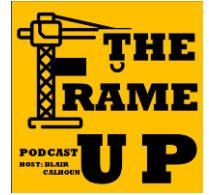


"The Frame-Up" Podcast Script

S1E1 - Is the "F" in F1 for Failure?

November 14, 2025



Progress Report: 6061 of 6000 total words! [101.02%] ~ 45 minutes

Welcome to the Frame-Up podcast... Where the usual suspects in construction cases are given an entertaining if not vigorous defense... Here's your host, Blair Calhoun...

Alright, Alright, Alright... I'm Blair Calhoun, and this is the first episode of the first season of The Frame-up Podcast...

This is the culmination of four years of contemplating, conjuring, concocting, and every other con in the dictionary to use storytelling to improve the way builders, engineers, designers, and owners bring buildings, facilities, and structures into existence... To be clear, we're sharing stories NOT training tips... Training courses are great resources to improve your understanding of a subject or ability to master a task... But here's the thing: what motivates a person to improve in the first place?

We're going to present stories in a format or motif that we hope entertains as well as spurs folks to rethink how they imagine, construct, and use buildings and their myriad systems... The Frame-Up's philosophy is best described by the late film legend, Orson Welles, who said "I can think of nothing an audience won't understand. The only problem is to interest them; once they are interested, they understand anything in the world..."

You're probably familiar with the informal term "frame-up" which is shorthand (does anybody out there know how to write shorthand) for a scheme to make an innocent person appear guilty of a crime! We're going to present real stories where the crimes perpetrated or thwarted were against effective, safe, and/or efficient design, construction, or use of buildings... We're inhabiting the stylistic approach of film noir (more on that to come) but with a couple of twists... The first act of each episode is a story that has nothing to do with construction or crime for that matter... Why? Just listen... I guarantee it will be interesting... Think of each episode's second act as "jury" preparation... Why? When you hear the case in Act 3, you'll be serving as *de facto* jury members... We want you to be better prepared to understand the thinking of the usual suspects in the case before you render a verdict!

So, on with the show...

Intro – 428 words ~ 3 minutes

Since I was a kid, I've loved racing cars... It started with a neighbor's set of Matchbox cars and advanced when I got my very first Hot Wheels® racing set of "The Snake" and "The Mongoose" funny cars... I followed a typically trajectory of a car-loving boy in the 70's, building plastic model cars, creating elaborate slot-car racing courses, driving radio-controlled cars, stopping just short of buying a souped-up muscle car for Saturday night cruising... Again, I love racing cars!



From those early days, I began following the various racing circuits from dragsters to stock cars to open-wheeled racers... In 1978, American racing icon, Mario Andretti, winner of the Indy 500, Daytona 500, and many other races, won the Formula 1 Driver's championship to go with his three (3) USAC Driver's titles... His Formula 1 or F1 championship was the high-water mark for the circuit's popularity in the U.S. For the next dozen years because of several factors, F1's popularity in the U.S. dropped precipitously with its last domestic race in Detroit in 1990... Though F1 had become the world's most popular auto racing circuit, its cars widely-considered the most

technologically advanced among all the racing circuits, it didn't return full-time to the U.S. until 2012 with a race at the Circuit of the Americas in Austin, Texas... This race reestablished F1 in the U.S. which led to another annual race through the streets of Miami in 2022 and another through the streets of Las Vegas starting in 2023...

