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**Planning Committee Meeting**  
@PEACE, Inc., 217 S. Salina St., 2<sup>nd</sup> Flr.  
(zoom option is available)  
Wednesday, January 14, 2026

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MEMBERS PRESENT: Shirley Copes, Paula Freedman, Steve Hodgens, Tysha Martin,  
Michael LaFlair  
MEMBERS EXCUSED: None  
MEMBERS ABSENT: None  
STAFF PRESENT: Carolyn Brown, Todd Goehle

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**CALL TO ORDER:**

The January 14, 2026 Planning Committee meeting was called to order at 4:48 PM by Shirley Copes. It was noted for the record that a quorum was present.

Michael LaFlair attended the meeting as part of the New Board Member Orientation.

**APPROVAL OF PREVIOUS MINUTES**

*Tysha Martin made a motion to approve the December 2025 minutes, seconded by Steve Hodgens. The motion carried.*

**PRESENTATION:**

**PEACE, Inc. Leadership Pathways Initiative**

Executive Director Carolyn D. Brown and VP of Operations and Strategy Todd M. Goehle discussed the recent Leadership Pathways Initiative and introduced training documents connected to core competencies for agency leadership (documents attached FYI).

Ms. Brown provided an overview agenda of the upcoming Board Retreat.

**CURRENT GRANT SUMMARY REPORT:**

A grant summary was also presented to the Committee (grant summary report is attached FYI).

**OLD BUSINESS:**

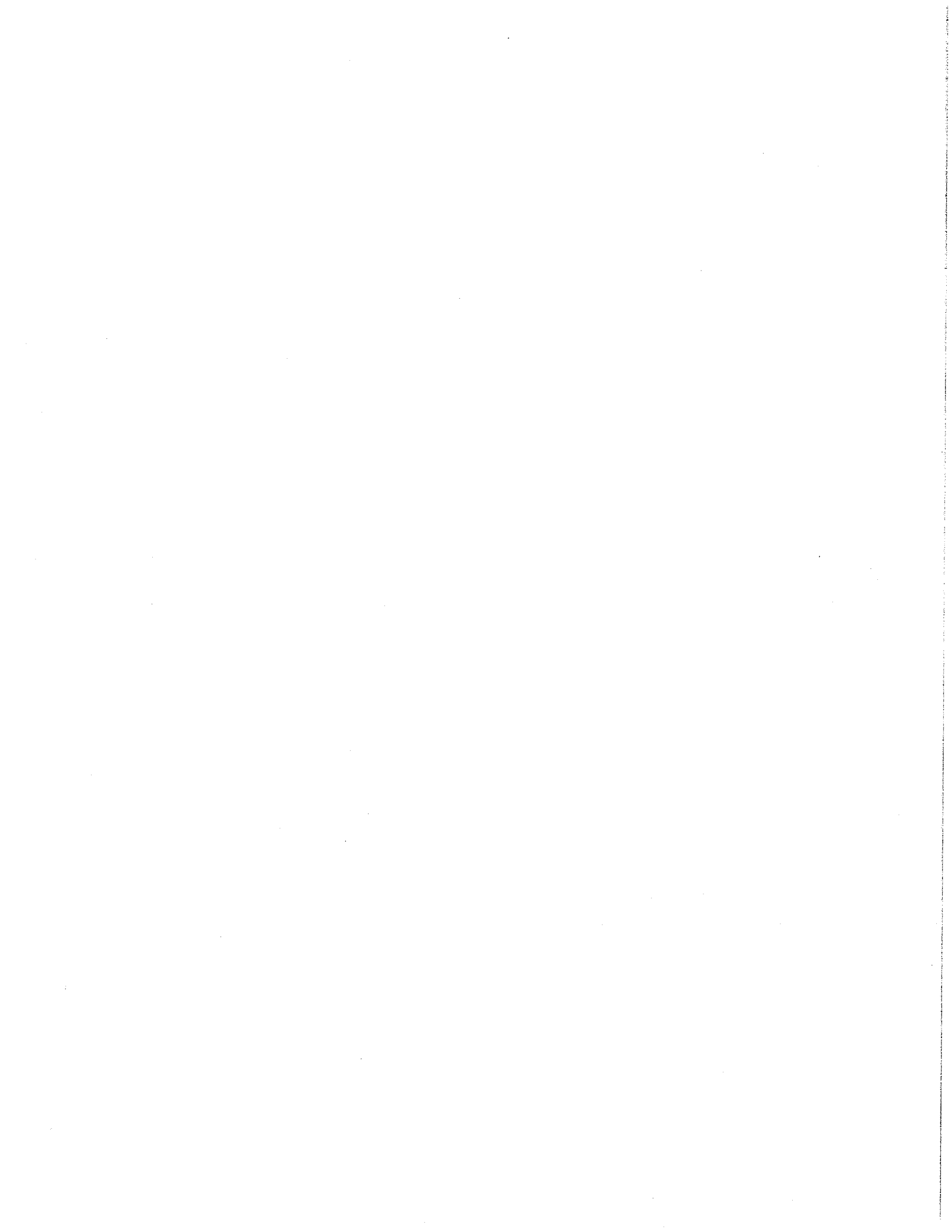
Executive Director Carolyn Brown reminded the committee that the Board Retreat is Friday, January 23, beginning at 11:00 at Sumner HS.

