small, mundane changes that keep chipping away at the vision until it’s gone.’ On the other hand, he notes, the design process is evolutionary: ‘Projects are dynamic and constantly changing, and there has to be give and take.”

Drawings will be revised and reviewed numerous times. The committee will need to make choices concerning design, materials and size. Many of these factors will be limited by local zoning ordinances.

The RFP Process

With these goals in mind, the next step is to create a request for Request for Proposal (RFP) which can be sent to local sign designers. The RFP should be carefully written to describe the proposed project, and must include descriptions of all ancillary functions associated with completing the work so that the designer can provide a reasonable cost estimate. The RFP would specifically delineate what services the committee anticipates the Sign Designer to provide. For example, in addition to requiring that design options be provided, the RFP would include such services as attendance at committee meetings; making site visits; identifying, implementing and/or overseeing the required variance process; preparation of final bid documents; and sign construction.

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8 Hoffman, Lawrence A. “In Search of a Spiritual Home.” Reform Judaism, Union for Reform Judaism, Fall 1994. 27 Jun 07 <http://reformjudaismmag.org>
management/oversight. The RFP would also request a listing of all fees necessary to complete the proposed project.10 (Attachment B). Finally, the RFP would also request a qualifications summary, as well as references for similar projects performed.

While the RFP is under development, sign designers can be identified by committee members through local research, by word of mouth, and through relying heavily on recommendations from local business and other religious organizations throughout the community. Once the RFP has been finalized and approved by the Board, it is distributed to those designers identified as potential providers.

Each potential designer submits its response to the committee's RFP for review. The committee evaluates each designer's qualifications, references and, most importantly, looks for an indication of each designer's understanding and commitment that the "sign is to be appropriate to the architecture and activities of the Temple."11 (Attachment C). Once all of the submissions are reviewed, a "short-list" is created of those designers the committee wishes to interview.

There must be a feeling of cooperation and confidence between the committee and the designer. Therefore, the initial interview with the sign designers is extremely important because it provides the first opportunity for committee to judge whether they have effectively communicated its mission (secular and spiritual) to the designer. After the committee has chosen a designer based on the interview, proposal and references, the Sign Committee will make a recommendation to the appropriate committee or Board. A contract is then signed.

The Design

With those preliminaries completed, the designer will meet with the committee and make site visits. Based on the information received from

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10 Temple Emanuel Sign Committee, Temple Emanuel of South Hills "Request For Proposal" July 23, 2006.
the committee and site visits, design options are created and presented to
the committee.

**External Signage - The Role of Imagery**

How can the committee best express the image of the Temple community
to the sign designer? The committee should be prepared to describe the
personality of the congregation which could include a description of the
average family that the Temple hopes to include. The committee must
supply the designer with a vision and/or mission statements and any
logos that are currently used. ¹²

What does a logo represent? How is it used as a symbol?

“One perspective that gives insight into how people make meaning of the
world through such symbols is symbolic interactionism. Symbolic
interactionism, a term coined by Herbert Blumer and developed as a
theory by George Herbert Mead, refers to the symbols used to create and
express experiences and understandings. Objects, gestures, logos and
even brands can symbolize ideas and beliefs. McCraken notes that the
meaning of objects first travels from the culture to the object, and then
from the object to the individual who uses the object. In many cases,
advertisers and marketers attempt to control this process to create desire
for objects.” ¹³

Our sign uses two separate symbols. Our logo includes a stylized
menorah. (Figure 1) Our committee chose to also include a *Magen David*
because they viewed the Star of David as the universal symbol of
Judaism. (Figure 2)

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¹² Church Logo Gallery. 19 December 2006 <http://churchlogogallery.com>
External Signage - Reflecting the Mission Statement

What does a mission statement attempt to reflect about a synagogue? “It is a precise statement about the purpose and function of the synagogue. It is a synthesis of the temple’s core values and most cherished beliefs.”

Our committee realized that in using the vision/mission statements as the foundation for discussion of the image of the Temple, we quickly focused on the issues that were most relevant. Our vision and mission statements, presented to the left, when combined contain thirty-six words. Talmudic tradition holds that the world exists by the righteous deeds of thirty-six nistarim or “hidden saints.” So, we seek to build the future of our congregation on the tradition and power of the thirty-six words in our vision and mission statements.

An integral member of these discussions is the Rabbi. I have discovered during my tenure at Temple Emanuel that the wisdom and creativity of Rabbi Mark Mahler is evident in every arena; from our vision/mission statements to the building design to the candlesticks and kiddush cup in our new Beit HaT’fila. Rabbi Mahler’s innate ability to transmit his vast knowledge of Judaism to those around him allowed our committee to more easily portray our Temple community in a physical structure. Not only the physical structure but the changing messages must provide the reader with insight into our congregation. Our committee concluded that biblical quotes, prayer phrases and everyday language can be used to communicate these thoughts.

I determined through my research that the materials used for external signage should also reflect the congregation. Our committee was presented with a choice of limestone or painted aluminum for our structure. The committee agreed that the limestone better matched the exterior of our building and gave an image of Jerusalem stone. We then faced the challenge of choosing to use blocks of limestone vs. large solid pieces. The committee decided that the blocks of limestone interfered with

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the overall design, but the large pieces of limestone could not portray the concave design and was cost prohibitive. If was vital to retain the two-sided concave design which portrays a sense of welcoming to all who view it.

One factor our committee discussed extensively was the use of materials that if damaged by vandalism could be cleaned easily and inexpensively. The compromise suggested by our sign designer was champagne colored aluminum panels which give the color of limestone with the flexibility to maintain a concave shape. Aluminum can be repainted if damaged. External signage must merge aesthetics with practicality.

The design of our building was fashioned with the following in mind: “Judaism teaches that the world stands on three things: on Torah, on worship and on acts of loving kindness. Temple Emanuel exists precisely to sustain these three pillars of Jewish life.”15 The building architect used this theme inside and outside our building. “The new chapel is encircled with twelve concrete pillars. These pillars stand guardian around the prayer space, reminders of Moses’ biblical markers. The concrete piers encircling the chapel wing begin at four feet tall in the courtyards and rise majestically behind the Ark to over forty feet.”16 (Figure 3) If the architect is not able to meet with the sign designer then written materials from the building architect should be made available. Our sign reflects these pillars.