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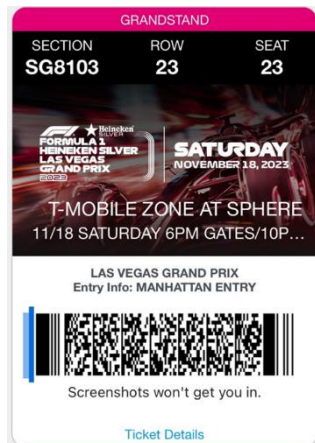


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As soon as the ink was dry on the contract with the City of Las Vegas, I started thinking about going to the race... Since my fandom of F1 was rekindled only a few years ago, I won't say attending it was a "bucket list" thing (for those unfamiliar with the term please watch The Bucket List), but I know my way around Vegas, and this looked like something cool to do... So, I put my name and some cash into the F1-run lottery for two weekend passes and much to my delight was informed of my successful bid! I quickly snagged a hotel room for that weekend before the Thanksgiving holiday then called my best friend of 40-years, AJ, and demanded he put in a request for two vacation days to join me...

Act One: Is the "F" in F1 for Failure? – 1,092 words ~ 8-1/2 min.

Early on Thursday morning, AJ and I head out on our 280-mile drive from his home near Long Beach to Las Vegas... We cruise east on the Gardena Freeway for about 30 miles before connecting to I-15 and head north, arriving some 4 hours later in Vegas... We get to our hotel, attempt to check-in as directed using the hotel's mobile app, but it doesn't work... A portend of things to come... Anyway, the folks at the front desk check us in, and gives us our room keys... I mean... access cards (do you too still call them "keys"?)...



OK... We're here... Our bags are put away... We've freshen-up and head to the track... It is now that my anxiety about our passes returns... About a week before the trek to Vegas, I check online for our passes through Ticketmaster – the monopolistic behemoth that bestrides every major ticketed event in the U.S. – and find that I can't download the passes... I contact customer service and am assured the passes are safe and sound, and I'll be able to access them on Opening Day well before the first "Free Practice" session!

Now that Opening Day is here, I try once again to download our passes before heading to the track... Again, not happening... Again, I contact customer service but am now told I must go to the track to work with someone at the venue... Well, now Ticketmaster has officially FAILED... FAIL... The word we dread hearing or saying in most situations where success is desired and expected!

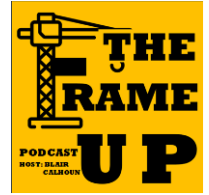
We get to the track and stand in line in hopes of finding a sympathetic ear attached to someone who can get us our passes... As the line moves unexpectedly fast, we spy that famous Heisman Trophy winning RB from USC, who rushed for over 2,000 yards in a season, none other than Hall of Famer... Marcus Allen... Who else could it have been? For those who love celebrities, this event is nirvana... Just to name a few of the glitterati in attendance: Brad Pitt, Rhianna, Shaq, Gordon Ramsay... Well, after some back and forth with three people, we are directed to a supervisor who knows what's what and voila: mobile phone passes!

So, we're in, and it's AWESOME... First, a few facts about what it took to turn the streets of Las Vegas into a 17-turn F1 racing circuit of nearly 4 miles with a permanent paddock of garages and offices as well as temporary structures for fans, pop-up

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restaurants, and, only in Vegas, nightclubs and concert stages! Workers: close to 3,000... Days: over a year's worth... Asphalt: more than 100,000 tons... Total Cost: half a billion dollars...

Using the F1 app on our phones, we can see the cars leaving their pit stall and lining up in the pit lane awaiting the signal that they can enter the track... The buzz throughout the crowd is palpable... There they go! F1 has returned to Vegas! As I said, Formula 1 cars are widely-considered the most technologically advanced cars of all the racing circuit... Each F1 car cost about \$15 million... The ten teams, fielding two cars each, operate under a spending cap of nearly \$140 million... Our seats are facing Turn 5, with Sphere, an entertainment arena, at our backs... The first few cars come out of the slow-speed right hander and accelerate to 160 MPH along the short stretch to the higher speed left-hander, Turn 6... Everybody is on their feet! Then suddenly the steady green lights along the track transition to flashing yellow... Something is wrong!

