

# Executive Resilience & Strategic Advisory

## *Portfolio*

Helping organizations prepare to lead with confidence when the pressure is highest.

## Julie Kay Roberts, CEM

President, JK Roberts, LLC  
Founder & President, Private Sector Emergency Management Association  
Former Deputy Chief of Staff & Director of Communications, NOAA  
Former External Affairs Director, Florida Division of Emergency Management

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CRISIS LEADERSHIP | BUSINESS CONTINUITY  
PUBLIC-PRIVATE COORDINATION | ACTIVE THREAT PLANNING  
STRATEGIC COMMUNICATIONS

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Julie Kay Roberts, CEM

EXECUTIVE SUMMARY

# Resilience Is Not a Document. It Is a Decision.

Organizations do not fail during disruption simply because they lack plans. They fail when the plans are disconnected from leadership, operations, communications, partners, and the people responsible for carrying them out.

JK Roberts, LLC is an executive resilience and strategic advisory practice helping leaders move from plans on paper to decisions, communication, coordination, and action that work in real conditions. Founded in 2021 by Julie Kay Roberts, CEM, the firm brings more than twenty-five years of experience across federal government, state emergency management, international operations, public-private coordination, crisis communications, business continuity, and active threat planning.

The firm works with executives, organizations, critical infrastructure operators, nonprofits, government-adjacent initiatives, and consulting partners that need experienced advisory support, practical planning, executive facilitation, or senior subject-matter expertise.

*“Plans must perform under pressure.”*

Every engagement is designed to help leaders move from documents to decisions, from assumptions to tested systems, and from isolated planning to coordinated action.

PROOF OF PERSPECTIVE

25+

YEARS ACROSS FEDERAL, STATE, NONPROFIT & PRIVATE SECTOR

Federal-scale crisis communications leadership at NOAA.

Founder of PSEMA, the only national association focused on business-to-business resilience before, during, and after disasters.

Defense-relevant research leadership through PSEMA supporting Arctic mission assurance planning.

POSITIONING

# Why Clients Engage JK Roberts

Executives call JK Roberts when the problem is complex, visible, time-sensitive, or cross-functional, and when the solution requires more than a template.

Clients engage the firm when they need to move from uncertainty to a clear, defensible course of action.

## Strengthen Executive Decision-Making

Clarify roles, authorities, communications, and operational priorities before a disruption exposes gaps.

## Modernize Business Continuity

Move continuity from a static document to a practical program identifying essential functions, dependencies, risk, and recovery priorities.

## Prepare for Active Threat Scenarios

Build end-to-end programs across prevention, response, employee accountability, reunification, communications, and recovery.

## Coordinate Across Sectors

Align government, private-sector, nonprofit, and critical infrastructure partners before a crisis requires them to work together.

## Communicate Under Pressure

Develop messaging, stakeholder frameworks, and executive communications structures that protect trust.

## Translate Complex Risk Into Action

Turn research, operational analysis, and stakeholder engagement into decisions leaders can use.

SERVICES

# Executive Advisory Practice Areas

## Executive Resilience Advisory

Senior counsel for leaders navigating disruption, organizational risk, reputational pressure, or resilience transformation.

ADVISORY · RISK · LEADERSHIP

## Crisis Communications & Executive Messaging

Crisis communication plans, executive messaging, stakeholder frameworks, JIC design, media strategy, and reputation recovery.

MESSAGING · JIC · MEDIA

## Business Continuity & Operational Resilience

BIA, COOP, BCP modernization, dependency mapping, continuity governance, testing, and program improvement.

BIA · COOP · GOVERNANCE

## Disaster Management & Emergency Preparedness

Emergency operations planning, EOC structures, incident coordination, response planning, recovery, and after-action reporting.

EOC · RESPONSE · AAR

## Active Threat & Workplace Violence Preparedness

Prevention, response, employee accountability, reunification, communications, recovery, and training programs.