In the evening as the shroud of darkness descends on our suburb, lights aid in the illumination of our monumental sign. Interior lights set between our two concave panels give the sign an image of the Burning Bush or perhaps “fire by night.” (Figure 4)

As part of the proposal, the designer should research the local sign codes and report their limitations. The designer should also be adept at filing an appeal to local zoning board and should attend any meetings dealing with

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16 Ibid. p.17.
zoning variance requests. Our committee did an extensive review of local synagogue and church signs as well as retail signs. All signs were measured and photographed. We found a vast array of bulletin board signs reminiscent of the 50’s! (Figure 5) There were no LCD signs on synagogues or churches. Only one retail establishment, one library and one school used LCD equipment when we completed our survey. St. Paul's Baptist Church in the city of Pittsburgh which uses an LCD sign. They have mounted their sign in a brick wall which does not reflect the architecture of the church. Their LCD flashes the time and date and scrolls messages including the phrase “Have a Spiritual Summer.” (Figure 6) In order to reflect the congregation’s identity and values, the messages on the LCD sign must be appropriate. Our committee was insistent with our designer that we wanted a sign in tune with the 21st Century.

Our Township has strict codes concerning the size and illumination of external signage. Our designer wrote our appeal and presented it to the Zoning Hearing Board. (See Attachment F) A hearing was held, our architect and our sign designer attended, as did one of our neighbors. The Zoning Board informed area residents regarding our appeal. Our designer stated our case and provided all the necessary information on size, illumination, and construction as well as offering the use of our sign in any emergency including Amber Alerts. After much discussion, the Zoning Hearing Board allowed the LCD sign, but not the size we had requested. (Attachment G) Our LCD is static and has restricted hours of illumination.

Following any appeals, the sign designer will provide final drawings with specifications for approval. The Sign Committee can then make the presentation with or without the designer at the appropriate Committee or Board meeting. Once again, the input of our Rabbi was essential in communicating the reflection of Temple Emanuel in our monumental sign. With the final approval completed, the sign designer should submit bids from qualified vendors. (Attachment H) The Sign Committee will review bids and will make a recommendation as to the vendor for construction. Dependent on each synagogue’s policies, this decision may need a
higher authority than the Sign Committee to approve a vendor. (Attachment I)

The Construction

Our sign designer coordinated the construction phase of the project with the sign construction company. The vendor should meet with selected members of the Sign Committee and the sign designer to clarify any issues. This includes obtaining any necessary building permits. (Attachment J) A schedule with the construction vendor should be established. (Attachment K) We subcontracted the electrical and IT work and then facilitated the communication between the vendor and the subcontractors. Dependent on the availability of the materials needed, as well as weather, the project may become delayed. Our designer did not provide an on-site presence each day of construction. This role could be provided by a qualified committee member. A committee member who is a Master Gardener contracted for the landscaping, which beautifies our sign.

The Use

Once construction is completed, the use of the technology of the sign must be taught to the staff and/or volunteers who will program the LCD sign. As with many Temple duties, it is advantageous to cross train several employees to provide sufficient personnel with the skills to use the equipment. LCD signs have limited character lengths dependent on the font size chosen. Suggestions for the wording for the sign may be submitted by congregants and/or clergy. A select group should review the suggested phrases to determine if the verbiage properly reflects the Temple. “Why not use the sign to publicize the most important event of the week for your church? That’s what the United Methodist Church of Goshen, Indiana does. Announcing various events each week not only communicates information but also encourages sign reading. A recent study reveals that 80 percent of passersby read a sign that is changed.
THE MESSAGES

A good name endures forever

Prayer, Repentance & Charity

Prayer Heals

Justice, Justice Thou Shall Pursue

Join Our Community

Baruchim Habayim – Welcome

Blessed are those who come in the name of God

Shalom

Tikkun Olam, Let's Fix the World

Ask about learning Hebrew

Love Thy Neighbor

Pass the Latkes!

Worship, Study & Community

Torah, Service and Kindness

regularly. On the other hand, a sign that isn’t changed immediately after the event suggests that the church prefers talking about what already happened rather than what is coming. Such a sign will soon be ignored.”

Many of the area non-LCD signs use meaningful phrases that aid to reflect their religious institution. Sometimes our sign advertises Temple activities i.e. Torah Center registration, Sunset Services, current week’s Bar/Bat Mitzvah. Our sign also displays significant phrases i.e. prayer heals, prayer, repentance and charity, a good name endures forever. We chose to infuse spirituality in our messages to reflect that aspect of our Temple Community. The selection of messages is an ongoing process. We receive feedback from congregants if they enjoy a message or if they disagree with the message! This communication is taken seriously, discussed at the senior staff level as well as with our President. As we continue to evolve as a congregation, so will our messages that appear on our exterior signage.

The Security Concerns

Our post 911 society forces us to examine our physical security, how we are seen by others in the community and how we would like to be seen. The 911 Commission report indicated that Jews and Jewish targets were a particular focus of key al Qaeda operatives. An al Qaeda training manual instructs special units to conduct operations in areas with large Jewish communities. “In every country, we should hit [Jewish] organizations, institutions, clubs and hospitals,” it reads. “The targets must be identified, carefully chosen and include their largest gatherings so that any strike should cause thousands of deaths.” Therefore, Homeland Security has included synagogues in their categorization of “soft targets.”

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17 Stahlman, John. P.3
We, in the South Hills area have not been immune to potential and real acts of hate crimes and violence. Our community was shocked on April 28, 2000 by the actions of Richard Baumhammer who murdered five people and fired on 2 of our sister synagogues in the South Hills in a rampage of hate crimes. On April 22, 2007 an incident occurred when a man in his 50’s entered our Temple property with a gym bag. Standing on the edge of our lawn, he began to cause a verbal disturbance during dismissal of our Religious School. The local police were alerted; they arrested the man and the case is proceeding.

Does bold external signage invite acts of violence? Bob Winters, Protective Security Advisor, Pittsburgh District, Homeland Security, provided valuable insight into this dilemma. Mr. Winters advised Temple Emanuel to construct as large a sign as allowable. He also recommended that we should also install signs throughout the parking lot welcoming people to Temple Emanuel. He explained that if someone wants to defame or destroy our building, all the information on our location is on the internet. This blatant signage can serve to deflect those wishing to do harm to the building and its occupants rather than attract them.\(^{21}\) Mt. Lebanon Police Department Corporal Michael J. Welsh also conducted a thorough review of our building and he concurred with the opinions of Mr. Winters.\(^{22}\) Throughout our entire planning process, only two congregants contacted the Sign Committee concerning issues related to security and our planned external signage.

Over 50 years ago when our congregation was first established in Mt. Lebanon as the only Jewish presence, our neighbors were wary of us, our rituals and practices. But today, our warm welcoming signage with meaningful messages reaches out to the entire suburban community where our Temple is an accepted entity. Advertising community programming such as interfaith Thanksgiving services or food drives for the local food pantry connects us to our non-Jewish fellow congregations.