After a few minutes, the lights turned from flashing yellow to steady red signaling that all the cars must return to the pit area immediately... What was up? Turns out Carlos Sainz of Ferrari dislodged the cover of a utility water valve in the track that caused significant damage to his car... After an hour or so, the wayward cover is re-installed, welded in place... The race stewards decide that all the valve covers along the 4-mile circuit need to be inspected and deemed properly installed before racing will resume... FP1 is cancelled, and Practice session 2 postponed until 2:30am... Well past its scheduled midnight start... Security and service workers, limited in the number of hours they could work in a 24-hour period, had to leave the track at 1am ushering out all the fans... So, what's the tally? Two severely damaged \$15M race cars, one near-miss seriously injured driver, and 75,000 fans at the track and millions around the world watching the broadcasts get less than 10% of the scheduled 2 hours of racing... Say it with me... FAIL!



The next evening, we finally get to see some action on the track... FP3 goes off without a hitch at 8:30pm on Friday but ends a few minutes earlier than the scheduled 1-hour because of a crash by Alex Albon of Williams that necessitated repairing a section of the track's safety barrier... Later that evening, the Qualifying session begins on time at midnight and ends as scheduled at 1am Saturday... In thrilling fashion, Ferrari's Charles Leclerc on his last lap of the session beat out teammate, Carlos Sainz (yes, his team was able to repair the damage from FP1), and two-time defending champion, Max Verstappen, for pole-position to start the race scheduled for 10pm...

We arrived about an hour before the race but missed the parade! Yes, parade! A few hours before the race, a processional of chauffeur-driven vintage cars made its way around the track with many of the drivers as passengers... The cars, all convertibles, were made as far back as the 1930's! But here's the thing: cars made in the 20th century often developed oil leaks as their mileage increased and their seals aged! And what's arguably the WORST substance that one could spill onto a racetrack before or during a race? Yep, OIL... Unfortunately, two of the vintage cars leaked oil onto the track during the parade... Again, these are the most sophisticated race cars on the planet, but they still must obey the laws of physics... In this case, tractive force... Even the 16-inch-wide tires of an F1 car (most passenger cars get around on 9-inch-wide tires) will have difficulty providing the tractive force crucial to keeping the cars on the track if said track is bespotted with motor oil... Yet again, FAIL...

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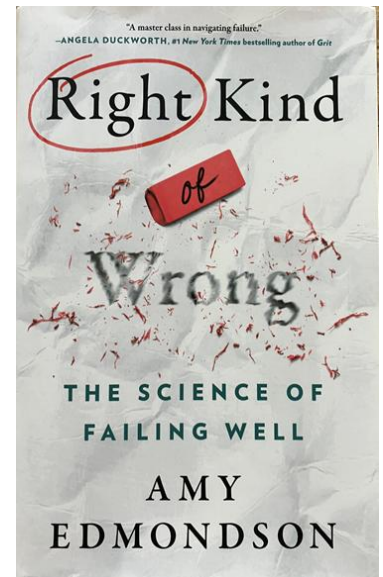


Act Two: The Science of Failing Well – 820 words ~ 7-1/2 minutes.

Failure! We've all experienced it... Sometimes, we attribute a failure to circumstances outside of our control... Other times, we tell ourselves that a failure was in fact not one! And still other times, chalk up failure as a "feature not a bug" in the thing we're doing... I suspect Grand Prix organizers took similar positions... So, what if anything can we learn from failures?

Amy Edmondson is the Novartis professor of Leadership and Management at the Harvard Business School... Her work has appeared in numerous publications focused on business and

psychology... In 2021, she was named the No. 1 Management Thinker by Thinkers50! In 2023, she came to my attention through... what else? a podcast where she discussed elements from her latest book, "Right Kind of Wrong – The Science of Failing Well"... Edmondson defines "failure" simply as an outcome that deviates from the desired results... In the book, she simplifies categories and contexts of failures as well as our awareness of what to look for when analyzing and learning from them...