**NEW BUSINESS:**

Carolyn Brown reported that she and Todd Goehle will attend the Micron Ground Breaking on January 16<sup>th</sup>.

**ADJOURNMENT**

*The meeting was adjourned at 5:22 PM.*



## Career Assessment Manager Worksheet

This worksheet aims to help managers evaluate their team based on the leadership competencies provided.

These 10-15 competencies aim to:

- Enable success in the organization and as a leader
- Differentiate exemplary performers from good performers
- Reinforce the organization's value proposition

PEACE's competency model includes two types of leadership competencies:

- Leading Self and Leading Others. Additional functional competencies can be developed to further enhance the model and job profiles.
- Each competency includes a two- or three-sentence basic definition and a list of observable behaviors. The behaviors differentiate competency at three levels by increasing complexity, responsibility, scope, or influence.

Competencies are defined by three levels:

1. **Know It:** Is aware of the competency and requisite skills and behaviors. Understands the competency and can recognize it in others.
2. **Do It:** Can demonstrate the skills and behaviors of the competency.
3. **Teach It:** Is "consciously competent" in the requisite skills and behaviors. Can demonstrate the skills and behaviors; explain them to others and provide feedback to others on their competence

Process for evaluating employees against the competency profiles:

1. Select a **FUTURE ROLE** for the employee to be assessed against
2. Complete the assessment of the employee based on the **COMPETENCY PROFILE** for that role
3. Where the employee has NOT demonstrated the competency to the necessary level, be sure to add commentary on what is missing or why their behavior/skill is insufficient – this will help to inform development plan documents.

**Competency definitions for reference:**

<b>Leading Self Competencies</b>	
<b>Integrity</b>	Leads with honesty and consistency. Builds trust by being transparent, honoring commitments, and owning both successes and mistakes. Demonstrates accountability and earns the confidence of others by doing what's right, even when it's hard.
<b>Patience</b>	Brings steady, respectful presence to people and processes. Listens deeply, seeks to understand before acting, and approaches challenges with empathy and care. Recognizes that growth and clarity take time and creates space for both.
<b>Problem Solving/Cultural Competence</b>	Approaches challenges with curiosity, care, and creativity. Looks beneath the surface to understand root causes. Invites diverse perspectives to find thoughtful, effective, and sustainable solutions that serve the greater good.
<b>Time Management</b>	Focuses on what matters most. Plans and prioritizes with intention, balancing urgency with thoughtfulness. Models respect for others' time and maintains momentum across a range of responsibilities.
<b>Interpersonal Savvy</b>	Connects with others through warmth, respect, and emotional intelligence. Builds relationships grounded in trust, and a spirit of collaboration.
<b>Managerial Courage</b>	Leads with strength and compassion. Speaks with clarity and care, especially in hard moments. Offers honest feedback and stands up for what is right, while holding space for growth, dialogue, and accountability.
<b>Organizational Agility</b>	Understands how to make things happen within the organization's unique ecosystem. Remains steady and solution-oriented amidst uncertainty. Navigates formal structures and informal networks.
<b>Leading Others Competencies</b>	
<b>Cultural Competence/ People Focus</b>	Centers the needs, hopes, and experiences of those we serve both internally and externally. Builds trust by actively listening, anticipating needs, and following through with care. Delivers solutions that reflect empathy for the culture, background and experience of others. Demonstrates a commitment to creating an inclusive and psychologically safe environment.
<b>Motivating Others</b>	Inspires action by connecting people to purpose. Recognizes strengths, celebrates progress, and helps others see what's possible. Fosters a positive environment where individuals feel seen, supported, and energized to grow.
<b>Communicates Effectively</b>	Shares information clearly, respectfully and with purpose – tailoring messaging to diverse audiences while fostering understanding and connection. Practices active, empathetic listening to create space for all to be heard. Builds trust through transparency and active listening – encouraging dialogue and collaboration.
<b>Builds High-Performance Teams</b>	Cultivates dynamic and diverse teams, recognizing the strength in diverse perspectives and backgrounds and intentionally fosters an inclusive environment where everyone contributes and thrives. Sets shared goals, nurtures belonging, and builds on individual strengths. Ensures accountability, collaboration, and a shared commitment to service.
<b>Conflict Management</b>	Approaches conflict as an opportunity for growth and understanding. Listens with openness, leads with empathy, and addresses tension directly and respectfully. Builds bridges and finds common ground to move forward stronger together.