PREVENTION · REUNIFICATION

## Public-Private Coordination & Strategic Research

Coordination frameworks aligning business, industry, government, nonprofits, and emergency management before and during disruption.

COORDINATION · PARTNERSHIPS

## Research, Policy & Strategic Analysis

Applied research, white papers, strategic assessments, resilience frameworks, critical infrastructure analysis, and decision support.

RESEARCH · POLICY · ANALYSIS

## Executive Facilitation & Exercises

Board briefings, tabletop exercises, leadership workshops, strategic planning sessions, and multi-agency exercises.

FACILITATION · TABLETOP

## Critical Infrastructure & National Resilience

Advisory for complex risk environments, ports, logistics, aviation, infrastructure, defense-adjacent, and remote-environment operations.

INFRASTRUCTURE · DEFENSE-ADJACENT

DELIVERABLES

# What We Deliver

## Strategic Assessments

Organizational resilience assessments, continuity reviews, risk mapping, stakeholder analysis, program gap analysis, and executive recommendations.

## Plans & Playbooks

Crisis communications plans, business continuity plans, COOP plans, emergency operations guides, active threat programs, reunification plans, communications templates, and implementation checklists.

## Exercises & Facilitation

Tabletop exercises, executive workshops, board briefings, multi-agency exercises, facilitator guides, scenario injects, participant materials, and after-action reports.

## Advisory & Implementation Support

Project leadership, senior SME support, executive advisory retainers, consulting-prime subcontracting, stakeholder engagement, training roadmaps, and implementation support.

### SIGNATURE DELIVERABLES

- BUSINESS IMPACT ANALYSIS
- CONTINUITY PROGRAM MODERNIZATION
- EXECUTIVE CRISIS COMMUNICATIONS PLAYBOOK
- ACTIVE THREAT PROGRAM
- REUNIFICATION FRAMEWORK
- EMERGENCY OPERATIONS GUIDE
- PUBLIC-PRIVATE COORDINATION FRAMEWORK
- TABLETOP EXERCISE PACKAGE
- AFTER-ACTION REPORT
- RESEARCH / STRATEGIC ASSESSMENT REPORT

MARKETS

# Who We Serve

JK Roberts supports organizations operating in complex, high-consequence environments where disruption affects people, operations, reputation, and continuity.

CORE CLIENT SECTORS

### Critical Infrastructure

Ports, logistics, aviation, transportation, energy, telecommunications, utilities, and essential services.

### Healthcare & Higher Education

Hospitals, health systems, colleges, universities, research institutions, and campus-based organizations.

### K-12 & Youth Programs

School districts, private schools, camps, youth-serving organizations, and safety-focused nonprofit partners.

### Retail, Corporate & Multi-Site Operations

Distributed workforces, public-facing locations, complex operations, and employee accountability challenges.

### Nonprofits, Foundations & Associations

Mission-driven organizations requiring continuity, communications, disaster response, and program development.

### Government-Adjacent & Interagency Partners

Organizations operating across public-sector, nonprofit, private-sector, and emergency management environments.

### Defense-Adjacent & Mission-Critical Partners

Operations intersecting military installation sustainment, civilian-military coordination, and remote-environment logistics.

### Consulting Firms & Prime Contractors

Senior SME support, project leadership, facilitation, proposal support, research, and advisory services.

METHOD

# How JK Roberts Works

Assess



Align



Build



Test



Improve

1

We understand the organization, its essential functions, decision structure, risks, dependencies, stakeholders, and operational realities.

2

We clarify priorities, roles, authorities, and communications pathways with leadership before pressure arrives.

3

We develop practical plans, playbooks, frameworks, training materials, and implementation tools built for real-world use.

4

We design and facilitate exercises that reveal what works, what does not, and where assumptions need correction.

5

We translate findings into prioritized corrective actions, updated plans, leadership briefings, and next-step support.

