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“Public Input Invited As Groups Study Future Community Issues”

“Imagine Improvements, Knox Citizens Urged”

“Empowerment Zone Plan Open to Public”

“All Can Share Vision of Knox’s Future”

Headlines similar to these are appearing more frequently in our newspapers.

Why?

Many organizations that serve the public are turning to the community for guidance and vision. They know that people will mobilize their resources to achieve a vision when they’ve had a hand in defining it and stand to benefit from its realization.

One of MPC’s roles is to work with the public in pursuit of a better future. To understand community issues, concerns, and opportunities, planners must talk to people in the community, and people across the community must talk to each other.

MPC considers people its greatest resource.

To prepare the Knoxville Knox County General Plan, MPC needed direction from citizens on future land development and public facility needs. MPC gathered information using open meetings, focus groups, surveys, and special issue committees.

In preparing the city’s Empowerment Zone/Enterprise Community application, the Empowerment Zone team with assistance from MPC staff asked a set of straight-forward questions at every community meeting they held or attended, hoping to get at the heart of inner-city residents’ dreams and concerns.

KnoxVision volunteers conducted their county-wide meetings in much the same way. Their goal: to develop a vision the entire community could work toward.

Newly developed public involvement procedures establish a local Urban Transportation Issues Committee (UTIC) that will ensure a loud, clear voice for citizens in future transportation decisions.

Clearly, our community is reaping the benefits of this inclusive, open approach. Planners and other officials have a greater appreciation of the fresh insights brought to the process by citizens and there is heightened awareness and growing support among citizens for long range planning.

The Vision Statement at the beginning of the Knoxville Knox County General Plan presents a positive scenario for the future in which development issues have been resolved because today's opportunities were recognized and seized. Our community will thrive because we have treated the future as an opportunity, and people as a resource.



MPC monthly public meetings provide an open forum for the exchange of information and opinions regarding proposed development.

MPC staff facilitate approximately 36 regularly scheduled MPC public meetings each year. These include agenda reviews, monthly public hearings, and dinner meeting workshops.

In addition, MPC Transportation Division staff facilitate all Metropolitan Planning Organization public meetings which will number about nine by fiscal year end.

The following events were public meetings that MPC sponsored or in which MPC played a significant role. Also listed are gatherings or events at which MPC staff were invited to speak.

JULY 1993

15 East City Sector, Eastminster Presbyterian Church

28 MPC Annual Meeting & Excellence Awards Ceremony, Calhoun's on the River

AUGUST 1993

- 16 Proposed Transportation Projects, City County Building
- 17 Comprehensive Housing Affordability Strategy, City County Building

SEPTEMBER 1993

- 16 Intermodal Transportation Center, Market Square

NOVEMBER 1993

- 2 I-40 Corridor/West Knox Roads, Farragut Town Hall
- 4 I-40 Corridor/West Knox Roads, Cedar Bluff Middle School
- 8 East City Sector Plan, Eastminster Presbyterian Church
- 11 I-40 Corridor/West Knox Roads, Carter High School
- 11 East County Sector, Carter High School
- 22 Legislative Workshop - Transportation Project Priorities, Knoxville Hilton
- 30 Transit Improvement Strategy Workshop, City County Building

DECEMBER 1993

- 1 Transit Improvement Strategy Workshop, City County Building
- 2 East County Sector Plan, Carter High School
- 15 Comprehensive Housing Affordability Strategy, City County Building

JANUARY 1994

- 25 Transportation Issues, Echo Valley Homeowners Association
- 25 Southside Riverfront Neighborhood Plan, South Knoxville Community Center
- 26 Southwest Knox County Sector Plan, Fort Sanders West Building

FEBRUARY 1994

- 1 General Plan & East County Sector, Carter High School
- 2 General Plan, Halls High School
- 3 General Plan, Cedar Bluff Middle School
- 9 General Plan, City County Building
- 9 Strawberry Plains Pike Corridor Study, Mount Harmony Baptist Church
- 15 Transportation Issues, West Hills Homeowners Association
- 22 One Year Plan, Fort Sanders West Building

MARCH 1994

- 2 One Year Plan, Bearden Middle School
- 7 One Year Plan, City County Building
- 21 Empowerment Zone, South-Doyle Middle School

- 22 Knox County Greenways, City County Building
- 22 Empowerment Zone, Austin East High School
- 23 Citizens' Planning Seminar, City County Building
- 24 Empowerment Zone, Fulton High School
- 28 Empowerment Zone, South-Doyle Middle School
- 28 Urban Goods Movement Workshop, UT Conference Center
- 29 Empowerment Zone, MLB Building

