

CITY OF KEY WEST
CITIZEN REVIEW BOARD
PO BOX 1946
KEY WEST, FL 33041
(305) 809 -3887

APPLICATION

Name: Timothy J. Crowe

CRITERIA FOR MEMBERSHIP ON THE CITIZEN REVIEW BOARD (CRB): The City Charter sets out the criteria for membership on the CRB:

- (a) All members of the CRB shall be residents of the City of Key West and have good reputations for integrity and community service;
- (b) No appointee to the CRB or any member of his or her immediate family, shall be currently employed by the City of Key West;
- (c) No appointee may be currently a party in litigation against the City of Key West and the filing of a complaint against the City of Key West alleging liability of the City through actions of any law enforcement officer shall immediately disqualify any appointee from serving on the CRB; and
- (d) Any appointee who has been a legal representative of any party in litigation against the City of Key West is prohibited from serving on the CRB for two years from the conclusion of such litigation.

If you answer yes to any of the following questions, you are not eligible to make application to serve on the Citizen Review Board.

- 1. Are you, your spouse or any immediate family member (children, parents and/or siblings) currently employed by the City of Key West? ____ Yes X No
- 2. Have you, your spouse, or any immediate family member ever been a sworn employee of the City of Key West? ____ Yes X No
- 3. Are you currently a part or a party's legal representative in any litigation against the City of Key West? ____ Yes X No

About the Citizen Review Board Sixty percent (60%) of the voters who went to the polls on November 5, 2002, approved an amendment to the Key West City Charter to create a Citizen Review Board (CRB). This is an independent, seven-member, volunteer (unpaid) board with authority to review and/or investigate complaints involving Key West police officers and forward findings and/or recommendations to City management, the Chief of Police, State Attorney, other state and federal law enforcement agencies and/or grand juries. Any applicant for a position on the CRB must complete this application and submit it within the prescribed deadline noted.

The CRB has a policy of delivering its documents and materials via online/internet communications. **All applicants must have adequate computer skills to send/receive e-mail, with PDF attachments and be able to access the internet and download documents and files.** New CRB members are expected to be available to attend the Annual NACOLE (National Association for Civilian Oversight of Law Enforcement) Convention/training sessions to occur sometime in September 2017. The expenses for this training event shall be covered by the CRB approved budget.

DEADLINE FOR SUBMISSION OF ALL APPLICATIONS & MATERIALS IS

December 16, 2016, 5:00 P.M.

CITY OF KEY WEST
CITIZEN REVIEW BOARD (CRB)
APPLICATION

Currently, the board will be filling two positions; one City Commission position and one Board appointed position. The first position shall be nominated by a local civic or social organization and selected by the Key West City Commission with a term ending on June 30, 2021. The second position shall be nominated by a local civic or social organization and will be selected by the current Citizen Review Board at the time of appointment with a term ending on June 30, 20121. Interested candidates should seek sponsorship from a local civic/social organization and fill out the attached application with a cover letter of sponsorship signed by the civic/social organization's representative. All documents sent to the CRB become public records.

Applications must be received no later than 5:00 PM., December 16, 2016. Mail to: PO Box 1946, Key West, FL 33041-1946 or hand-deliver to City of Key West Citizen Review Board, 100 Grinnell Street (Upstairs inside the Ferry Terminal building), Key West, FL.

DO NOT E-MAIL THE APPLICATION.

Questions: Larry T. Beaver, Executive Director (305) 809-3887 or crb@cityofkeywest-fl.gov. The CRB Charter and Policies & Procedures are available on the City of Key West web site by going to the city website @ www.cityofkeywest-fl.gov and then accessing the CRB homepage via the department drop down menu.

Applicant must be a resident of the City of Key West

Name of Civic or Social Organization Sponsoring Your Application:
(please provide sponsorship letter)

Kids Come First in the Florida Keys, Inc.

Your Name: Timothy J. Crowe

Home Address: 1707 Patricia St. Key West, FL 33040

Telephone Number (Home): — (Cell): 305-804-6022

Mailing Address (if different) same

Date of Birth 9 MAR '48 Sex: ☒ M / F ; E-Mail Address: timcrowe@yahoo.com

Do you have a record of a misdemeanor or felony conviction? If Yes, please explain on a separate sheet of paper? ☐ Yes ☒ No

ALL APPLICANTS WILL BE SCREENED VIA A CRIMINAL BACKGROUND CHECK AND THOSE ARREST RECORDS/RESULTS, ALONG WITH THIS DOCUMENT AND ALL SUPPORTING MATERIALS SUBMITTED SHALL BE CONSIDERED A PUBLIC RECORD VIEWABLE BY THE PUBLIC.

1. What aspect of your life and/or work experience has prepared you for membership on the CRB? (You may attach up to a one-page response.)

See attached.

2. Why do you wish to serve on the CRB? (You may attach up to a one-page response.)

See attached.

3. List your last three employers:

Employer	Position	Dates
See Attached resume		

4. List any organizations with which you are affiliated and position(s)/office(s) held. (You may attach a separate sheet or resume, if necessary.)