<b>Technical Competencies</b>	
<b>Build Client Loyalty</b>	Understand customer requirements and needs; ensure exceptional customer experiences; deliver on customer commitment
<b>Build Partnership</b>	Works collaboratively with others to get work done; able to identify common ground and shared goals. Demonstrates a commitment to collaborative success.
<b>Business Acumen</b>	Knows how organizations work; knowledgeable in current policies, trends and developments across the business, is aware of how strategies and tactics work in the marketplace
<b>Continuous Improvement</b>	Demonstrates a proactive mindset, identifying opportunities to improve processes, systems and outcomes. Embraces feedback, data and experimentation to drive efficiency and effectiveness. Shows an ability to learn and adapt to meet evolving needs.
<b>Innovation</b>	Generating creative solutions to work situations; trying different and new ways to deal with organizational problems and opportunities
<b>Negotiation</b>	Effectively exploring alternatives and positions to reach outcomes that gain support and acceptance of all parties
<b>Planning &amp; Organizing</b>	Establishing a course of action for self and others to accomplish a specific goal; planning proper assignments of people and appropriate allocation of resources
<b>Process Management</b>	Figures out processes necessary to get work done; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it
<b>Quality Management</b>	Accomplishing tasks by considering all areas are involved; accurately checking processes and tasks OR Dedicated to providing high quality products and services which meet the needs and requirements of internal and external customers
<b>Select Talent</b>	Hires best people available from inside or outside the organization; unafraid of selecting strong and diverse candidates; assembles talented staffs
<b>Technical Knowledge</b>	Keeping abreast of current development and trends in area of expertise; knowing how to apply a technical skill or procedure
<b>Technical Learning</b>	Picks up on technical information and tasks quickly; can learn new skills and knowledge or technical knowledge developments
<b>Work Standards</b>	Setting standards of performance for self and others; assuming accountability for completing assignments; imposing standards of excellence

Manager Name: \_\_\_\_\_

Employee Name and Current Role: \_\_\_\_\_

Role(s) Considered for: \_\_\_\_\_

Competency	Desired Level for Role	Observed (Y/N)	Comments and Observations
<b>Integrity</b>			
<b>Patience</b>			
<b>Problem Solving/Cultural Competence</b>			
<b>Time Management</b>			
<b>Interpersonal Savvy</b>			
<b>Managerial Courage</b>			
<b>Organizational Agility</b>			
<b>Cultural Competence/People Focus</b>			
<b>Motivating Others</b>			
<b>Communicates Effectively</b>			
<b>Builds High-Performance Teams</b>			
<b>Conflict Management</b>			
<b>Build Client Loyalty</b>			
<b>Build Partnership</b>			
<b>Business Acumen</b>			
<b>Continuous Improvement</b>			
<b>Innovation</b>			
<b>Negotiation</b>			
<b>Planning &amp; Organizing</b>			
<b>Process Management</b>			
<b>Quality Management</b>			
<b>Select Talent</b>			
<b>Technical Knowledge</b>			
<b>Technical Learning</b>			
<b>Work Standards</b>			