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External signage can be a tool to promote good public relations with those in the community.

The Funding

How can the institution fund the project? Monumental external signage using up to date technology is expensive. Our Board budgeted $15,000 in each of the two years prior to our actual construction to provide the monies for the project. If the Temple is planning a Capital Campaign with additional projects, external signage could be part of the overall budget. We realized that we did not want to burden our future budgets with the remaining funds needed. Members of our Sign Committee volunteered to spearhead fundraising efforts to obtain the remaining monies. Through personal phone call, parlor meetings, bulletin articles and information on our web site, adequate funds were raised. (Attachment L) Contributions ranged from $36 to $5,000 and represented a cross section of our congregation. Contributions increased after the sign was erected. This fundraising process also served to validate the entire project.

Conclusion

As a synagogue proceeds through the steps necessary to develop external signage, the Sign Committee members more thoroughly understand the mission, spirituality and people who comprise the synagogue. Well developed external signage can reflect both the spiritual image as well as the physical structure of the Temple.
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ATTACHMENT A

THE FIVE ELEMENTS OF COMMITTEE SUCCESS

THE CHAIR

WHEN GOOD LEADERS ARE AVAILABLE, IT IS THE HOLY ONE WHO PROCLAIMS THEIR IDENTITY, AS IT IS SAID, “ADONAI SPOKE TO MOSES, SAYING: ‘SEE, I HAVE CALLED BY NAME BEZALEL.’”

B’RACHOT 55A; EXODUS 31:2

While the role and responsibilities of each committee are generally outlined before the selection of the chair occurs, the individual who occupies that position will largely determine the group’s tone and the degree of its success. Thus congregations should give serious consideration to the selection of their committee leaders. Committee chairs should have an interest in and comprehension of the mandate of the committee and should be people who possess the following leadership skills:

1. Understand the basic mission of the congregation and how their committee fits into that larger vision
2. Have received adequate training for the position
3. Are relatively familiar with and respect the skills and talents of the committee’s other members
4. Are dedicated to the task of the committee
5. Accept the deadlines required for the work that must be done
6. Have the time and energy to devote to the effort
7. Encourage all committee members to express themselves
8. Are able to plan for and direct meetings
9. Possess the ability to resolve potential differences among committee members
10. Are willing to accept accountability for the work of the committee
11. Can oversee meetings
12. Are willing to identify and prepare another person to assume their position in the future
13. Will keep adequate records of committee activities
THE MEMBERS

IF ONLY TWO JEWS REMAINED IN THE WORLD, ONE WOULD SUMMON TO THE SYNAGOGUE, AND THE OTHER WOULD GO THERE.

YIDDISH SAYING

The members of a committee generally share many of the same characteristics as those of the chair. They must be people who are motivated in their work by a commitment to the purposes and aims of the synagogue, have a real interest in the mandate of the committee, and possess the talents and qualifications to accomplish the required tasks. In addition, they must be willing to attend meetings regularly and do their “homework.” They should also be open to working democratically and be flexible enough to consider ideas that are different from their own.

The Responsibilities of Committee Members

• To be prepared
• To appropriately participate in meetings, either verbally or through written communication, with civility and attention to time and the needs of others
• To share in the decision-making process by offering and accepting compromise
• To aid the chair

The president of the congregation appoints both the chair and members of each committee. In many synagogues, a trustee heads the standing committees. In congregations with clergy and staff, leaders should seek the suggestions and input of the rabbi(s), cantor, educational director, administrator, and other key personnel, in addition to the members at large, in order to recruit the most appropriate people for positions as chairs and committee members. Committee chairs should also play a significant role in the identification and recruitment of members for their groups.

In most synagogues, committees report to the Board of Trustees. In others, the committees report to the president or another temple officer. Reporting may occur monthly or as required by the mandate of each committee.

THE COMMITTEE MANDATE AND AGENDA

IT IS NOT INCUMBENT UPON YOU TO FINISH THE WORK, NEITHER ARE YOU FREE TO EXEMPT YOURSELF FROM IT.

PIRKEI AVOT 2:16

The Mandate

Committees, like orchestras, function optimally when they know exactly what they have to do. Each committee should have a written mandate that defines its purposes and provides every member with a clear understanding of what role the committee is expected to perform within the larger congregation.

However, just as all conductors and their music ensembles do not interpret a score in precisely the same way, so not every committee within a temple will approach its work uniformly. Thus it is helpful if each committee establishes its own well-defined expectations for the year, which
should fall within the parameters of the vision and priorities articulated by the leadership of the congregation. Through discussions of the work that needs to be done, committee members can judge how their own experience, talents, and temperament can best be utilized to accomplish the goals of the group. In many synagogues, these lists of annual objectives are written and submitted to the Board of Trustees at the beginning of each year. Such lists enable both the Board and members to measure the degree of the committee’s success. Other congregations have created mission statements that succinctly define the mandate of each committee. See appendixes 4 and 5, pages 29, 31, for assistance with objective setting and the development of a committee mission statement.

For a more complete discussion of mission statements, see the publication Hear, O Israel: Creating Meaningful Congregational Mission Statements, which can be obtained by contacting the UAHC Department of Synagogue Management by phone at 212.650.4040, by e-mail at synagoguesgm@uahc.org, or on the Web at www.uahc.org.

At the beginning of the year, some synagogue committees find it helpful to create a written calendar that outlines their tasks month by month. This document can then serve its members both as a checklist for evaluating their effectiveness and a description of their work load.

The Agenda

THERE IS NO GREATER LOSS THAN THE LOSS OF TIME.
MIDRASH SHMUEL 5:23

One of the most important premeeting activities is the careful preparation of the agenda. A well-constructed agenda will serve as a useful tool for the committee chair in his or her efforts to maintain order and keep the focus on priorities. It will:

- Limit items to those that can be reasonably completed during the allotted time
- Effectively estimate the time needed for the discussion of each item
- Arrange discussion topics so that those requiring less discussion are dispatched at the beginning of the meeting and the one that requires the most discussion is dealt with near its end
- Be as brief as possible

A Typical Synagogue Committee Meeting Agenda

1. Welcome
2. D’var Torah
3. Announcements
4. Approval of minutes
5. Item requiring less discussion
6. Item requiring more discussion

7. Item requiring most discussion
8. Review action items to be accomplished before the next meeting
9. Topics for the next meeting
10. Other business
11. Adjournment
PRACTICE: THE COMMITTEE MEETING

The Committee and the Torah

WHEN TWO SIT TOGETHER AND EXCHANGE WORDS OF TORAH, THE DIVINE PRESENCE DWELLS WITH THEM.

