

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. Its 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 work demonstrates crisis communications at a federal scale: the discipline of making a large, distributed organization communicate with speed, accuracy, and authority when the stakes and public scrutiny are highest.

RELEVANT CAPABILITIES

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

200+

COMMUNICATIONS STAFF
ALIGNED

23

HQ STAFF MANAGED

WH / FEMA

BRIEFINGS
COORDINATED DURING
HURRICANES