# UPLAND

Strategy | Brand | Innovation

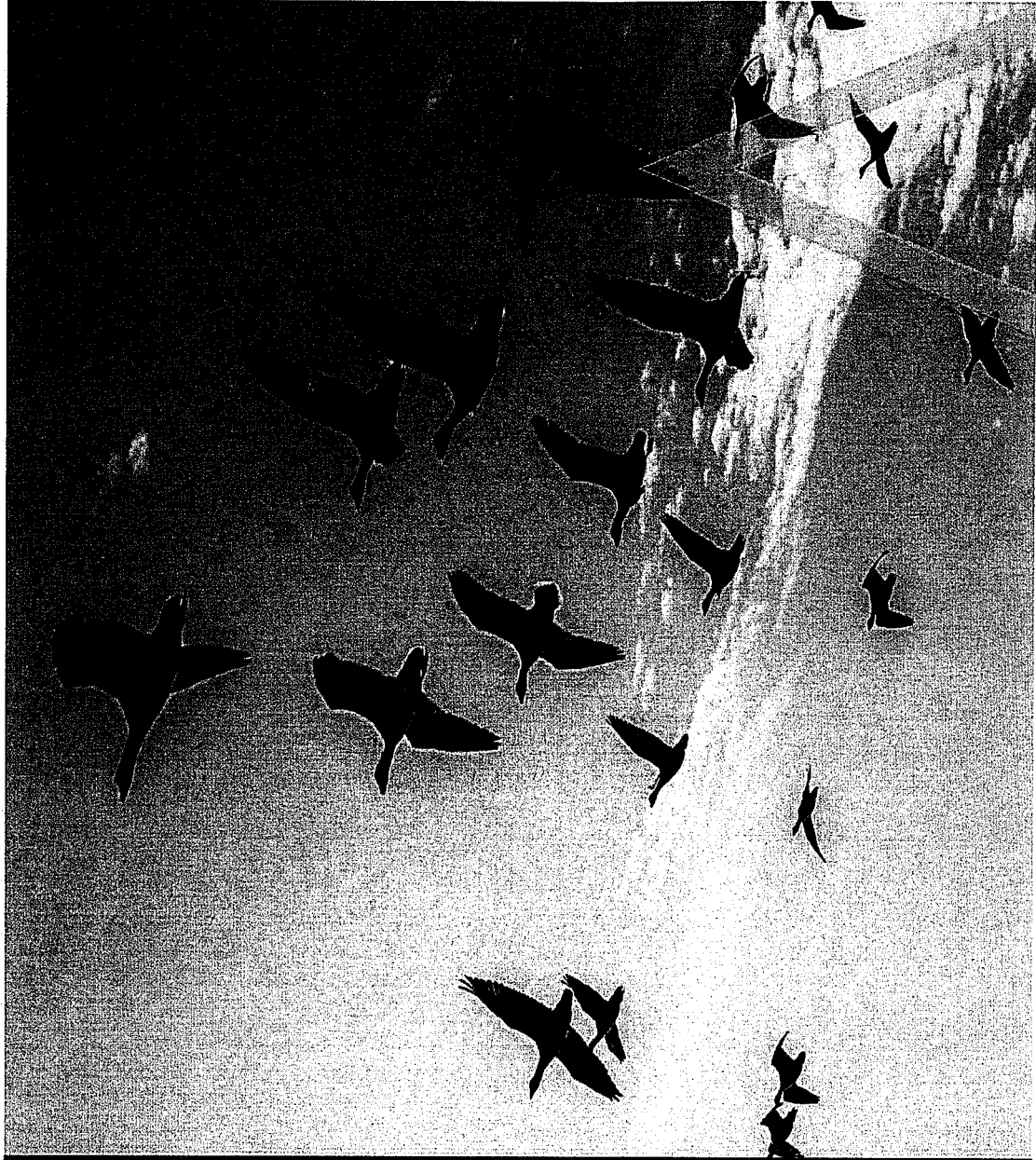
PEACE, Inc.

Leadership Pathways

Leadership Competency  
Framework

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July 30<sup>th</sup>, 2025





**UPDATED  
LEADERSHIP  
COMPETENCIES**

# PEACE, Inc. Leadership Competencies

## LEADING SELF

- Integrity
- Patience
- Problem Solving
- Time Management
- Interpersonal Savvy
- Managerial Courage
- Organizational Agility

## LEADING OTHERS

- Cultural Competency/People Focus
- Motivating Others
- Communicates Effectively
- Builds High-Performance Teams
- Conflict Management

## RECOMMENDED CONSOLIDATIONS:

1. Comfort with Ambiguity to merge with Organizational Agility, which can be called out as a sub-competency
2. Elevate Listening to Communicates Effectively to broaden the competency to include multiple dimensions

# PEACE, Inc. Leadership Competencies

# Leading Self

## **Integrity**

Leads with honesty and consistency. Builds trust by being transparent, honoring commitments, and owning both successes and mistakes. Demonstrates accountability and earns the confidence of others by doing what's right, even when it's hard.

## **Patience**

Brings steady, respectful presence to people and processes. Listens deeply, seeks to understand before acting, and approaches challenges with empathy and care. Recognizes that growth and clarity take time and creates space for both.

## **Problem Solving**

Approaches challenges with curiosity, care, and creativity. Looks beneath the surface to understand root causes. Invites diverse perspectives to find thoughtful, effective, and sustainable solutions that serve the greater good.