PIRKEI AVOT 3:2

Torah study is an essential component of Jewish life. Therefore, bringing meaningful Torah study to synagogue committee meetings will exalt and reaffirm a pursuit that can easily fall prey to pettiness, tedium, or conflict. Starting a meeting with a few minutes of text study makes sense for the following reasons:

- It helps leaders become better-educated Jews.
- It models the Jewish “way”—asking questions, growing intellectually, and pursuing lifelong learning.
- It brings the Divine Presence into and provides a context for the decision-making process.
- It builds chevruta, “community,” among committee members.
- It teaches individuals about themselves and helps them grow spiritually.
- It reminds committee members that the true “business” of the synagogue is to be a warm, welcoming, spiritually fulfilling Jewish community.

The UAHC Department of Adult Jewish Growth has developed Go and Study, a series of publications designed to provide text study that is appropriate for specific synagogue committees. The department can be contacted by calling 212.650.4087, by e-mailing ajgrowth@uahc.org., or on the Web at www.uahc.org.

Eleven Necessities for a Productive Meeting

1. An emphasis on Jewish values
2. Adequate preparation
3. An appropriate environment
4. A timely start
5. Attention to the agenda
6. An atmosphere of mutual respect
7. Clear goals and expectations
8. An understanding of the committee role in realizing synagogue mission, goals, and needs
9. Well-documented and reviewed minutes
10. A plan for follow-up
11. A reasonable ending time

How to Stay in Charge of a Committee Meeting: Not for Chairpersons Only

- Distribute the agenda in advance so that attendees are prepared. Guide the meeting through each stage by way of the agenda.
- Mail support materials and relevant information to members before the meeting.
Use the agenda to “preview” the meeting. Stay focused on it.

Keep a written record of the consensual decisions and agreed-upon actions.

Find ways to resolve and manage conflict appropriately. Steer the meeting away from detrimental areas of conflict and back to common ground.

Emphasize the importance of the committee work as a reflection of the mission and goals of the greater synagogue community.

Prevent one individual’s domination of the meeting and the withdrawal of others by gently interrupting and turning the discussion over to someone else. Facilitate the discussion so that all the participants can contribute.

End the meeting on a positive note by summarizing the accomplishments of the group. If no decisions have been reached, point to an accomplishment that resulted from the last meeting.

Set time limits. For a crowded agenda, assign time limits to each item. Let resource people know how much time they will have to make their presentations.

Encourage problem-solving behavior. Listen carefully, restate, and summarize. Resist taking a position yourself.

Defuse conflicts by turning the floor over to a neutral participant, calling a short recess, and focusing on areas of common ground.

Summarize each stage before unequivocally establishing the agreed-upon course of action.

Announce the next meeting date. Issue minutes promptly to keep the committee members on task. Follow up between meetings.

LOGISTICAL SUPPORT

The physical setting in which a meeting is held can influence attendance and outcomes. Sometimes changing a meeting setting or seating arrangement from the familiar to the unexpected can create positive change in a meeting’s tone and climate. Care should be taken to ensure that the meeting room is equipped with the appropriate tools necessary to smooth the way for the work to be done. In congregations where custodial help is available, the custodial staff should know in advance that a meeting has been scheduled in a particular room at a given time so that they can provide the proper heating and lighting and furnish enough tables and chairs for the attendees. In addition, pads, pencils, blackboards, audiovisual equipment, and whatever else might be necessary to move the meeting along should be available. The chair should arrive early enough to ensure that the room setup is appropriate and conducive to achieving the committee’s goals.

The decision whether to serve simple refreshments is made by the chair and usually reflects the culture of the synagogue. People enjoy a “little nosh,” and such informal moments tend to be marked by socializing and bonding, an important component of the congregational committee process.
ATTACHMENT B

January 23, 2006

Temple Emanuel
Request For Proposal
Signage Consultant

Step 1 – Preliminary Design
   Site visit
   Prepare a minimum of three options
Step 2 – Meeting 1 with Committee
   Present options
Step 3 – Revise Design
   Incorporate comments from Meeting 1
   Prepare final drawing
   Prepare cost estimate
Step 4 – Meeting 2 with Committee
   Present final design
Step 5 – Variance Process
   Submit variance application
   Attend variance hearing
Step 6 – Prepare Bid Document
   Final bid document and specification
Step 7 – Bid
   Submit bid document to three bidders
   Receive and interpret bids
Step 8 – Construction
   Review and accept construction

Please prepare your fee in the following manner:
Fee for Step 1 through 4
Fee for Step 5
Fee for Steps 6 and 7
Fee for Step 8

Please also list your professional hourly rates in case the scope of services has to be adjusted.

We would appreciate your response by January 30th at 5:00 p.m.

Thank you for your consideration.

Sincerely,
ATTACHMENT C

Architectural Sign Associates

January 30, 2006

Saralouise Reis
Temple Emanuel
250 Bower Hill Rd
Pittsburgh, PA 15243

RE: Exterior Sign Design & Coordination Services

Dear Ms. Reis,

Architectural Sign Associates is pleased to submit the following proposal for sign planning and design services for Temple Emanuel of the South Hills.

Specific project is design and coordination of an entry identity sign. Sign incorporates both static and electronic display elements.

The scope of services for this project includes:

- Phase 1: preliminary design including site review meeting and design of 3 options. Presented in 11x17 color format. Includes code analysis.
- Phase 2: presentation meeting of 3 concepts.
- Phase 3: Design development of selected option from Phase 1, cost estimation and code analysis and pre-review by Mt. Lebanon for all floors. 11x17 format.
- Phase 4: Final design presentation, 11x17 format.
- Phase 5: Variance processing, submit application and attend hearing.
- Phase 6: Documentation of final specifications and drawings. Excludes foundation details, engineering and electrical requirements.
- Phase 7: Prepare, submit and review bids from 3 qualified bidders.
- Phase 8: Construction oversight.

As a matter of professional practice:

- Signage design will reflect the architectural environment and specific use of the facility.
- Documentation will be standard Architectural Sign Associates’ binder format.
- 6 sign submittals with Phases 1-5, 4 submittals with phases 6-6.

For your convenience, Architectural Sign Associates’ proposes a fixed-price cost proposal for sign planning and design. All related expenses are included in the proposal.

<table>
<thead>
<tr>
<th>Proposal</th>
<th>Phases 1-4</th>
<th>$1950.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phases 5</td>
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<tr>
<td>Phases 6-7</td>
<td>$1200.00</td>
<td></td>
</tr>
<tr>
<td>Phase 8</td>
<td>$500.00</td>
<td></td>
</tr>
</tbody>
</table>

Terms: Invoices submitted by phase completion. All invoices are due 30 days upon submittal. Price quote is in effect for 30 days.

