

## HORIZON PROTOCOL

### Chapter 13 — The Report

The Foundation safehouse outside Guanajuato did not look like a Foundation safehouse.

That was the point.

From the road it appeared to be an old colonial estate that had been modernized by someone with good taste and no desire to attract questions — pale stone walls, shuttered windows, a wide inner courtyard with a dry fountain in the center and enough bougainvillea climbing the outer arches to soften the geometry. The local cover file described it as private property belonging to an agricultural export concern. The cover file, like most good cover files, was almost insultingly boring.

Inside, it was all secure doors, fiber lines, shielded rooms, and the particular stillness that arrived when people had finally left spectacle behind and entered a place built for consequence.

The transport convoy rolled through the gate just after dawn.

No crowds.

No music.

No drones.

Only the ticking sound of hot engines cooling in quiet air.

Ace stepped down from the truck first and immediately noticed the difference in her own body. Horizon had been loud enough, bright enough, and structurally wrong enough that silence now felt almost invasive. The world here did not want anything from her except stillness, and after the Black Finale that felt stranger than danger.

Mai came down a moment later with the data case in one hand and the tablet in the other. She had not slept. Neither had Ace. Shabby might have, in some sense that did not map neatly onto human categories, but if so it had happened with her eyes open and her head tilted toward the truck wall while the convoy moved north.

Skulker arrived last, driving under escort but not under arrest.

That amused Ace enough to keep it.

He parked his ruined black machine beneath the service overhang and got out without ceremony, gaze moving once over the courtyard and then inward, toward the rooms where reports would happen and systems would pretend to be objective about things they had barely survived observing.

Gears was already there.

Of course he was.

He stood under the colonnade with a folder in one hand and a tablet in the other, looking exactly as he had in Mexico except cleaner, which somehow made him appear more severe rather than less.

“Debrief in twenty minutes,” he said.

Ace stared at him.

“We drove through an anomaly wearing a music festival as a skin.”

“Yes.”

“We have been awake for... what, thirty hours?”

“Approximately.”

“And your answer is ‘twenty minutes.’”

“Yes.”

Ace looked at Mai. “I’m going to put him through a wall one day.”

Mai adjusted the data case slightly. “Take a number.”

For one brief second, Shammy almost smiled.

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The debrief room was built to make emotion feel technically unnecessary.

Windowless.

Neutral lighting.

A long central table.

Screen wall at the far end.

Enough recording infrastructure hidden in the seams to ensure nothing spoken there would ever truly vanish.

Ace hated rooms like this on instinct.

Mai tolerated them because information needed surfaces.

Shammy disliked them in a way that made the air go faintly still around her, which the ventilation system did not know how to interpret.

Skulker took the chair nearest the wall and sat with the patience of someone who had spent enough time around armed bureaucracy to understand that resistance here only made the process longer.

Gears remained standing until the screen wall woke and Foundation insignia resolved into a clean white-on-black display that looked vaguely embarrassed to be involved in a case like Horizon.

The title line appeared beneath it.

HORIZON FESTIVAL

POST-EVENT OPERATIONAL REVIEW

STATUS: OPEN

Ace leaned back in her chair and folded her arms.

“See, that’s the thing right there.”

Gears glanced toward her. “What thing.”

“It says ‘review.’” She nodded at the screen. “That implies this was a thing people were in charge of.”

No one disagreed.

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Mai opened the debrief herself.

The graphs came first.

Not because graphs mattered more than lived experience, but because Foundation rooms became easier to tolerate when data spoke before people were forced to. The telemetry curves from each race rose across the screen in sequence — early clean spikes, then larger surges, then the split troughs of Midnight Meridian, the serrated instability of Sunset Gauntlet, and finally the near-collapse of the Black Finale where the pattern degraded into something closer to noise than measurable control.

One by one, the races reorganized themselves into a story the crowd had never seen.

“Event One,” Mai said, voice level, “showed baseline corrective smoothing.”

A video clip played beneath the graph.

A car bounced off a guardrail and recovered with unnatural grace.