## **Time Management**

Focuses on what matters most. Plans and prioritizes with intention, balancing urgency with thoughtfulness. Models respect for others' time and maintains momentum across a range of responsibilities.

## **Interpersonal Savvy**

Connects with others through warmth, respect, and emotional intelligence. Builds relationships grounded in trust, and a spirit of collaboration.

## **Managerial Courage**

Leads with strength and compassion. Speaks with clarity and care, especially in hard moments. Offers honest feedback and stands up for what is right, while holding space for growth, dialogue, and accountability.

## **Organizational Agility**

Understands how to make things happen within the organization's unique ecosystem. Remains steady and solution-oriented amidst uncertainty. Navigates formal structures and informal networks.

Leads with honesty and consistency. Builds trust by being transparent, honoring commitments, and owning both successes and mistakes. Demonstrates accountability and earns the confidence of others by doing what's right, even when it's hard.

## INTEGRITY

### KNOW IT

- Interacts with others in a respectful, and fair manner
- Upholds clear, ethical standards
- Works in accordance with safe work practices

### DO IT

- Makes decisions that are consistent with company values
- Maintains values, even when there is potential risk
- Champions a safe and supportive workplace as a foundation for trust and service

### TEACH IT

- Recognizes and reinforces ethical behavior in others, promoting integrity
- Drives the organization to meet the highest standard of ethics
- Embeds a culture of care by elevating health, safety, and wellness as shared responsibilities

## PATIENCE

Brings steady, respectful presence to people and processes. Listens deeply, seeks to understand before acting, and approaches challenges with empathy and care. Recognizes that growth and clarity take time and creates space for both.

### KNOW IT

- Shows awareness and recognition of own strengths, limitations, and reactions
- Uses feedback from others for personal growth
- Reflects personal behavior and adjusts in service of uplifting the team

### DO IT

- Functions constructively in stressful situations
- Makes decisions with the needs of the organization in mind instead of one's self-interest
- Applies lessons learned from failures to develop self and others

### TEACH IT

- Creates a climate where others can perform constructively in stressful circumstances
- Demonstrates optimism about the challenges ahead to create a calm environment for others
- Displays confidence and courage in taking professional risks

# PEACE, Inc. Leadership Competencies **Leading Self**

## PROBLEM SOLVING

Approaches challenges with curiosity, care, and creativity. Looks beneath the surface to understand root causes. Invites diverse perspectives to find thoughtful, effective, and sustainable solutions that serve the greater good.

SUB COMPETENCIES	KNOW IT	DO IT	TEACH IT
<b>Identifies and Frames the Problem</b>	Identifies key drivers of a defined, straightforward problem; defines the problem by what it is and what it is not	Assesses and diagnoses a problem analyzing the interactions between key drivers	Simplifies complex business problems to a level everyone understands; looks beyond the stated problem to potential root cause
<b>Collects Data</b>	Collects data necessary to accurately analyze an issue	Guides data collection and organizes information	Guarantees quality standards and control for data collection activities to ensure that all relevant data is captured
<b>Analyzes Problems</b>	Transforms raw data into useful information to better understand the issues	Conducts analysis to clarify the problem and its root causes	Recommends new approaches to analyzing data to help draw meaningful conclusions
<b>Develops Solutions</b>	Applies analytical thinking and creativity to develop solutions, consulting others as appropriate	Develops solutions to problems through application of experience and tools; validates solutions with subject matter experts	Helps to integrate new methods and tools-into innovative solutions

# TIME MANAGEMENT

Focuses on what matters most. Plans and prioritizes with intention, balancing urgency with thoughtfulness. Models respect for others' time and maintains momentum across a range of responsibilities.

KNOW IT	DO IT	TEACH IT
<ul style="list-style-type: none"><li>• Understands the principles of effective time management and the importance of goal setting, prioritization, and scheduling</li><li>• Can identify what tasks are urgent vs. important and is aware of productivity pitfalls</li><li>• Knows how honoring own and others' time demonstrates care, service, and reliability</li></ul>	<ul style="list-style-type: none"><li>• Effectively manages time to maximize output and impact.</li><li>• Consistently meets deadlines without last-minute pressure</li><li>• Structures workdays to focus on high-impact tasks</li><li>• Manages multiple responsibilities with ease and adapts when priorities shift.</li></ul>	<ul style="list-style-type: none"><li>• Fosters an empowering culture where managing time is seen as a form of respect</li><li>• Coaches teammates on prioritization, planning, and focus</li><li>• Builds calendars, timelines, or project plans others can rely on</li><li>• Protects team time by minimizing unnecessary meetings or tasks</li></ul>

# PEACE, Inc. Leadership Competencies **Leading Self**

## INTERPERSONAL SAVVY

Connects with others through warmth, respect, and emotional intelligence. Builds relationships grounded in trust, and a spirit of collaboration.

