

SO-1

Enron documents from the Office of Resource Management, Office of Security

1. Resume of Mr. Alex C. De Alvarez. Information withheld under Exemption B2 and Exemption B6. 1 page. (F2001-00630)
2. Document entitled "Energy Assurance Conference Natural Gas Industry, December 12-13, 2001, Washington, DC." 33 pages. (F2001-00630)

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Work Experience

Enron Corp

March 2000-Present

Director, Physical Security, Enron Broadband and Director of Security, Enron Corp., Business Controls Group. Reports to the Office of the Chairman, Enron Corp. Responsible for designing and implementing Enron Broadband's Security and Safety programs, as well as designing and installing an integrated network based access control and physical security infrastructure for Enron's remote sites. Responsible for physical risk assessment and risk mitigation of network and trading operations, establishing the business continuity and crisis management plans, as well as managing day-to-day security incident response and investigations. Responsible for physical security of Houston-area buildings, including Enron towers, after Sept. 11th attack.

Kroll Associates

June 1997- March 2000

Director, Dallas office. Acted as team leader for the Corporate Security, Intelligence and Investigative practice, including selection of team members, client briefing, and preparation of final reports. Client base included General Counsels, CFOs and CEOs of Fortune 500 corporations. Also responsible for selling the entire range of Kroll services for the region, especially Kroll's Corporate Security, Litigation Intelligence, Information Security, Business Intelligence and Corporate Investigation practices. The practice garnered almost \$2 million in consulting revenue in final year at Kroll. Highlights include participation in the Texas A&M Bonfire investigation, and two months on exchange to London office on an international competitive intelligence project. Began as a senior researcher in Kroll's Washington DC office.

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U.S. Marine Corps

June 1984- January 1989

Infantry officer assigned to a Special Operations Capable unit. Deployed twice to Asia, including duty with a Mobile Training Team assigned to the Philippine Marines. Domestic assignments included platoon commander in a reconnaissance battalion and anti-drug operations with the U.S. Border Patrol. Highest rank: Captain.

Education

University of Dallas
BA, Political Theory, 1984
Master of Politics, 1989
National Merit Scholarship
Texas Republicans Scholarship
Honor Roll, Dean's List

Languages

German, some Spanish

Energy Assurance Conference Natural Gas Industry

12/12-13, 2001
Washington, DC



What Is Natural Gas?

- Hydrocarbon Fuel
- Gas, not a liquid
- Primarily methane, (hydrogen and carbon))
- Lighter than air
- Relatively tight fuel air ratio for ignition
- Relatively high ignition temperature
- Delivered only through pipelines

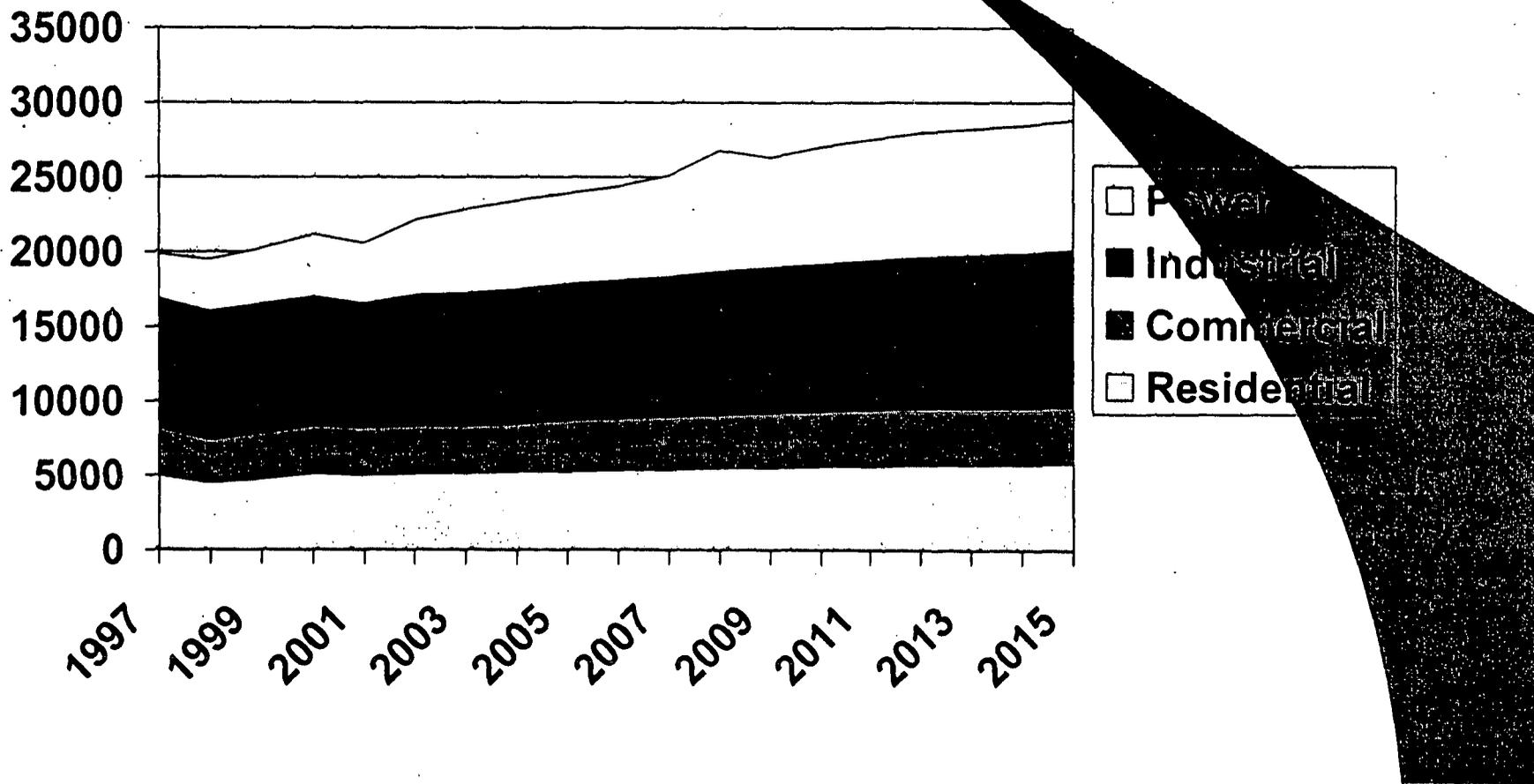
What Can Go Wrong?

