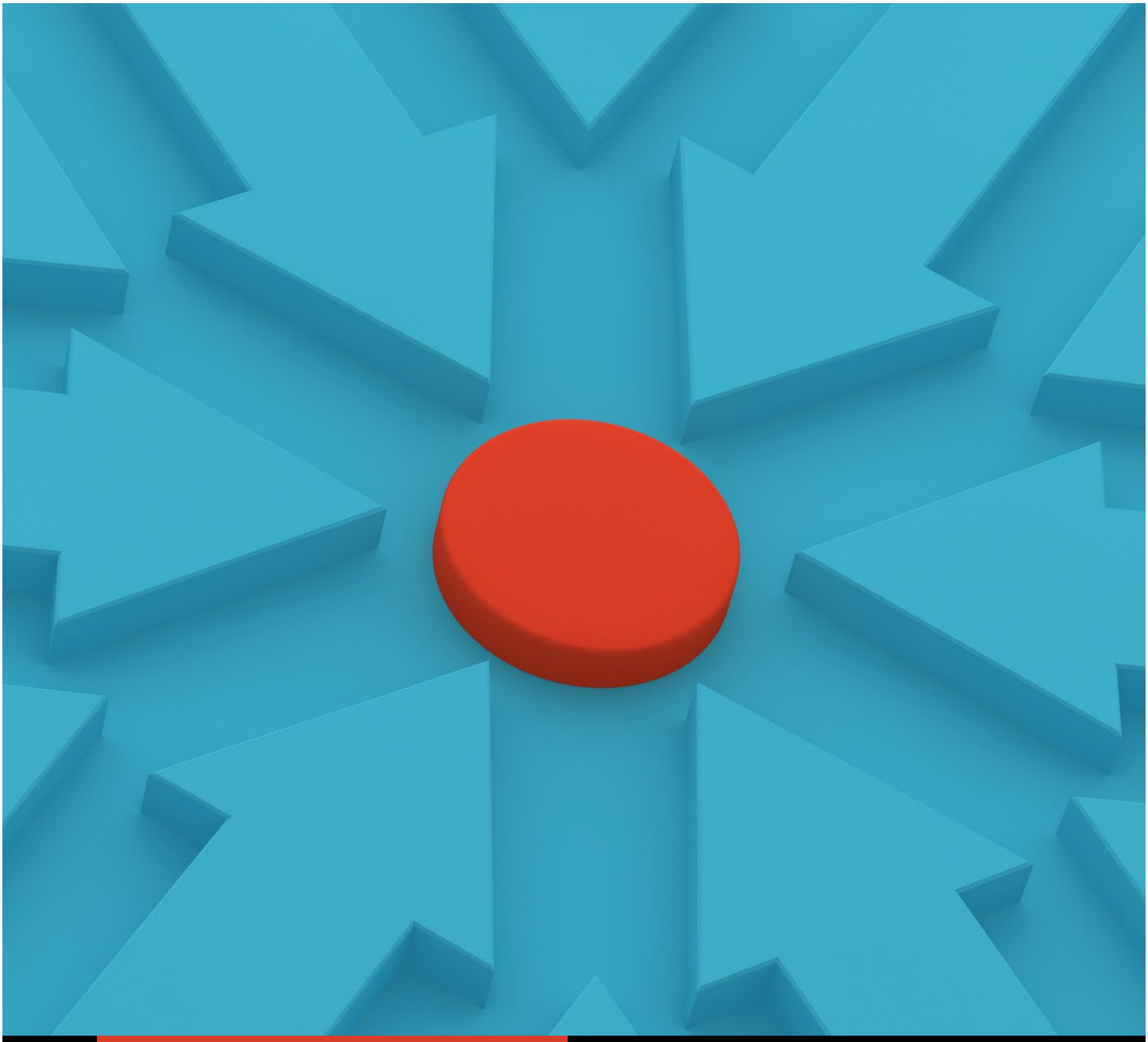

A LIFE PAPER

THE ADAPTIVE CONTINGENCY PROCESS (ACP) 2022

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A COUNTERSPHERICS & SSS COLLABORATION