## OUR APPROACH

Practical over theoretical

Designed for implementation

Focused on decisions, not just documents

Executive-level but operationally grounded

Built from real incident experience

SIGNATURE ENGAGEMENT

# NOAA Enterprise Crisis Communications

FEDERAL AGENCY · CRISIS COMMUNICATIONS · INTERAGENCY COORDINATION

### THE CHALLENGE

NOAA's mission spans from the floor of the ocean to the surface of the sun, including fisheries, oceans, space weather, weather events, space policy, the NOAA Corps, and the Hurricane Hunters. It's communications function spanned multiple line and staff offices across the country, each with its own operational priorities and communications structure.

During major hurricanes and high-visibility weather events, fragmented messaging could slow coordination, dilute authority, and create risk. NOAA needed an enterprise-wide communication structure that could bring a distributed, nationwide network together to speak with one accurate, authoritative voice, and a leadership liaison who could coordinate with the White House, National Security Council, and FEMA in real time.

### THE APPROACH

As Deputy Chief of Staff and Director of Communications, Julie Kay Roberts built a NOAA-wide communication structure, bringing together the 23 communications and public affairs staff at NOAA headquarters with the 200+ communicators across the agency's line offices and programs, and developed a strategic communication plan to align them into one coordinated voice.

She established the NOAA Crisis Communication Team structure to provide coordinated operations, including a Joint Information Center capability, during major events, built on an all-hands approach.

During hurricanes, she supported coordination between the White House, the National Security Council, and FEMA for briefings, and supported the national business emergency operations center at the National Response Coordination Center, connecting NOAA's science and operations to the interagency decisions unfolding in real time.

### THE IMPACT

NOAA gained an enterprise communications structure designed to operate as one coordinated voice during high-pressure events, the discipline of making a large, distributed organization communicate with speed, accuracy, and authority when the stakes are highest. The work demonstrates crisis communications at a federal scale: the discipline of making a large, distributed organization speak with accuracy and authority when the stakes and public scrutiny are highest.

### RELEVANT CAPABILITIES

- CRISIS COMMUNICATIONS
- EXECUTIVE MESSAGING
- JIC DESIGN
- FEDERAL INTERAGENCY COORDINATION
- STRATEGIC COMMUNICATIONS
- EM LIAISON SUPPORT

# 200+

COMMUNICATIONS STAFF  
ALIGNED

# 23

HQ STAFF MANAGED

# WH / FEMA

BRIEFINGS COORDINATED

SIGNATURE ENGAGEMENT

# Orlando Pulse Nightclub Private-Sector Response

STATE EMERGENCY MANAGEMENT · ACTIVE THREAT · PUBLIC-PRIVATE RESPONSE · VICTIM & FAMILY SUPPORT

### THE CHALLENGE

Following the June 2016 Pulse Nightclub shooting in Orlando, victims and families faced immediate practical needs: travel to Orlando, transportation within the city, and housing during an intensely difficult and highly visible national crisis. There was no standard playbook for rapidly mobilizing private-sector resources at that scale to support victims and families during an active mass-casualty event.

### THE APPROACH

As External Affairs Director for the Florida Division of Emergency Management and the state's Private Sector Coordinator, Julie Kay Roberts served in a leadership role during the State Emergency Response Team activation.

Through pre-established public-private relationships, the SERT coordinated a first-of-its-kind response in which JetBlue provided airfare, Uber provided transportation, and Airbnb provided housing for victims and families.

### THE IMPACT

Victims and families received practical, dignified support coordinated through the state during one of the most difficult moments imaginable, demonstrating why active threat planning must extend beyond incident response into reunification, family support, employee accountability, communications, and recovery.

The relationships and coordination processes built during the Pulse response were drawn on again in October 2017 to support the response to the Las Vegas mass shooting, proof that what was forged under pressure became a repeatable public-private framework, not a one-time effort.

