



Mobil Web Site

## **RICHARD (DICK) GRAVES**

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### **CAREER PROFILE**

Hands on entrepreneur with extensive experience in all facets of business development and operations. Verifiable proficiency in turnaround management, increasing revenues and bottom line performance through aggressive marketing and management initiatives. Areas of expertise include:

- Budgeting and Financial Management
- Service and Quality Improvement
- Market Research And Analysis
- Feasibility Studies/Business Plans
- Expert Witness/Mediation
- Strategic Marketing Planning
- Start-Up/Turn-Around Management
- Startup Business Development
- Management and Staff Training
- Marina Design and Development
- Excellent Contract Negotiation Skills
- Mobil Marketing Development

### **EXPERIENCE**

#### **Richard Graves & Associates – Fort Lauderdale, Florida.**

*Principal* – February 1994 – Present

An independent consulting service specializing in management, marketing and business development for marinas and the pleasure boating industry. I am also the owner and broker of Professional Marine Realty, LLC, a business brokerage representing sellers and buyers of marinas, boat yards and other pleasure boating related businesses. Prior to focusing on the marina industry, I held senior executive positions in the hospitality industry working for International hotel chains and independent hotels. My introduction to the marina and pleasure boating industry began in 1984 when I was hired by the Bahia Mar Resort and Yachting Center in Fort Lauderdale as the Senior VP responsible for business development. In 1994 I left the resort to start my own consulting business for resorts and hotels. Due to my 10 years experience with the Bahia Mar Yachting Center, I was retained by a Court appointed Receiver to take over the management a 250 slip failed dockominium marina. After spending three years on that project and managing another marina plus a ferry service in the same area I decided to focus exclusively on marinas and marine related business.

#### **International Marinas, L.C. – Fort Lauderdale, Florida**

*Executive V.P.* – November 2002 – December 2006

Although still maintaining my consulting service, I was retained by International Marinas which specialized in marina management, design and development. . The company was created by a group of partners with diversified backgrounds in yachting promotions (Kaye Pearson – Show Management - Fort Lauderdale International Boat Show), marina construction, landscape architecture (Ed Stone - EDSA) and cruise ship port development. As Executive VP, I reported directly to the President and Chairman of the company. My main areas of responsibility were overseeing the management and marketing of all marina properties. My consulting duties included design recommendations on new builds, feasibility studies, new project business development, marketing plans and exploring possible acquisitions.

#### **Sunrise Harbor Megayacht Marina – Fort Lauderdale, Florida**

*General Manager* December 2000 – October 2002

Hired by Stiles Development Corporation as General Manager to set-up and manage unique megayacht marina with 2,500 linear feet of parallel dockage. This was the first marina ever built to cater exclusively to the mega/super yacht boating community. As opening manager I was directly involved in the construction and setup of the facility, including the purchase of all necessary operating equipment. I developed the initial operating budget, revenue forecast, marketing plans, dockage agreements, promotional collateral, and operations manual.

#### **Partial List Of Notable Achievements:**

- Within first 6 months of operation successfully positioned marina with megayacht captains and owners as the premier megayacht marina in South Florida. Within the 1<sup>st</sup> year of operation, dockage revenue exceeded \$1.4 Million, far surpassing budget and the expectations of owners.
- Made critical changes during construction to original marina design that were paramount in realistically accommodating large vessels.

- Purchased all necessary equipment, amenities and contracted services to setup facility for less than original budgeted amount.
- Worked with my own graphic designer and wrote all copy for advertisements and brochures. Created all marketing collateral for half the cost quoted by Stiles ad agency - promotional piece won an award for excellence.
- Through my public relations efforts the marina was featured in major trade and consumer publications. An aerial photograph of the marina was used on the cover of Marina World, DockAge and Super Ports 2003 - an international marina directory for superyachts.

**Chinnock Marine** – Fort Lauderdale, Florida

*Director of Marketing* – February 2000 – November 30, 2000

Full service yacht repair and maintenance facility catering to mid-size and large yachts. As Marketing Director my responsibilities included enhancing the company image, developing existing and new sources of business, public relations and liaison to the industry.