APRIL 1994

- 7 East City Sector, Eastminster Presbyterian Church
- 21 Empowerment Zone, Tabernacle Baptist Church

MAY 1994

- 5 Transit Improvement Strategy, South Knoxville Community Center
- 6 Transit Improvement Strategy, East Knoxville Neighborhood Center
- 9 Transit Improvement Strategy, K-Trans Transfer Point
- 9 KnoxVision, Central High School
- 10 Transit Improvement Strategy- S.I.C.K. Workshop, MLB Building
- 11 Transit Improvement Strategy, East Towne Mall
- 12 Transit Improvement Strategy, MLB Building
- 12 KnoxVision, South-Doyle, Young Campus
- 13 Transit Improvement Strategy, West Town Mall
- 16-17 Small Business Expo, Knoxville Civic Coliseum
- 17 KnoxVision, Farragut High School
- 17 KnoxVision, Bearden Middle School
- 19 KnoxVision, Sunnyview Primary
- 20 Pellissippi State Annual Leadership Luncheon, Division Street Campus
- 24 KnoxVision, Powell High School

JUNE 1994

- 1 General Plan, Community Forum
- 2 Northwest County Sector Plan, Melton Hill Community Center
- 16 Smoky Mountain Regional Greenway Committee, Sevierville
- 30 KnoxVision, West Knoxville Sertoma Club

In the pages that follow, MPC reports on the opportunities and challenges of the last year.

Comprehensive Planning

Knoxville-Knox County General Plan

The Metropolitan Planning Commission adopted the *Knoxville-Knox County General Plan* at its June 9, 1994 meeting. The General Plan is designed to be the conceptual, policy framework for decision-making until the year 2020. It provides policy guidance for future decisions on rezonings, subdivision development, and public capital improvements. The plan is a starting point for a coordinated, community effort to ensure that future residents of Knox County will have a beautiful environment, strong neighborhoods, a sound economy, efficient safe roads, and good community facilities.

The General Plan recommendations are stated in written and graphic form. The plan covers all the major physical development systems: land use, transportation, community facilities, utilities, the natural environment, and economic development.



The new General Plan proposes a network of parks and greenways.

Knox County Greenways Plan

MPC worked closely with the county Park and Recreation Department and a citizens' committee appointed by County Executive Dwight Kessel in creating a document that defines and describes greenways, and sets forth a plan for greenway development in Knox County. The result: *The Knox County Greenway Plan*.

The plan proposes that a unified effort be made by the people of Knox County to preserve and make more accessible the spectacular natural resources of Knox County to all its inhabitants.

Knox County School Reuse Possibilities Study

Some school buildings can have second lives, housing recreational centers, daycares, or training facilities. MPC inventoried the condition and availability of ten school buildings to determine their suitability for other community uses. The Knox County School Reuse Possibility report provides site and land use information such as size and topography. Property descriptions detail the number and size of rooms, architectural style, and structural attributes. Potential concerns such as accessibility to the physically challenged and the presence of asbestos are also noted.

Development Impacts on Drainage Basins

Development Impacts on Drainage Basins reports that most of the nearly 50 drainage basins in Knox County weather high levels of rainfall adequately. Eight of the basins studied in the report however, warrant special attention. The report offers recommendations to lessen the impact of future development near and adjacent to flood fringe areas.



Citizens were asked to sign KnoxVision's Declaration of InterDependence at the Festival on the Fourth.

KnoxVision

Involve the community in envisioning the best possible future Knoxville and Knox County, then describe how to make it happen.

This was the mission of a community group called *KnoxVision*. To define the vision and the steps necessary to achieve it, MPC assisted KnoxVision in asking the community for its thoughts during a series of public workshops.

A Vision Fair during the Fourth of July at the World's Fair Park gave thousands of people the opportunity to vote on the goals and actions they thought were most important to the community.

Publications:

- Knoxville-Knox County General Plan*
- East City Sector Plan*
- East County Sector Plan*
- Knox County Greenway Plan*
- Empowerment Zone Strategic Plan*
- Comprehensive Housing Affordability Strategy*
- Development Impacts on Drainage Basins*
- Knox County School Reuse Possibilities Study*
- Lakeshore Park Background Report and Development Program*
- Proposal for Recreational Improvements at Bearden Middle School*
- Municipal Solid Waste Regional Plan*
- Recovery Action Program Update*

Transportation Planning

Downtown Transportation Center

In 1993, the City of Knoxville directed MPC to oversee a site/feasibility study for a downtown transportation center. Transportation centers are places where various modes of transportation such as cars, vanpools, taxis, buses, and trolleys can converge, giving the commuter easier access to various transportation services. The intermodal nature of transportation centers helps communities meet federal requirements for long-range transportation planning.