### RELEVANT CAPABILITIES

- ACTIVE THREAT PLANNING
- PUBLIC-PRIVATE COORDINATION
- REUNIFICATION PLANNING
- VICTIM & FAMILY SUPPORT
- CRISIS COMMUNICATIONS
- MASS-CASUALTY RESPONSE

### COORDINATED PARTNERS

**JetBlue**  
AIRFARE FOR FAMILIES

**Uber**  
GROUND TRANSPORTATION

**Airbnb**  
HOUSING DURING RESPONSE

SIGNATURE ENGAGEMENT

# Deepwater Horizon: Florida Tourism Reputational Recovery

TOURISM · ENVIRONMENTAL DISASTER · CRISIS COMMUNICATIONS · ECONOMIC RESILIENCE

**THE CHALLENGE**

The 2010 Deepwater Horizon oil spill threatened not only the Gulf environment, but the perception of Florida's beaches and the tourism economy that depended on them. Even where beaches remained open and clean, the national narrative created uncertainty and economic risk. Florida needed a visible, credible way to show its coastline remained open for business while maintaining coordination between tourism leadership and the emergency management response.

**THE APPROACH**

Through JKR Consulting, Julie Kay Roberts served as the liaison between VISIT FLORIDA and the Florida State Emergency Response Team on the Deepwater Horizon response as it affected Florida tourism.

She organized the 2010 Great VISIT FLORIDA Beach Walk, where participants walked along Florida beaches and captured photos demonstrating that the coastline was open and accessible, transforming reassurance into visible proof.

**THE IMPACT**

The Beach Walk created a credible counter-narrative at a moment when perception was creating real economic consequences, demonstrating a core JK Roberts principle: in reputational recovery, operational reality and public messaging must reinforce each other.

RELEVANT CAPABILITIES

- CRISIS COMMUNICATIONS
- REPUTATION RECOVERY
- TOURISM CONTINUITY
- PUBLIC-PRIVATE COORDINATION
- ECONOMIC RESILIENCE
- DISASTER COMMUNICATIONS

BEACH WALK  
IMPACT

**November 6, 2010**

GREAT VISIT FLORIDA  
BEACH WALK

**825**

MILES OF FLORIDA  
BEACHES PHOTOGRAPHED

SIGNATURE ENGAGEMENT

# Curaçao International Airport Flood-Response Exercise

AVIATION · CRITICAL INFRASTRUCTURE · INTERNATIONAL · EMERGENCY PREPAREDNESS

### THE CHALLENGE

Curaçao Airport Partners needed to evaluate its emergency readiness for a severe flooding event, a realistic threat given the island's climate vulnerabilities. The airport had no prior tabletop exercise of this scope and needed to test EOC activation, staffing, emergency procurement, public information coordination, and interagency response.

### THE APPROACH

JK Roberts designed and facilitated the “Rising Waters: Curaçao Airport Flood Response” tabletop exercise on February 7, 2025, engaging 33 players and observers across airport departments and government partners.

JK Roberts developed the scenario, phased injects, facilitator guides, participant materials, weather advisories, and discussion structure. The scenario progressed through early warning, incident onset, escalation, and recovery.

### THE IMPACT

Participants rated the scenario realistic and relevant, and 100 percent of respondents rated facilitation as very helpful. The After-Action Report documented seven improvement areas, prioritized corrective actions, responsible units, and timelines, establishing a baseline for a 2026 Functional Exercise and a three-year integrated exercise strategy for 2026–2028.

### RELEVANT CAPABILITIES

- TABLETOP EXERCISE DESIGN
- EXERCISE FACILITATION
- AFTER-ACTION REPORTING
- AVIATION PREPAREDNESS
- EOC ACTIVATION
- PUBLIC INFORMATION

33

PLAYERS & OBSERVERS

100%

RATED FACILITATION VERY HELPFUL

7

IMPROVEMENT AREAS DOCUMENTED

2026–28

INTEGRATED EXERCISE STRATEGY

DEFINING STRENGTH

# Public-Private Leadership

Private-sector coordination is not a side capability of JK Roberts. It is one of the firm's defining strengths. From the Florida Division of Emergency Management to PSEMA, Julie Kay Roberts has built structures that help business, industry, government, and nonprofit partners work together before, during, and after disruption.