Partial List of Notable Achievements:

- Wrote Mission Statement and created USP “On Budget – On Time”.
- Redesigned marketing collateral and ads to enhance company image.
- Rebuilt Web Site to project an improved professional image.
- Developed new source of revenue soliciting warranty business from 140 production boat manufacturers.
- Introduced new software database “Shipscan” for obtaining detailed information of documented yachts.

**Water Taxi New York Harbor** – Jersey City, New Jersey

*Consultant/General Manager* – November 1998 – February 2000

Established as a commuter ferry service the operation provided scheduled service between Jersey City and the New York Financial District. I was retained by the President of the company to oversee the operation and build the business. As General Manager I was responsible for P& L management, budgeting, coordinating the schedules of vessels and personnel, hiring captains and deckhands, and all other aspects of running the business on a daily basis. During my tenure as General Manager I increased business by better promotion, instituting an improved service schedule and revamped the image of the service by establishing dress codes for captains and deckhands and developed better customer relations. The majority of our commuter customers were stock and commodity brokers and other personnel from related fields in the New York financial district. Unfortunately, the business was closed due to insurmountable problems with existing landing rights and other legal matters created by a competitive ferry service – New York Waterways.

**Lincoln Harbor Yacht Club/Port Imperial Marina** – Hudson River, New York Harbor

*Consultant/Director of Operations* – September 1994 – November 1998

250 slip (LHYC) and 300 slip marina with boat yard (PI) located on the west side of the Hudson River, directly across from Midtown Manhattan. LHYC was built as a dockminium and went into bankruptcy in 1993. I was originally hired as a consultant by the court appointed receiver to review the operation and study the feasibility of continuing dock sales. After submitting my report and recommendation to forgo dock sales and develop the facility as a public marina, I was retained to develop the business and manage the operation for Starbare LLC who purchased the mortgage as part of a portfolio from Natwest Bank. After a successfully building an established business with a respectable bottom line, I sold the marina in 1998 for an amount that was thirty percent higher than the appraised value. With the same group I also managed their Port Imperial Marina with 300 slips and Boat Yard with a 70-ton travel lift. As management of Port Imperial, I revitalized both the marina and boatyard business within a short period of taking over the facility.

Partial List Of Notable Achievements:

- Reduced previous manager’s initial capital budget by 40% while still completing all projects.
- Captured a 35% reduction in annual operating expenses by re-negotiating service contracts, reducing payroll, and sewage taxes.
- Within the first year, I surpassed all revenue projections by 20%.
- With no land storage available, I created a unique in-water winter storage program to generate revenues during the off-season. By the winter of 1997 we had acquired 120 winter storage contracts.

- Developed high profile events to gain publicity for the marina. In 1996 I contracted with Show Management of Ft. Lauderdale to produce two boat shows, the 1<sup>st</sup> Annual Lincoln Harbor New York Yacht Show and the 1<sup>st</sup> Genmar Family Boat Show. Both events received excellent publicity in the local and national press including a live remote telecast on the *Good Morning America Show*.
- Wrote the offering plan for the sale of LHYC and represented the owner to prospective buyers.

### **Bahia Mar Resort & Yachting Center – Fort Lauderdale, Florida**

*Senior VP* – July 1984 – February 1992

As Senior VP I was mainly responsible for business development of the 300-room resort and the 350-slip marina. In addition to my resort responsibilities I also headed up Bahia Mar's Dockominium project and was responsible for the marketing plan, collateral design and management of the sales team. During my tenure at the resort, I also held the position of VP of International Business Development for Capstar Hotels, the hotel's management company.