Organization	Position	Dates
See Attached resume		

REFERENCES. Please provide the names and contact information of two local citizens who know you well.

1. Name: Diane Eliopoulos - Mgr, Hard Rock Cafe - KW
Address: 313 Duval St. Key West, FL 33040
Daytime phone#: (305) 954-494-6594 (w) 305-293-0230
2. Name: Jay Pfehl - owner, Neptune Designs - KW
Address: 301 Duval St Key West FL 33040
Daytime phone#: 305-294-8131

Please attach a brief resume that outlines your background. It is recommended that you include:

- Education
- Employment background
- Military service
- Law enforcement experience
- Community service, memberships, affiliations
- Awards and honors
- Professional affiliations
- Special skills, such as languages, computers, mediation
- Any other information that would be helpful to those responsible for selecting members to the CRB

Don't forget to include a letter of sponsorship from a sponsoring civic organization

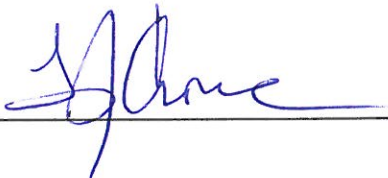
In applying to become a member of the CRB, applicants must agree to participate in at least 30 hours of structured training, as recommended by the National Association for Civilian Oversight of Law Enforcement (NACOLE), before participating in Board activities, plus extensive continuing education throughout your term of office. **Note that NACOLE training shall occur in September 2017. The expenses related to such training are provided for in the CRB budget.**

Board members are expected to have sufficient technological abilities to receive, open and read pdf files and operate e-mails/attachments, internet access and ability to access websites and download materials from these websites

CERTIFICATION. I hereby certify that all the statements made in this application, including attachments, are true and correct. By signing this application, I authorize verification of my background record.

If appointed to the CRB, I agree to participate in at least 30 hours of structured training, plus extensive continuing education throughout my term of office. To attend the monthly meetings as required.

I also understand that this application becomes a public record and criminal background check results (if any) are available to the public.

Signature:  Date: 14 Dec 2016

QUESTION # 1:

Throughout my life, I have been in positions of authority. Starting as an officer in the US Navy and later as an executive at various businesses, including my own, I have experienced the need to balance individual freedom vs. organization-expected behavior. I will bring to the CRB an open mind, mature judgement, and common sense in pursuit of this critical balance.

QUESTION # 2:

The community members of Key West, which include my wife and me, are privileged to enjoy and live in a peaceful, safe environment. Laws governing the behavior of community members (and those visiting) have been enacted to preserve this peaceful and safe environment. As a community, we have entrusted the preservation of this environment to our law enforcement agencies. "Trust" is the key word. President Reagan wisely said, "trust but verify." I believe the CRB plays a vital role in the mandate to verify the trust we, as citizens, give to our law enforcement agencies, whose job I recognize is difficult and often dangerous. The rights of every citizen to enjoy "life, liberty and the pursuit of happiness" is paramount, but such rights must be exercised within the laws governing behavior that the citizens themselves have established. The line between "citizens' rights" and "behavior consistent with law" is often not drawn with a sharpened-tipped pencil. And the vigor deployed to enforce "behavior consistent with law" must be measured by situational common sense and safety of all involved. I believe I can bring this balanced perspective to the CRB.

TIMOTHY J. CROWE, CFA

(305) 804-6022

tcrowe@croweassociates.com

WORK HISTORY

Consultancy

2014 to Present Chief Executive Officer
Crowe Associates LLC

Crowe Associates provides investment consultancy primarily to institutional investors and family offices.

Institutional Investment Management

2005 to 2014 Chief Executive Officer & co-Chief Investment Officer
Anchor Point Capital, LLC – Coral Gables, FL

Anchor Point Capital, LLC is an investment management firm that serves institutional and high net worth clients by providing innovative products and services, principally related to hedge fund strategies and other alternative investments.

- Successfully raised operating capital for the business through a private debt offering to HNW individuals
- Recruited a team of professionals for key investment, finance, marketing and administrative positions
- Managed the business start-up phase, which included office lease negotiations, procurement of all necessary business fixtures and equipment, and the selection and engagement of legal, audit and administrative service providers
- Lead the investment team in the design and construction of the firm's three hedged investment funds: a multi-strategy fund, a global macro fund, and a commodity trading fund
- The firm's funds attracted over \$160 million of capital primarily from institutional investors

1990 To 2005 Vice President and Chief Investment Officer
John S. & James L. Knight Foundation - Miami, FL

Knight Foundation is a private foundation established in 1950. Total assets exceed \$2 billion.

Responsible for the management and oversight of the foundation's investment program. Served as a member of the foundation's senior management team.