### SUB COMPETENCIES

#### KNOW IT

- Gains the trust of others through his/her actions over time
- Respects and responds with sensitivity to the concerns and viewpoints of others
- Presents an approachable style to build new relationships
- Participates in a joint effort of idea sharing and solution development
- Deals with others using appropriate interpersonal styles and methods

#### Builds Relationships

- Interacts with others in a way that promotes trust and confidence
- Adapts communication style to engage people with diverse needs, personalities, and perspectives
- Grows and nurtures a network of supportive, collaborative relationships to advance shared goals
- Facilitates open, ongoing dialogue where different perspectives are welcomed and solutions are co-created
- Settles differences with minimum level of conflict by being both direct and diplomatic

#### Collaborates with Others

- Inspires others to want to work with and seek guidance from him/her
- Adapts style to engage individuals at all levels of the organization and sets tone fosters respect
- Uses personal network to support others' growth and broaden the collective strength of the team
- Leads collaborative dialogue by inviting all voices and challenging ideas constructively to achieve stronger outcomes
- Assigns meaningful work aligned with individual strengths and goals to build both confidence and business results

#### DO IT

#### TEACH IT

# PEACE, Inc. Leadership Competencies **Leading Self**

## **MANAGERIAL COURAGE**

Leads with strength and compassion. Speaks with clarity and care, especially in hard moments. Offers honest feedback and stands up for what is right, while holding space for growth, dialogue, and accountability.

KNOW IT	DO IT	TEACH IT
<ul style="list-style-type: none"><li>• Understands that courage in communication is essential to collaboration, and service</li><li>• Builds relationships with people across a variety of functions within and outside the organization</li><li>• Appropriately involves others in decisions and plans</li></ul>	<ul style="list-style-type: none"><li>• Cultivates a network of people within and outside the organization</li><li>• Works to remove barriers to collaboration</li><li>• Seeks to understand and address the concerns and interests of others</li><li>• Expresses own viewpoints tactfully to avoid creating tension</li></ul>	<ul style="list-style-type: none"><li>• Promotes a culture of collaboration and teamwork</li><li>• Leverages even difficult or tense circumstances to enhance relationships.</li><li>• Addresses and resolves tension constructively, focusing on issues rather than people</li></ul>

# ORGANIZATIONAL AGILITY

Understands how to make things happen within the organization's unique ecosystem. Remains steady and solution-oriented amidst uncertainty. Navigates formal structures and informal networks.

## KNOW IT

- Works productively in the face of ambiguity or uncertainty
- Adapts to changing conditions, priorities, or opportunities
- Seeks opportunities to acquire new knowledge and skills

## DO IT

- Responds resourcefully
- Willingly adapts to shifting or competing priorities
- Deals constructively with mistakes and setbacks
- Readily adapts to different ways of doing things
- Acquires new knowledge and skills as needed

## TEACH IT

- Demonstrates an appropriate level of composure and patience under trying circumstances
- Supports and coaches others to try new approaches
- Provides direction to team in times of uncertainty when there's new demands, changing priorities and challenges
- Creates a work environment where the team embraces and responds to change

# PEACE, Inc. Leadership Competencies **Leading Others**

## **Cultural Competency/People Focus**

Centers the needs, hopes, and experiences of those we serve both internally and externally. Builds trust by actively listening, anticipating needs, and following through with care. Delivers solutions that reflect empathy for the culture, background, and experience of others. Demonstrates a commitment to creating an inclusive and psychologically safe environment.

## **Motivating Others**

Inspires action by connecting people to purpose. Recognizes strengths, celebrates progress, and helps others see what's possible. Fosters a positive environment where individuals feel seen, supported, and energized to grow.

## **Communicates Effectively**

Shares information clearly, respectfully and with purpose – tailoring messaging to diverse audiences while fostering understanding and connection. Practices active, empathetic listening to create space for all to be heard. Builds trust through transparency and active listening – encouraging dialogue and collaboration.

## **Builds High-Performance Teams**

Cultivates dynamic and diverse teams, recognizing the strength in diverse perspectives and backgrounds and intentionally fosters an inclusive environment where everyone contributes and thrives. Sets shared goals, nurtures belonging, and builds on individual strengths. Ensures accountability, collaboration, and a shared commitment to service.

## **Conflict Management**

Approaches conflict as an opportunity for growth and understanding. Listens with openness, leads with empathy, and addresses tension directly and respectfully. Builds bridges and finds common ground to move forward stronger together.