“Event Two established persistent post-race tapering.”

The graph lengthened.

“It did not switch off when the competition ended.”

Another clip.

Trajectory softening through a canyon wall strike.

“Event Three showed the first signs of cumulative loading.”

Now Grouse’s mountain run appeared. The roll. The late correction. The crash that remained a crash.

“Event Five,” Mai continued, “introduced the first confirmed compensatory failure under stress.”

Shammy watched the screen without looking like she was watching it at all. Her gaze remained fractionally off the center of whatever was being shown, as though the real event was always half a degree away from the visual record.

“Midnight Meridian,” Mai said, “confirmed dead pockets and localized thinning of the corrective structure.”

The bridge.

The hairpin.

The hypercar almost going over.

Marisol’s suspension failure.

Then the graph widened to valley scale.

“Sunset Gauntlet demonstrated active schedule adaptation and narrative prioritization.”

There it was, spoken in a Foundation room now, and therefore somehow more absurd.

Skulker leaned forward slightly for the first time.

“Not just continuity,” he said. “Presentation.”

Gears nodded once. “Agreed.”

“And the finale,” Mai said, “showed full-system overreach.”

The screen went black for a heartbeat as she loaded the sequence.

Then it returned with the final straight, the dead finish lights, the flicker, the multiple lines converging, the moment Horizon failed to choose.

The clip froze.

Three cars under a dying gantry.

Ace.

The DB11.

Skulker’s damaged machine.

Three endings.

No clean script.

The debrief room stayed quiet for several seconds after the frame locked.

Then Gears asked the question everyone in the room had already answered internally but still needed on record.

“What is your conclusion.”

Mai did not answer first.

Shammy did.

“Horizon is not a singular object.”

Every eye in the room moved to her.

She had not raised her voice. She never needed to.

“It is a convergence behavior,” she continued. “Roads. drivers. cameras. expectation. repetition. crowd pressure. spectacle architecture. The field forms where they align strongly enough and often enough to stop behaving separately.”

Ace let out a small breath through her nose. It still sounded right hearing it again.

Skulker spoke next.

“It preserves race continuity until the cost exceeds available structure.”

Gears’ gaze shifted to him.

“That implies finite capacity.”

“Yes,” Skulker said. “And adaptive triage.”

Mai picked up the thread.

“It doesn’t protect people. It protects the event until protecting people remains useful to preserving the event.”

That landed harder in the room than the graphs had.

Because graphs implied mechanisms.

That sentence implied motive.

Gears considered the screen for a long moment.

Then he asked the only question someone like him would ask next.

“Containability.”

No one answered immediately.

Not because the answer was difficult.

Because it was embarrassingly obvious.

Finally Ace said, “No.”

Gears looked at her.

She uncrossed her arms and leaned forward slightly.

“You could shut down one race. Maybe one year. Maybe even one location if you brought enough people and made enough noise.” Her gaze flicked to the frozen frame on the screen. “But Horizon isn’t a machine in a box. It’s a habit with an audience. It’s a myth with infrastructure. You don’t contain that. You either become it, or you try to break it so hard the breaking becomes part of the next version.”

Gears did not smile.

But the pause before he responded carried a kind of respect.

“Yes,” he said. “That aligns with my assessment.”

Ace sat back again. “I hate when that happens.”

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The door at the side of the room opened without knocking.

Bright entered with a mug in one hand, sunglasses in the other, and the air of a man who had decided that because he had not technically been invited, punctuality no longer mattered as a moral category.

"You started without me," he said.

No one looked especially surprised.

Gears looked especially unamused.

"You were not required."

"Yeah, but that's never stopped me before."

Bright dropped into the empty chair halfway down the table and took one glance at the frozen frame on the screen.

"Oh good," he said. "You kept the part where the festival tried to eat its own ending."

Ace tilted her head. "You say that like you're proud of it."

"I'm proud of you breaking the script," Bright replied. "Huge difference."

Mai watched him carefully.

"Were the vehicles contributing to the escalation?"

