



Plan for Rochdale AFC

The Football Club LLC
March 2024

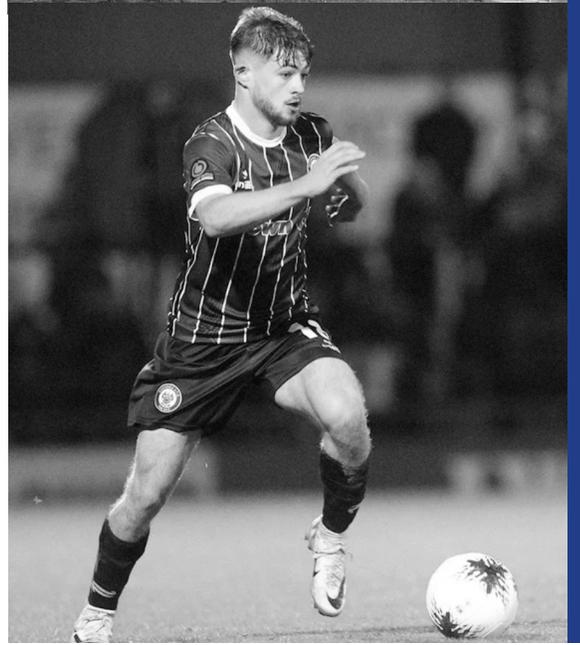
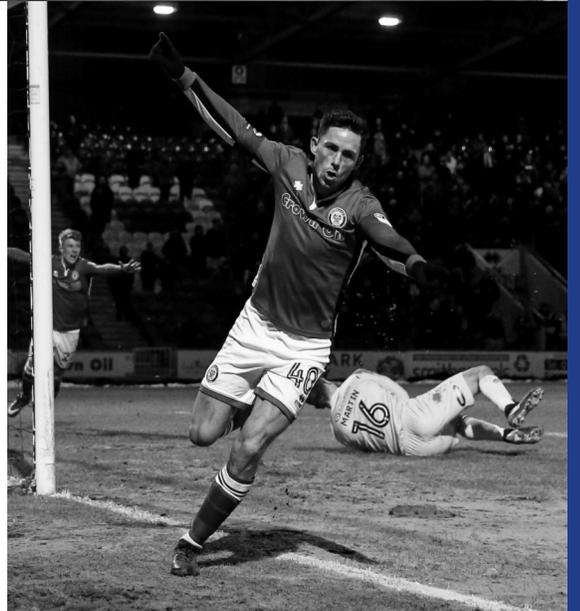


Table of Contents

3

Introduction

4

Financial Stability

7

Football: First Team and the Academy

9

Organisational Efficiency

10

Community, Fans, and Communication

Introduction

Rochdale AFC belongs in the EFL.

This club has great potential; RAFC has many of the assets it needs to be successful. We believe in Jim McNulty, his staff, and the players. RAFC's supporters are passionate and thoughtful. Spotland has historic grounds with ample capacity. The Academy has a track record of developing excellent footballers.

Our goal is to unlock the potential of the club's assets. In all aspects of our operation, we'll apply these values towards that end:

- Transparency
- Accountability
- Clear communication
- Collaboration with the community

In particular, we'll apply those values to the following pillars of our plan:

1. Financial Stability
2. Football: First Team and the Academy
3. Organisational Efficiency
4. Community, Fans, and Communication

This document is the foundation of our plan for the club. But the real work is still to come. We will partner with all stakeholders—fans, community, owners, directors, management, coaches, players—to fully develop this plan. We are all in this together.





Financial Stability

Inject £1.6m to stabilise the club's finances, hire a commercial director, and develop the stadium and training grounds

Commercial Department

We will hire a full time Commercial Director who will build a plan to increase revenue, engage with the community, and expand the fanbase. With new energy and ideas we can expand all areas of commercial operations:

- Partnerships: Bring on new sponsors, and add more value to existing partnerships
- Content: Create more content (podcasts, videos, etc)
- Social media: Enhance and expand our presence on all platforms
- Events: Host more events at the facility and create more high-profile external events
- Attendance: Get more of the community to matches with better outreach programs
- Global partnerships: Develop travel and football programs with U.S.-based soccer groups

RAFC Stadium and Grounds

We intend to develop the club's grounds to include commercial space that can be rented to local businesses, community groups, and government entities. We would do so while protecting the pitch, stands, and football/rugby facilities on-site in perpetuity.

We'll also improve the drainage system under the pitch. The current state of the field negatively impacts the performance of the team on the field. It also puts undue stress on the organisation in the form of the rescheduled matches and delayed match day revenue.

These plans are still preliminary, but all work will be done in conjunction with supporters, stadium neighbours, the wider community, and the Borough Council and its Planning and Development department.