In "Right Kind of Wrong", we see failures divvied up into three categories: basic, complex, and intelligent... Edmondson correlates the context in which each type of failure is likely, but not exclusively, to occur... "Basic failures" happen in situations where there is well-developed knowledge about how to achieve the desired results and low levels of uncertainty... She refers to this as a "consistent context"... "Intelligent failures" are generally associated with the "novel context" of experimental conditions where there's limited knowledge and high levels of uncertainty; but at times, one must "boldly go where no one has gone before"... Then there's the "variable context" that shadows most "complex failures"... Edmondson finds there are situations with well-developed knowledge, but the value of that knowledge can be diminished by unexpected events as well as the moderate levels of uncertainty found in these situations... Take a moment... Of the three contexts: consistent, variable, or novel, which would you say applies to most engineering and construction projects? If you say "variable" that makes two of us... If you didn't... See me after the podcast!



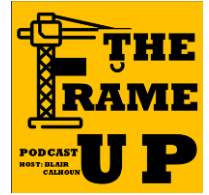
Of the three categories, Edmondson considers "complex failures" to be the "real monsters" because they have "...multiple causes and often include a pinch of bad luck"... Across different industries and situations, she found complex failures generally share four traits: 1) they take place in familiar settings... like say a construction job site... 2) though the settings are familiar, they contain multiple factors that interact in unexpected ways... can you say site conditions... 3) complex failures are usually preceded by subtle warning signs... for example, sparse attendance at coordination meetings... and 4) at least one external, seemingly uncontrollable, factor...

OK, back to Edmondson... So, we have three simple categories of failure: basic, complex, and intelligent... Now, let's sharpen our ability to examine and learn from these failures by understanding Edmondson's three categories of awareness: self, situation, and system... After hearing Edmondson speak a while back and reading excerpts of her book, I began to really

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embrace the word "failure"... What has fascinated me is the reaction I receive from folks when I use the word... Even when referring to something or someone that had little to do with them, people blanch at the utterance of the word as if failure is contagious! It isn't! For Edmondson, self-awareness is the "first, and most vital" competency to develop if we are to learn from failure...

As described in her failure categories, context matters... A situation that normally fits a consistent context can subtly shift into a variable context where complex failures can occur... You're driving down a country road without another car in sight... The roadway begins to rise... You reach the peak of the rolling hill then descend... Where'd that cow come from? So, a couple of things about situational awareness... First, what's at stake? Did someone move funds from their 401K to buy beachfront property or did someone switch their laundry detergent... Second, what is the level of uncertainty permeating the situation? Just because something is familiar to us doesn't mean it is not fraught with uncertainty... That familiarity may make a variable context "seem" to be a consistent one! Beware!

Finally, Edmondson begins her "Appreciating Systems" chapter with a quote from the father of Total Quality Management, the late W. Edward Deming, "A bad system will beat a good person every time"... For those keeping score, Deming received a bachelor's in electrical engineering before achieving graduate degrees in mathematical physics... Just saying.... Anyways, in looking for insights from complex failures, we must look at the role that systems or processes play in contributing to them...

Act Three: The Case of the Missing Utility Lines!~ 15 minutes.



Blair Calhoun: Recently, I caught up with a very dear friend from high school, Bob Dugoni. Robert, to his many fans, is an award-winning, best-selling fiction author. During a reunion dinner of sorts with our wives, Bob's wife, Cristy, briefly mentioned a challenging project her firm just completed. Her story seemed to perfectly illustrate Edmondson's concepts. I caught up with Cristy just before Halloween to record her story in more detail for your consideration. Cristy is the CEO of Davis Investors. She describes the firm as...

Cristy Dugoni: I'd just say kind of a multi-generational real estate company that engages in property management and asset management.

Blair Calhoun: Before getting to the nitty gritty, I asked Cristy what was the desired outcome for this project.

Cristy Dugoni: The desired outcome was to bring 4,000 lineal feet of sewer up a main right-of-way arterial in the city of Bellevue so that our property would actually be serviced by for with sewer so that we can develop a portion of it in the future.