Bright took a sip from the mug before answering.

"Not causally."

That did not satisfy anyone.

He sighed lightly.

"Fine. They made you legible to the field. Better telemetry, better responsiveness, better system awareness — Horizon could read you more clearly because the Foundation hardware could read you more clearly."

Skulker's expression did not change, but the room felt his attention sharpen.

"So the equipment increased coupling."

"Yes," Bright said. "But before anyone gets dramatic, the coupling would've happened anyway if you kept racing there long enough. We just sped up visibility."

Mai did not enjoy that sentence.

"Why."

Bright looked at her over the rim of the mug.

"Because if there was going to be a failure mode, I'd rather it happen while the room includes people who can still think when the walls start lying."

That was extremely Bright.

It was also, annoyingly, not bad logic.

Ace dragged a hand once across her face. "I hate when he also makes sense."

Shammy had been watching Bright rather than the screen for the last few moments, which had its own weight. When she finally spoke, her voice was almost curious.

"You've seen the shape before."

Bright turned toward her.

Not evasive this time. Just careful.

"Adjacent," he said again.

"Places where repetition and observation stopped being passive and started modifying outcome. Ritualized environments. Staged risk. Narratives that became load-bearing."

Gears took over from there before Bright could turn the answer theatrical.

"There are historical analogues. None at this scale. None with this degree of public integration. None with this aesthetic wrapper."

That almost got a sound out of Mai.

"'Aesthetic wrapper' is one way to describe a multinational automotive carnival."

"It is an accurate one."

For once, Ace gave up and laughed.

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The official report took another forty minutes to finalize, which in Foundation terms counted as mercy.

Language was argued over.

Not the important language — the room had consensus on that by now — but the bureaucratic phrases that determined whether future investigators would be allowed to treat Horizon like weather, like a site, or like a public anomaly too entangled with culture to isolate cleanly.

In the end, Gears stood at the head of the table and read the conclusion aloud while the finalized wording settled onto the screen.

#### HORIZON FESTIVAL

#### POST-EVENT OPERATIONAL FINDINGS

- Anomalous outcome correction strongly indicated across repeated high-risk vehicular events.
- Observed behavior suggests distributed convergence phenomenon rather than singular contained object.
- Event continuity appears preferentially preserved over participant safety once stress thresholds escalate.
- Adaptive restructuring of schedule and route logic observed during active anomalous phase.
- Full containment presently assessed as impractical without unacceptable escalation and probable cultural propagation effects.
- Recommended posture: observation, discreet intervention thresholds, annual monitoring, no broad

disruption attempt without revised strategic framework.

STATUS: UNRESOLVED

Ace stared at the last line.

Then looked at Gears.

“That’s it?”

“For now.”

“That’s insultingly small.”

“Yes,” Gears said. “Reality often is in writing.”

Bright raised his mug slightly in lazy agreement.

“Could be worse. You could’ve gotten ‘inconclusive.’”

Mai pinched the bridge of her nose.

“I’m not sure whether that would actually be worse.”

“It would,” Skulker said.

That drew a glance from her.

He did not elaborate.

He did not need to.

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After the debrief, the room emptied slowly.

Not out of reluctance.

Out of fatigue.

The kind that only arrives after a place stops trying to be impossible and settles into memory just long enough for the nervous system to realize what it has been tolerating.

The vehicles were transferred first.

The Nismo and the DB11 were rolled into the service bay under Foundation custody and stripped, with quiet efficiency, of the parts that had made them feel operationally personal during Mexico. Data modules. sensor overlays. external couplings. The cars remained themselves, but only in the way that a hotel room still technically resembles your life for fifteen minutes after checkout.

Ace stood at the bay entrance longer than she expected to.

She did not touch the Nismo this time.

That would have made it sentimental, and she was in no mood to help objects pretend they were

people.

Mai watched the extraction process with her hands in her coat pockets, attention fixed on the data cases instead of the cars. Shammy stood beside her, listening to the sterile airflow in the corridor like someone grateful to hear a system that only wanted to move air and not appetite.

