

ReThink9

Transforming the Historic Infrastructure of the Town of Hillsboro

Presentation to the Virginia Municipal League
October 4, 2021

Mayor Roger Vance
Vice Mayor Amy Marasco



ReThink9 Project Corridor



Four Problems to Solve



**Traffic &
Pedestrians**



**Drinking
Water**



**Wastewater
System**



**Stormwater
Management**

ReThink9 Project Scope



Two single-lane roundabouts at the eastern and western entrances to Hillsboro to slow incoming traffic and mitigate traffic congestion



Traffic-calming raised and at-grade crosswalks and a connected sidewalk system to provide pedestrian safety with 50 parking spaces



Multi-modal paths and trails to facilitate safe bike/pedestrian access throughout Hillsboro connecting to key civic institutions, businesses and historic assets

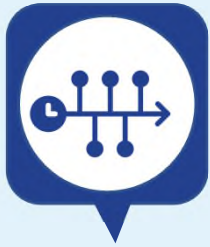


Underground utilities and install drinking water, stormwater and wastewater infrastructure



Extensive context-sensitive streetscaping with native plant species and restoration of the historic—and traffic-calming—tree canopy

ReThink9 Driving Principles



**MINIMIZE
CONSTRUCTION
DURATION**



**ENSURE FINISHED
PRODUCT QUALITY
& DURABILITY**



**DEMAND
SAFETY**



**DRIVE COST
EFFECTIVENESS**

Building Blocks of Successful Projects



PROBLEMS



PLANNING



THANKS TO OUR PARTNERS

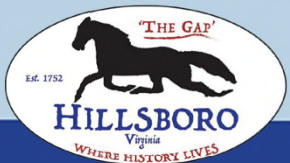
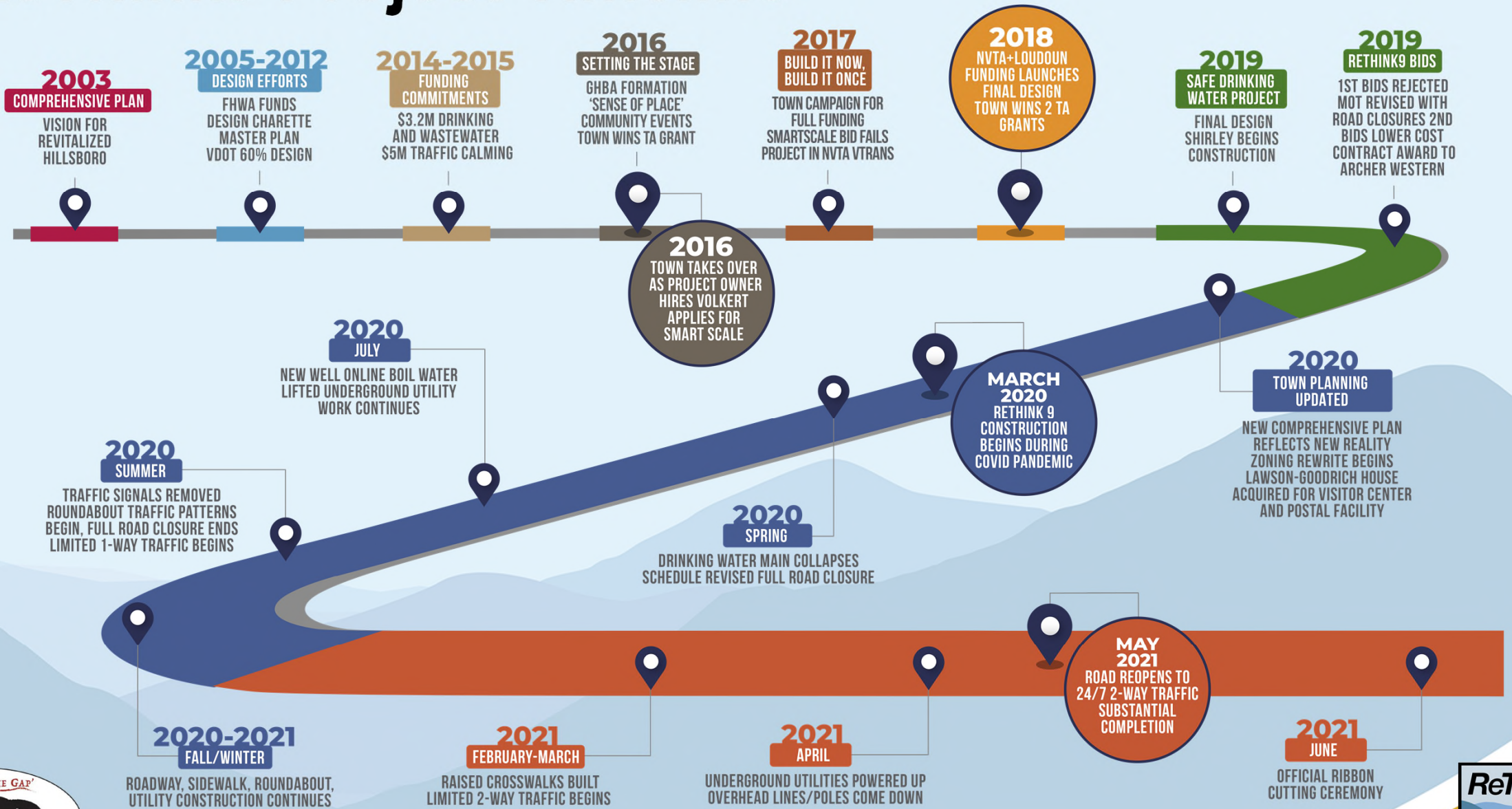