Thank you for allowing us to present this proposal for sign services. We will begin the project upon receipt of a purchase order.

Sincerely,

Gary Katz, President; SEG0

Temple Emanuel exterior sign 013006 doc
Page 1 of 2
Ms. Sarlouse Reis
Executive Director
Temple Emanuel of South Hills
1350 Bower Hill Road
Pittsburgh, PA 15243-1380

January 30, 2006

RE: Design Services for Identity Sign

Kolano Design Inc. (KD) is pleased to submit this proposal for a new identity sign for the Temple Emanuel of South Hills. This proposal provides for exploration and analysis to determine an identity design solution that incorporates an electronic sign component.

OBJECTIVES
KD will design a sign program to provide more visibility to the surrounding community for the Temple, creating a clear identity and an unified graphic program for the facility. The design criteria will include analysis of the sign location and solutions for the identity sign. The signs will identify The Temple Emanuel of South Hills and be as visible as possible from the standpoint of vehicular traffic.

The signage will display the logos and logotype of the the Temple. Graphics and colors will be compatible with any existing standards. The sign is to be compatible and appropriate to the architecture and activities of the Temple.

KD will also include an electronic sign component which will be incorporated into the sign. Kolano Design will recommend the appropriate technology and unit based on the Client's needs. The electronic sign should be integrated within the whole design of the sign and not compromise the quality of the sign's and Temple's aesthetic.

SCOPE OF SERVICES
Step 1 – Preliminary Design
KD will perform a site review and photograph the buildings from vehicular vantage points. Photographs will be used to present design solutions.

KD will review the possible locations on the site or buildings for attaching signs to have optimal visibility. The preliminary stings of the signs will be determined and noted on a site plan and photos.

A minimum of three preliminary design directions will be presented. Color and typeface will be developed for purposes of clarity and a consistent, overall image. Logos and logotype are to be provided by the Client as digital files. Materials, finishes, and lighting techniques for the signs will be selected that will reinforce the overall image.

The proposed design solutions will be represented as computer rendered images to show the signs in their environment and in relation to the buildings. Elevations and section views will be drawn as needed to describe the general materials, graphics and colors of the signs as needed.

Step 2 – Meeting 1 with Committee
Kolano Design will present the design options to the Client and review design directions with the Committee.
Design Services for Identity Sign
Temple Emanuel of South Hills
January 30, 2006
Page 2

Step 3 - Revise Design
Once a final design direction has been determined, KD will finalize the selected design incorporating the Client's comments. The drawings and photos will be documented onto 11" x 17" color layouts for the Client's review and use.

Preliminary budget estimates will be provided to verify that the solutions are within anticipated budgets of the Client.

Step 4 - Meeting 2 with Committee
Kolano Design will present the final design to the Client for review and discussion. KD will provide one round of revisions per the Client's comments and submit the drawing by email or mail for the Client's final review and approval.

Design Fee, Steps 1-4
$2,150.00

Step 5 - Variance Process
KD will research the areas' sign codes and how they will affect the objectives of this project. KD will report to the Client the relevant limitations, and develop a design direction which will be in keeping with the project goals.

Typically the sign vendor will obtain City permits for the installation of signs. Please note that if any special approvals or variances are required from the City, the following fee will include time spent filing for a variance request and attending City Committee presentations by KD. KD will assist the Client in performing these actions only if required.

Design Fee, Step 5
$ 850.00

Step 6 - Prepare Bid Document
Kolano Design will provide drawings and specifications at a sufficient level to obtain competitive costing from sign vendors. Drawings will consist of dimensions, locations on the site or building, specifications of materials, fabrication techniques, lighting specifications, graphics and colors. These drawings will be 11" x 17" format and will contain the sufficient information for costing of fabrication and installation by sign vendors.

Step 7 - Bid
KD will perform competitive costing from local sign vendors (a minimum of 3) and provide recommendations on the vendor award. KD will provide information and answer vendor questions as required during the bid process. KD will verify that the bids include the necessary scope of work to meet the design specifications, materials, warranties and desired quality.

Design Fee, Steps 6 & 7
$ 950.00

Step 8 - Construction
KD will supply the awarded vendor the necessary drawings, specifications, and digital art of the logo in order to supply and install the sign program. KD will coordinate efforts by the vendor and Client, to ensure that the work is performed as anticipated. KD will review the final production and installation of the signs and provide the Client with our comments on the vendor's fabrication and installation.

Design Fee, Step 8
$ 650.00
Design Services for Identity Sign  
Temple Emanuel of South Hills  
January 10, 2006  
Page 3

The Client shall reimburse KD for all out-of-pocket expenses incurred by KD with respect to the Project including, but not limited to expenditure for: color photocopies, photographs, film & processing, presentation materials, local deliveries, messengers, and overnight deliveries. Reimbursable expenses will be billed at cost plus a surcharge of 15% which shall cover administrative costs.

Estimated Expenses $200.00

The design fees have been calculated by the following rates and estimate of hours to complete the work:

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<thead>
<tr>
<th>Principal</th>
<th>Project Manager</th>
<th>Design Staff</th>
<th>Production</th>
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<tr>
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Cost Summary

<table>
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</thead>
<tbody>
<tr>
<td>1-4</td>
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<tr>
<td>6 &amp; 7</td>
<td>950.00</td>
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<td>8</td>
<td>650.00</td>
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<tr>
<td>Estimated Expenses</td>
<td>200.00</td>
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</tbody>
</table>

Total Project Budget $4,800.00

Thank you for this opportunity to submit this proposal. We have calculated the above costs as we understand and interpret the proposed project. Please review and call me if you have any questions or wish to further discuss the project.

Your acceptance of this agreement and the signing of same shall constitute an agreement between us. Please sign and send one copy back to Kolano Design and retain a copy for your files.

Sincerely,

[Signature]

Boyd Bryant  
Kolano Design Inc.

ACCEPTED AND AGREED TO: 
Client: Temple Emanuel of South Hills

[Client Representative Signature]  [Date]
ATTACHMENT D

TO BE ADVERTISED: May 25, 2006 and June 1, 2006
Pittsburgh Post Gazette Suburban South

OFFICIAL
MT. LEBANON, PENNSYLVANIA

The Zoning Hearing Board of Mt. Lebanon, Pennsylvania will hold a public hearing in the Commission Chambers of the Mt. Lebanon Municipal Building, 710 Washington Road on Thursday evening, June 8, 2006, at 7:30 p.m., (prevailing time).