# PEACE, Inc. Leadership Competencies **Leading Others**

## CULTURAL COMPETENCY/ PEOPLE FOCUS

Centers the needs, hopes, and experiences of those we serve both internally and externally. Builds trust by actively listening, anticipating needs, and following through with care. Delivers solutions that reflect empathy for the culture, background, and experience of others. Demonstrates a commitment to creating an inclusive and psychologically safe environment.

SUB-COMPETENCY	KNOW IT	DO IT	TEACH IT
<b>Customer-centric Mindset</b> <ul style="list-style-type: none"> <li>Identifies customer requirements, expectations and needs</li> <li>Seeks input from customers to identify improvement opportunities</li> <li>Responds to the needs of individual customer contacts</li> </ul>	<ul style="list-style-type: none"> <li>Tracks performance against customer requirements, using existing tools</li> <li>Provides customers with a variety of options for offering feedback</li> <li>Follows up with customers to ensure problems are solved</li> <li>Continually searches for ways to improve customer service and remove barriers to service</li> </ul>	<ul style="list-style-type: none"> <li>Fosters a customer-centric environment</li> <li>Facilitates multiple connections between the company and customer organizations</li> <li>Identifies and anticipates customer requirements, expectations and needs</li> <li>Makes efforts to remove barriers to delivering exceptional internal and/or external customer service</li> </ul>	

# PEACE, Inc. Leadership Competencies **Leading Others**

## **CULTURAL COMPETENCY/ PEOPLE FOCUS**

Centers the needs, hopes, and experiences of those we serve both internally and externally. Builds trust by actively listening, anticipating needs, and following through with care. Delivers solutions that reflect empathy for the culture, background, and experience of others. Demonstrates a commitment to creating an inclusive and psychologically safe environment.

<b>SUB-COMPETENCY</b>	<b>KNOW IT</b>	<b>DO IT</b>	<b>TEACH IT</b>
<b>Cultural Competency</b> <ul style="list-style-type: none"> <li>• Is aware of other cultures and demonstrates sensitivity</li> <li>• Can recognize concepts such as bias, cultural norms, and inclusion</li> <li>• Recognizes that personal assumptions or behaviors might not translate across cultures</li> </ul>	<ul style="list-style-type: none"> <li>• Can maneuver through complex political and cultural situations effectively</li> <li>• Is sensitive to how other cultures and people function</li> <li>• Can navigate how to collaborate with those from different cultures</li> <li>• Understands why groups do what they do; picks up the sense of the culture of others; what they value and how to motivate (or collaborate) them</li> <li>• Avoids stereotypes and assumptions and asks thoughtful questions when unsure</li> </ul>	<ul style="list-style-type: none"> <li>• Coaches others on inclusive language, behaviors, and practices</li> <li>• Proactively addresses biases when observed in group settings</li> <li>• Builds culturally inclusive processes, communication, and team norms</li> </ul>	

# PEACE, Inc. Leadership Competencies **Leading Others**

## MOTIVATING OTHERS

Inspires action by connecting people to purpose. Recognizes strengths, celebrates progress, and helps others see what's possible. Fosters a positive environment where individuals feel seen, supported, and energized to grow.

KNOW IT	DO IT	TEACH IT
<ul style="list-style-type: none"> <li>• Projects a positive image and serves as a role model for peers</li> <li>• Recognizes others' ability to do their best</li> <li>• Acknowledges others' efforts and accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>• Energizes others by clarifying the broader purpose and mission of their work</li> <li>• Instills confidence in others, enabling them to do their best</li> <li>• Recognizes and celebrates achievements of others</li> </ul>	<ul style="list-style-type: none"> <li>• Defines and articulates clear roles and direction others, consistent with the organization's direction and goals</li> <li>• Encourages others to set challenging goals and high standards of performance</li> <li>• Creates an environment in which performance is rewarded</li> </ul>

# PEACE, Inc. Leadership Competencies **Leading Others**

## COMMUNICATES EFFECTIVELY (1/2)

Shares information clearly, respectfully and with purpose – tailoring messaging to diverse audiences while fostering understanding and connection. Practices active, empathetic listening to create space for all to be heard. Builds trust through transparency and active listening – encouraging dialogue and collaboration.