This type of stadium and stadium-adjacent development is common in the US and increasingly in the UK. It provides additional revenue to RAFC and sets the club up for long-term sustainability, independent of football form or current owner.

Lastly, we would be happy to add language protecting the club's location and grounds to the Golden Share, per Recommendation 28 of the Fan-led Review of Football Governance.





Rochdale Training Ground

One of our first priorities will be the training ground development. There are many examples (Barnet, Fleetwood, AFC Fylde) of clubs successfully building business plans around training facilities. Upon purchase of the club, we will immediately build the business case for the academy and leverage this case to secure financing in capital markets.

The new training ground will have widespread positive cultural and financial impact throughout the RAFC organisation.

First team and academy players will be under one roof, helping create unified culture and improve overall morale. Older players will be able to mentor younger players. First team coaches will have more exposure to youth players.

Also, of great importance: Our women's soccer group will have more space to thrive. We are committed to meeting with women's program leadership, understanding their needs, and developing plans for improvement and expansion. We care deeply about equity in sports and are supporters of the women's game.

The club and academy will use these modernised facilities free of charge. When not in use, we will rent out the pitches to other football and athletic leagues, as well as other youth, academic, and amateur organisations. We could include a restaurant and bar as part of the development plans to help generate additional revenue.

Football: First Team and the Academy

Create a clear plan for the RAFC style of football and ensure the long-term stability of the academy

First Team

First and foremost, we need results on the pitch. We believe in the potential of Jim McNulty, his coaching staff, and the players. We will support Jim's squad building, his vision, and his desire for and commitment to a progressive style of play.

Our initial goal is to stabilise RAFC. Once stable, we will build towards promotion back to League Two. In service of this, we will establish a written strategic plan and share it with fans. The plan will accomplish the following:

- Define characteristics of the ideal Rochdale player
- Clearly state an identifiable style of play
- Clarify staff roles and responsibilities while also promoting collaboration
- Define goals and objectives for each member of the organisation
- Focus on staff development through mentoring and support mechanisms
- Review current women's soccer program and present a viable, expanded program

Ultimately, the success of the club is dependent upon the players. We are fully dedicated to supporting player health and well-being—nutritional, mental, physical, and otherwise.

We will also focus on player development, data analysis, and scouting. We want to recruit, train, and build up players to use in the first team or sell on. With improved



analytics and performance data analysis, we believe we can get more out of our players and enable our scouting team to make more informed transfer decisions.

Youth Academy

We are fully committed to the Rochdale AFC Academy, and believe it can be the life force of the club.

We will work with the Academy Director and First Team Manager to establish mutually agreed-upon metrics, such as the following:

- Number of academy players training with and playing in the first team; it's our belief that RAFC should have at least one academy grown player in the squad every game
- Player and development growth targets
- Number of players transferred to other clubs
- Results on the pitch from first team on down

Academy operations need realignment. We will work with current leadership on short-term plans to determine the initial investment required to stabilise operations while simultaneously developing a long-term plan focused on stabilisation and commercial viability.

Organisational Efficiency

Implement modern organisational best practices

We pledge to support and honour the traditions and history within the RAFC organisation, while also modernising day-to-day club operations and increasing efficiency with improved decision-making processes. We'll increase transparency and accountability for owners, directors, and coaches. Every member of the staff will have a clear understanding of the goals and metrics for which they'll be held accountable. We'll release our goals for the organisation, and then report on our progress towards those goals.

New development at both the stadium and training grounds will provide new working space for RAFC staff as well as purpose-built facilities and fields for football staff and players.



Community, Fans, and Communication

Listen to the fans and act on their feedback

RAFC is a shared asset. While we may be a financial ownership group, the club belongs to the community. Rochdale is, after all, the birthplace of co-operation.

We will prioritise fan voices, increasing community outreach and implementing feedback mechanisms like ongoing fan surveys. We need to be intimately familiar with supporter priorities, concerns, and values. This input will play a major part in a 360-degree review of the club.

We want to include and empower the Dale Trust. In order for our plans to succeed—for the club and community—we need a strong supporters' trust that holds club leadership accountable and represents the fans every day. We will listen to the Dale Trust leadership's ideas for improving this relationship and we'll work with them to establish a shadow board.

Improving the overall match day experience is a top priority. We'll seek to organise more events for younger fans and improve the overall experience for adult fans, including updates to food and refreshment options.

The work of the RAFC Community Trust resonated deeply with us, and we will continue to support its efforts. We will also continue RAFC's tradition of supporting the RAFC Military Veterans team.

Our overall goal is to build a sustainably successful football club that wins on the pitch. But we can only achieve that goal if we deepen RAFC's relationship with fans and the community. We want to maintain and expand RAFC's status—the

organisation, as well as its stadium and training grounds—as a central pillar of the Rochdale community.