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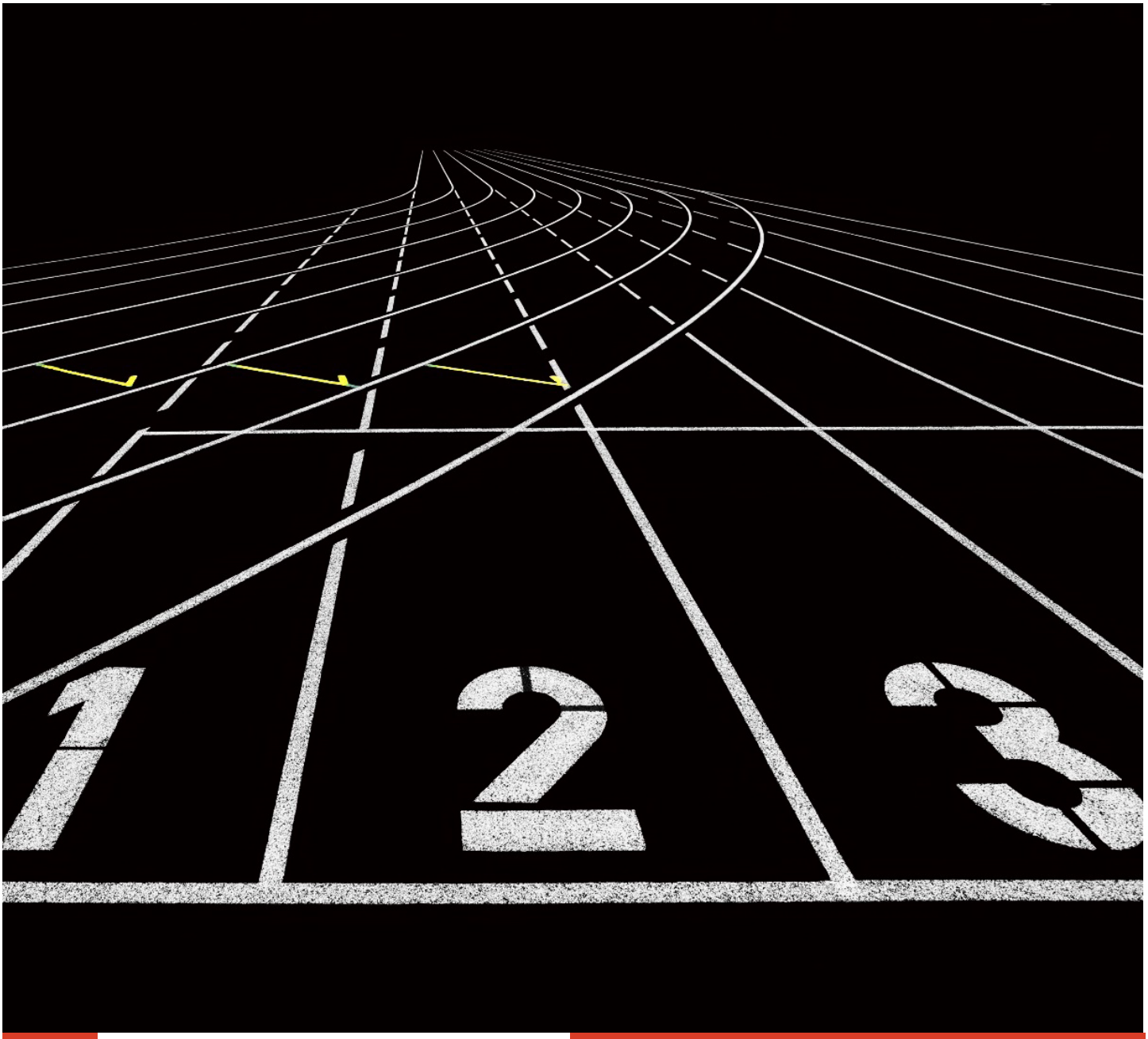

Global climate change is real. Gun violence in the United States is endemic and unfortunately, a regular part of life. Flash mob crime is trending. Pandemics continually prove they will return deadlier. As humans expand on planet Earth, we encroach on areas which have not been exposed to human touch. The Earth much less the universe has proven it can and does host extinction events on a recurring basis. That said, humans have to live, work, and hopefully thrive in a tenuous world and the consequences of natural and or human actions associated with their (human) existence. Emergency & Risk Management as a coping mechanism is not in step with natural and current societal changes. Thus, a new way to address crisis and consequence is needed, such as the Adaptive Contingency Process Theory or ACP.