#### Partial List of Notable Achievements:

- Established the resort as the leading hotel in Ft. Lauderdale for servicing the international visitor market.
- Created unique "Float Plan" for the marina that offered transient mega yachts the advantage of the monthly dockage rate without committing to a 30-day consecutive stay, thereby guaranteeing yachts return to Bahia Mar when in Ft. Lauderdale. The plan was valid for a defined period of time and any unused balance was not refundable and could not be carried over to a new agreement.
- Substantially increased marina seasonal contract and transient business by actively soliciting upscale marinas in the northeast and mid west. Soliciting included an annual sales blitz to major marinas in order to establish relations with the marina managers and owners/captains of large yachts.
- Personally sold over \$3 Million in docks within first two months of taking charge of dockominium operation
- Served on various county, city tourism and business development boards, Board of Directors of the Greater Fort Lauderdale Chamber of Commerce and three terms as the Vice Chairman of Tourism for the Greater Fort Lauderdale Chamber Of Commerce.

### **PREVIOUS EXPERIENCE**

Rapidly promoted through a series of increasingly responsible senior marketing and management positions in the Hospitality Industry. I held designations as a **Certified Hotel Administrator** and **Certified Hotel Marketing Executive**.

### **PROFESSIONAL CERTIFICATIONS:**

- United States Coast Guard – Licensed Captain 100 Ton Master – with towing endorsement
- Florida Licensed and Bonded Yacht Salesperson
- Florida Real Estate Broker
- Florida County Court Certified Mediator #23412C
- New York State Certified Boating Safety Instructor

### **PROFESSIONAL AFFILIATIONS**

- Florida Marine Industries Association
- Boating Writers International – Free Lance Writer for various publications
- The International Travel Writers Alliance – Free Lance Writer
- Florida Yacht Brokers Association
- ABBRA – American Boat Builders & Repairers Association
- Turnaround Management Association

## TESTIMONIALS

### Joe Company – Port St Joe Marina

“When you and I began discussing, in 2004, the day-to-day management of the marina, it had reached low ebb. The management company that operated it on our behalf had allowed the marina to become a place of conflict with constant disputes breaking out among staff, sub-contractors, tenants and, most disturbingly, with boat owners. This on top of stagnant revenues and poor cost management meant a change was sorely needed.

When you and International Marinas came aboard, I felt confident that things would gradually be turned around. Little did I know how rapidly the turn round would occur. Within weeks, you had settled on a clear staffing policy, keeping all the existing team but clarifying their roles so they seemed transformed into a motivated group. You quickly introduced a simpler, more efficient form of financial management and you installed a new integrated point-of-sale and booking system. Best of all, however, was the palpable improvement in customer satisfaction.

Our 2005 financial reporting proves that these swift interventions have yielded real results and the marina is set fair for the coming years. Some tough issues, like addressing hurricane readiness and recovery and changing slip rates and rules, have proven relatively painless and from my point of view, have produced great results.

You have been a solid reliable counselor for our company as we planned and executed the acquisition of the marina from the City of Port St. Joe and, most importantly, a friend to me since we first met.

Thank you for all that you’ve done for this marina, the St Joe Company and me over the last 18 months. Our marina is a tribute to your skills and your sensitivity to our needs and those of the customers in Port St. Joe Marina.”

*John A. Hendry  
Vice President  
St. Joe Company  
October 7, 2005*

### Sunrise Harbor Megayacht Marina

Dick joined Stiles in December 2000 just prior to construction of the mega-yacht marina at Sunrise Harbor in Ft. Lauderdale, FL. His challenge was to assist in the creation, marketing, start-up and operation of this state-of-the-art facility located on the Intracoastal Waterway behind our residential development. Dick brought years of industry experience and passion to the job and his input was felt immediately during the construction of the project while several critical strategic decisions and re-design alternatives were necessary.

Through his industry contacts, marketing knowledge and passion for quality, Dick filled the marina quickly upon completion in March 2001. In addition, he provided valuable feedback and assistance with respect to the overall management of the multi-use project, its security, service, maintenance and operational policies.

*Terry Stiles  
Chairman,  
Stiles Corporation  
November 18, 2002*

Stiles Corporation didn’t have any marina experience prior to the development of Sunrise Harbor and as such, we recognized that the person we hired to market and manage the marina would be the key to our success. The marina out-performed our initial projections in every possible way and I attribute that fact to the commitment and experience of Dick Graves.

