

RICHARD (DICK) GRAVES

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CAREER PROFILE

Hands on executive with extensive experience in all facets of business development and operations. Verifiable proficiency in 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
- Customer Relationship Management
- Strategic Marketing Planning
- Marina/Boatyard Management
- Startup Business Development
- Staff Training
- Business Plans
- Excellent Contract Negotiation Skills
- Electronic Media Development

EXPERIENCE

Richard Graves & Associates – Fort Lauderdale, Florida

Principal – February 1992 – Present

An independent consulting service specializing in management, marketing and business development for the marina industry. Prior to focusing on the marina industry I was retained by seven hotels and resorts as a marketing consultant for developing international business. In addition to my regular clients, various companies hired me for special projects including Avatar Development, Club 18 International, The Florida Sportsman's Show, International Championship off Shore Race and International Boat & Breakfast. In 1994, due my 10 years experience with the Bahia Mar Yachting Center, I was hired by a Court appointed Receiver to take over the management a 250 slip defunct 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 hired by this company a marina management, design and Development Company created by a group of partners with diversified backgrounds in yachting promotions, marina construction, landscape architecture and cruise ship port development. As Executive VP, I reported directly to the COO, President and Chairman of the company. My main areas of responsibility were overseeing the management and marketing of all marina properties. My consulting duties include design recommendations on new builds, 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. Produced 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 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 of the stock market. Unfortunately, the business was closed due to insurmountable problems with existing landing rights and other legal matters created by a competitive ferry service.

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 dockominium 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 managers 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, 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 marketing positions in the Hospitality Industry. I am a Certified Hotel Administrator and Certified Hotel Sales and Marketing Executive. As a Senior Marketing Executive for two large European hotel companies I acquired extensive experience in international business development. During my career in the Hospitality Industry I produced presentations at various US Embassies, conducted many sales missions to Europe and coordinated exhibits at major international trade shows. One of my marketing and advertising campaigns was used as a case study for a college text book "Contemporary Marketing 5th Edition"

PROFESSIONAL CERTIFICATIONS:

- United States Coast Guard – Licensed Captain 100 Ton Master – with towing endorsement
- American Sailing Association – Certified Sailing Instructor – Coastal Cruising
- Florida Licensed and Bonded Yacht Salesperson
- Florida Real Estate Broker
- Florida Courts Certified Mediator #23412C

PROFESSIONAL AFFILIATIONS

- South Florida Marine Industries Association
- Boating Writers International – Free Lance Writer for various publications
- Florida Yacht Brokers Association

TESTIMONIALS

St 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*

University of Wisconsin-Madison Department of Engineering Professional Development

I was so impressed with your Ft. Lauderdale International Marina Institute Annual Conference marketing checklist presentation that I immediately thought of a derivative university marketing use.

I chair a national consortium of American universities (AMCEE, the Association for Media-based Continuing Education for Engineers) whose business is selling videotapes and other educational products to domestic and foreign customers. These videotapes are recorded classroom instruction and lectures from credit courses.

Attached is a copy of my adaptation of your presentation/paper. May I have permission to share it with my AMCEE Board and Marketing Committee?

*Prof. C. Allen Wortley
November 2, 1993*

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 2nd Street
Ft. Lauderdale, Florida 33301
(954) 627-9336

John Hendry – VP Real Estate
Timber West Forest Corporation
Suite 2300 - 1055 West Georgia Street
P.O. Box 11101
Vancouver British Columbia
(604) 854-4634
(Formerly VP St. Joe Company Florida)

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

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

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

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

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

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

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

Ed Baker – Publisher
Yachting Magazine
2 Park Avenue – 9th Flr
New York, NY 10016
(212) 779-5251

PARTIAL LIST OF CLIENTS

- St Joe Company, - Jacksonville Florida
- Marina Bay Marina – Ft. Lauderdale, Florida
- Stiles Development – Fort Lauderdale, Florida
- Roseland Properties – Short Hills, New Jersey
- Park Tower Group – New York, New York
- Altman Development – Boca Raton, Florida
- Bank of America – Fort Lauderdale, Florida
- Club Med -- Coral Gables, Florida
- The Harbor Communities – Atlanta, Georgia
- South Shore Group Partners – Jacksonville Florida
- McLaren Engineering Group – West Nyack, New York
- Mastriana Development LLC – Fort Lauderdale, Florida
- WCI Development – Naples, Florida.
- Merco Group – Miami Beach, Florida
- Dream Harbors – Naples, Florida
- Homes For America Holdings, Inc – Yonkers New York
- Sail Fish Ventures – Stuart, Florida
- Cap Cana – Dominican Republic
- Punta Alma – Dominican Republic
- Shelter Bay Marina -- Panama

EXPERT WITNESS PROJECTS

Morrow, Willnauer & Klosterman – Kansas City, Missouri

Morrison Cohen – New York, New York

Silver, Voit & Thompson -- Mobile, Alabama

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 – Articles on renovations to major marinas.