Many transportation centers feature parking structures, shops, information centers, and restaurants. Benefits to the community include increased bus and trolley ridership, fewer single-occupancy vehicles on the road polluting the air, a positive economic impact downtown due to increased shopping opportunities and new initiatives in downtown development.

Working with a consultant, MPC asked downtown business owners, workers, and commuters which of thirteen possible locations they liked best. Their comments helped narrow the field to two locations.

Before the process moves forward, mandated environmental assessments must be conducted; funding sources must be identified; meetings with affected property owners will be held; conceptual and final designs must be approved; and elected officials must decide whether the center should be built.

Public Involvement Procedures

The Knoxville Urban Area Metropolitan Planning Organization (MPO) adopted Public Involvement Procedures in 1994 to ensure the community a voice in MPO transportation planning decisions. These procedures will guarantee citizens an active role in the development of the Long Range Transportation Plan, the Transportation Improvement Program and various other transportation plans and reports. The procedures require the MPO to announce the start-up of project planning and provide ample opportunity for public review and comment at various stages of plan development.

The Public Involvement Procedures also establish an Urban Transportation Issues Committee (UTIC) comprised of appointed citizens who represent diverse community interests and provide insight on plans and projects for the Knoxville Urban Area.

The Knoxville Urban Area Metropolitan Planning Organization is responsible for regional transportation planning and is made up of six local municipalities: Knoxville, Knox County, Maryville, Alcoa, Blount County and Farragut. It receives staff support and technical assistance from the transportation planners at MPC.

I-40/75 Corridor - West Knox Roads Study

How do you coordinate a large number of road projects being undertaken by different governmental bodies? The Knoxville Urban Area MPO directed its technical staff (made up of MPC transportation planners) to conduct a corridor study and facilitate communication among the parties involved.

The goal of the study was to ensure that road projects in west Knoxville were compatible with each other and moved traffic efficiently. MPC staff considered several factors in evaluating the projects: support for existing businesses, neighborhood integrity, east/west flow for local traffic, north/south mobility, and thru traffic on the interstate.

The study recommended the continuation and development of more than 50 road projects to meet the needs of both the regional and local transportation system.

Transit Improvement Strategy

Increased public transit ridership became a focus for the community in 1994. The Transit Improvement Strategy represents the outcome of numerous focus groups, public meetings and informational sessions aimed at creating both a short and long range vision for transit planning.



Transportation planners visited public places frequented by transit users to obtain opinions for the Transit Improvement Strategy.

The short range plan examines K-Trans' fixed route services and recommends ways to improve service over the next three to five years. The long range plan identifies strategies on how the Knoxville area can meet future transit demands. The TIS will be endorsed by the Knoxville Transportation Authority, with implementation beginning in the Spring of '95.



The General Plan advocates landscaping for major development sites.

Publications:

- FY 94 Knoxville Urban Area Transportation Improvement Program*
- FY 95 Knoxville Urban Area Unified Planning Work Program*
- Downtown Intermodal Transportation Center: Site Selection and Conceptual Design*
- Downtown Intermodal Transportation Center Executive Summary*
- Summary of Metropolitan Planning Regulations for the Knoxville Urban Area MPO*
- Project Greenlight Brochure*
- Americans With Disabilities Act Paratransit Plan Update for the City of Knoxville*
- Transit Improvement Strategy Report Draft*
- Strawberry Plains Pike Corridor Study*
- Knoxville Urban Area Metropolitan Planning Organization Information Brochures*
- Congestion Mitigation Air Quality Annual Report*
- Survey Results: Goods Movement in the Knoxville Urban Area*

Information Services

Community Information System

In 1991, MPC received a grant from the Levi Strauss Foundation to develop a new computer database which would generate information on a neighborhood level. Since that time, MPC has created a comprehensive community database offering data on the 1990 Census, building permits, crime statistics, housing conditions, home mortgages, and public and private investments.

Neighborhood organizations use this database to research their neighborhoods. These groups can then identify problems and opportunities in their area and develop appropriate actions. It is also used for initiatives such as small business development, job creation, neighborhood revitalization, and the strategic use of public dollars.

The CIS contains five databases and seven bulletin boards from the Community Information Exchange, a national service located in Washington D.C. The searchable databases provide examples of successful neighborhood programs across the country, bibliographies of helpful resources, and lists of available funding sources. All of this information is available for use by Knoxville and Knox County's neighborhood organizations.

