



William R. Harris (1941-2021)

This edition of the *Journal of Critical Infrastructure Policy* is dedicated to William R. Harris, who died of COVID-19 complications on April 21, 2021. Bill was an early and active supporter of the Journal, contributing to its development in multiple ways.

His career began following graduation from Harvard College and Harvard Law School as a teaching fellow under Henry Kissinger in a joint Law School-Graduate School program before joining the RAND Corporation in 1972.

As an international lawyer working under National Security Council (NSC) auspices, Bill developed communication protocols enabling activation of Nuclear Risk Reduction Centers in Washington D.C. and in Moscow. He consulted with the U.S. Arms Control and Disarmament Agency, producing red team analyses that led to re-drafts of the Treaty on Intermediate Nuclear Forces (INF) and the Strategic Arms Reduction Treaty (START) and START2 Treaties.

The span of Bill's work at both the federal and state levels was extensive. He specialized in energy policy at RAND as an original member of its Energy Policy Program. Beyond the presentation of key reports, policy analyses, Congressional testimony, and strategic review of regulatory documents, he was engaged in the front lines of security policy development. This occurred in federal offices including NSC, the U.S. Senate Select Committee on Intelligence, the Office of the Secretary of Defense, the Department of Justice, several Presidential commis-

sions, and, at the state level, within individual state governments and public utility commissions.

His awareness of critical infrastructure threats grew with involvement on a Crisis Management Task Force at the NSC. It included a framework for government continuity during and after a national catastrophe. The work incorporated development of computer-based expert systems to support Constitutional succession of the Office of the President and preparations to assist state government in major emergencies. In this work, he assessed the resilience of critical infrastructures required for essential federal functions.

In the latter part of his career—in both job-related and impactful voluntary roles—Bill's focus was on improving the resilience of specific critical infrastructure sectors. His working knowledge of relevant technical issues, policy development and implementation, historical factors, organizational issues, and legal frameworks was unique. Most impressive was his awareness of current “attack surfaces” of individual infrastructure systems, countermeasures, and the policy solutions prescribed by these vulnerabilities. He was especially concerned about plausible threats to the U.S. electric grid emanating from both natural and human causes.

Throughout his lifetime, Bill Harris was an energetic and resourceful contributor to many institutions and organizations. He was responsible, highly informed, committed to excellence in all pursuits and a true patriot. His passing is a loss to the Nation.