Blair Calhoun: Now, schedule, budget those are also I believe desired outcomes?

Cristy Dugoni: Mm -hmm, yes, and we had multiple bids on the project. We had developed our budget sometime prior, a couple years prior. It actually took us a couple years to get to permit stage. By the time we were doing final design and going in permits that the budget had increased significantly.

Blair Calhoun: Davis investors was started by Christie's parents in the early 1970s. But from our previous conversation, I thought this was their first substantial project as a developer.

Cristy Dugoni: Yes, it really is. We have never taken on significant development. But in this particular case. We did act as the developer.

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Blair Calhoun: Cristy's team was faced with the decision on literally which direction to go.

Cristy Dugoni: As we were going through the design features, we, it would have been much quicker, closer to go north to the city of Redmond versus 4,000 lineal feet to the sewer connection south of us in the city of Bellevue in which we were unfortunately. So, we did pause and we looked at that analysis as well and in that it required a sewer pump because it was upgrading it just was not cost effective. Now maybe in hindsight maybe it would have been but wasn't at the time.

Blair Calhoun: Yes, a pumping station would require significantly more upfront costs as well as operating costs but as if Cristy alluded to in hindsight, running the sewer line to the north may have been the easier way to go. In July 2023, the state of Washington enacted two laws aimed at expanding the state's housing supply to help address the ongoing affordable housing crisis. One law addressed middle housing. Those housing types between single-family residents and mid-rise multifamily development. Cristy explains the law's potential impact on her project.

Cristy Dugoni: And so, I believe during our design phase, the state of Washington had passed middle housing, which would dramatically increase the density within the growth management areas of each city within the state. However, the cities had not yet adopted it, and it was just something on their horizon. Well, Planning Department, of course, knew about it, but utilities department wasn't really keyed into it. So, we had a lot of discussions and probably yet another two months where we had to actually go involve planning and senior utilities people in the discussion of, hey, if we're bringing in 4,000 lineal feet of sewer, let's not do it at today's standards, let's upsize this pipe to support capacity for the future. So we were able to do that too. Now, that costs us more money, but that was the right thing to do.

Blair Calhoun: Recall how Edmondson explained that a situation that normally fits a consistent context can shift to a variable context where most complex failures take place. Here's Cristy describing such a shift.

Cristy Dugoni: Drawings from our engineers and they are either accepting them or not. Capacity was a huge discussion point. That, however, opened the door to lots of other doors as we walked down that hallway. It turned out that not only did we need a utility extension permit which is the main permit that we were going for with the utility department but we also needed a clearing grade and we also needed a right away and so uh working between essentially three if not four different departments was very challenging uh as i had mentioned previously that road was slated to be have a grind and overlay which we at one point thought we were going to have to do and so it was wonderful news to find out that the city already had it on their schedule but it was scheduled for the summer we were starting our construction and so a lot of stress over that asking them to wait until the end of the summer to do that work. As it turned out, we did not complete our work that summer, and we had to go into the next year, and the city graciously delayed their project.

Blair Calhoun: Now, as you heard, the project's success depends on an increasing number of players. And though I suggested by doing the right thing, Cristy and her team generated a significant amount of beneficial goodwill with these players. Cristy begged to differ.

Cristy Dugoni: I think that, but, and we certainly did build goodwill with the mayor and the city council that were very aware of what we were doing. But in terms of the different divisions within the city, it was, I think there was awareness at all. Transportation was very complicated to work with because they just would not tell us when they were doing their work. So, we had to find out kind of when their grind and overlay was slated through a lot of back channels.

Blair Calhoun: Remember Edmondson's third trait of complex failures, warning signs. Cristy's story continues with her explaining literally warning signs.