CHANGE

Transforming in Response to the Threat…

As Emergency and Safety Managers we know the only consistent constant is …change. Your Operations Plan may not be as effective as you think and so you may have to adapt it in real-time. Take for example the case of the **US Airways Flight 1549 Inflight Emergency or (IFE).** When a large bird-strike turned this Air Bus jet into essentially a glider, one of the first and immediate actions for the captain was to depart or partially depart from the checklist (taboo) and immediately prioritize and adapt his actions to his changing situational state. The first of which was powering on the aircraft's APUs or Auxiliary Power Units normally used on the ground to generate power. Why? The captain understood that in a fly-by-wire aircraft, electricity was paramount to stay in a controlled flight. Loss of both engines (dual engine failure at low altitude) that normally supplied electric power for the flight controls, control surfaces, instruments, and avionics, meant the aircraft needed a different source of power ASAP – hence, **Captain Sullenberger** started the APUs inflight that were low or not on the checklist for his type of emergency. Case and point; very few things in life stay the same or develop as expected. Often, they change. Therefore, Emergency and or Risk Managers need to ***continually adjus*t** with adaptive critical thinking facilitated by a means of addressing changing situations in real-time. This is a dynamic model and not a structural model. In the extreme example case of **Flight 1549 Captain Sully Sullenberger** and his co-pilot immediately became the airborne Emergency Managers with severely limited resources and **Identified** and **Evaluated** their current state**, Adapted** their posture to the situation, brought some means of **Control** into their environment as best they could, and **Adjusted** operations to their new circumstances; all influenced by that pesky and most important "never seen" present forces of environmental and time factors/forces (**EFTF**) affecting the situation. **Sullenberger's** and his copilot's cockpit crew actions resulted turning a "Worst Case Scenario" inro a "Best Case Scenario" evidenced in the saving not only their lives, but the lives of everyone on the plane though the necessary sacrifice of a multimillion-dollar corporate investment i.e. the plane itself.

Rigor, Rather Than Tradition Displaces Comfort and The Road Well Traveled…

Old cars still run. Old cars are nostalgic. They can make you feel good. Barring any unusual circumstances, old cars can still get you from point A to point B somewhat reliably. However, they are not as efficient, not as fast, not as preparatory for travel circumstances (pot holes), as effective, as safe, as streamlined, or as outfitted as the newer cars of today. If you have to get somewhere assuredly safe and quickly, a Model-T is not your answer. The same is true for the traditional the Emergency / Risk Management process. It is old, brittle, outdated, one dimensional, inefficient, more hopeful than decisive, open ended, has gaps, and as such is the equivalent of a Model-T.

For an Emergency / Risk Manager, the time for the light bulb to blink on is not during an event. Hoping a situation never happens to test your realization is not an option. Managers/Coordinators must have a hyperawareness of their surroundings. We believe the ACP™ helps provide that awareness!

WHAT IS THE ACP™?

The **Adaptive Contingency Process**™ or **ACP**™ is an industry agnostic Process, Methodology, and Framework that is repeatable, extensible, and supports concurrency, heightened awareness levels, activities, and response actions to emergencies and the possible or probable event outcomes from such an incident. The **ACP**™ can align with any current process and consists of 4 overall repeatable Phases:

- **Identify, Adapt, Control, Adjust (IACA)**

Immediately noticeable is the seemingly full and complete departure from dated **Prevention & Mitigation, Preparedness, Response, Recovery of the traditional EM process**; but the **ACP**™ can be used standalone or as an inclusive process enhancement to the traditional Emergency / Risk Management approach. **Prevention and Mitigation** are activities of **Preparedness** actions and traditionally are out of place. The traditional process makes no logical sense in singling these out as first steps without identifying the "**What"** first. This leads us again to the **ACP**™:

- **Identify Phase:** Is the **What** interrogative of the **ACP**™. Identification, prioritization, and inventory of threats, potential threats, hazards, and potential hazards happens here. Continual assessment and rating of identified or perceived threats and hazards also happens here. The identification of a threat and or hazard type is also indicative of this Phase. Assess and rate the level of Preparedness of where your organization currently is for the identified threat and or hazard to include the impact on your organization if the threat and or hazard is apparent or manifests itself. The **Identify** Phase of **ACP**™ produces plans, policies, procedures, lists, and EM/RM inventory to include Hazard Vulnerability Assessments and prioritizations of each. Continuous monitoring of the HVA begins in this phase and stays prevalent across all phases.

- **Adapt Phase:** With respect to the **When** and **Where** interrogatives, once you have completed the identification of threat inventory with impacts from the Identify Phase, in this phase you will **Adapt** your activities, actions, policies, procedures, processes, and operations according to timing and environmental factors to prevent, mitigate, eliminate, strengthen, limit, change, or protect people, property, technology, and data from exposure to those threats and or hazards. Usually done by the adoption and or adaptation of appropriate countermeasure(s) implementations mapped to the threat risk from every applicable or imaginable perspective.