APPEAL NO. 1596

OWNER: Temple of Emanuel – South Hills
1250 Bower Hill Road
Pittsburgh, Pennsylvania 15243

APPELLANT: Temple of Emanuel – South Hills
1250 Bower Hill Road
Pittsburgh, Pennsylvania 15243

LOCATION: 1250 Bower Hill Road
Pittsburgh, Pennsylvania 15243

The appellant is requesting a variance to Ordinance No. 2636, Chapter XX, Section 823.2.14, Permanent bulletin board event Signs related to Places of Worship, Public and Semi-Public Uses not exceeding six (6) square feet. Sub-section 823.3.2 All signs located in a Commercial District may be illuminated internally or by directed or reflected light, provided that the source of light is not visible and does not directly illuminate any adjoining Premises, and provided that such illumination shall not be so placed as to cause confusion or a hazard to traffic or conflict with traffic control signs or lights. The lighting shall not be directed towards a residential zoning district or residential Building or be located less than one hundred (100) feet from the boundary line of any residential zoning district and Sub-section 823.5.1.3 For Conditional Uses only, one Free Standing Sign not exceeding twelve (12) square feet in area.

The appellant is requesting this variance for the installation of an electronic bulletin board 9 square feet in area; this will exceed the permissible area by 3 square feet. The text portion of the sign face will be illuminated and is located within a residential district.

The property is zoned R-2 Single-family Residential District.

Application for this request was received on May 8, 2006, by the Chief Inspector and it was determined that it is a violation of the above section of the ordinance and the matter should properly come before the Zoning Hearing Board. Ordinance No. 2636, Chapter XX, Part 10, section 1005, empowers the Zoning Hearing Board to act in this appeal.

MT. LEBANON, PENNSYLVANIA
ZONING HEARING BOARD
Inspections/Zoning Inspector

Kenneth Nolan
Vice Chairman
ATTACHMENT E

MT. LEBANON, PENNSYLVANIA

ZONING HEARING BOARD
APPEAL NO. 1596

The Zoning Hearing Board of Mt. Lebanon, Pennsylvania held a public hearing on the above appeal in the Commission Chambers of the Mt. Lebanon Municipal Building, 710 Washington Road, on Thursday, June 8, 2006 at 7:30 p.m.

The Members of the Zoning Hearing Board present were Kenneth J. Nolan, Chairman, Robert F. Fischer, Vice-Chairman, and David Harouse, Alternate.

Representing the Municipality of Mt. Lebanon was Joseph Berkley, Municipal Zoning Inspector.

The owner in this appeal is Temple of Emanuel — South Hills, 1250 Bower Hill Road, Pittsburgh, PA 15243. The appellant is the owner and the subject property is 1250 Bower Hill Road, Pittsburgh, PA 15243.

The appellant initially sought variances in connection with the installation of an electronic bulletin board that would be 9 sq. ft. in area. The variance is needed as the applicable ordinance section relating to such signs, which will be discussed in greater detail below, allows a sign that is no greater than 6 sq. ft. Prior to the hearing and at the hearing, a depiction of the signage was provided and reflected that the message board or bulletin board area would be 2 ft. x 5 ft., or 10 sq. ft., which was at variance with the initial request.

Also present at the hearing was Daniel Rothschild of 25 Sunnyhill Drive, Mt. Lebanon, PA, a member of a committee at Temple Emanuel in connection with the signage; Boyd Bryant, a representative of Kolano Design, 6026 Penn Circle South, Pittsburgh, PA 15206; and Victor Gottschall of 801 Hilliard Drive, Pittsburgh, PA 15243.

Appellant requested this particular signage so that the sign will be readable by passing vehicular traffic along the street frontage.

FINDINGS OF FACT

1. The subject property, located along Bower Hill Road, is zoned R-2 single family residential. Immediately across Bower Hill Road from the subject property are several single family residences.

2. Appellant is requesting a permanent bulletin board that would be 2 ft. high by 5 ft. wide.

3. As a place of worship, the Temple Emanuel is deemed a conditional use.

4. Section 823.2.14 of the Zoning Ordinance also known as Chapter XX, Mt. Lebanon Code Ordinance 2636, as amended, effective September 26, 2005, provides that “Permanent bulletin board event signs related to Places of Worship, Public and Semi-Public Uses not exceeding six (6) square feet.”
5. The sign which is the subject of this variance request therefore exceeds the allowable size of signage by 4 sq. ft.

6. Appellant is also seeking a variance for purposes of illumination of the sign. It is proposed that there will be external spotlights that will light only the identity graphics of the sign faces and that there will be additional lighting that will illuminate the internal sides of the sign panels.

7. The Temple is located within a residential district and there are residential lots within 100 ft. of the proposed sign.

8. The section of the zoning Ordinance relating to illumination is Section 823.3.3.2 which provides “All signs located in a Commercial District may be illuminated internally or by directed or reflected light, provided that the source of light is not visible and does not directly illuminate any adjoining Premises, and provided that such illumination shall not be so placed so as to cause confusion or a hazard or traffic or conflict with traffic signs or lights. The lighting shall not be directed towards a residential zoning district or residential Building or be located less than one hundred (100) feet from the boundary line of any residential zoning district.”

9. Appellant is proposing that the bulletin board will be electronic with LED lighting. The sign shall not move, flash or change in any way during its hours of operation. It is intended to be a static sign board. Appellant also proposes that it will have low contrast levels of illumination, and messages can only be changed securely from inside the Temple.

10. Appellant demonstrated signs that are placed at various other places of worship, most if not all of which exceed the signage permitted by the current Mt. Lebanon Zoning Ordinance.

11. The Board takes note that a number of the places of worship that were depicted in the photographs by Appellant are from Scott Township, Dormont Borough and possibly other municipalities besides Mt. Lebanon and, therefore, not governed by the Mt. Lebanon Zoning Hearing Board. The Board also takes note that those places of worship demonstrated in the photographs by the Appellant that are situated in the Municipalities of Mt. Lebanon had signage erected or installed prior to the effective date of the current Zoning Hearing Ordinance. It is also to be noted that none of the signs shown by Appellant have LED lighting.

12. Appellant also proposes a free standing sign that will be located above the proposed bulletin board. Said sign, as proposed, will identify the Temple Emanuel and will be 11.92 sq. ft.

13. The only person to appear at the hearing other than Daniel Rothschild of Temple Emanuel and Boyd Bryant of Kolonas Design was Victor Gottschall, who owns nearby property. Mr. Gottschall’s primary comment, in the form of an objection, was the LED technology. His comment was that it can, in certain instances, be gaudy.