Skulker was already half gone.

That, too, suited him.

He paused only once, at the edge of the service wing, where the corridor turned toward transport and paperwork and all the quiet indignities that followed surviving something dramatic.

Mai looked up from the case log.

"You're leaving."

"Yes."

Ace glanced over.

"That it?"

"For me, yes."

She might have let him go with that. Probably would have.

But Shammy spoke first.

"You knew before we did."

Skulker stopped.

Not because the question trapped him.

Because it was accurate enough to deserve a real answer.

"I knew earlier," he said.

"That's different."

Ace tilted her head. "How?"

He considered them for a second, then gave them the answer in the way he gave all useful things — stripped of ornament.

"Everyone else was driving like the road wanted them alive." His gaze moved briefly, not unkindly, across the three of them. "You weren't."

Then he left.

That stayed in the corridor after he was gone.

Mai looked at the closed door for a second longer than necessary.

“He’s not wrong.”

“No,” Ace said.

Shammy’s voice came quiet and even.

“He noticed first.”

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By late afternoon the safehouse had returned to its preferred state of looking boring.

Which meant the operation was over.

Paperwork moved. encrypted bundles left through channels designed to appear irrelevant. External observers were redirected, lightly bribed, or lied to depending on jurisdiction and temperament. Horizon would enter a monitoring framework sophisticated enough to sound impressive in a report and thin enough to be fundamentally powerless against the underlying problem.

Just before dusk, the three of them ended up in the inner courtyard without planning to.

The fountain there was dry. The bougainvillea cast thin shadows along the wall. Somewhere above them, on the roofline, a maintenance unit clicked as it checked and rechecked a sensor housing that had not been broken in months.

It was the most ordinary sound any of them had heard in days.

Ace sat on the edge of the fountain and looked up at the darkening sky.

Mai leaned against one of the columns with the final report case at her feet.

Shammy stood in the middle of the courtyard where the evening air moved freely across the open square.

For a while, no one said anything.

Then Mai broke the silence.

“We work unusually well together.”

Ace looked at her.

“That your elegant way of saying Mexico was a mess?”

Mai’s mouth shifted almost into a smile.

“It is my elegant way of saying Mexico could have gone much worse.”

Shammy turned slightly toward them, the wind moving her hair in ordinary patterns now.

“Yes,” she said. “It could have.”

The quiet that followed was the good kind.

Not absence.

Alignment.

No ceremony. No declaration. Just the fact of three people who had gone into a place built on curated consequence and come out still themselves.

Mostly.

Ace looked toward the west, though Mexico was too far away to matter from here except in memory.

“It’ll happen again.”

Mai nodded once.

“Yes.”

Shammy’s gaze lifted to the first star just beginning to appear above the courtyard wall.

“It always will.”

No one argued.

Because that was the truth they had brought back with the data, with the damaged cars, with the graphs, with the unfinished language of an unresolved report.

Horizon was not solved.

It was not contained.

It had merely been survived closely enough to earn better wording.

That would have to do.

For now.

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Later that night, long after the internal archive had taken the report and long after the official channels had quieted, one final file moved through a narrower path.

It did not enter the formal Horizon case stack.

It went somewhere else.

A sub-archive.

Restricted.

Observed by very few.

The file title was short.

MEXICO / HORIZON

SUPPLEMENTAL — UNRESOLVED PATTERN NOTES

The body of the note contained only three lines.

No confirmed singular anomaly.  
No viable containment posture.  
Return probability: effectively certain.

A fourth line appeared a few seconds later, appended under a different credential than the rest.

Then, as suddenly as it had appeared, the cursor vanished.

The added line remained.

Some places don't want to be safe.  
They want to be remembered.

No signature.

None needed.

Outside, the night settled honestly over the estate.

No floodlights.  
No gantries.  
No crowd teaching the dark what shape to take.

Just wind, stone, and the slow return of a world that for the moment was content to behave like one.

For the moment.

— END OF HORIZON PROTOCOL —

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