



OPERATIONS STRATEGIC PLAN
Gunnison County Metropolitan Recreation District

Operations Focus Areas

1. Improve System Safety

Ensuring safety across all aspects of the District’s translator system is a priority. This includes adequate safety protocol for District staff and contractors as well as the need to maintain structurally sound infrastructure.

The District’s translator system consists of a complex network of translator sites. The majority of sites are located in remote areas with access challenges that are heightened during winter months. Additionally, several District towers require replacement due to deferred maintenance and changes to design and construction standards. To ensure system-wide safety, the District will prioritize the planning and development of necessary safety procedures and infrastructure improvement plans.

Action Items

- a. Develop call-in procedure for utilization by staff and contractors for year-round site access.*
- b. Develop tower replacement prioritization list and tower management plan that ensures they are built and maintained to industry standards.*

2. Enhance Reliability

The District seeks to improve the translator system’s overall reliability by taking a holistic, system-wide approach. To accomplish this, projects will be strategically prioritized that enhance the system’s function for the largest number of viewers first, beginning at the system’s hub in Gunnison, outwards to its remote translator sites. The District will continue to provide basic maintenance throughout the whole system.

Increased reliability will benefit the viewers as well as the District. Television viewers will benefit from experiencing fewer outages. In the long-term, the District will benefit from the operation of a durable and robust translator system.

Action Items

- a. Assess current satellite dish utilization to inform satellite dish improvement plan.*
- b. Replace inadequate studio receivers with professional grade receivers.*
- c. Improve studio and translator site wiring for easier management and increased durability.*
- d. Assess UPS systems at studio and translator sites to inform upgrade costs and needs, including backup strategies for key sites (Studio, W Mountain and Monarch).*
- e. Develop an equipment replacement plan for aging broadcast equipment, inclusive of a spares plan (to acquire and stage spares where needed).*
- f. Assess ability to implement a site-to-site communications system to allow remote diagnostics, monitoring and control of equipment and implement where appropriate.*
- g. Develop and implement an equipment management database. This database will ultimately provide a cradle to grave history of the installation, use and repair of all significant equipment used by the District.*

3. Enhance Environmental Controls

In an effort to improve the management of its remote translator sites, the District seeks to enhance its environmental controls. Keeping translator site equipment within operating specifications of temperature will prevent failure and damage to District resources.

Action Items

- a. Assess existing environmental controls at translator sites and determine needed equipment to improve translator site management.*

4. Plan for Long-term Signal Delivery

Given the rapidly changing technology, it is imperative that the District maintains a strong understanding of the available options for its content delivery. This need is heightened due to the Federal Communication Commission's (FCC) anticipated sale of a large portion of the C-Band satellite downlink spectrum.

To ensure the long-term viability of the television service, the District seeks to consider future content delivery methods (i.e. Ku Band, internet, etc.) as part of its approach to enhancing reliability.

With the impending implementation of ATSC 3.0 video transmission standard, the District needs to develop a strategy that will allow it to rollout the new standard with the minimal impact to capital replacement needs. All newly purchased equipment should allow for remote control and be ATSC 3.0 compliant to the greatest amount possible.

The District needs to look at implementing the delivery of signals to the Monarch translator site from the Gunnison Studio. Current Direct Broadcast Satellite delivery may not be viable for the long term. This will require the completion of the microwave transmission of content to Monarch via the existing service and realignment of channels as some channels currently received at Monarch are not available from the Gunnison Studio.

Action Items

- a. District Manager will schedule routine meetings with the Technical Committee to discuss key decision points relevant to the system's long-term signal delivery method.*

5. Service Expansion Criteria

Expansion of the District's television services will be considered but is a lesser priority in comparison to the plan's other focus areas intended to enhance the system's reliability.

The District will consider expansion of its television services using specific criteria, including cost, technical feasibility and number of people served.

Action Items

- a. Assess translator coverage to find areas of significant population not covered by current system that could have coverage with optimization to current system. (This task could include additional translators or modification to antenna propagation pattern. In the first case, an example would be the north valley Gunnison while in the second case it could be the increase in broadcast pattern to cover areas from Crested Butte South through areas such as Stallion Park and south of Skyland. This would allow the District to respond to a potential new filing window from the FCC for TV translator service.)*