CONCLUSIONS OF LAW

1. There is no variance request required with respect to the free standing sign which will identify the place of worship as Temple Emanuel. Said sign is in compliance with Section 823.5.1.3 of the applicable zoning ordinance and, therefore, no request for a variance was made nor is one required.
2. All three members of the Zoning Hearing Board have granted the variance request in connection with illumination. It is believed that the requested illumination will not cause confusion or a hazard to traffic nor will it conflict with traffic control signs or lights. It is further believed that the lighting will not be directed toward any residential buildings.

3. There is some concern with the illumination section of the zoning ordinance, particularly Section 823.3.3.2 as it can be construed to apply only to signs that are located in commercial districts. To the extent that the Appellant’s property is not located in a commercial district, any restrictions contained within said section may not be applicable to properties such as Appellant's.

4. Section 823.2.14, which is applicable to places or worship such as the subject property, limits the size of a permanent bulletin board to 6 sq. ft. As such, the proposed sign of 9 sq. ft. or 10 sq. ft. (depending on whether one looks to the initial application or to the subsequent proposal made just prior to and at the hearing) is well in excess of the allowable size.

5. A variance may only be granted upon a showing by Appellant that there are unique circumstances or conditions peculiar to the property that make it an unnecessary hardship if the variance is not permitted; that there is no possibility that the property can be developed in strict conformity with the provisions of the zoning ordinance; that the necessary hardship has not been created by the Appellant; that the variance, if authorized, will not alter the essential character of the neighborhood; and that the variance, if authorized, will represent the minimum variance that will afford relief to the Appellant. It should be noted that the Appellant carries the burden of establishing each of the above factors.

6. The Board finds that the property does not have any particularly unique physical circumstances or conditions nor do there appear to be any exceptional topographic or other physical conditions that make it necessary for the size of the permanent bulletin board requested by Appellant.

7. Appellant has failed to demonstrate that there is any hardship being created by Appellant being limited to a 6 sq. ft. sign.

8. The Board also does not believe that appellant has satisfied its burden as to whether the essential character of the neighborhood will not be altered by the proposed signage. The Board believes that signage as proposed by appellant would materially alter the characteristics of the neighborhood. The Board has consistently enforced the size limitations of signs. To allow an exception for any property, even a place of worship, would create a precedent that would be cited by various property owners in support of their requests for signs that are larger than those permitted by the ordinance.

9. The Board further believes that the Appellant has failed to establish that the requested signage represents the minimum variance that will afford relief.

**DECISION AND AWARD ON APPEAL NO. 1596**

Section 910.2 of the Municipalities Planning Code establishes a standard for granting a variance under Pennsylvania law. A variance is to be granted only if there are unique circumstances or conditions particular to a property in question that precludes the development of the property
and strict conformity to the provisions of the zoning ordinance, resulting in unnecessary hardship to the property owner.

After a careful review of the evidence in this matter, including the testimony of Appellants’ representatives, Daniel Rothschild and Boyd Bryant, two of three members of the Zoning Hearing Board have concluded that this type of hardship does not exist with respect to a 10 sq. ft. permanent bulletin board along the frontage of Appellant’s property. Based on the foregoing, the Board denies the requested variance with respect to a 10 sq. ft. sign. The Board grants the requested variance in connection with the illumination of the free standing sign and a bulletin board that meets the size requirements of the zoning ordinance.

THEREFORE, the above matters are ordered this 8th day of June, 2006.

MT. LEBANON, PENNSYLVANIA
ZONING HEARING BOARD

By

Kenneth N. Nolan, Chairman
(Grant variance request for illumination; deny request for 10 ft. sign)

By

Robert F. Fischer, Vice-Chairman
(Grant variance request for illumination; deny request for 10 ft. sign)

By

David Harouse
(Voted to grant both variance requests)
ATTACHMENT F

Temple Emanuel of South Hills
1250 Bower Hill Road
Pittsburgh, PA 15243-1380

July 19, 2006

RE: Sign Cost

The following cost were supplied by vendors to supply and install the final design of the Temple Sign. The LED sign component is costed from the manufacturer of Daktronics. The specified unit is under the 6 sq ft allowed and provides for three lines of text at 4.8" high. This is the only manufacturer found that can supply this unit at this size and content.

Aluminum Sign Option
Cost were supplied by two sign vendors, Advance Signs and Shamrock Signs. Both vendors are Pittsburgh vendors which Kolano Design can confidently recommend as being competent for a sign project of this type.

The cost includes providing the foundation, erecting and installing the entire sign including the LED sign unit. Not included is any landscaping, stone retaining walls or electric to the site. Tax and permits are extra. Lighting should be installed by the electrical contractor, but a budget of $1,500 is included in the costs below to purchase light fixtures.

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<th>Advance Signs</th>
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<td>Sign Graphics &amp; Letters</td>
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<td>Lighting Budget</td>
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</tr>
<tr>
<td>Lighting Budget</td>
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</tr>
</tbody>
</table>
**Stone Sign Options**

Cost for the stone design has been calculated by obtaining costs from two stone cutters for the materials and delivery. Cost have also been used from the sign vendors for the install of the sign components. A GC will be needed to coordinate the various contractors required for this option.

The process to erect these signs is as follows:
- Stone quarry cuts and delivers stone, including sandblasting of Star of David
- Sign vendor or GC to provide concrete foundation
- Stone is lifted and erected by GC and/or mason contractor
- Sign vendor to supply and install sign components, letters and LED units

**Stone Cost 1**

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**Stone Cost 2**

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ATTACHMENT G

Temple Emanuel Monument / Digital Sign

Executive Summary
Tuesday, July 25, 2006

Final Design
Attached is our retained Sign Designer’s final recommended plan as unanimously approved by your sign committee. This final design comes after many collaborative hours by a committee of 11, including 8 Temple Board members, Dan Rothschild, Temple architect and member, and Joe Blattner, former major advertising agency owner and Temple member, and long past 10 year board member. The key considerations for having a sign and having the kind of sign as recommended include:
- No clear or prominent identification of Temple on Bower Hill Road
- No means to communicate important values to our community
  - Coming events
  - Reasons to join Temple
  - School enrollments
  - Important community announcements

Recommended Materials & Logistics
The committee’s focus included the following considerations:
- The monument design needed to reflect Temple’s aesthetic values
- The electronic component needed to reflect the sign of our times
- The materials considered needed to well withstand the elements as well as be easily dealt with if by vandalism
- Size, shape, electronic utility, and lighting all must meet Township scrutiny and be approved by them (Approved 06/08/2006)
- The sign needed to be completed as money came available
- It was considered nice but not necessary to have sign in place by Rosh Hoshana 2006

The decision, after listening to the Board, Rabbi, our retained consultant Kolano sign, Temple architect, and lastly committee preference is to recommend Champaign tinted circle-linear aluminum frame with a 5 ft wide x 1’2-1/2” high digital sign, probably Daktronics. We recommend 1” thick cast bronze dimensional lettering pin affixed to the aluminum frame. All placed on a stone laden concrete foundation to be fashionably landscaped by fellow committee member, board member Temple landscape designer Lynn Rubin.