- Ignition of the gas outside of the pipeline
 - Localized
 - Predictable
 - Short Term
- Non-delivery of the product
 - Regional
 - Shutdown
 - Startup
- Over-delivery of the product
 - Localized

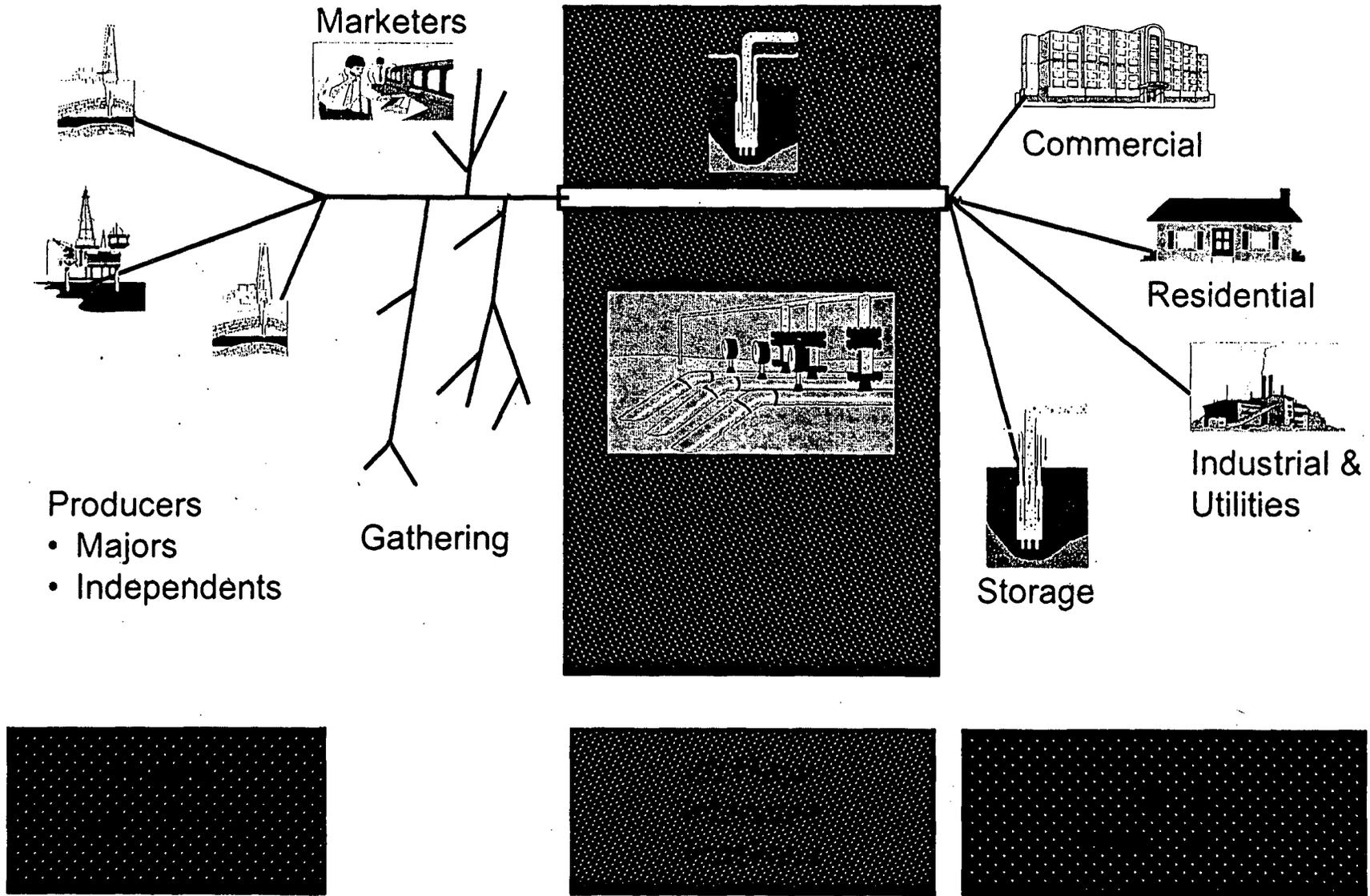
Why is natural gas important?