REPRESENTATIVE EXPERIENCE

- **Florida ESF-18**  
Established the SOG for Emergency Support Function 18: Business, Industry, and Economic Stabilization, expanding the role of private-sector stakeholders.
- **Florida Virtual Business EOC**  
Managed the Office of Private Sector Coordination, including the Virtual Business EOC and statewide business re-entry program.
- **Public-Private Partnership Summits**  
Coordinated state-level summits that increased private-sector participation in preparedness and response.
- **PSEMA**  
Founded the Private Sector Emergency Management Association, the only national association focused on business-to-business resilience.
- **PSEMA Foundation**  
Launched nonprofit initiatives connecting preparedness, education, life safety, and private-sector action.
- **Signal & Shield Camp Initiative**  
A national preparedness initiative placing NOAA Weather Radios and preparedness resources in youth camps across the country.

WHAT THIS MEANS FOR CLIENTS

JK Roberts helps clients build the relationships, operating structures, communication pathways, and decision protocols that **cannot be improvised during a crisis.**

THOUGHT LEADERSHIP

# Research & Thought Leadership

Through PSEMA, Julie Kay Roberts led research and stakeholder engagement for two reports commissioned by the Homeland Defense Institute in support of Arctic mission assurance planning for NORAD and USNORTHCOM's.

## Private-Sector Lifelines in the Arctic

### PREDICTING & ASSESSING RISK OF CRITICAL INFRASTRUCTURE

Examined privately operated lifeline systems, fuel, food, transportation, communications, and medical supply chains, under a dual-theater disruption scenario involving West Coast port degradation concurrent with Arctic escalation. It identified how lifeline systems fail in cascade, how quickly one disruption triggers the next, and why documented redundancy is not operational redundancy.

## Continuity of Society in the North

### MULTI-MODAL RESILIENCY IN THE ARCTIC

Examined human systems as operational variables in Arctic mission assurance, military families, civilian and contractor workforce continuity, tribal and Alaska Native communities, and governance architecture. It reframed continuity of society as a prerequisite for continuity of operations, not a downstream consequence.

## STRATEGIC RELEVANCE

The research validates a core JK Roberts principle: resilience depends on tested relationships, operational coordination, governance clarity, and decision rules established *before* disruption occurs.

## RESEARCH THEMES

CRITICAL INFRASTRUCTURE RESILIENCE

SUPPLY-CHAIN CASCADE ANALYSIS

CIVIL-MILITARY COORDINATION

ARCTIC & REMOTE-ENVIRONMENT SUSTAINMENT

HUMAN SYSTEMS IN MISSION ASSURANCE

GOVERNANCE FRICTION

PRIVATE-SECTOR LIFELINE DEPENDENCIES

OPERATIONAL VS. PAPER REDUNDANCY

*Note: The reports were commissioned by the Homeland Defense Institute and published under PSEMA institutional authorship. The research supports Arctic mission assurance planning and does not represent a direct Department of Defense contract or confirmed operational relationship with NORAD or USNORTHCOM.*

