

Getting Ready for the FCC's 600MHz TV Broadcast Spectrum Repack

How Vertix Consulting Helped a Large Owner
of Broadcast Towers Prepare for Hundreds of
Channel Migrations



THE CHALLENGE

As the FCC prepared and executed the broadcast spectrum incentive auction to reallocate low band spectrum (600MHz) from TV stations to wireless service providers, our client – a major broadcast tower owner – realized it needed to get its organization ready to support an unprecedented amount of work within the broadcast sector. As the owner of several hundred broadcast towers, the company was faced with a large quantity of projects to execute in a short period of time to meet FCC deadlines. Due to the significant complexities of projects, the interdependencies among tenants' stations, and expected resource constraints in the industry, this program required a high degree of coordination and planning among internal and external parties. Further, the unprecedented number of projects occurring simultaneously - combined with very specific FCC requirements - demanded that the client defined a completely different approach to managing this type of work and support its customers with a smooth migration during this very unique transition.



THE SOLUTION

Through early engagement, Vertex Consulting was able to help the client address key strategic readiness activities. Our team defined and rolled out a program readiness framework to effectively engage all stakeholders in the execution of activities required to prepare the company for the “Broadcast Repack Program”. The stakeholders were aligned to readiness worklanes (teams based on the type of challenges needing to be resolved), and their functional organization. Vertex was responsible for identifying overall program readiness objectives; coordinating cross-worklane dependencies; driving cross-functional integration; initiating, identifying, and assigning activities to worklanes as needed; facilitating program / cross-worklane risk / issue identification and resolution; managing the program communication strategy; conducting recurring meetings to discuss worklane status and progress; and discussing program status with the client’s executive leadership. Worklanes were responsible for driving their own agenda, in alignment with the strategic program readiness

objectives and framework identified by Vertex.

In order to identify what was required for the client to be prepared for the Broadcast Repack Program, Vertex engaged and worked extensively with the company’s different organizations (Sales, Engineering, Operations, Legal, Finance, Invoicing, Services, Supply Chain, PMO) to assess the historical approach to managing broadcast projects. Our analysis included the following activities:

- Working with Sales to identify estimated number of projects based on business projections and probability of broadcasters moving to a new channel
- Identifying impacted towers and working with Engineering and Operations to conduct tower equipment mappings and site inspections
- Working with Engineering, Sales, and Operations to identify potential customer



repack scenarios with projected structural loads, and deployment requirements

- Working with Legal to review existing tower lease agreements and obligations
- Working with Sales and Services to understand broadcast services previously offered to tenants, and their applicability to this program
- Reviewing existing deployment processes (e.g., leasing, permitting, construction, logistics, procurement, billing and invoicing) and overall governance to support broadcast projects
- Reviewing FCC cost reimbursement allocation and invoicing requirements
- Conducting an industry analysis to project broadcast engineering and construction resource demand and potential gaps

- Engaging third party vendors to assess their capabilities and resources, as well as to understand their goals and challenges
- Working with Supply Chain to conduct a spend diagnostic to assess the client's purchasing leverage

THE RESULTS

Through effective engagement and management of the program readiness worklanes, Vertix was able to proactively address the program's requirements and prepare the client for the FCC broadcast repack process:

- Defined new broadcast processes for FCC cost estimation, construction, billing and invoicing, as well as updated tools (e.g., Siterra) to support this program's unique characteristics
- Conducted preliminary scope assessments and determined cost estimates based on preliminary project scenarios



- Created a repack cost estimates form to facilitate stations' reimbursement requests to the FCC (in alignment with FCC's Repack Catalog of Costs, and Form 2100 - Schedule 399)
- Conducted structural load baseline analyses on all priority towers to be able to quickly support rigorous structural analyses as soon as the broadcast repack projects start
- Created a broadcast repack services offering in alignment with the FCC's repack costs structure, addressing leasing, zoning and permitting, engineering, and construction services
- Selected and mapped key Engineering, Construction and Tower Crew vendors for each project
- Implemented a "Repack War Room" with representation from each involved team to manage the high workload and dynamic nature of the repack projects
- Drove the implementation of a new process to manage RF equipment bill of materials and logistics
- Identified new construction standards requirements
- Trained all involved stakeholders on new roles and responsibilities, tools, and processes needed to support the broadcast repack program

This major US tower company was able to get its organization ready to support the unprecedented workload that is expected as a result from the FCC Broadcast Incentive Auction Repack process. Hundreds of tenant TV stations will now be supported through the repack process by the company's Repack War Room, fully equipped and dedicated to closely manage this historic program.





About Vertex Consulting

We are a highly specialized consulting firm that provides pragmatic and actionable insights on the most critical issues faced by providers and consumers of telecom, media services, and technology.

At Vertex, we pursue our collective passion for helping carriers, OEMs, tower companies, MSOs, network services vendors, equipment suppliers, and telecom and technology consumers resolve their most complex strategy, sourcing, and deployment challenges. From helping a carrier deploy a 4G network to negotiating an IoT services contract for a client in the manufacturing sector, we cover the entire TMT value chain.

Our focus and simplified model enables us to deliver an alternative vision for our clients: producing client-centered solutions in a way that only experienced and proven professionals can.

For more information on Vertex and its services portfolio please visit www.vertexconsulting.com & follow us on twitter @vertexconsult.