



SECURE TOMORROW SERIES CROSS-IMPACTS READ AHEAD: TRUST AND SOCIAL COHESION



DEFEND TODAY,
SECURE TOMORROW

CROSS-IMPACTS SESSION

In this facilitated activity, participants will brainstorm how drivers of change for **trust and social cohesion** might affect different [National Critical Functions \(NCFs\)](#)¹ in distinct ways. Specifically, participants will seek to identify risks to [critical infrastructure](#) (organized around NCFs) related to trust and social cohesion that we can expect in the next five years. Participants will make distinctions about which risks are unique to individual NCFs or specific critical infrastructure, and identify strategies to mitigate those risks.

No advance preparation is necessary. However, participants may wish to familiarize themselves with the drivers of change and NCFs that they will be “crossing” during the session. The crossing point of a particular “driver of change” and NCF—i.e., what risks does the driver of change pose to that NCF—forms the basis for discussions during the activity. Ultimately, participants will focus on six of these intersection points, which will be selected based on a prioritization exercise that they will conduct at the start of the session.

Table 1 lists the seven drivers of change that participants will choose from during the session and provides brief descriptions of each.

Table 1. Drivers of change addressed in the cross-impacts session

Driver of Change	Description
Declining trust in law enforcement	To include risks that may arise in a potential future in which trust in this public institution is low and civil unrest may be more readily triggered
Evolving means of communications	To include ramifications of mobile devices, social media platforms, and other emerging tools that can facilitate rapid dissemination of information, as well as the organization and mobilization of identity-driven groups
Rise in disinformation	To include how malicious actors use various tactics and technologies to increase societal fragmentation along target social, political, racial, and cultural fault lines and the resulting ramifications
Social media-enabled echo chambers	To include risks from the reliance on social media for information and underlying recommendation algorithms that exacerbate confirmation bias
Declining trust in impartial media	To include the ramifications of losing impartial media, the rejection of impartial reporting, as well as the growing prevalence of polarizing and biased media
Spread of protectionist economic policies	To include security risks arising from protectionism among nations that supply key raw materials and finished goods (e.g., processed rare earth minerals, large power transformers)
Foreign ownership of key supply chain routes	To include activities threatening confidence in trade flows for essential supply chains (e.g., healthcare, technology) and emerging risks from attempts to gain control of important supply chain infrastructure

¹ NCFs are those functions of government and the private sector so vital to the United States that their disruption, corruption, or dysfunction would have a debilitating effect on national security, national economic security, national public health or safety, or any combination thereof.

Table 2 provides definitions for the six NCFs addressed in the session. For additional information on all 55 NCFs, please review [National Critical Functions: Status Update to the Critical Infrastructure Community](#).

Table 2. NCFs addressed in the cross-impacts session

National Critical Function	Definition
Enforce law	Operate federal, state, local, tribal, territorial, and private sector assets, networks, and systems that contribute to enforcing laws, conducting criminal investigations, collecting evidence, apprehending suspects, operating the judicial system, and ensuring custody and rehabilitation of offenders
Operate government	Carry out legislative, judicial, and executive government missions, including activities related to developing and enforcing codes, ordinances, rules, regulations, and laws; collecting taxes and revenues; managing records, budgets, and finances; and providing public services
Conduct elections	Conduct elections, including managing voter registration and rolls, voting infrastructure, polling places, vote counting, and certifying and publishing election results
Prepare for and manage emergencies	Organize and manage resources and responsibilities for dealing with all aspects of emergencies (prevent, protect, mitigate, respond, and recover), to be resilient to and reduce the harmful effects of all hazards
Support community health	Conduct epidemiologic surveillance, environmental health, migrant and shelter operations, food establishment inspections, and other community-based public health activities
Provide public safety	Provide public services—to include police, fire, and emergency medical services—to ensure the safety and security of communities, businesses and populations

Participants are reminded that any information shared during this activity is provided on a voluntary basis. Sensitive information, to include confidential or proprietary information, should not be shared. Information shared during this activity may be recorded for the purposes of facilitating the program and discussions; however, discussion or disclosure of information in these sessions is not a substitute for submission under the Protected Critical Infrastructure Information (PCII) Program. Information may therefore be subject to Freedom of Information Act (FOIA) requests or other mechanisms that would publicize any information shared and/or recorded.