*Jim Stine  
Chief Investment Officer  
Stiles Corporation  
November 14, 2002*

### **Lincoln Harbor Yacht Club**

Dick, I would like to take this opportunity to express my personal gratitude to you as well as that of Bob Lieb and Marshall Tycher of Starbare. When we took over this project last year as court-appointed receiver, we had a tiger by the tail. Occupancy was low, control over the slips and marina was non-existent and rates were all over the map with several cockamamie deals made by the previous owner/manager. Since you came on board last September, I have seen your dedication, hard work and long hours devoted to LHYC. Now, I see the extraordinary results that you have single-handedly produced.

You can certainly take pride in the team you have assembled to take us through the 1995 Summer Season. They have all followed your good example by preparing the docks, equipment, clubhouse and systems for what promises to be a banner year for LHYC.

Dick thank you for a job well done to date. All of us at MHC will be watching for more good things to come from Dick Graves and the LHYC team.

*Gregory A. Gilfoil  
President  
Mountain Hospitality Corporation  
April 18, 1995*

### **South Florida Marine Industries Association**

The Contributions you've made to our organization are frankly too numerous to list, however, I would be remiss in not expressing sincere appreciation for the time, effort and talent you have expended in our behalf. The marketing strategies and promotional concepts laid out for our organization show a depth of talent, imagination and forward thinking second to none.

*Frank F. Herold  
Executive Director  
South Florida Marine Industries Association  
March 10, 1992*

### **Jordache Enterprises, Inc./49 Marina Corporation**

Richard, I would like to take this opportunity to express my personal gratitude to you for all you have for 49 Marina Corp.

When you took over this project last year we both knew you were in for a challenge. Since you came on board last October I have seen your dedication, and hard work. We have learned a great deal from you. We certainly have come a long way. Now I see the amazing results that can arise from teamwork.

When I think about all the obstacles we had to overcome, I am surprised we accomplished as much as we did. Although there are still quite a few projects to be completed the marina is now operating in a professional manner and as a fully functional business.

You can certainly take pride in a job well done; you have helped assemble a great team. They have followed and learned under your leadership.

On behalf of the Nakash family and I, we want to thank you for a job well done.

Please feel free to use me as a reference anytime someone wants verification of your experience and dedication for any project involving the marina business

*Eddie Ben-Aderet  
Executive Vice President  
Jordache Enterprises, Inc.  
October 18, 2011*

## REFERENCES

The following are 10 references you may feel free to call that will attest to my experience and abilities. However, if you require further references please do not hesitate to contact me.

Terry Stiles – Chairman  
Stiles Development Company  
300 SE 2<sup>nd</sup> Street  
Ft. Lauderdale, Florida 33301  
Tel: (954) 627-9336

Jim Stine – Chief Investment Officer  
Stiles Development Company  
300 SE 2<sup>nd</sup> Street  
Ft. Lauderdale, Florida 33301  
Tel: (954) 627-9300

Eddie Ben Aderet – Exec VP  
Jordache Enterprises  
1400 Broadway – 15<sup>th</sup> floor  
New York, NY 10018  
Tel: (212) 944-1330

Frank Herhold – Managing Director  
South Florida Marine Industry Association  
2312 S Andrews Ave.  
Ft. Lauderdale, Florida 33316.  
Tel: (954) 524-2733

Mal McLaren – President  
McLaren Engineering  
100 Snake Hill Road  
West Nyack, New York, 10994  
Tel: (845) 353-6400

Dave Armbruster – Partner  
EDSA (Ed Store & Associates) Land Planners  
1512 E. Broward Blvd - Suite 110  
Fort Lauderdale, Florida 33301  
Tel: (954) 524-3330

Capt. Jim Gill  
Director of Marine Operations  
Hudson River Park Trust  
353 West St. Pier 40 2nd Floor  
New York, NY 10014  
Tel: (917) 661-6822

Marshal Tycher – CEO  
Roseland Properties  
233 Canoe Brook Road  
Short Hills, New Jersey 07078  
Tel: (973) 218-2307

