

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 1st 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 was 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 1st Annual Lincoln Harbor New York Yacht Show and the 1st 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.

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
- ASA Certified Sailing Instructor
- Certified Hotel Administrator
- Certified Hospitality Marketing Executive

PROFESSIONAL AFFILIATIONS

- Florida Marine Industries Association
- City of Fort Lauderdale Marine Advisory Board
- 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
- Hemingway International Yacht Club – Havana Cuba

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