



Post- 11 September-[ETM-GSS]

The events of September 11, 2001, are dramatically impacting the dynamics of the worldwide travel industry causing corporations such as Enron to seriously evaluate issues that were once thought of as overburdening or counter-culture in this technological age. There is now an increased threat of 'force majeure' events that drive us to reevaluate these positions. Enron Travel Management (Global Strategic Sourcing) ["ETM-GSS"] is adjusting its focus of Business Travel Facilitation and Cost Efficiencies to a focus that includes **Work Force Accountability**, in addition to Business Travel Facilitation and Cost Efficiencies.

Work Force Accountability

Enron, like every corporation, must have the capability to rapidly:

- ⇒ Identify employees that are traveling on behalf of the company (Who's out there?)
- ⇒ Identify traveling employees' itineraries (When and where are they going?)
- ⇒ Identify current location (Where are they now?)
- ⇒ Centrally coordinate communication
- ⇒ Establish voice contact (secure direct communication)
- ⇒ Maintain accountability, until returned to elected (secure) destination

WHO'S WHERE???

The primary source of travel itinerary information is the 'booking' data from the travel agency. Currently, our employees book travel from:

- ⇒ The Travel Agency in the Park ("TAP")-74%
- ⇒ Vitrol -16%
- ⇒ Airline Direct, via Internet or phone -6%
- ⇒ Other Brick & Mortar Agencies -3%
- ⇒ Other Internet Agencies -1%.

Note: This data does not include Enron affiliates who are not directly managed from the Houston HQ (i.e. Enron Wind, NEPCO, EOTT Energy, Enron Europe, etc...)

ACTION ITEM#1: MANDATE use of designated Preferred Travel Agencies, including ALL subsidiaries and affiliates where the Enron Corp. Office of the Chairman is accountable for employee safety.

The secondary source of traveler information is credit card data. Currently, our employees secure primary travel arrangements (airfare and hotel accommodations) with the following form of payment:

- ⇒ American Express Corporate Card -75%
- ⇒ Personal Credit Cards -24%
- ⇒ Cash -<1%
- ⇒ Direct Bill via ETM-GSS -<1%

Note: This data does not include Enron affiliates who are not directly managed from the Houston HQ (i.e. Enron Wind, NEPCO, EOTT Energy, Enron Europe, etc...)

ACTION ITEM#2: MANDATE use of the American Express Corporate Card, including ALL subsidiaries and affiliates where the Enron Corp. Office of the Chairman is accountable for employee safety.



CONTACT, COMMUNICATION AND ACCOUNTABILITY

Coordinated contact between Enron (home base) and employees is critical. On September 11th, there were >125 Enron Corp. employees traveling in the domestic U.S. The FAA terminated all non-military flights by noon, September 11th. This action is unprecedented in US aviation history and the industry is still struggling to cope with the effects. Limited commercial air travel, first expected to resume by noon, September 12th, did not occur until noon, September 14th. The industry is currently operating at roughly 25% of normal capacity, with a three (3) day backlog. [Written late evening, Sept. 14th]. Between the 12th and the 14th, indications of resumption of commercial air travel alternated between 'Go' and 'No-Go'. In addition to this wavering, each airline and airport had to be individually cleared by the FAA. These conditions frustrated stranded travelers with contradicting, non-existent and false information.

Sources:

- ⇒ Travel Agency in the Park – 70
- ⇒ To ETM-GSS -40
- ⇒ Self reported to Crisis Center – 30 (est. ??)
- ⇒ Reported to Enron Aviation – 21
- ⇒ Vitol Travel Agency –14

Note: This sum of the individual contact points, are greater than the total due to duplicates

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Where Were They? (Stranded Traveler List, Maintained by ETM-GSS)