Cristy Dugoni: half of the lane closure through the entire project, and the last month and a half was a full lane closure, which was very complicated and extremely expensive. It's that balancing act, having to have uniform police officers, UPO's on either end of our street closure, was really expensive. And not only that, but you have to have three of them because they have to be able to take a bathroom break. And so that was close to probably \$100,000 just for three UPOs for a month. But then the crews can also work theoretically faster if we did not have a significant electrical crossing that was unidentified.

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dependent, especially up in the Northwest. You try to do your underground utilities when the weather is pretty guaranteed of being nice. And we mobilized, expensive to mobilize. Fortunately, we hired a phenomenal construction company called [REDACTED] who do jobs here locally, for municipalities and for private and they fortunately went out to pot hole to ensure that the engineered design drawings were as represented that was an interesting first three days with each pothole on the easterly side of the road they hit something namely unknown Comcast Cable. They didn't know the exact location of a 36 -inch concrete city of Seattle, Maine waterline, and a 16 -inch ductal iron city of Bellevue waterline was in the east side of the street. Something clearly was wrong during these first couple of days and it took a bit to find out what it was but my gosh we really had tried to measure twice, cut once especially because underground utility work can be there's a lot of unknowns there could be a huge boulder that was impassable there's just a lot of that can happen. I really was of the ilk that this is a 1968 street. There's not going to be a lot in the road. I know the road pretty well. Well, no, no, and no.

Blair Calhoun: You just didn't know where the proverbial bodies were buried.

Cristy Dugoni: Exactly. And it was a real mystery as to why are the engineering drawings are so off? And we had, before we had started the job, we'd also walked with our engineers. I have photographs of all the locate line markings on the street. On the west side of the street in my photos, and I'm aware there's a bank of eight high voltage PSE buried electrical lines. Immediately to the right of that are two high-pressured gas lines. Why aren't they on our engineered survey? So, as you're doing underground utility work, you start with survey. They go, they survey the entire street, they mark all the known impediments under the ground, and then engineer bases their drawings on the survey. Well, we went back to survey. They had been under contract for a year, specifically in black and white in the contract it says they will retain locate and base their foundational survey drawings on that they did not uh like how can it be that we have survey marks on the locate lot marks on the street and you didn't pick them up well it turned out they never ordered them the survey marks on the street had been done by geotech because uh Because for, again, any underground work, the city required full geotech analysis of what the soils were in the street. So, in part, we could determine what our backfill would be.

Blair Calhoun: Bingo. Many existing utility lines from PSE, Puget Sound Energy, and others were missing from the drawings provided to Cristy's team. Christie recounted the basic failure to properly survey the road's many crossings. Geotech is short for geotechnical engineering, which is devoted to the soil and rock mechanics to ensure the stability and safety of structures built on or in the ground. And finally, Christie's team experienced the fourth trait of Edmondson's complex failures, a bit of bad luck.

Cristy Dugoni: The crew ended up hitting, nicking actually, the conduit of two, I think, 12 ,000 -volt lines that went from the PSE transfer station under the road to that bank of eight high voltage lines that I referred to earlier on the west side of the street. Of course, by state law and under 811 dig you do have to have locates done i believe it's every three weeks and so once northwest construction they by law have to get locates um and called them out every three weeks to refresh the paint and that had been doing we had all the locate tickets um thankfully when we got to this last portion of the job and we'd already come across about 22 unknown crossings at that time maybe old water lines primarily old storm lines so when we got to the last quarter of the job and we hit this PSE high voltage line that shook up our crews a lot there had been one if not two men in the trench I don't know. And what was, the other huge factor was two high-pressure gas lines were within six feet of where the line was nicked. All of that was completely avoidable, which could have resulted in a massive fire explosion, a firebomb explosion, where many lives could have been.

Blair Calhoun: Yes, bad luck hitting the electrical lines, but hard to miss the good fortune that the damage was minor and no one was killed. To their immense credit, Cristy and her team maintained a keep calm and carry-on attitude, looking for positives in a situation where they were quite hard to find.

