



# Management Analysis Profiles

USDA RUS ReConnect Program



Rural Development



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# Agenda

- Definition and purpose of a Management Analysis Profile (MAP)
- Roles and Responsibilities
- MAP Activities
  - Desktop review
  - Onsite visit
  - MAP Report

# Definition and Purpose: What is a Management Analysis Profile?

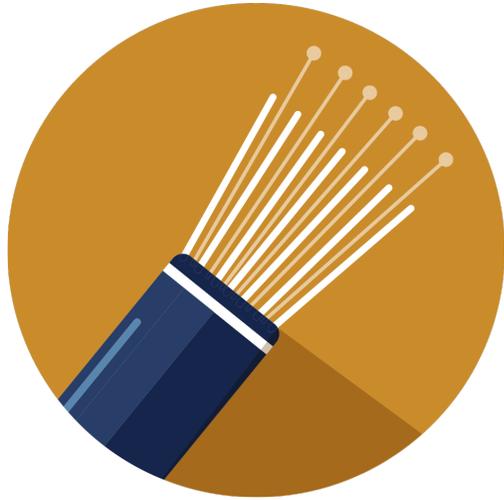
- Assessment of strength and weaknesses
- Review of operations
- Review of technical ability
- Review of management capability
- Discussions with management



# MAP Team Purpose

- Ensure the borrower can meet the debt service requirements as they are outlined in the application requirements
- Set the Awardee up for success
- Systems in place for adequate management and reporting on the broadband project

# Roles and Responsibilities



- MAP Team Members
  - MAP Team Leader
  - MAP Specialist – Finance, Marketing, and Business Operations
  - MAP Specialist – Engineering and Construction
  - MAP Specialist – Accounting
  - MAP Specialist – Awardee Insights

# MAP Activities

- Desktop Review
- Site visit
  - Entrance conference
  - Individual staff meetings
  - Review of files and records
  - Exit conference
- MAP Report

# Desktop Review

- Topics for review:
  - Operations compared to description in the application
  - Organizational structure and governance
  - Affiliate agreements
  - Broadband network and system
  - Marketing plan and subscribers
  - Capital financing
  - Financial forecasts
  - Financial information and records
- Informs the MAP Report and site visit questions and observations

# Site Visit

- Entrance conference
  - Introduce team
  - Purpose of the visit
- Meetings with individual awardee personnel
- Scope Alignment
  - Review of board minutes, files, and other operational documents
- Exit Conference

# MAP Report

- MAP Summary
- Site Visit Details
- Summary of Recommendations



Q&A



## Rural Development