- 25% of the Energy Consumed in the US
- 36" Pipeline Delivers 9,260 ft³/sec
 - Heat Average Midwest Home 21 Days
 - Hot Water for 475 Showers
 - 1.65 Tons of Steel in Blast Furnace
 - Generate Electric Power for Home for 47 Days
 - Feedstock for Fertilizer to Produce 285 Bushels of Wheat

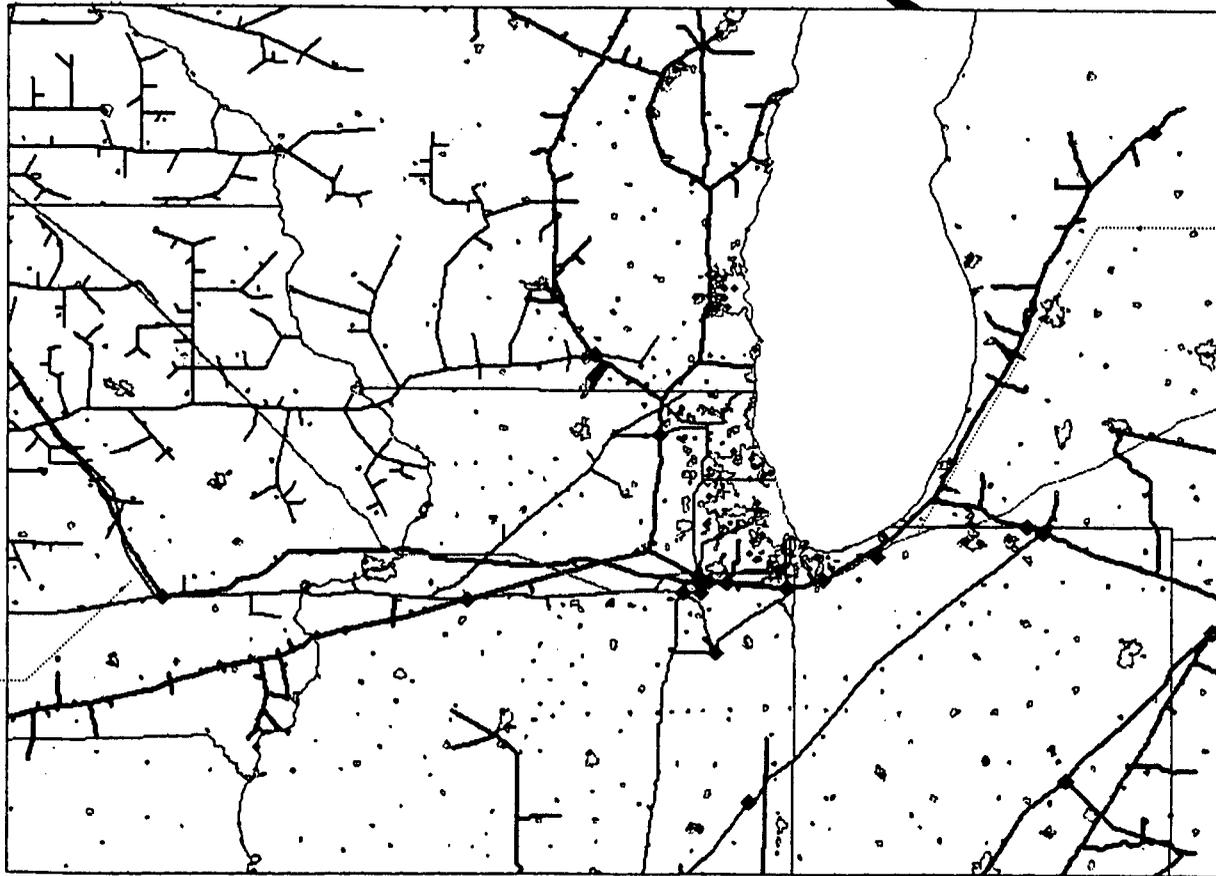
Selected Gas Consumption (Bcf)



The Natural Gas Industry



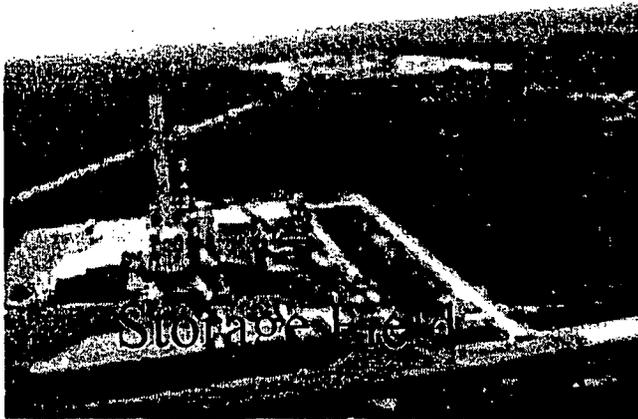
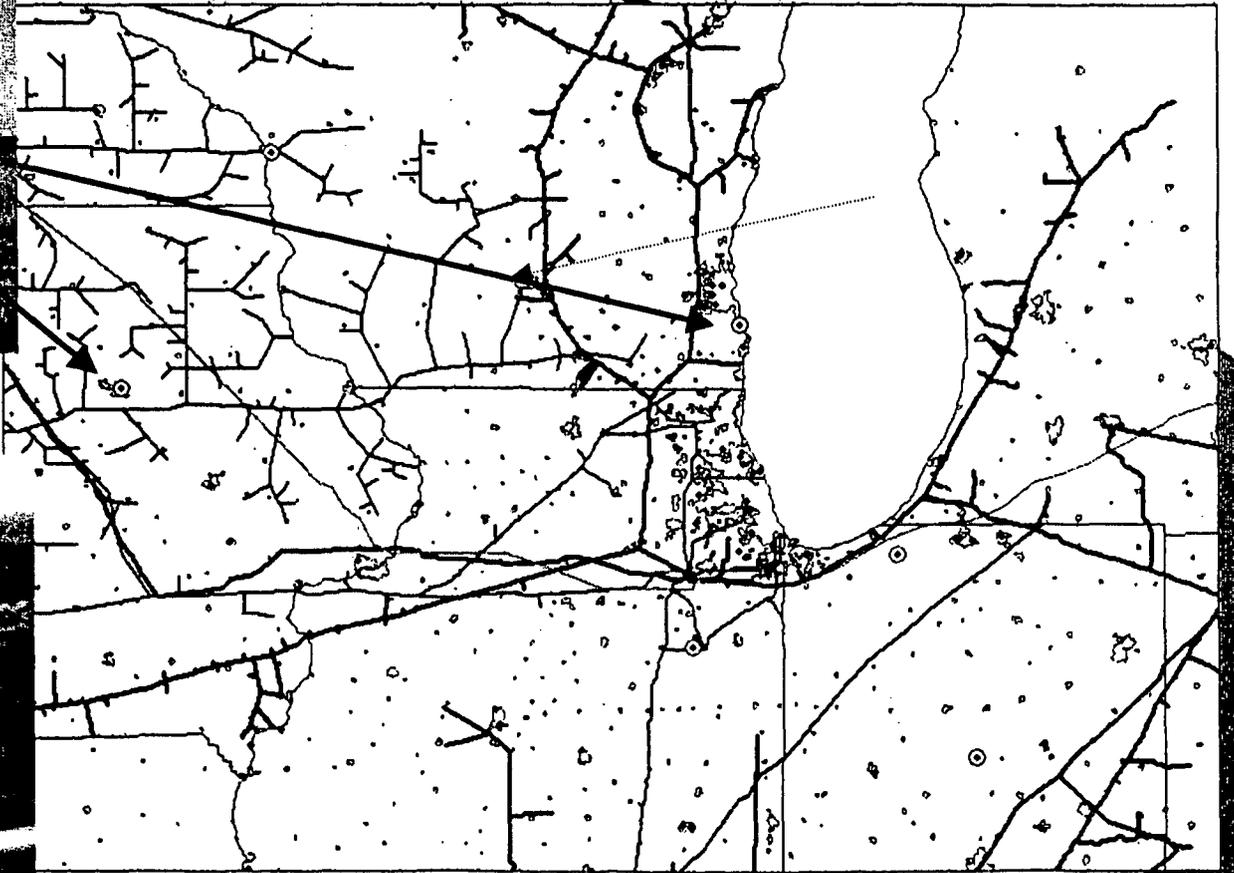
Interconnects between Pipelines