## EXPERIENCE

# Executive Career Timeline

<b>1997</b>	<b>Bachelor of Arts, Speech Communication &amp; Political Science</b> East Texas Baptist University
<b>2001–02</b>	<b>U.S. Department of Labor</b> – Deputy Director of Scheduling for Secretary Elaine L. Chao
<b>2002–04</b>	<b>U.S. Department of Commerce</b> – Special Assistant to the Under Secretary, International Trade Administration Federal & international trade convening, summit planning, executive operations, interagency coordination
<b>2004–05</b>	<b>U.S. Embassy, The Hague</b> – Special Assistant to the U.S. Ambassador Diplomatic protocol, executive communications, official visits, international stakeholder coordination
<b>2005–11</b>	<b>JKR Consulting</b> Public relations, media relations, event management, nonprofit support, crisis communications, business development
<b>2011–12</b>	<b>Executive Office of Governor Rick Scott</b> – Director of Scheduling Executive decision support, principal operations, briefing coordination, leadership prioritization
<b>2012–16</b>	<b>Florida Division of Emergency Management</b> – External Affairs Director Private Sector Coordinator, Legislative Affairs Director, public education lead, SERT activation leadership
<b>2016–17</b>	<b>National Campaign &amp; 58th Presidential Inaugural Committee</b> Principal operations, public liaison, protocol, logistics, executive advance
<b>2017–21</b>	<b>National Oceanic and Atmospheric Administration</b> – Deputy Chief of Staff & Director of Communications Federal-scale crisis communications, JIC operations, FEMA & White House coordination, strategic communications
<b>2021–Present</b>	<b>JK Roberts, LLC</b> – Executive Resilience & Strategic Advisory
<b>2021–Present</b>	<b>Private Sector Emergency Management Association</b> – Founder & President
<b>2024–Present</b>	<b>PSEMA Foundation</b> – Founder & CEO
<b>2026</b>	<b>Homeland Defense Institute Research (through PSEMA)</b> Arctic mission assurance, private-sector lifeline resilience, continuity of society, critical infrastructure analysis

WAYS TO WORK TOGETHER

# Engagement Models

## Executive Advisory Retainer

Ongoing senior counsel for executives, boards, resilience teams, emergency preparedness offices, or organizations navigating risk, growth, or disruption.

**BEST FIT**

Leaders needing a trusted external advisor for resilience, continuity, communications, or preparedness decisions.

## Strategic Assessment

A focused review of existing plans, risks, dependencies, governance, communications, and operational readiness.

**TYPICAL DELIVERABLES**

Findings memo, executive briefing, risk map, recommendations, implementation roadmap.

## Project-Based Engagement

Development or modernization of a specific program, plan, playbook, training package, tabletop exercise, or stakeholder framework.

**TYPICAL DELIVERABLES**

Business continuity plan, crisis communications playbook, active threat program, reunification framework, EOC guide, or after-action report.

## Exercise & Facilitation Engagement

Design and facilitation of tabletop exercises, workshops, executive sessions, board briefings, or multi-agency planning conversations.

**TYPICAL DELIVERABLES**

Scenario design, injects, facilitator guide, participant materials, executive summary, after-action report, corrective action plan.

## Executive Briefing

A concise, senior-level briefing to help leadership teams understand a risk landscape, decision point, emerging issue, or resilience gap before committing to a larger engagement.

**BEST FIT** Senior leaders, boards, executive teams, or decision-makers who need a concise, high-level briefing on a specific risk, emerging issue, preparedness gap, or strategic decision before determining the next steps.

## Consulting Prime / SME Support

Senior subject-matter expertise for consulting firms, proposal teams, research projects, client delivery teams, and short-term surge needs.

**BEST FIT** Primes needing resilience, emergency management, continuity, crisis communications, active threat, or public-private coordination expertise.

IN CLOSING

## Let's Build What Performs Under Pressure.

The best time to strengthen resilience is before the next disruption tests your organization.

JK Roberts works with leaders ready to move beyond check-the-box planning and build practical systems for decision-making, communication, continuity, coordination, and recovery.

Whether your organization needs an executive advisor, a continuity program, an active threat framework, a crisis communications structure, a tabletop exercise, research support, or senior SME expertise, JK Roberts brings the experience, judgment, and network to help you move forward with clarity.



JK ROBERTS, LLC

### Julie Kay Roberts, CEM

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Southlake, Texas | Serving clients nationwide



SCAN TO VISIT

EXECUTIVE RESILIENCE & STRATEGIC ADVISORY  
CRISIS LEADERSHIP | BUSINESS CONTINUITY | ACTIVE THREAT PLANNING  
| PUBLIC-PRIVATE COORDINATION | STRATEGIC COMMUNICATIONS