Cristy Dugoni: And the silver lining in this whole situation was We, after doing the sewer, we needed to do a storm, a storm system off property. And we really were struggling how we were going to connect to storm, which was also way down the road. And so, by golly, after having three days off because of this underground electrical crossing with PSE. We're moving forward and the guys are excited. We're moving fast again because we should be almost entirely in greenfield space. This is

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between raw land and a golf course. There should be nothing there. 50 feet further, we hit another unknown crossing. It happens to be an 18 inch um CMP storm drain the guys hit it they're like it's old probably 50 years old they just they blow through it and they keep going they tell us just kind of by happen chance I'm like whoa wait a second you found a storm we need a storm we need a exit for storm off this property and that must be the historical storm drain out We knew there was one, but we've never found, we haven't, we haven't seen it in years. So they had to go back, reopen up the street, put a patch in that CMP pipe. Unfortunately, they only did a 16-inch patch, and that's a whole other story in itself that we experienced difficulty with a year later when we did the storm extension. But that was the silver lining. We found our needed. over various obstacles such as fences, hedges, water jumps, and ditches. So then let me just say, we're almost done, but we have to do permanent asphalt patch. Yes. That's an interesting discussion. We're about to do asphalt patch.

██████████ does city jobs. They bid the job at about a six inch margin beyond the trench and they bid it at about a six inch depth of asphalt the inspector comes and says oh no we're not that's not allowed we're requiring you to do a foot off brought it do asphalt

cuts a foot beyond your existing margins and not six inch deep, but 10 inch deep of asphalt. ██████████ ate some of that because they bit it. But they were also super upset because they do city work all the time, And that's all that's required. Because it's on the city dime, maybe. When it's a public job, perhaps it's done to full specifications. So, then weather turned. And we, in the state of Washington or in the city of Bellevue, after a certain date, you can't put down asphalt because of temperature variations. So, the whole job was shut down for the year. We did about half of it with the permanent asphalt patch, and the rest just was temporary, which meant that we had to grind it all up and relay it down a year later. Again, with the city grind and overlay close on our tail. So, a four or five -month job basically ran into a year and a half job and remobilized.

Blair Calhoun: So, the project's duration grew from less than six months to over 18 months. The initial budget was rendered irrelevant by the basic failure that led to the presence of the existing lines being absent from the GIS, geographic information system, maps. Though the sewer line was eventually installed, it is tough to call the project a success. I asked Cristy to suggest solutions or pathways to reduce or eliminate the factors that led to this undesirable outcome.

Cristy Dugoni: I think, and I've gone to the Chamber of Commerce over this who works hand in hand with the city. The Bellevue Chamber is very involved with the city and its efficiencies procedures and I have talked to utility department about it if, if they had required all the previous development within that street and the neighborhoods that had built out over the last 80 years to have provided their as-built and sure those as-builts were all put into the master GIS, it would have been an absolute game-changer. The fact that communications nowhere, anywhere, on any map that we could find anywhere, all the way back to 1945, the as-builts I pulled. This is something you had asked me earlier off record. And when we submitted our as-builts to the city, which is a requirement, I mandated that our engineers include the very unknown crossing that we hit, not just our 4,000 lineal feet of sewer with manhole one, two, three, and side lateral. But I mandated that everything we found in that street was uploaded and put on the GIS. Now, whether that really happened, I have no idea, but my engineers actually said, oh, we're not required to provide that. I'm like, I don't care if we're required to provide it or not. Please do.

Blair Calhoun: Well, there you have it. More regulations. I mean, no, Seriously, Cristy's smarts gave her insights into issues that eluded the more experienced members of her team. Her high aptitude for problem-solving made her the perfect

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change agent to address systemic glitches in the overall process from design to permitting to construction. I can't thank her enough for sharing her story.