Example
NGPL/NB

Example
ANR/Vector

LNG and Storage Facilities



Threats to Pipeline Industry

- Typical Accidents – Preparations
- Vandalism - Preparations
- Cyber terrorism - Preparations
- Personnel Sabotage
- Car & Truck Bombs
- Rocket Propelled Grenade (RPG)
- Bio Terrorism
- Chemical
- Airborne
- Radiation

Results of Terrorist Actions

- Disable a Facility

- Pipeline
- Compressor
- Meter
- Offshore Platform
- LNG Tank
- Bridge
- Gas Control

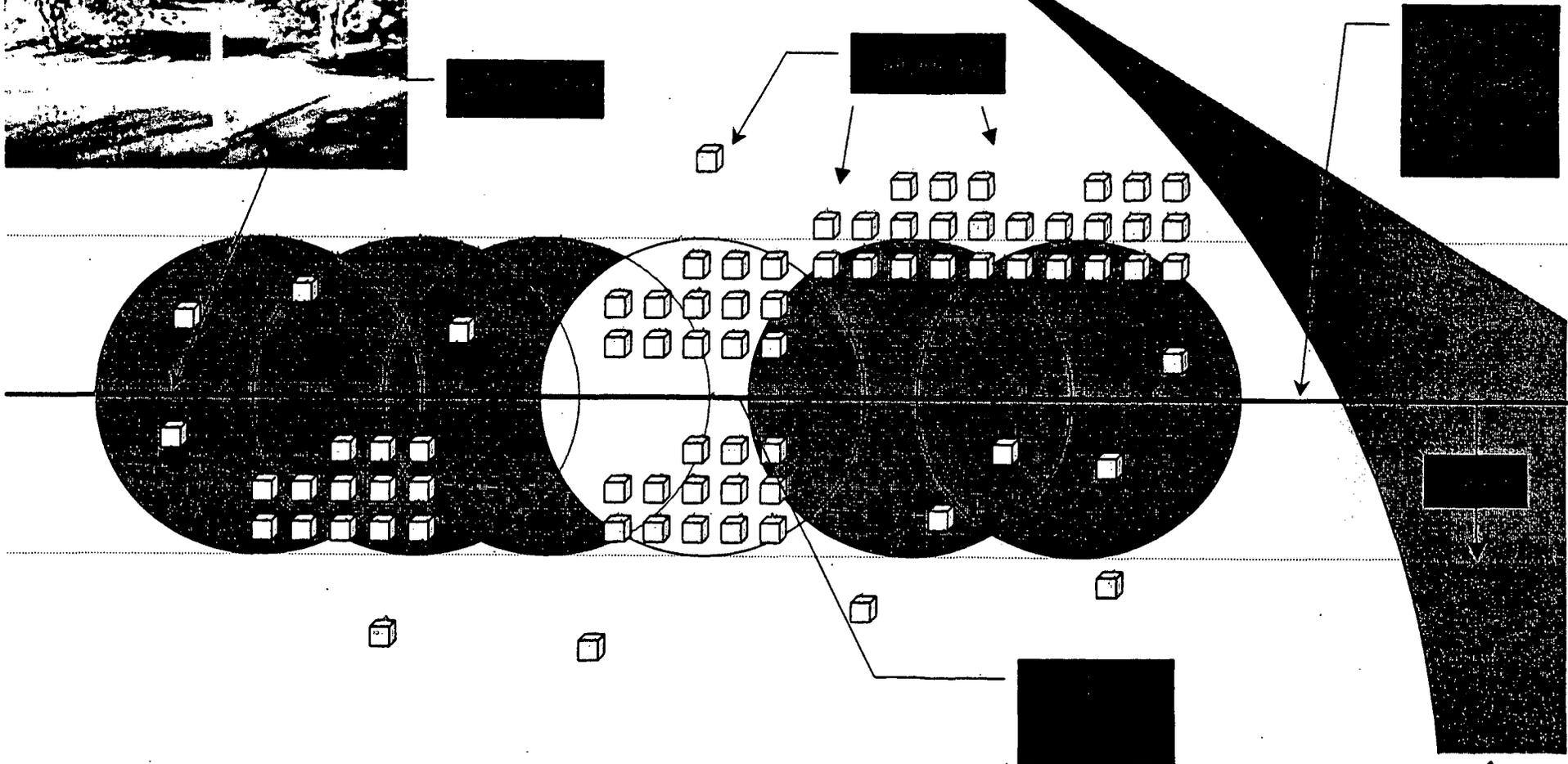