- **Control Phase:** The reality is, that you probably will not be able to eliminate every threat and or hazard you identify. In these cases, the **Who** and **How** interrogatives come into play. In the **Control** phase, you verify (continually check) controls establishment which realize the actionable steps/tasks to detect, direct, mitigate, impede, stop, slow, limit, lessen, defend, or eliminate surface exposure to threats and or hazards. These can be accomplished through safeguards such as action plans, first responders, alarms, shelters, fire extinguishers, evacuation procedures, PPE, rally areas, barriers, locks, fences, absorbents, ballistic laminates, checkpoints, chokepoints, honey pots, or first aid stations…you name it; anything to assert a modicum of restriction over the threat or hazard.

- **Adjust Phase:** The adjustment phase of the **ACP**™ incorporates critical feedback or the **Why** interrogative e.g. analysis, lessons learned, after action reports, needed training, and critical

evaluation to include the steps of clean-up, rebuilding, re-tooling, restoration, gap closure, additional change and preparedness tuning, to ready the organization for the very real possibility of another crisis and or consequence event. The Adjust phase is also realized as adaptation in advance.

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ACP™ OVERLAYS A.K.A. THERMS™

In this paper we are highlighting the heart of the **ACP**™ or **THERM**™ Overlay. **THERM**™ overlays allow the **ACP**™ to adapt to a specific **TRV**. For example, let's take the threat of an Active Shooter or Active Assailant. This overlay is from the perspective of the human Threat Risk Vector or **TRV**. The **Threat Hazard Evolution Risk-chain Model (THERM™)** is an **ACP**™ Overlay which allows the **ACP**™ to be configured relative to the specific type of threat or hazard. In this way the **ACP**™ remains a consistent current repeatable process which operationally adapts to the threat or hazard type. This allows the **ACP**™ to be agnostic and extensible both vertically and horizontally across the contingency spectrum.

The Threat-Hazard Evolution Risk-chain Model™ is an ACP™ Overlay that provides the ACP™ adaptability.

The **THERM**™ provides **STATES**, **KINETICS**, and **MAGNITUDES** to the **ACP**™ Practitioner. It identifies Actions; and in the case of a natural or human threat that includes mappings to the MERLENN® **Inspectre**™ **Threat Predictive Risk Assessment Tool**. MERLENN™ Operators provide **Inspectre**™ with information they know about a threat. The tool uses Operator data paired with **Inspectre's**™ internal calculations to identify Threat Risk Vector (**TRV**) elements in effort to discern a potential / predictive outcome; and is based on risk analysis which is also mapped into the **ACP**™. The output of **Inspectre**™ provides in **ACP**™ descriptive language, the results of the risk analysis. Regardless of whether the **ACP**™ is or is not being used, the descriptive language of potential risk is such that it can be used in any assessment, report, preemptive, post mortem plan.

The **THERM**™ is the heart of the **ACP**™. The **THERM**™ is comprehensive "tuning fork" per se which takes multiple single variables in a linear chain approach in an attempt to force examination of, and relate those variables to concepts, known or unknown activities, predictive actions, behaviors, and other influencing factors in a meaningful way to produce a deep and broad operational picture in the understanding and response to a contingency.

The **ACP**™ supports a multi-dimensional time and space (temporal and environmental) operational approach to crisis and consequence and we believe, is the first of its type. The **ACP**™ and the **THERM**™ can replace the traditional approach of Train, Plan, Respond, Recover or be used to enhance or supplement traditional approaches. For too long the Emergency / Risk Management industry followed a stagnant rigid sequential process when the world is anything but that. The **ACP**™ is anything but one dimensional, sequential, and industrial revolution process of the traditional EM/RM processes of today, rather the **ACP**™ is a process and methodology that accounts for time and space and events regardless of where they fall on the **THERM**™ in the **ACP**™.

The reality is, in most cases a contingency event has been well underway before anyone has realized it and may involve or spawn concurrent incidents. Concurrency is handled by single or multiple **THERMs**™. With its support of adaptability, the **ACP**™ accounts for the application of itself regardless of the state of a contingency. **ACP**™ with the associated **THERM**™ provides increased

speed of awareness, evaluation, activity coordination, and response actions to include a standard Emergency / Risk Management framework for any organization.