Final Cost Estimates
As originally presented to last year’s Board, total costs have come in at around $50,000. Actual estimates, depending on which ideas are finally determined comes in between approximately $30,000 (by not including electronic sign) and just over $60,000 (by using actual cut stone facing as detailed below.) Competitive bids have been obtained by our consultant with no mark-up as per agreement. (Consultant well known to both Rothschild and Blattner.) Final amounts are still to be negotiated slightly downward after all final selections are known. Approximate numbers are:
Champaign Aluminum Monument & Daktronics Electronic Sign
Foundation and sign .................$13,000
Sign Graphics & letters ........... 5,000
LED Sign and install .............. 22,000
Lighting budget .................... 1,500
Base Stone, Landscaping .......... 5,000
& electrical service
Kolano ............................ 5,000
$51,500

Cut Stone Monument & Daktronics Electronic Sign
Foundation and sign .................$22,000
Sign Graphics & letters ........... 6,000
LED Sign and install .............. 23,500
Lighting budget .................... 1,500
Base Stone, Landscaping .......... 5,000
& electrical service
Kolano ............................ 5,000
$63,000

Cost Savings opportunities & considerations
Upon final selection, Kolano will return to competitive bidders to slim down their numbers in order to win. This may find a few thousand dollars. Lighting, base stone, landscaping & electrical service will be self performed for costs estimated above allowing for no appreciable labor expense. And finally, Kolano’s final cost needs adjusted downward slightly to provide for little township work as this process went smoother than anticipated.

Additionally, depending on how money comes available, the committee recommends that Temple proceed with the Champaign aluminum circle-linear monument sign, and install the digital sign as funding comes available.

Fundraising Opportunity
Blattner has proposed, and the committee agrees that we should create a sponsorship opportunity for upwards of 5 families or however many it takes to raise $50,000, and indicate this support in a brass placed in stone ground monument placed at the back of the sign facing closest to the Temple. The committee seeks to recruit upwards of 5 families to support this recommended $50,000 initiative, thereby replacing all of Temple’s invested capital. Best case, we raise it all. Worst case we raise some. Blattner’s strategy would be to contact only those families who have been most generous in the past and could support this elective endeavor if asked.

The Board can then decide based on fundraising whether to proceed in year three with the digital sign or hold until funded, or indefinitely if no money comes available internally or externally. Either way, the monument sign would be in place, and the “covered hole”
would always be available for a future digital sign, or worst case a manual plastic lettering “church” sign.

Next Steps
The committee recommends that Joan Rothaus contact her executive committee by email with this document for either approval to proceed with the manufacturer of the aluminum sign with the $30,000 already budgeted & “banked” at Temple for this initiative, or defer such action and miss this year’s high holiday season by waiting for the next board meeting in August. We, of course, prefer the former.

Committee includes:
Joe Blattner
David Cohen
Mary Cothran
Sally Gehl
Rabbi Mark Mahler
Saralouise Reis
Dan Rothschild
Joan Rothaus
Ronald Schneider
Gerald Wallace
Jeff Weiner
ATTACHMENT H

MT. LEBANON, PENNSYLVANIA
BUREAU OF INSPECTION
710 WASHINGTON ROAD
 PITTSBURGH, PENNSYLVANIA 15228
 TELEPHONE: (412) 343-3408

TEMPLE EMANUEL OF S HILLS
1250 BOWER HILL ROAD
PITTSBURGH PA 15243

PERMIT# :  54242
LOT/BLOCK: 143 R 100 01

NOVEMBER 16, 2006

Dear Property Owner:

Recently you applied for a permit with the Mt. Lebanon Bureau of inspection. Your permit has been approved.

A construction sign not exceeding 12 sq. ft. is permitted on your property, but shall be removed within 15 days of completion.

This letter is to advise you that your project is not complete until we make a final inspection and, where applicable, issue a Certificate of Occupancy. Please be advised that you and/or your contractor are responsible for contacting our office and arranging for the final inspection when the job is complete.

TYPE: SIGN PERMIT
FREE STANDING SIGN

HOUSE#: 01250
STREET: BOWER HILL ROAD

If you have not done so already, please be sure to pay for and pick up your permit at the Inspection Department, 710 Washington Road. If you have any questions, please contact us. Our office hours are Monday thru Friday, between 8:30 a.m. and 5:00 p.m.

Sincerely,

Joseph Berkley
Chief Inspector
March 20, 2006

Temple Emanuel - Preliminary Schedule and Target Dates

Step 2 to Step 4
- Client to review design options 4/10/06
- KD to redesign with cost estimate 4/21/06
- Client to review final design 4/28/06

Step 5
- KD to review and prepare documents for Variance process 5/12/06

Step 6 to Step 7
- KD to prepare preliminary fabrication drawings 5/26/06
- Client to review / approve 6/02/06
- KD to prepare bid package and send out to three bidders 6/16/06
- Bids due back to KD 6/30/06
- KD/Client to review award to winning bidder 7/07/06

Step 8
- Vendor to submit shop drawings 7/21/06
- KD to review / approve drawings 7/28/06
- Vendor to fabricate and install 10/20/06
ATTACHMENT J

From Sally Gehl, Sign Committee

NEW DIGITAL SIGN
FOR TEMPLE EMANUEL

We are very excited about a new digital sign that will be placed in front of Temple along Bower Hill Road. But like all big purchases for Temple, we need to raise money to cover all the expenses. The cost of the sign includes the design costs, landscaping and construction. We need donations of any amount to help us reach our goal.

Here our categories for this fundraiser:

- $5,000 – this donation will enable the donor to honor or remember a loved one on an engraved plaque.
- $2,500 – this donation will enable the donor to have their family name engraved on a plaque.
- $100 and up – donors will be recognized.

Please make your donation payable to Temple Emanuel with Digital Sign on the memo line and mail to Temple Emanuel, 1250 Bower Hill Road, Pittsburgh, PA 15243.

We appreciate your help with this project.
Works Cited


Church Logo Gallery. 19 December 2006 <http://churchlogogallery.com>


Hoffman, Lawrence A. “In Search of a Spiritual Home.” Reform Judaism, Union for Reform Judaism, Fall 1994. 27 Jun 07 <http://reformjudaismmag.org>


Olitzky, Rabbi Kerry. Temple Emanuel of South Hills Board Retreat. June 4, 2006


Temple Emanuel Directory September 2006, Pittsburgh, PA.