- Commandeer a Facility

- Compressor
- Meter
- Gas Control
- SCADA

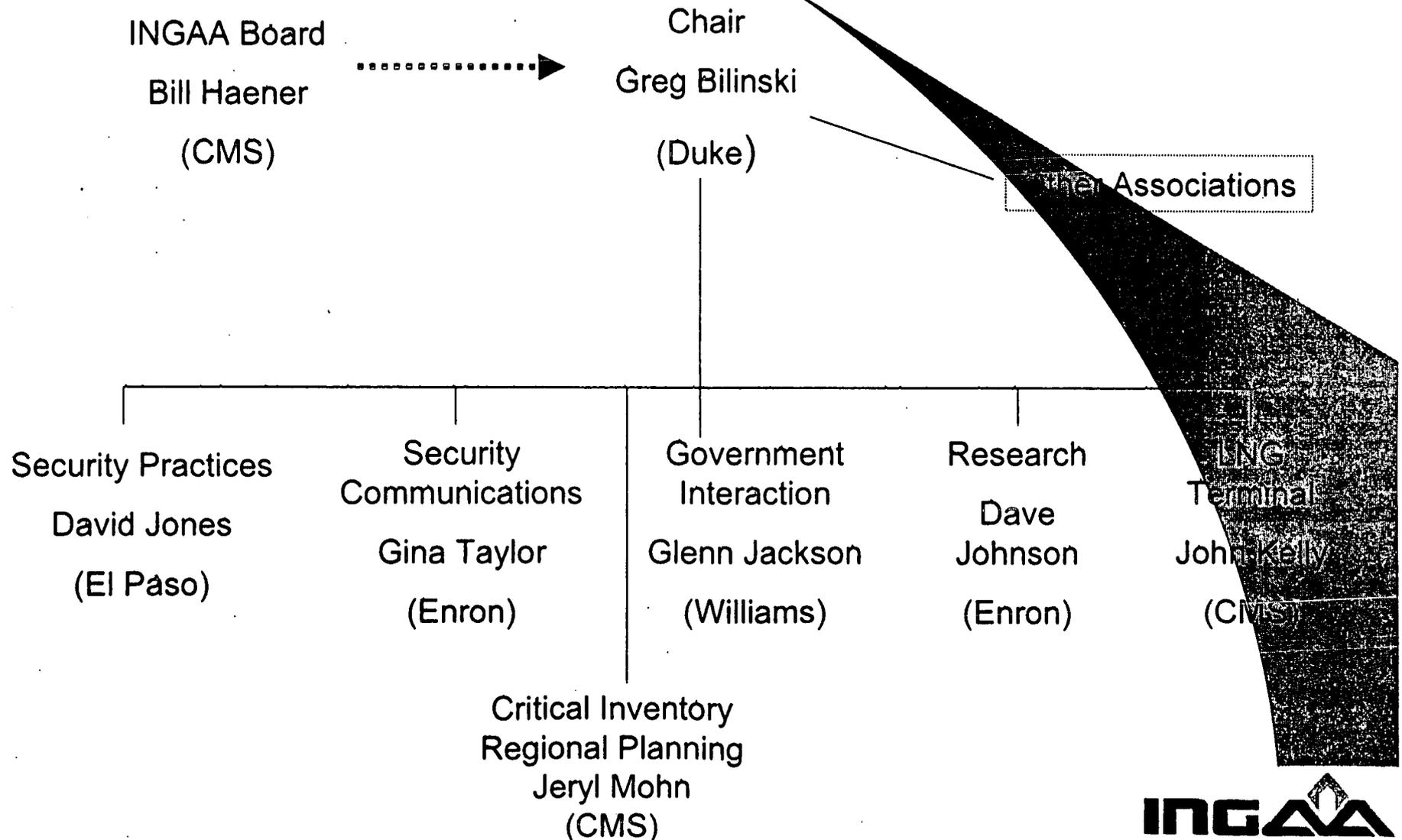
Critical Facilities for the Natural Gas Transmission Industry

- Public Safety – Areas of high population density near pipeline
- Public Service – Vital service to military, government, industrial complexes, electric power plants, and communities
- Financial Stability of Company

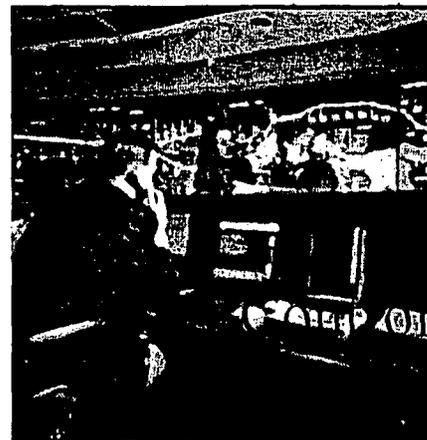
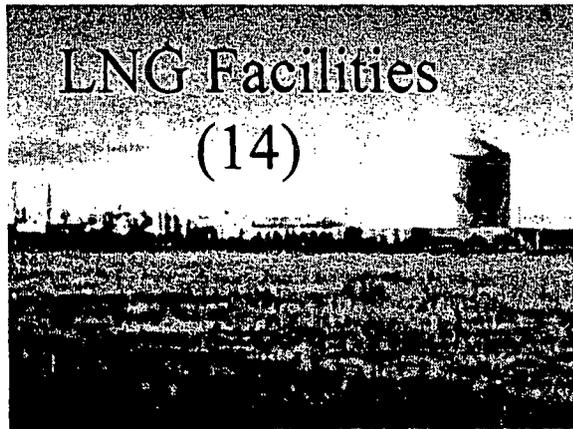
High Density Populated Area Near a Pipeline