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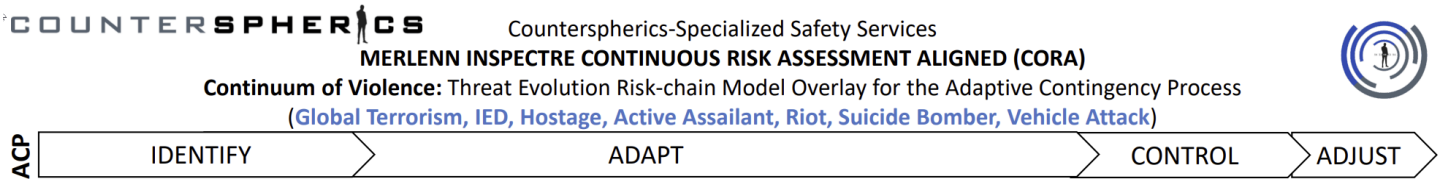
PHASES = CONTEXT STEPS

Each **ACP™ PHASE** is a context which comprises one or more executable steps. The exact duration of execution of each **PHASE** and each **PHASE STATE** iteration is influenced by environmental factors and time factors called **EFTFs** which over time can be adjusted based on empirical data and can be measured estimated, matrixed, and associated to provide general baseline temporal **EFTFs** to evaluate environmental triggers and their resulting impact durations and strengthen the exactness of execution timing within the **ACP™** cycles.

With following Deming's Plan, Do Check Act model, the **ACP™** incorporates in each phase the PDCA approach applied with variation. **Since** the **ACP™** is iterative the following is realized for each **PHASE** and each **STATE** in each **ACP™** THERM™ overlay.

1. **Deming** Plan – ACP™ Identify
2. **Deming** Do - ACP™ Adapt
3. **Deming** Check – ACP™ Control
4. **Deming** Act - ACP™ Adjust

0. Pre- **ACP™** Inventory – Spotlight People, Policies, Procedures, Organizations, Safeguards, Environment, Surroundings, Routes, Training, Services, Threats, Hazards, and Initial USE Sheets
1. **ACP™** Identify Phase – Define/Re-Define/Monitor EOP, Policies, Procedures, USE Sheets
2. **ACP™** Adapt Phase – Align/Re-align/Monitor EOP, Policies, Procedures, USE Sheets
3. **ACP™** Control Phase – Asses/Re-assess/Monitor EOP, Policies, Procedures, USE Sheets
4. **ACP™** Adjust Phase – Perform/Monitor EOP, Policies, Procedures, USE Sheets



A little on USE Sheets™

*Above **PHASES** are repeatable for all **ACP™ THERM™** overlays. USE Sheets or Unified Safety Emergency Sheets are documentary instruments for hardcopy recording of emergency / safety / risk information from Recall Rosters to PPE assignments to Cyber Attacks and Evacuation Plans. They are also known as Paper **ACP™** or Paper MERLENN™. USE Sheets are **ACP™** compliant.

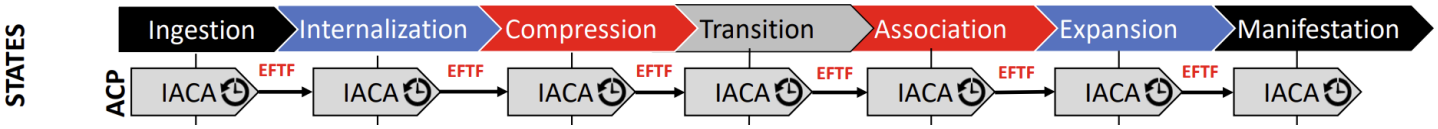
STATES = INFERRED ACTIVITIES

Inferred Emotive Activity relative to a **TRV** is realized as **STATES** and directly related to a specific human or natural **TRV** (see **TRV** in the paper). As understood, inference is the deduced conclusion from evidence (information) and reasoning rather than from guesses or assumptions. Therefore, the **ACP™ PHASE** steps are aligned with **TRV STATES** and realized as **activities**. As such, **STATES** are concerned with **TRV** activity (verbs) in conjunction with "something." In the case of the **THERM™** for an Active Shooter the ACP™ proposes seven (7) **STATES** spanning four (4) PHASES. These **STATES** are concerned with activities relative to the M**anifestation** of **TRV** acts of violence, are linear but heavily influenced by **EFTFs**.

With each **ACP™ THERM™** overlay, the **ACP™** itself is adapted to a specific Threat Risk Vector or **TRV**. For an Active Shooter **TRV** the overlay decomposes the **TRV STATES** of the concerned activities into seven (7) **STATES** being those of **Ingestion, Internalization, Compression, Transition, Association, Expansion and Manifestation**. In this way the inferred activity of a **TRV** can be assumed, predicted, and or verified along its transition from an inactive threat to an active threat allowing for the planning and execution of actions. This signals for a posture change within an organization and its personnel to align with the changes in **TRV** inferred activity and results in changes to the protective operations tempo of the **ACP™** Practitioner and his/her organization.