Access to such an information system is a high priority for the local nonprofit community. These users need reliable data and the ability to select programs that will help them meet their goals. The Community Information System does just that.



MPC provides information to potential and established business owners at the annual Chamber of Commerce Small Business Expo.

Economic Overview and Resource Guide

A stable economy, steady growth, and a good quality of life reflect a healthy economy in Knoxville and Knox County. The *Economic Overview and Resource Guide* provides many details that support this finding. The data includes: employment, labor force, wages and income, educational level, development trends, major employers, business growth, and retail sales. Sources of economic data are given in the last section of the report.

MPC Technical Report Series

MPC launched a new information product this year. The Technical Report Series repackages technical information acquired during project or report research in a concise, user-friendly format. The first two reports present population projections for Knox County, and information about land use. The Technical Reports are available free of charge.



MPC planners look on during a Box City session as two students decide the location of a building.

Box City

The UT Graduate School of Planning Class of 2009 just may include some of the youngsters who participated in the Box City session held this spring at Nature's Way Montessori School. Box City is a fun, hands-on tool used to start children thinking about the way the buildings in their city are arranged. The children are given small boxes and assigned buildings to make, such as houses, hospitals and waste treatment plants. Following a couple of classroom sessions taught by planners and architects, the children build a city using the buildings they've made.

Special Studies

Information Services completed two studies for the Knox County School Board. *Enrollment Projections for Knox County Public Schools* gives five year enrollment projections for every school. A second study, *Potential Service Areas for New Elementary and Middle Schools in West Knox County*, reviews existing middle and elementary school service areas and identifies possible new service areas where gaps in service exist.

Citizens Planning Seminar

MPC hosted its first *Citizens' Planning Seminar* on March 23, 1994. The half-day event attracted people from all walks, and offered insight into the development process and the role of citizen participation in building stronger communities. The seminar was taped and later shown on Community Television.

Staff presented overviews of comprehensive and transportation planning, subdivision and rezoning regulations and procedures, historic preservation, and MPC's information services. A roundtable discussion allowed listeners and participants to consider the issue of development from three perspectives — from that of the developer, the neighborhood advocate, and the planner. Seminar attendees received packets that included planning brochures and articles, information about appointed and elected officials, and MPC deadlines and application fees. The seminar concluded with a tour of MPC offices.

Publications:

- Economic Development Overview and Resource Guide*
- 1993 Office Market Analysis*
- Facts and Figures Brochure*
- 1994 Directory of Neighborhood Organizations*
- Development Projects - 1993*
- 1993 Development Activity Report*
- 1994 Shopping Center Inventory*
- Knox County Schools Enrollment Projections*
- Potential Service Areas for New Elementary and Middle Schools in West Knox County*
- Technical Report #1: Population Projections for Knox County*
- Technical Report #2: Land Use Statistics for Knox County*
- MPC Brochures: Subdivision Review, Subdivision Regulations, One Year Plan, Rezoning*
- 1993 Approved Subdivisions*

Video:

- A Citizens' Planning Seminar*

Development Services

City of Knoxville Zoning Ordinance

By amendment, the *Knoxville Zoning Ordinance* no longer allows commercial and industrial parking in residential zones as a use-on-review. That means commercial and industrial parking in residential zones is now completely prohibited. Also pertaining to parking, dimensional standards for parking lots were amended so that the minimum parking space width for off-street parking was reduced from 9 feet to 8.5 feet.

A series of related amendments regarding residential land use and lot size were adopted.

- In short:
- One single-family dwelling is permitted per lot
 - Garage apartments are accessory uses
 - The minimum lot size for two-family dwellings in the R-1A district has been increased from 7,500 sq. ft. to 10,000 sq. ft.
 - Two-family dwellings are prohibited on pre-existing "small lots of record"

Knox County Zoning Ordinance

Newly adopted amendments increase the maximum height of accessory buildings permitted in residential zones from 15 feet to 18 feet. The adjustment also enables property owners to exceed the 18 foot maximum if the roof pitch is consistent with that of the main building.



The General Plan recommends modern site planning techniques to blend new development into its surroundings.

Minimum Subdivision Regulations

New wording clarifies how spacing between intersections will be determined. The City Engineering Department recommended to MPC that the distance from one intersection to another be determined by the classification of the street connecting the two intersections. The revised language in the regulations provides clear direction to developers, planners, and others.