- Total portfolio's 14-year (1991 to 2004) annualized investment return was 13.7% with annualized volatility (risk) of 8.3%. In comparison, the portfolio's annualized return was 170 basis points better than the 14-year annualized return of the S&P 500 index and was achieved with about 42% less risk.
- Recruited and led a team of six investment professionals. Designed and implemented a work team matrix organization structure for 10-person department that created opportunities for leadership development and cross-training and greatly facilitated team communication and task coordination.
- Restructured the portfolio to increase diversification and improve performance by adding new investment strategies and asset classes. Recommended asset allocation targets to the investment

- committee. Had tactical discretion to deviate from allocation targets as opportunities were identified.
- Recommended appropriate benchmarks for the portfolio and each asset class within the portfolio. Using these benchmarks and the allocation targets, created a policy portfolio against which actual results were measured.
- Conceived, designed and implemented “active index” strategies for domestic and international equities and fixed income that were managed in-house by the investment team. These strategies added value while providing very low cost, diversified exposure to traditional equity and fixed income markets.
- Established a significant and very profitable alternative assets program that encompassed over 60% of the foundation’s assets.
 - Built a portfolio of over 100 partnerships in venture capital, private equity, real estate, energy, and timber.
 - Designed and constructed a hedge fund portfolio of direct investments with 22 hedge fund managers.
 - Ran an in-house commodities index overlay program.
- Directed an in-house derivatives overlay program that used various future contracts, currency forward contracts, and options to hedge market and currency risks, tactically shift investment exposures, rebalance asset classes, and equitize excess cash.
- Initiated and negotiated the purchase of a minority equity interest in a large investment management firm. Organized a foundation/university endowment/high-net-worth investment syndicate, contracted and coordinated the work of a professional due diligence team, and presided as chairman and president of the post-deal acquisition corporation. Investment returned over 6x in three years.
- Authored the investment policy for the foundation. Reported quarterly to the foundation’s investment committee and board of trustees. Directed the design of the foundation’s performance and risk measurement system and comprehensive investment reports to trustees.
- Assisted in the design and implementation of effective investment control and monitoring procedures that provided clear transparency and disclosure of all actions of the investment team and external managers to the foundation’s accounting/audit staff and the foundation’s custodian bank.
- Traveled extensively within the United States and internationally to investigate investment opportunities and evaluate existing and prospective managers.

Technology Companies -- Management

1990	Black Box Corporation - Pittsburgh, PA Vice President Finance and Administration Chief Financial Officer and Treasurer
1986 to 1990	Equinox Systems Inc. - Miami, FL Senior Vice President Operations, Chief Financial Officer and Treasurer
1982 to 1986	Lexicon Corporation - Fort Lauderdale, FL Executive Vice President and CFO Director and Treasurer

Manufacturing Companies – Management

1980 to 1982	NVF/DWG Corporations - Miami, FL Manager, Finance Staff [Followed Ford SVP who left to be CFO for NVF/DWG]
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1976 to 1980 Ford Motor Company - Dearborn MI
Supervisor, Product Development/Finance Staff

MILITARY

1970 to 1974 Lieutenant - U.S. Navy
Communications Officer - Destroyer Escort.
Intelligence Officer - Naval Security Group
Vietnam War veteran

EDUCATION

1974 to 1976 Masters in Business Administration (MBA)
Pennsylvania State University, State College, PA
Finance concentration
Graduated in top 2% of class
Member of the business honor society, Beta Gamma Sigma

1972 to 1974 Masters in Human Behavior (MA)
United States International University
San Diego, California

1966 to 1970 Bachelor of Arts (BA)
College of the Holy Cross
Worcester, Massachusetts

PROFESSIONAL

- Hold the Chartered Financial Analyst (CFA) designation, awarded in 1994. A member of the CFA Institute (formerly AIMR) and past officer and member of the Miami chapter of the Financial Analysts Society.
- Nominated by *Institutional Investor* magazine in 2004 for CIO of the year among foundation executives for overall excellence in investment management.
- Past chairman and member of the Foundation Financial Officers' Group, whose membership includes the investment officers from over 300 foundations located in the United States and Europe.
- Past member of the investment council (investment committee) for the endowment of the Pennsylvania State University.
- Past member of ILPA (Institutional Limited Partners Association), whose membership includes investment officers from over 130 institutions that invest in private equity partnerships.
- Chairman of the investment committee for the Alvah Chapman Partnership, a charity serving the homeless community of Miami-Dade County.
- Past member of the national endowment fund board of trustees (investment committee) for the American Red Cross.
- Past instructor at University of Miami for graduate business class in corporate finance. Also taught portfolio theory for CFA exam preparation classes.
- Speaker at several professional conferences, including NMS, Morgan Stanley, JP Morgan, and the CFA Institute.

COMMUNITY

- Member (applicant in process) of the United States Coast Guard Auxiliary, District 7, Division 13, Flotilla 13-1 – Key West.
- Volunteer with the Boys & Girls Club (Monroe County School System) for the after-school tutor program.
- Member Mystick Krewe of Key West – social organization benefitting local charities.

PERSONAL

Married. Two grown children. Enjoy boating and fishing. Hold USCG 100-ton Masters license.