The **STATES** are **TRV**-centric and do not identify a specific period of time, only an undefined period of time based on an unknown **EFTF**. For example, a **TRV** may stay at the **STATE** of **Ingestion** activity for years and quickly transition to the **STATES** of **Internalization** and **Compression** in a matter of hours or minutes. The only known influence in this is the **EFTF** and **EFTFs** only become known through direct observation of behaviors, stressors, and communication or post **Manifestation**. Therefore, **EFTFs** play a critical part in the speed of development of the Active Shooter **TRV** as there may not be any observable activities or actions pre-**Manifestation**. But the **ACP™** accounts for this through continual evaluation and awareness.

Still, being able to infer a **TRV STATE** is key to the protection of an organization and its people, property, technology, and data; the effective use of aligning a **TRV's STATE** is both a strategic and operational objective that allows for the definition and implementation of measures i.e. controls designed in response to the reasoned **TRV's STATE**, observable or not.

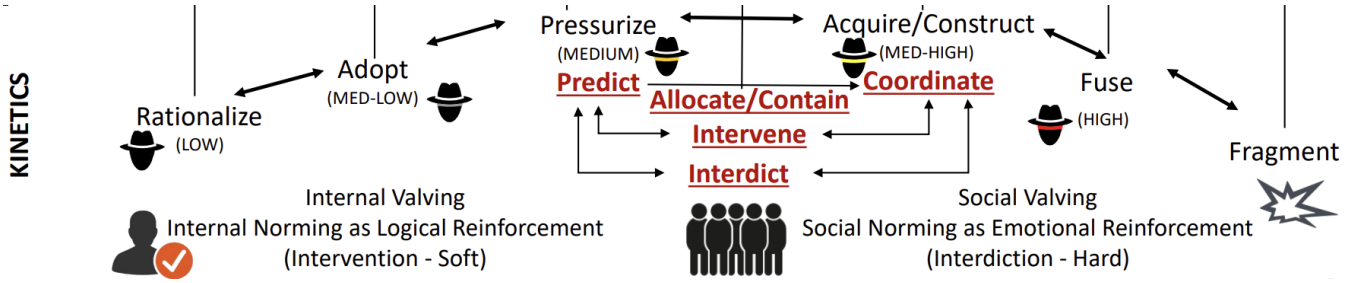


*Above STATES are specific to the Active Shooter ACP™ THERM™ overlay and relative to the Human **TRV**.

KINETICS = INFERRED ACTIONS

KINETICS are behavior realized as progressive actions which advances (moves) a **TRV** toward an end-state objective through increasing progressive emotive energy. This Inferred Emotive Action is realized as **KINETICS** and directly related to a human or natural type of **TRV** though we are speaking of the **ACP™ THERM™** overlay for an Active Shooter; understood that inference is the deduced from evidence (information) and reasoning rather than from assumptive statements. Therefore, the **ACP™ KENETICS** are decomposed and realized as **actions**. As such, **KINETICS** are concerned with action having outcomes from an activity aligned with "something." In the case of the **THERM™** for an Active Shooter, the **ACP™** identifies eight (8) **KINETICS** spanning seven (7) **STATES** across four (4) **PHASES**. These **KINETICS** are progressive actions relative to the **Manifestation** of acts of violence by a **TRV**, are linear, and heavily influenced by **EFTFs**.

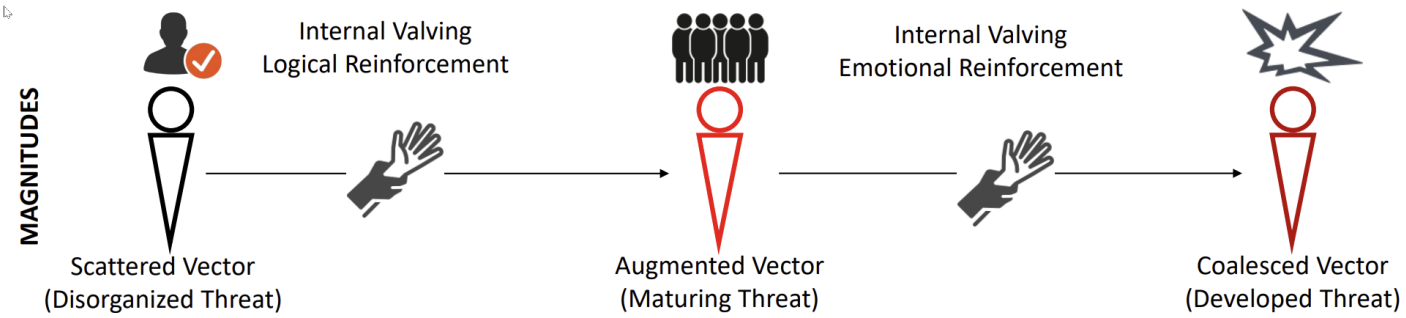
While **KINETICS** are mostly related to a **TRV**, some are related to the **ACP™** Practitioner and are distinguished separate from **TRV KINETICS** by being in red. These Practitioner **KINETICS** or actions are red as they are vital in the ability to stop, slow, limit, lessen, mitigate, or eliminate the **TRVs** end-state **KINETICS** of **Fragment** as shown in the **ACP™** segment below.