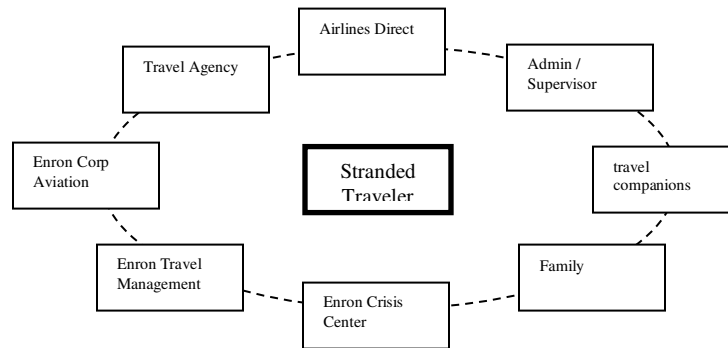
<u>Top 4 Locations</u>		<u>Total People</u>	
NYC		31	25%
Houston		20	16%
Portland		16	13%
DC Area		9	7%
<i>Sub-Total</i>		<u>76</u>	<u>61%</u>

<u>Remaining Locations</u>			
<u>People Per City</u>	<u>Cities</u>	<u>Total People</u>	
3-5	5	18	14%
2	8	16	13%
1	15	15	12%
<i>Sub-Total</i>	<u>28</u>	<u>49</u>	<u>39%</u>

Total	60	125	100%
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Adding to the frustration and confusion for both traveler and company, was the vast and disconnected, 'Circle of Communication'.



Stranded travelers contacted one or more components of the "Circle of Communication" or in some cases the component of the "circle" pro-actively reached out directly to the stranded traveler. In many cases, groups worked together sharing information necessary to insure a safe return for each traveler. In all cases, it was due to the determination and leadership of Enron employees because, a well developed emergency plan is not in place.

ACTION ITEM#3: Develop, Implement, Maintain and Drill a procedure that establishes clear lines of communication and responsibility in the event of a travel related 'event' where the safety of an Enron traveler(s) is at risk, or disruption in travel creates adverse business conditions. This would be a plan for the worst-case scenario. This would involve all stakeholders (i.e. Corp. Security, HR, PR, Aviation, Travel Agency(ies), etc...) and be facilitated by ETM-GSS.

The scope of this would be ALL subsidiaries and affiliates where the Enron Corp. Office of the Chairman is accountable for employee safety.



Enron Travel Management established voice contact with the majority of the stranded travelers/groups requiring interaction. Roughly 90% of this critical communication was via cell phones. As an example, ETM-GSS arranged chartered aircraft for stranded travelers in New York, Portland, Houston and Hartford. (Note: at such time, the FAA had not authorized 'General' aviation flights, so Enron's corporate fleet could not fly.) In two cases, we had a window of less than 20 minutes to route our personnel to a designated airport facility, to make the flights. In two other cases, we had to direct our personnel to drive 180 miles to make a charter flight.

Maintaining contact with our employees, while managing a crisis is critical.

ACTION ITEM#4: MANDATE that all employees traveling on company business have a cell phone and the number be on record. The majority of frequent travelers have cell phones, though they may not be maintained in the HR Datamart. For non-frequent travelers, we can investigate possibilities such as 'pool' phones.

The scope of this would be ALL subsidiaries and affiliates where the Enron Corp. Office of the Chairman is accountable for employee safety.

Stranded Traveler: Method of Recall

Recorded Disposition (As of Sept. 14, 8:30 PM)	People	
Charter Flight	35	28%
Commercial Flight	40	32%
Ground Transportation	16	13%
At Destination by time of contact (various methods)	23	18%
Open (not established/recorded)	11	9%
	125	100%

ACTION ITEM#5: Develop a workable procedure to monitor and report on final disposition of returning travelers.

The scope of this would be ALL subsidiaries and affiliates where the Enron Corp. Office of the Chairman is accountable for employee safety.



GROUP OFF-SITE MEETINGS & EVENTS

Participation of off-site employee group events [meetings, training, conferences, socials, tradeshow, etc...] is an additional area that draws scrutiny, in light of recent events. Many, if not most of the events are not coordinated through a central source.

ACTION ITEM#6: Mandate that all off-site group events are coordinated (logged or approved) through a central point, for accountability.

The scope of this would be ALL subsidiaries and affiliates where the Enron Corp. Office of the Chairman is accountable for employee safety.