Bob Waddle – President  
Marina Power  
8456 N.W. 61st Street  
Miami, FL 33166  
Tel: (305) 470-0037

Ed Baker – Publisher  
Yachting Magazine  
2 Park Avenue – 9<sup>th</sup> Flr  
New York, NY 10016  
Tel: (212) 779-5251

## PARTIAL LIST OF CLIENTS

- **St Joe Company**, - Jacksonville Florida ~ Management Contract for St Joe Marina
- **Port Imperial Marina** – Weehawken, NJ – Turnaround Management
- **Carlyle Group** – Washington, DC ~ Develop a 5 year ProForma for a possible marina investment.
- **Marina Bay Marina** – Ft. Lauderdale, Florida ~ On-site Marina Management Consultant
- **Stiles Development** – Fort Lauderdale, Florida ~Develop and Start Up Sunrise Harbor Megayacht Marina
- **Starbare** – Short Hills, New Jersey ~ Turn-around management Lincoln Harbor Yacht Club
- **Park Tower Group** – New York, New York ~ Feasibility Study for Dockominium project East River NY
- **Altman Development** – Boca Raton, Florida ~ The Harborage Marina Develop new Marketing Strategies
- **Bank of America** – Atlanta, Georgia ~ Analysis of various marinas ability to fulfill debt service on loans
- **Club Med** -- Coral Gables, Florida ~ Club Med Stuart Florida -Marina redesign and Market Analysis
- **The Harbor Communities** ~ Atlanta, Georgia – Harbor marina Jacksonville produce Operation Manual
- **South Shore Group Partners** ~ Jacksonville Florida – Marina Feasibility Study
- **McLaren Engineering Group** ~ West Nyack, New York – Feasibility Studies for various marina projects
- **Mastriana Development LLC** ~ Fort Lauderdale, Florida - “The Sails” design electric for Superyachts

- **WCI Development** – Naples, Florida. ~ Expert Witness for developers marina in Long Island
- **Merco Group** – Miami Beach, Florida ~ Market Analysis for marina in South Florida including proformas
- **Dream Harbors** – Naples, Florida ~Marketing Consultant For Cape Canaveral Ocean Club
- **Homes For America Holdings, Inc** ~ Yonkers New York – Feasibility Study for marina on Hudson River
- **Sail Fish Ventures** – Stuart, Florida ~ Market Analysis and 5 year proforma for marina
- **Cap Cana** – Dominican Republic ~ Develop design including landside amenities for Megayacht marina
- **Punta Alma** – Dominican Republic ~ Review original Feasibility Study, make corrections where applicable
- **Shelter Bay Marina** – Panama ~ Visit and evaluate operation - make recommendations for improvements
- **Jordache Enterprises** – New York ~ Turn - around management for Venice Marina Brooklyn, NY
- **United Nations Economic Commission for Latin America and the Caribbean (ECLAC)** Trinidad- participation in the preparation and review of a study on Yachting and Marinas in the Caribbean.

#### **EXPERT WITNESS PROJECTS**

Morrow, Willnauer & Klosterman – Kansas City, Missouri

Morrison Cohen – New York, New York

Silver, Voit & Thompson -- Mobile, Alabama

The Leiter Group – Peoria Illinois

Wicker, Smith, O’Hara, McCoy, Ford. P.A. – Naples Florida

Wilson, Elser, Moskowitz, Edelman, & Dicker, LLP – Miami Florida

#### **PUBLISHED ARTICLES**

*Super Ports 2005 Directory of Megayacht Marinas.* -- *New Wave Of Marinas* – Article on servicing and catering to the needs of the Super Yacht pleasure boating community.

*Captain’s Log.* USA Correspondent - Publication catering to Super Yacht Captains

*Marina Dockage* – Maximizing Marina Revenue – The Boat Storage Business and various articles on renovations to major marinas.

*Slide Share* – <http://www.slideshare.com/rvgraves> —on-line Power Point Presentations “Marina Business” – “Marina Marketing Plan Checklist” – “Boat Rack Storage Business” – “Mobile Marketing”