* Above **KINETICS** are specific to the Active Shooter **ACP™** THERM™ Overlay. Inferred levels of risk in the above are resultant outcomes aligned with the Human Threat Risk Assessment (**HTRA**) predictive analysis tool called Inspectre™ is part of the MERLENN® Contingency Management Decision Support System.

MAGNITUDES = INFERRED CAPABILITIES

MAGNITUDES are a resultant gain from growing and forming through expanding emotive energy resulting in strengthened capabilities which provide the means for a **TRV** to reach an end-state objective. Inferred Emotive Capability is realized as a **MAGNITUDES** and directly related to a specific **TRV** as we are speaking of the **ACP™ THERM™** overlay for an Active Shooter as an example. As understood, inference is the deduced from evidence (information) and reasoning rather than from guesses or assumptive statements. Therefore, the **ACP™ MAGNITUDES** are realized as Strength of Capability. As such, **MAGNITUDES** are concerned with the business' or organization's ability/readiness to react to "something." In the case of the **THERM™** for an Active Shooter, the **ACP™** identifies three (3) **MAGNITUDES** powered by eight (8) **KINETICS**, spanning seven (7) **STATES** across four (4) **PHASES**. These **MAGNITUDES** are concerned with Capabilities relative to the **Manifestation** of an act of violence by a **TRV**, are linear and heavily influenced by **EFTFs**.



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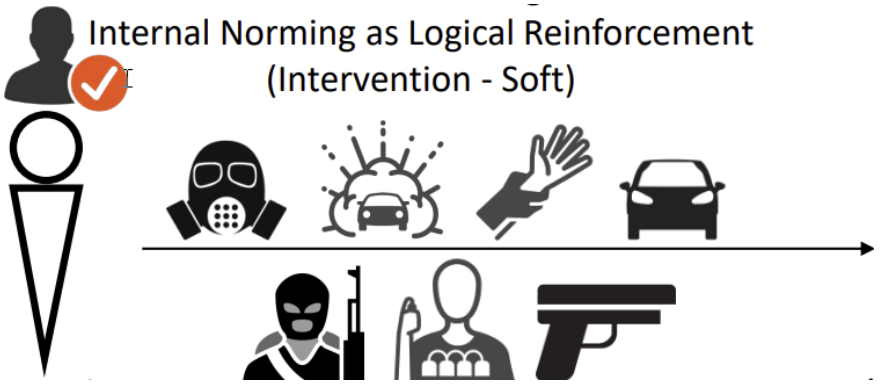
TRV: THREAT RISK VECTORS

The **TRV** or **Threat Risk Vector** is the center point upon which the **ACP™ THERM™** overlay or perspective is based. The **TRV** is the source of the threat or hazard the **ACP™** addresses in an attempt to mitigate, lessen, slow, eliminate, and remediate an action. The **TRV** can be human or a natural threat and or hazard. **TRV**'s constitute change and are known to always be in a state of change and require continuous monitoring for their emergence, development, and existence. The key to the **ACP™** is the **ACP™** is the Practitioner's ability to constantly gather, classify, analyze, and make sense of environmental and situational intelligence while continuously monitoring a group's, organization's, institution's, community's surroundings.

As the center focus, **TRV**s are the opposing and potentially destructive force requiring countering action. As such, the more information gathered related to the **TRV** such as atmospheric, geologic, oceanic conditions for natural hazards and leakage, concerning behaviors, concerning activities, probing, multiple acquisitions, or unauthorized access, for human threats are paramount in **TRV**'s inferred **STATE**, **KINETIC** and **MAGNITUDES**.