PARTNERS



PEOPLE

ReThink9 Project Timeline



Lessons Learned

1

HAVE A
VISION

2

DON'T
TAKE NO
FOR AN
ANSWER

3

ALWAYS
LEAN
FORWARD

4

BUILD A
TEAM WITH
ONE GOAL

5

KNOW
IT
ALL

6

INVEST
FOR THE
FUTURE

7

EXPECT
THE
UNEXPECTED

8

RESPECT
YOUR
WORKERS

9

NEVER
LET
UP

1

HAVE A VISION

Have a vision – own it, share it, shamelessly promote it from start to finish

- Tell the story with detailed data and poetic prose
- Show the dream—in vibrant colors
- Cultivate and nourish allies
- Counterpunch and neutralize detractors
- Disregard the naysayers
- Communicate, communicate, communicate

2

DON'T
TAKE NO
FOR AN
ANSWER

Don't take “no” for an answer—*unless you really have to*

- Challenge conventional wisdom, always ask why, have no fear
- “We always do it that way” is not an answer
- Demand inventive thinking
- Remember “rules” *can* be broken—or *bent*
- There is always a first time for everything
- Keep a few chits in your pocket for when you need to give in



ALWAYS
LEAN
FORWARD

Always lean forward—*Proceed as if success is inevitable*

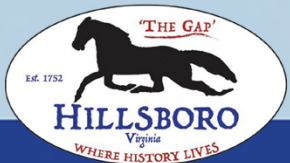
- If *you believe* it will happen, others will too
- Exude confidence in the face of each setback, *only expect success*
- Use each defeat as a building block for victory
- Anticipate setbacks
- Always know and constantly reevaluate the risks and “what ifs”

4

BUILD A
TEAM WITH
ONE GOAL

Build and lead a team with only one goal—*yours*

- Be crystal clear from day one that *your goal* must be everybody's goal, period!
- Be a partner with your contractor, never an adversary
- Maintain transparency and respect to build trust

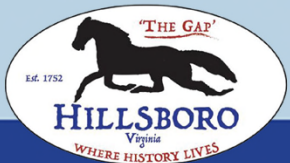




KNOW
IT
ALL

Know it all—*every detail matters, own them*

- No one will ever care as much as you do
- Your team will know you mean business
- Your constituents expect you to know everything
- Mistakes will happen
- It is yours, so own it

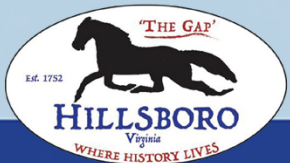




INVEST
FOR THE
FUTURE

Invest for tomorrow with quality and durability—*don't be cheap or cut corners*

- Better to be criticized today for high quality than to be criticized forever for building a subpar project
- “Penny-wise, pound-foolish,” know and document the difference
- Historic assets have tangible financial value, don't degrade them
- Aesthetics don't matter—*until they do, and they always will!*



7

EXPECT
THE
UNEXPECTED

Expect the unexpected—*support and attacks can come from any direction when you least expect it*

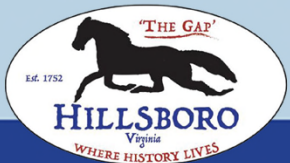
- Anything is possible
- Use your imagination, game it out from all perspectives
- Know the hot buttons for friends and foes alike
- Have a game plan
- Ensure you can respond rapidly
- Be trusted by always being transparent and honest

8

RESPECT
YOUR
WORKERS

Respect and celebrate your workers—*gratitude and graciousness make everyone feel valued*

- Let everyone on your team know they are critical to your success
- Workers with pride and sense of ownership are your most valuable asset
- Share in success, celebrate together, and often

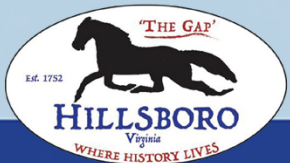


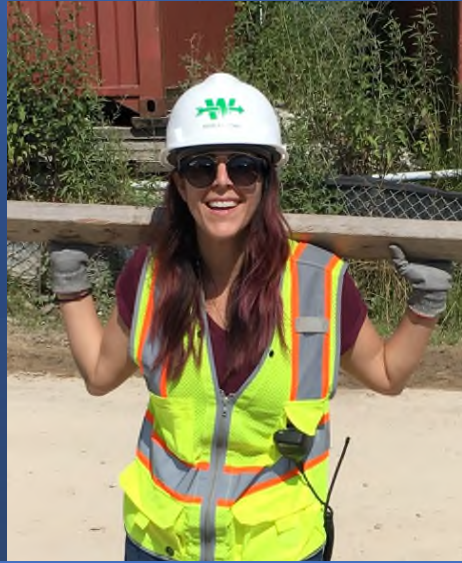


NEVER
LET
UP

Never let up—*it's easier to start than finish*

- Plan for the end from the beginning
- Build and maintain records of conversation
- No one's memory is infallible
- Deploy a tiger team to complete the punch list
- You're never done until you're done





AND HAVE SOME FUN!