INGAA Security Task Force Organization



Above Ground Facilities are More Susceptible



Security Practices Philosophy

- Utilize Risk Management Principles
- Recommend Practices
 - Detection
 - Preparedness
 - Deterrence
 - Response
 - Recovery

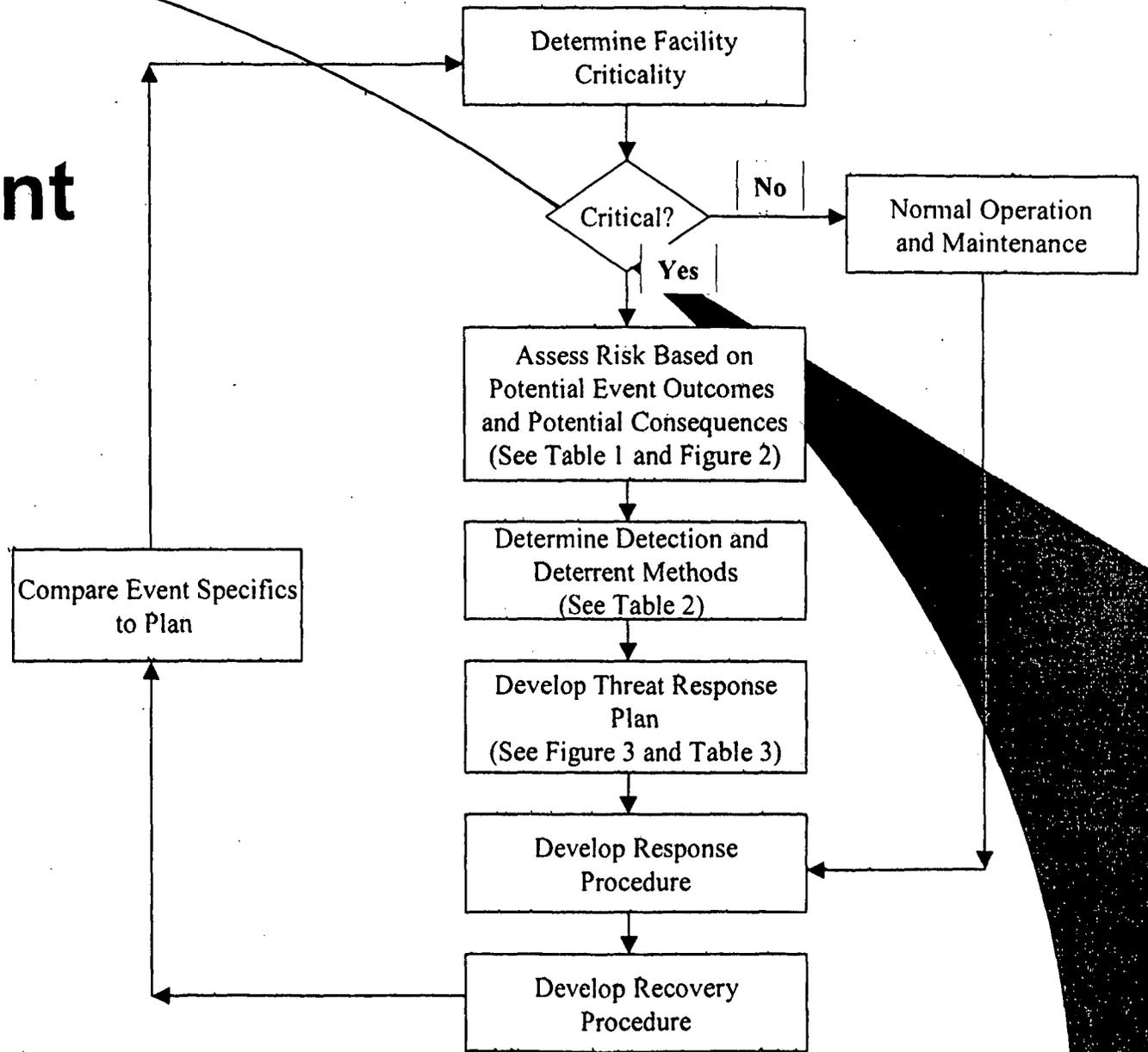
Practices Efforts

- Security Practices Survey - Complete
- Security Practices Report - Complete
 - Notification Procedures
 - Critical Facilities
 - Risk Assessment Process
- Recommended Practices – In Progress
 - Capital Expenditures
 - O&M Expenditures

Security Practices Report Ranking the Consequences

	Operation Affected	Facility Destroyed
Public Safety	Risk (Category II)	Risk (Category D)
Public Service	Risk (Category A)	Risk (Category B)

Risk Assessment Process



Determining O&M Actions

	Risk Category A	Risk Category B	Risk Category C	Risk Category D
Condition State High	Operator Action 1	Operator Action 4	Operator Action 5	Operator Action 5
Condition State Medium	Operator Action 2	Operator Action 3	Operator Action 4	Operator Action 5
Condition State Low	Operator Action 3	Operator Action 2	Operator Action 3	Operator Action 4
Condition State Normal	Operator Action 4	Operator Action 1	Operator Action 2	Operator Action 3