1995-2000 Capital Improvements Program

The City of Knoxville Capital Improvement Program is a prioritized, six-year plan for major public improvements that includes project descriptions, estimated costs, and funding sources. MPC's Development Services staff assisted the city's Finance Department in assembling and tabulating project requests submitted by various city departments.

The 1995-2000 CIP represents \$57,741,748 worth of programming through the year 2000. Projects to be funded include a bridge maintenance program, street paving, the development of Volunteer Landing, creation of Lakeshore Park, a new police mug shot system, and greenways and waterfront trails.

Tennessee Technology Corridor Design Guidelines

The Tennessee Technology Corridor Development Authority uses *The Tennessee Technology Corridor Design Guidelines* as a regulatory tool. MPC recently amended these guidelines to remain consistent with changes made to the Knoxville and Knox County Zoning Ordinances. Changes of note: the names of SP Scientific Production Zone (County) and the SP-1 Scientific Production District (City) were changed to BP Business and Technology Park Zone and BP-1 Business and Technology Park District, respectively.

1994 One Year Plan

Land use policies contained within the *One Year Plan* provide the legal basis for zoning decisions in the City of Knoxville for a 12-month period. As the title indicates, the plan must be updated every year to reflect new or different community goals regarding land use and any One Year Plan amendments that have been approved during the past year. MPC presents the proposed One Year Plan at public workshops in February and March.

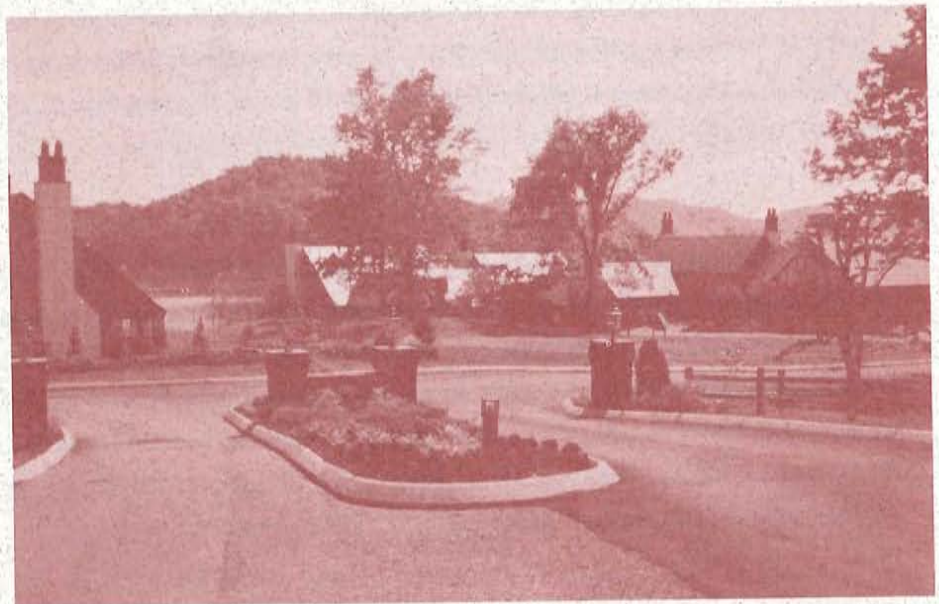
Historic Preservation

The 1994 Revised Edition of *The Future of Our Past* lists structures and districts in Knoxville and Knox County that are eligible for the National Register of Historic Places and/or local

historic overlay status. Each listing in the plan provides a brief description of the structure's significance and the approximate construction date.

Also this year, a National Register cover nomination entitled *Ethnic Settlement and Migration, 1785 - 1940* traces the contributions of various ethnic groups to the settlement of Knoxville and Knox County. Included are the Swiss, African-Americans, Irish, and others.

Nominations to the Nation Register were completed for the following: Lindburgh Forest, Adair Gardens, Emory Place, Island Home Park, Riverdale-Hodge's Ferry, Fox-Duncan House, Thomas J. Walker House, Kennedy-Baker House, John C.J. Williams House, Love-Cole House, Captain James Newman House, William Perry Flenniken House, Thomas Frazier House, Leroy Keener House, and the Donelson-Bishop House.



Development practices that are harmonious with the natural landscape are encouraged by the General Plan.