Outro – 516 words ~ 4 minutes

So, is "F" in F1 for Failure? Well, Yes and No... Yes, it is clear that each story I shared on the event was one of complex failure that should be viewed through the lens of its variable context... F1 and its partners can surely reduce these failures, context aside, if they read "Right Kind of Wrong" and follow Edmondson's advice.

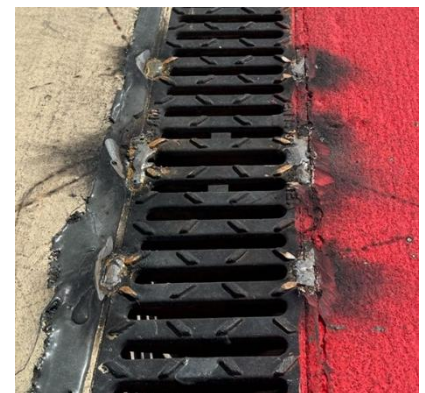


That said, there are a few stories of success from the same Grand Prix... First, the race was great... Though the first lap was marred by a crash that some attributed to the residual oil from the parade car spills, the rest of the race was thrilling to watch and presumably to drive... There were 82 separate overtakes or passes... The 2nd high total during any of the other 22 races that season... There were 7 lead changes among three different drivers with winner, Verstappen, just seconds ahead of 2nd place finisher Leclerc who passed Verstappen's teammate, Sergio Perez, with only 4 turns to go until the finish line... As AJ and I drove back to Orange County, we were tired but thoroughly satisfied with the experience...

Second, Liberty Media, the owner of F1, enjoyed a 25% increase in annual revenue from \$2.5B to \$3.2B largely because of the financial success of the Las Vegas race... F1 President and CEO, Stefano Domenicali, said "...F1 saw continued fan growth especially in the US market, strengthened by the success of the Las Vegas Grand Prix..."

Finally, Las Vegas residents endured a year of recurring traffic nightmares that negatively affected many small businesses... That said, the economic impact of the race "...approached US\$1.5 billion", according to a report published by Clark County officials." Most observers concluded, calculated the economic gains brought by the race and the fans was net positive... The gains were not evenly spread but that's always the case... One analyst put it this way "...a typical visitor to Las Vegas spends about \$1,200 per person per trip," he said. "A typical visitor that came for Formula One spent \$4,100 per person per trip"... AJ and I didn't make it back to Las Vegas for the 2024 race, but there were no reports of major incidents on the track or with crowd management... As I watched it from the comfort of my couch, the race was once again thrilling...

Now, a parting shot! The 2024 season concluded with Max Verstappen capturing his 4th Drivers' Championship in a row! Incredible... But before the season started, the teams conducted pre-season testing for three days at the racing circuit in Bahrain, an island country in the Persian Gulf, situated between Saudi Arabia and Qatar... On the second day of testing, you'll never guess what happened? Yup, another failure of a small piece of utility infrastructure, a drain cover, in the track halted the 2nd day of testing... As in Vegas, a Ferrari, this time Leclerc's, dislodged the cover damaging the car as well as the Mercedes of Lewis Hamilton as he drove through the debris... I mean... Seriously?



I hope you enjoyed our first episode...

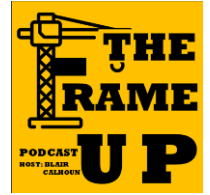
First, I'd like to thank my guest, Cristina Dugoni, CEO of Davis Investors... She will be a tough act to follow as our season 1 continues!

I'd also like to thank Matt Pranzo at DPR Construction for his sound design ideas and general cheerleading...

"The Frame-Up" Podcast Script

S1E1 - Is the "F" in F1 for Failure?

November 14, 2025



Progress Report: 6061 of 6000 total words! [101.02%] ~ 45 minutes

Finally, a big shout out to our announcer and ad break voice, Siobhan Calhoun... You're simply the best!

Please share the link to this episode and return to The Frame-up Podcast site for Episode 2 to be released in December!