Communications Philosophy

- Reinforce existing programs that support safety and security
- Reassure the public that we are deterring terrorist activity along the pipelines
- Support member companies in case of a crisis on one of the pipelines by communicating a consistent message about terrorism on pipelines

Communication Efforts

- Developing specific security messages and communication plans for stakeholders including:
 - The public defined as landowners, neighbors and limited mobility assistance facilities
 - Emergency Response Officials
 - Law Enforcement Officials

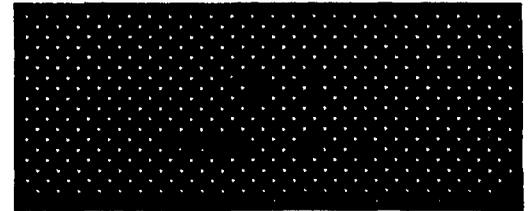
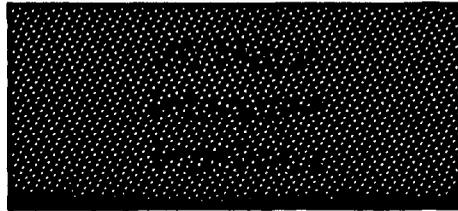
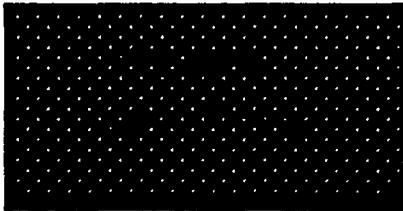
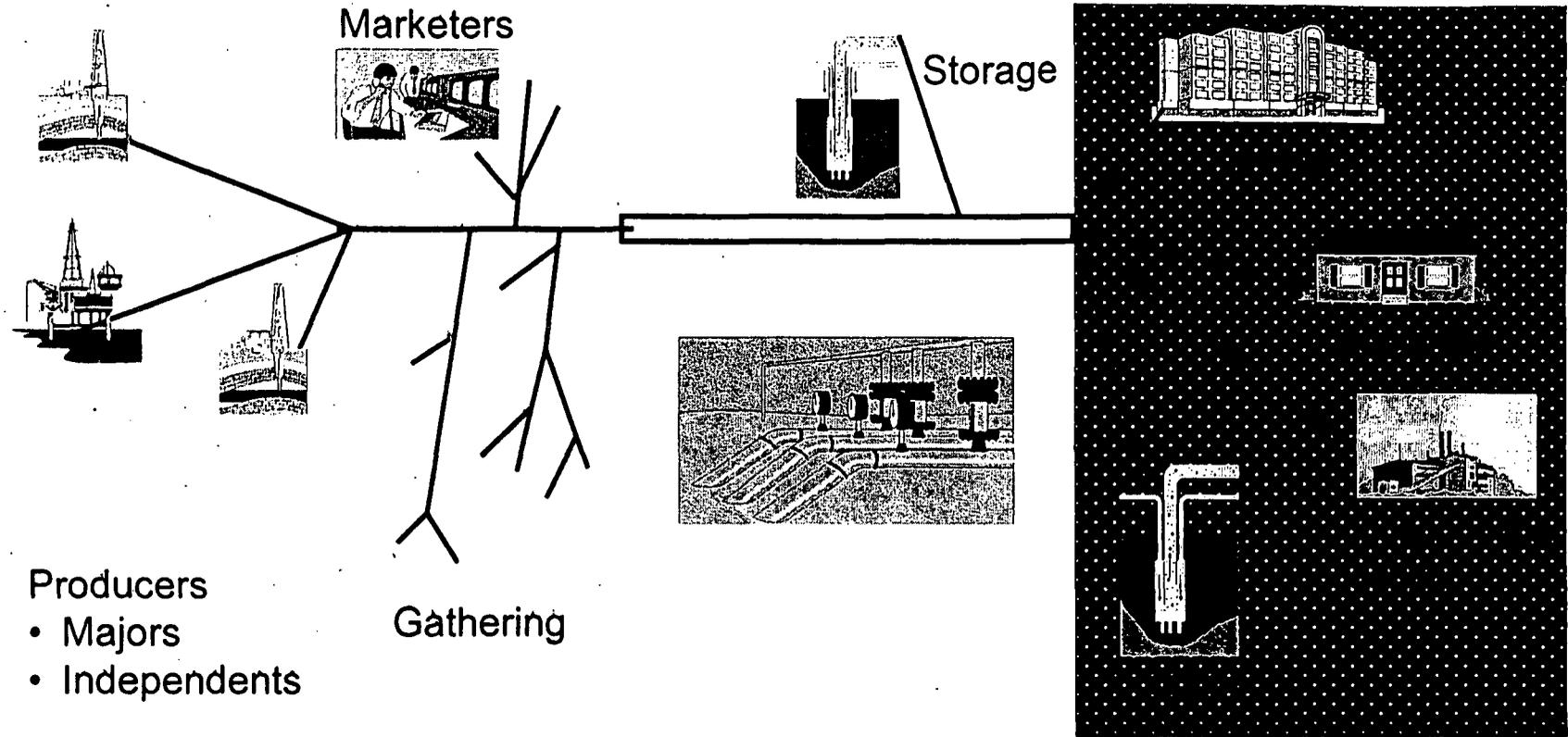
R&D Philosophy

Identify technologies that, with near term development, could be effectively applied to mitigate security threats to pipeline facilities and their operations thru enhanced deterrence, detection, response, or recovery