Publications:

- Knoxville 1994 One Year Plan*
- Knoxville 1995-2000 Capital Improvements Program*
- MPC Monthly Agenda Packages*
- Zoning Ordinance Amendments*
- Minimum Subdivision Regulations Amendment*
- National Register Cover Nomination: Ethnic Settlement and Migration, 1785-1940*
- The Future of Our Past: 1994 Revised Edition*

Code Administration

Application	Requested	Approved
Rezoning Petition		
<i>City</i>	211	181
<i>County</i>	148	92
Amendment Study		
<i>One Year Plan</i>	26	16
Subdivision - Concept		
<i>City</i>	29	15
<i>County</i>	106	65
Subdivision - Final		
<i>City</i>	154	91
<i>County</i>	281	165
Number of Lots/Subdivision - Concept		
<i>City</i>	2,158	607
<i>County</i>	5,546	3,247
Number of Lots/Subdivision - Final		
<i>City</i>	1,097	529
<i>County</i>	3,977	2,572
One-Lot Subdivisions		
<i>City</i>	86	52
<i>County</i>	40	23
Ordinance Amendment	23	6
Use on Review Petition		
<i>City</i>	82	51
<i>County</i>	105	65
Street Name Change		
<i>City</i>	1	1
<i>County</i>	0	0
Street/Alley Closure		
<i>City</i>	30	28

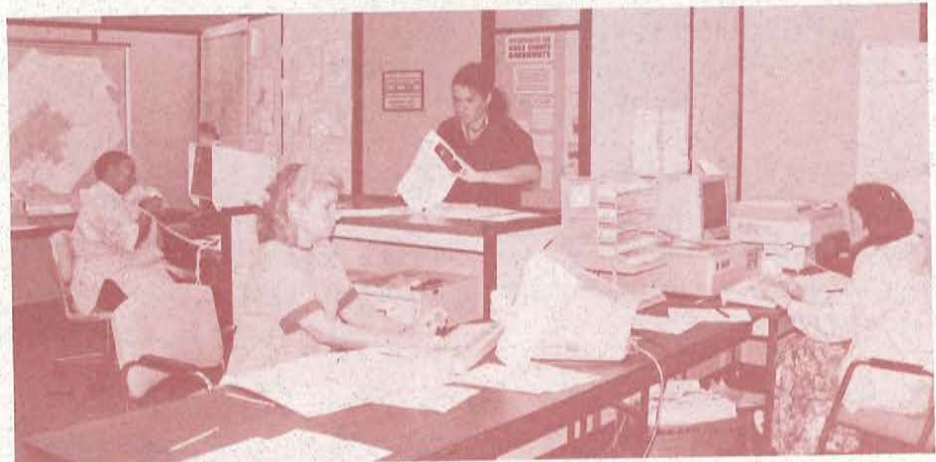
Geographic Information Services

Address Assignment Update

The Geographic Information System (GIS)/Address Assignment Division assigns and maintains addresses for Knoxville and Knox County. The staff also keeps an inventory of roads and road names for the county.

For years, address information was maintained on out-of-date source maps. As property boundaries changed, the margin for addressing errors increased. These addressing maps and old, inaccurate records were maintained in the event they might be needed for history tracking activities.

These practices are gradually being phased out with the development of the computerized Addressing System. The transition from hard copy maps to the Addressing System is ongoing, with staff retiring and archiving the out-of-date information. During the last year, this has necessitated extensive staff training and cross-training. New addresses are now being assigned using the Addressing System, and procedures are underway to ensure that all addresses are added to the system.



Knoxville and Knox County addresses are assigned and recorded using the computerized Addressing System at MPC.

Address Committee Accomplishments

To assist in the development of the Addressing System, and to help in identifying and correcting inaccurate and invalid address information, *Addressing Guidelines and Procedures* were added to MPC's *Administrative Rules and Procedures*. These guidelines were developed by the Address Committee, comprised of various local organizations involved

with and affected by addressing activities. The guidelines will be used in accordance with the existing city and county ordinances that legislate addressing requirements.

Many agencies and departments worked cooperatively to develop *Addressing Guidelines and Procedures*.

- City of Knoxville Engineering Department
- City of Knoxville Police Department
- Emergency Communications Center/E-911
- City of Knoxville Fire Department/Fire Prevention
- City of Knoxville Inspection Bureau
- Knox County Department of Public Instruction
- Knox County Highway Department
- Knox County Schools
- Knox County GIS
- Knox County Sheriff's Department
- Knoxville Utilities Board
- Metropolitan Planning Commission
- Knox County Property Assessor's Office
- U.S. Postal Service Address Information Office

Financial Information

FY 1993-94 Revenues = \$1,648,480

City of Knoxville	\$620,280	37.63%
Knox County	564,400	34.24%
Fees	268,800	16.31%
Grants	195,000	11.83%

FY 1993-94 Expenditures = \$1,585,300

Payroll	\$1,368,600	83.90%
Contracted Services	66,600	4.08%
Rental	34,300	2.10%
Supplies	33,400	2.05%
Advertising	32,000	1.96%
Duplicating	14,900	0.91%
Communications	14,800	0.91%
Maintenance	11,880	0.73%
Postage	11,200	0.69%
Travel	9,900	0.61%
Equipment	9,600	0.59%
Printing	9,600	0.59%
Other	14,500	0.89%

- Budgetary controls were monitored closely during the year.
- Each employee received a cost-of-living salary increase of \$700 on July 1, 1993.
- A vehicle and equipment replacement program was implemented in FY 1994.
- Fee receipts exceeded expectations due to increased construction.

