

**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
- Market Research and Analysis
- Feasibility Studies/Business Plans
- Expert Witness/Mediation
- Start-Up/Turn-Around Management
- Management and Staff Training
- Marina Design and Development
- Strategic Marketing Planning

## **EXPERIENCE**

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

*Principal* – February 1994 – Present

An independent consulting service that specializes in management, marketing, and business development for marinas, the pleasure boating industry, and related businesses. Before 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 the Bahia Mar Resort and Yachting Center in Fort Lauderdale as the Senior VP of Business Development hired me.

**Jordache Emprises - Venice Marina -- Brooklyn, New York**

*On-Site Consultant* November 2010 - 2012

Turn-Around Management --- Retained to clean up aging list with a high percentage of accounts in the 90-day column, reviewed operating procedures and retrained staff, created operations manual, heavy weather plan, revised dockage agreement, and other operating forms. Still retained on a moderate monthly fee as an advisor.

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

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

I was hired by International Marinas, specializing in marina management, design, and development. A group of partners created the company with diversified backgrounds in the marine industry. My primary responsibility was 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

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

**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 with the industry.

**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. The company's President retained me to oversee the process 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 daily.

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

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

Turn-Around Management -- 250 slip (LHYC) and 300 slip Port Imperial with boat yard (PI) located on the west side of the Hudson River, directly across from Midtown Manhattan. LYC was built as a dockominium and went into bankruptcy in 1993. The court-appointed receiver hired me as a consultant to review the operation. After a successful turnaround, I sold LHC in 1998 for an amount thirty percent higher than the appraised value. With the same group, I managed their Port Imperial Marina with 300 slips and Boat Yard with a 70-ton travel lift. As management of Port Imperial, I revitalized the marina and boatyard business within a short period of taking over the facility.

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

*Senior VP* – July 1984 – February 1992

As Senior VP, I was mainly responsible for the business development of the 300-room resort and the 350-slip marina. In addition to my resort responsibilities, I headed up Bahia Mar's Dockominium project and was responsible for the marketing plan, collateral design, and sales team management. 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.

**PROFESSIONAL AFFILIATIONS & COMMUNITY SERVICE**

- Fort Lauderdale Marine Advisory Board - 2018/2022
- Boating Writers International – Free Lance Writer for various publications
- The International Travel Writers Alliance – Free Lance Photographer
- Turnaround Management Association
- Hemingway International Yacht Club – Havana Cuba
- Board of Directors - 4 terms - Greater Fort Lauderdale Chamber of Commerce -
- Chairman of Tourism 4 Terms - Fort Lauderdale Chamber of Commerce
- MAC Broward County Convention & Visitors Bureau
- Member of the Advisory Board for the Broward County Department of Education Tourism Academy
- Board of Directors Broward County Red Cross
- Board of Directors New Jersey Marine Trades Association

## **PROFESSIONAL CERTIFICATIONS:**

- Authorized OSHA Trainer # 20-0079355
- Florida Real Estate Broker
- Florida RON Notary Public
- Certified Hotel Administrator
- Certified Hospitality Marketing Executive
- ASA Sailing Instructor

## **PUBLISHED ARTICLES**

*Book - The Marina Business --- Author ----180 pages of information on the marina business*

*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 PowerPoint Presentations “Marina Business” – “Marina Marketing Plan Checklist” – “Boat Rack Storage Business” – “Mobile Marketing”*

## **A PARTIAL LIST OF MAJOR CLIENTS**

• Park Tower Group - New York, NY	Feasibility study for Dockominium project
• Altman Development - Boca Raton, Florida	Harborage Marina Marketing strategies
• Bank of America - Atlanta Georgia	Analyze marinas to fulfill debt service on loans
• Club Med - Coral Gables , Florida	Marina redesign and Market Analysis
• The Harbor Communities - Atlanta, Georgia	Produce Operations manual
• South Shore Group - Jacksonville, Florida	Marina feasibility Study
• McLaren Engineering - West Nyack, New York	Feasibility studies for various marina projects
• Mastriana Development.- Fort Lauderdale, Florida	The Sails- Design electric for Superyachts
• WCI Development - Naples, Florida	Expert Witness on Marina lawsuit
• Merco Group - Miami Beach, Florida	Marina Market Analysis and Proforma
• Dream Harbors - Naples, Florida	Marketing for Cape Canaveral Ocean Club
• Homes for America Holdings - Yonkers, New York	Feasibility study for marina on Hudson River
• Sail Fish Ventures -Stuart, Florida	Marina Market Analysis and 5-year proforma
• Cap Cana -Dominican Republic	Develop design for Mega Yacht Marina
• Punta Alma- Dominican Republic	Review original feasibility study - make changes
• Shelter Bay Marina - Panama	Evaluate operation and suggest changes
• Jordache - New York , New York	Venice Marina Turn-Around-Management
• Carlyle Group - Miami, Florida	Evaluate possible purchase of marina
• Stiles Development - Fort Lauderdale, Florida	Construction and set up Mega Yacht Marina
• United Nations ECLAC Panel - Trinidad/Tobago	Demand study for Yachts & Marinas Caribbean