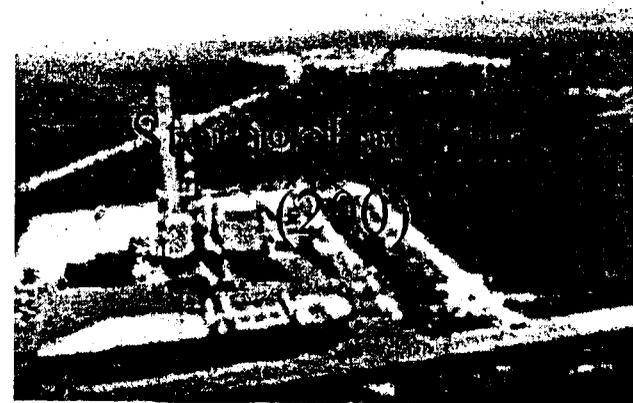
Critical Inventory and Regional Planning Philosophy

- Critical Inventory
 - Identify Critical Items Based On the “New” Threat
 - Formalize Part Exchange Programs
- Review and Improve Quick Recovery Process
 - Physical Assets in Place to Move Gas
 - Y2K was Test of Interdependencies
 - Minimize Antitrust Concerns
 - Minimize Regulatory Impediments
 - Ownership of Gas

Natural Gas Distribution Industry



Above Ground Facilities are More Susceptible





American Gas Association

Security, Integrity & Reliability Committee

Mission

To promote security, infrastructure integrity and reliability of the nation's natural gas utilities

Scope

Operational reliability and infrastructure security (pipeline safety, integrity management, physical and cyber security)





AGA Board of Directors

Security, Integrity & Reliability Committee
Phil Ackerman, President, National Fuel Gas (Chair)

AGA Committees

Natural Gas Security Group

Tom Nilson
Peoples Energy

Technology Advisory Council

Dorothy Hawkins
NiSource

Automation & Telecom

Mike Forman
NiSource

Gas Control

Gary Forman
**Columbia Gas
Transmission**

Customer Service & Utilization

Paul Pirro
PSE&G

Supplemental Gas

Bruce Painter
Energren

Legal

Dudley Reynolds
Alabama Gas

Risk Management

Michael Donovan
Washington Gas

Security, Integrity & Reliability Committee
Phil Ackerman, President, National Fuel Gas (Chair)

Mission

To promote security, infrastructure integrity and reliability of the nation's natural gas utilities

Sub -Task Groups

Vulnerability Assessment

Murry Gerber, Chairman, Pres. & CEO
Equitable Resources

Information Exchange

Don Field, Executive Vice President
Peoples Energy

Infrastructure

Ron Tipton, Chief Executive Officer
MDU Resources

Security

Philip Cali, Executive Vice President
Nicor Gas

Utility Security

James DeGraffenreidt, Jr. Chairman, Pres. & CEO
Washington Gas



AGA Initiatives

- 📄 **Natural Gas Security Group**
Threat Level and Response Guidelines
- 📄 **Automation & Telecom**
SCADA Encryption Protocol
- 📄 **Technology Advisory Council**
IT Vulnerability Assessment/Managed Services Program

National Association of Regulatory Utility Commissioners (NARUC)



Recommendations

- ▣ **One government agency should have responsibility for oversight and coordination of infrastructure security programs in the energy sector.**
- ▣ **Coordinated approach with all jurisdictions to ensure that industry's access to law enforcement and intelligence information is timely and actionable.**
- ▣ **Minimize jurisdictional conflicts among government entities through preplanning.**



Recommendations

- ▣ **Common definition of threat levels consistently applied by each government entity with jurisdiction over the energy sector.**
- ▣ **Response actions to issued threat levels for critical facilities will be different for each company - based on their own individual vulnerability assessment.**
- ▣ **Limit Information Dissemination on Location and Criticality of Facilities (i.e. "How to Connect the dots")**



Recommendations

- ▣ **Common understanding within the federal and state government of what is expected from natural gas industry for preparedness and response.**
- ▣ **Modify or waive federal, state and local regulatory requirements, permits and criminal investigations to assist quick recovery.**
- ▣ **Review antitrust provisions to facilitate emergency gas rerouting, curtailment, and planning for emergencies**



Freedom of Information Act Request Certification

To: Ronald Shores, SO-1.1

Request # F2001-00630

Date: June 7, 2002

The attached request has been referred to your office, for action. Please complete this form and return it along with any responsive documents to J. Jeter. Direct any questions to me on 6-5-02

Please check/complete where appropriate:

- The documents transmitted herewith contain no classified or unclassified information on technologies supporting nuclear weapons design and production, etc.
- The documents transmitted herewith were found to contain classified or unclassified information on technologies supporting nuclear weapons design and production, etc., and have been referred for review (memo attached).
- We have been unable to locate any documents responsive to this request.
- Pages (Number) of documents have been identified.

It is recommended that the documents transmitted herewith be:

- Released in their entirety
- Partially withheld for the reasons stated in the attachment
- Withheld in their entirety for the reasons stated in the attachment

A thorough search has been conducted for records/information responsive to this request. Also, please fill in the following:

Search Time/Hourly Rate: _____

Review time/hourly rate: _____

I certify by signature that all responsive material has been brought to the attention of the FOIA/Privacy act office.

Ronald Shores
Authorizing Official Print Name

Ronald Shores
Signature

Deputy Director
Office of Resource Mgt.
Title Office of Security

6/28/02
Date

Please Note: When releasing or denying information this form can only be signed by the designated Authorizing/Denying Officials.

Attachment to FOIA Request F2001-00630

Two documents are provided:

1. Resume of former Enron employee who was subsequently hired. Although provided, this document is sensitive and appears outside the scope of the request. It is recommended that this document not be released.
2. A copy of the presentation by the Natural Gas Industry made at a conference sponsored by our Office of Emergency Operations in December 2001. It may be released in its entirety.