Note: The information presented is unaudited financial data.
Adjustments will be made to this data during the FY 1993-94 financial statement audit.

Administrative Information

Streamlined Management

In July 1993, MPC reorganized, creating a more flexible, efficient organization with a less complicated management structure. Today, a much shorter chain of command characterizes MPC. For example, where three layers of supervision once existed between Addressing/GIS Division technicians and the Executive Director, one supervisor now provides ample guidance and management.

Regrouping

Other changes were made to accommodate one of MPC's most important functions. The size of the Current Planning staff, now called Development Services, was increased due to the workload in that area. Buz Johnson was promoted to Development Services Director to provide overall management of the expanded division's work program. Ann Bennett was promoted to Senior Planner and moved to Development Services to coordinate historic zoning administration and assist with development review.

Jeff Welch now serves a dual role as the Director of Transportation Planning and Deputy Executive Director. An administrative team, consisting of the Executive Director, Norman Whitaker, Senior Administrative Assistant Vi Whitmire and Administrative Services Manager Amy Paganelli provide overall agency management as well as budgeting, personnel, and administrative support for the Planning Commission. Legal advice is provided on contract by Steve Wise.

Human Resource Committee

A Human Resources Committee (HRC) comprised of elected, non-supervisory employees was created. The HRC works with the Administrative Services Manager on projects that make MPC a better place to work. Major HCR accomplishments during the past year include an improved Employee Policy Handbook; new job descriptions to comply with the Americans With Disabilities Act; a New Employee Survival Guide; and an employee survey and action plan identifying the staff's priorities for organizational improvement. The FY 94 members of the Human Resource Committee were Doug Burton, Bill Holder, Johnetta Johnson, Cindy Pionke, and Jo Ella Washburn. New members recently elected for FY 95 are Allen Alderman, Greg Barnes, Pat Phillips, Brenda Roulhac, Terry Shupp, and Alan Travis.

Going Forward

Continuous improvement, customer service, and two-way communication remain foremost objectives. In their pursuit, we have opened ourselves to new ideas and new ways of doing things.

Cross-training is producing a pool of people who can perform various functions, enhancing the agency's efficiency and flexibility.

Project teams comprised of people from different divisions are bringing people with diverse areas of expertise together for special projects, exposing them to new skills.

A Professional/Technical Career Path now gives employees an alternative job advancement route. It is not possible or desirable for everyone to eventually become a supervisor or manager. The creation of a new Senior Planner job classification between Planner and Principal Planner is one step toward ensuring that the development of advanced skills and superior performance is recognized as being at least as important as becoming a supervisor.

MPC Commissioners

Jeff Wilkins • Chairperson, Term 1987-96 • County

Jeff works as an architect and construction administrator for the firm of McCarty, Holsaple and McCarty. Jeff is interested in comprehensive planning and the implementation of long-range plans.

Jack E. Reese • Vice Chairperson, Term 1989-95 • City

Jack is Chancellor Emeritus and a professor at the University of Tennessee. He is active in the community, and is currently serving as the Chairperson of KnoxVision.

Joan Allen • Term 1988-96 • City

In addition to chairing the board of directors of Aztex Enterprise, Joan is active in the community. She is on the board of directors of the Heart Association, the East Tennessee Foundation and the Knoxville Museum of Art.

Fred O. Berry, III • Term 1994-98 • County

Fred is Vice President and Manager of Berry Funeral Home in Knoxville. One goal as a planning commissioner is to encourage and help entrepreneurs in developing businesses locally.

Bob Bowers • Term 1991-95 • City

Bob brings 20 years of professional engineering experience to the Planning Commission. He currently works for the engineering firm of Wilbur Smith Associates.

Cindy Bradley • Term 1992-96 • City

Cindy would like to see developers and home owners work together to ensure that growth is planned and handled in an orderly manner. She has ten years of experience as a real estate broker and owns her own realty company, Signature Homes.