NATURAL 9 TRVs

HUMAN TRVs



CONCLUSION

It is the joint vision of Counterspherics and Specialized Security Services that the **ACP**™ version 1 be the first step of many for a process and methodology with a supporting the Emergency/Risk Management Framework (EMF/RMF) gain a modicum of acceptance as we believe its reach to be unmatched and as such has unlimited potential. While this is the first completed and published version, future **ACP**™ releases will be dependent on adequate training, practitioner adoption, and documented success. As of now, Counterspherics and Specialized Safety Services see long-term support and the very real potential of the **ACP**™ to mitigate or addressing threat and hazard risks.

It is with much enthusiasm and anticipation that Counterspherics Labs and Specialized Safety services publish this first release with plans to fine tune the process and overlays with continued feedback from the Emergency/Risk Management practitioner sector of the industry. The goal of this process is to provide an easy to use, lightweight and immediate level of process understanding which can be deepened over time. *Emergency/Risk Management has come a long way and there is still a long path ahead. With the prevalence and severe impacts of threats and hazards always on the rise, Emergency/Risk Managers need updated sets of tools i.e. concepts, processes, and technologies at their disposal to remain in high levels of vigilance and readiness for known and unknown threat types.* As we have said and know, the one true constant is change and change in this world is consistent.

"IT IS TIME TO THINK AND ACT MORE LIKE PILOTS!"

This paper is based on the Prince-Watkins ACP Theory and with current/updated **ACP**™ overlays may be found in the Counterspherics online publications repository located at https://www.counterspherics.com/TSBE.html. Updates, new **THERMs**™ (overlays) will also be found here. Feedback from vertical communities is always valued and welcomed. Just such feedback led to the development of the **ACP**™ and is vital to the continued success of the process.

Counterspherics and Specialized Safety Services manage the **ACP**™ Open Forum and have a standing invite to join the forum for all Emergency Managers, Coordinators, First Responders, Risk Managers, Safety Managers, Security Managers. and anyone with a vested interest in future contexts of the **ACP**™.

What does all this mean? – the APC™ is a set of integrated reusable instruments for identifying, preparing, monitoring and reacting to the speed, power, control and impact of threats and hazards thereby enabling an organization to adapt continuously in real-time to changes in its environment and surroundings giving it the capacity to better protect its people, property, technology and data.

For more on the ACP™ and or the ACP™ Open Forum please contact Counterspherics at 877-205-1124 Extension 1537 or Specialized Safety Services at https://www.besafeexperts.com .

Be Informed. Be Safe. Be Ready!

GLOSSARY OF ACP™ TERMS

ACP	ACP™ Adaptive Contingency Process
ADOPT	ACP™ Inferred TRV Kinetic Action in response to a Behavioral Activity (State)
COALESCING	ACP™ Inferred TRV Intermediate Capability Magnitude Strength Indication
CONSTRUCT	ACP™ Inferred TRV Kinetic Action in response to a Behavioral Activity (State)
EFTF	Environmental Factor Time Factor which lengthens or shortens duration
FRAGMENT	ACP™ Inferred TRV Kinetic Action in response to a Behavioral Activity (State)
FUSE	ACP™ Inferred TRV Kinetic Action in response to a Behavioral Activity (State)
IACA	ACP™ Identify, Adapt, Control, Adjust Phase Iteration Dependent on the EFTF
INTERDICTION	ACP™ Practitioner's Kinetic of Control to Stop/Impede/Eliminate a TRV Kinetic
INTERVENTION	ACP™ Practitioner's Kinetic of Influence to Predict/Evaluate/Prevent a TRV Kinetic
KINETIC	ACP™ Inferred TRV Progression Indication
MAGNITUDE	ACP™ Inferred TRV Capability Strength Indication
NORMING	ACP™ Inferred TRV Internal/Social Reinforcement to accept or adopt a Behavior
PRESSURIZE	ACP™ Inferred TRV Kinetic Action in response to a Behavioral Activity (State)
RATIONALIZE	ACP™ Inferred TRV Kinetic Action in response to a Behavioral Activity (State)
SCATTERED	ACP™ Inferred TRV Initial Capability Magnitude Strength Indication
STATE	ACP™ Inferred TRV Behavioral Activity
TRV	ACP™ Threat Risk Vector is the Potential Energy of a Natural/Human-based force.
THERM™	ACP™ Threat Evolution Risk-chain Model (Overlay for Specific Threat/Hazards)
VALVING	ACP™ TRV Inferred Internal/Social Reinforcement to release/abandon a Behavior
VULCANIZED	ACP™ Inferred TRV End-State Capability Magnitude Strength Indication
PHASE	ACP™ Practitioner Action Steps