Charles L. Busler • Term 1993-97 • County

Charles is an account manager with Sears Contract Sales. During his term as a planning commissioner, he hopes to help promote positive growth that will expand the tax base of Knox County and Knoxville, allowing for continued funding of school and road improvements.

Ron Davis • Term 1988-97 • City

Ron is the environmental coordinator and compliance officer for land resources at TVA. As a planning commissioner, he is most interested in environmental, historic, and long-range planning issues.

Mark Deathridge • Term 1992-96 • County

Mark is co-owner of East Tennessee Mechanical Contractors, which he feels gives him a valuable point of view in MPC deliberations. He is president of the Black Contractors Association and active in several community groups.

Richard Graf • Term 1987-95 • City

Dick served two terms as Chairperson of the Planning Commission. Prior to his appointment to the Commission, he worked with the planning staff on the Housing Committee for the Downtown Plan. Dick owns and manages a general contracting firm.

Imogene King • Term 1988-97 • City

Imogene is an attorney with Frantz, McConnell and Seymour. The emphasis of her law practice is civil trial work. Her past legal experience includes work for the Department of the Interior and commercial litigation.

Carroll R. Reagan • Term 1994-98 • County

Carroll has been a pharmacist with Kent Drug Store in Knoxville for thirty years. His professional interests include twenty-five years of residential and commercial real estate investment and management.

Jack Roberts • Term 1992-95 • County

Jack has 40 years of educational experience, and is the president of the Knox County Retired Teachers Association. Jack hopes to benefit children who walk or ride bikes to school by promoting the development of greenways.

John Tindell • Term 1993-97 • County

John's primary goals are to encourage managed, quality growth, and to help foster the development of incentives to attract industry. John also has a keen interest in historic preservation. He has spent 18 years in industrial sales.

Charles N. Woods • Term 1994-98 • County

Charles is an occupation systems analyst for the Tennessee Valley Authority and serves as section president of the TVA Engineering Association. Charles is especially interested in the development of greenways, public transit, and parks and community facilities.

Three long-serving commissioners completed their final terms in 1994.

Catherine Rogers • Term 1986-1994 • County

Cathy was vice-chair of MPC before being elected chair, a position she held for two years. Her primary interests as a planning commissioner were historic zoning and refining subdivision regulations.

Mark Margetts • Term 1986-1994 • County

Mark is another valued member of the planning commission who will be missed. He believed the quality of life in Knox County could be improved through land use planning and control.

Dott Baker • Term 1986-1994 • County

Dott found housing and transportation the most interesting and challenging issues during his eight years on the commission. His contributions, as well as those of Cathy and Mark, to MPC and the greater community are deeply appreciated.

MPC Staff

Norman Whitaker, Executive Director

Allen Alderman, Planning Technician

Kathy Ayres, Geographic Information System Manager

Greg Barnes, Planner

Gretchen Beal, Information Services Director

Ann Bennett, Senior Planner

Doug Burton, Planner

Mike Carberry, Comprehensive Planning Director

Sherry Clowers, Receptionist

Raymond Dailey, Graphic Technician

Ambre DeWeese, Intern

Terry Gilhula, Part-time Planner

Sally Hanson, Communications Specialist

Barbara Hatcher, Part-time Planner

Donna Hill, Planning Technician

Bill Holder, Geographic Information System Operator

Robert Jacks, Intern

Martha James, Graphic Designer

Tae Jang, Intern

Ewing (Buz) Johnson, AICP, Development Services Director

Johnetta Johnson, Planning Assistant

Dan Kelly, Development Services Coordinator

Alvin Leung, Planner

Steve Lewallen, Geographic Information System Operator

Shirley Mase, Geographic Information System Operator

Pam McGrew-Kesselring, Civil Engineering Technician

Phil McPeake, Planning Assistant

David (Buddy) McReynolds, Planning Technician

Debra Mitchell, Office Assistant

Chris Ooten, Planning Assistant

Amy Sain Paganelli, CPA, Administrative Services Manager

Patricia Ann Phillips, Geographic Information System Operator

Cindy Pionke, Transportation Engineer

Ken Pruitt, Principal Planner

John Roberts, Planning Technician

Suzanne Robinson, Office Assistant

Brenda Roulhac, Word Processing Specialist

Terry Shupp, Planner

Carol Anne Swagler, Senior Planner

Alan Travis, Senior Planner

Jo Ella Washburn, Graphic Designer

Jeff Welch, Deputy Executive Director

Charlotte West, Word Processing Specialist

Tom Whalen, Planner

Violet (Vi) Whitmire, Senior Administrative Assistant

Steve Wise, Attorney