SUB COMPETENCIES	KNOW IT	DO IT	TEACH IT
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### Listening

- Signals active listening using verbal and nonverbal response techniques
- Prepares information to meet the needs of the audience

- Uses questions and clarifying techniques to understand messages being conveyed
- Creates space for others to speak and be heard

- Uses listening and questioning skills to influence challenging situations
- Uses active listening to build trust
- Demonstrates cultural sensitivity and emotional intelligence in communication

### Fosters Open Communication

- Asks questions to understand
- Clarifies others' point of view

- Interacts with people openly and directly
- Solicits others' advice and points of view
- Shares timely information

- Opens discussions effectively
- Establishes communication vehicles, and processes
- Leverages different approaches to gain commitment
- Closes discuss with clear summaries

### Influence

- Describes reasoning behind a decision in a clear way

- Formulates persuasive arguments and support for adopting a position
- Communicates with the intent to empower, motivate and elevate

- Incorporates data and past experiences into new ideas or positions and persuades others to adopt them

# PEACE, Inc. Leadership Competencies **Leading Others**

## COMMUNICATES EFFECTIVELY (2/2)

Shares information clearly, respectfully and with purpose – tailoring messaging to diverse audiences while fostering understanding and connection. Practices active, empathetic listening to create space for all to be heard. Builds trust through transparency and active listening – encouraging dialogue and collaboration.

SUB COMPETENCIES	KNOW IT	DO IT	TEACH IT
<b>Verbal and Written Communication</b>	<ul style="list-style-type: none"> <li>Understands the importance of tone, clarity and audience in communications</li> <li>Recognizes how communication builds trust and psychological safety</li> <li>Demonstrates the ability to adjust communication based on the audience's level of involvement or understanding on a topic</li> </ul>	<ul style="list-style-type: none"> <li>Selects speaking style and approach best suited for the situation: Knows the difference between informing, influencing and inspiring</li> <li>Structures written communication for clarity and ease of understanding (e.g. bullet points, headers)</li> <li>Demonstrates active listening and responds thoughtfully and with respect in written and verbal exchanges</li> </ul>	<ul style="list-style-type: none"> <li>Can coach others on refining messages for clarity, tone and audience need</li> <li>Models and promotes inclusive communication and practices in team settings</li> <li>Adapts on the spot based on the audience's response; maintains a candid approach to build rapport</li> </ul>

# PEACE, Inc. Leadership Competencies **Leading Others**

## **BUILDS HIGH-PERFORMANCE TEAMS**

Cultivates dynamic and diverse teams, recognizing the strength in diverse perspectives and backgrounds and intentionally fosters an inclusive environment where everyone contributes and thrives. Sets shared goals, nurtures belonging, and builds on individual strengths. Ensures accountability, collaboration, and a shared commitment to service.

KNOW IT	DO IT	TEACH IT
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- Provides honest, helpful feedback to others on their performance
- Shares own experience and expertise with others
- Supports developmental activities and efforts of others

- Creates a work environment that engages and develops employees
- Identifies and recruits/ refers qualified people
- Makes accurate evaluations of people's capabilities and fit
- Provides timely, ongoing feedback to empower others
- Recommends developmental activities to others

- Shapes roles and assignments in ways that leverage and develop people's capabilities
- Create a team environment in which performance is recognized and rewarded
- Provides constructive feedback and guidance to uplift others'
- Develops team norms and practices that supports open dialogue

# PEACE, Inc. Leadership Competencies **Leading Others**

## CONFLICT MANAGEMENT

Approaches conflict as an opportunity for growth and understanding. Listens with openness, leads with empathy, and addresses tension directly and respectfully. Builds bridges and finds common ground to move forward stronger together.

KNOW IT	DO IT	TEACH IT
<ul style="list-style-type: none"> <li>Understands the dynamics of conflict and the importance of addressing it constructively</li> <li>Can identify early signs of conflict and knows when to seek support or escalate appropriately</li> <li>Recognizes that conflict can be a source of innovation and clarity</li> </ul>	<ul style="list-style-type: none"> <li>Manages conflict situations with composure</li> <li>Works to find common ground and reach agreements with minimal disruption</li> <li>Engages in difficult conversations directly and constructively</li> <li>Balances assertiveness and diplomacy to move conversations forward</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates and diffuses tension before it escalates</li> <li>Models how to facilitate conflict resolution among others without taking sides</li> <li>Coaches others how to navigate conflict productively</li> <li>Creates environments where differing views are welcomed and managed constructively</li> </ul>



**POTENTIAL  
TECHNICAL  
COMPETENCIES**

# Potential Technical Competencies

## Senior leaders can pull from this list/bank when developing a competency grid for their department

**Build Customer Loyalty** – Understand customer requirements and needs; ensure exceptional customer experiences; deliver on customer commitment.

**Build Partnership** – Works collaboratively with others to get work done; able to identify common ground and shared goals. Demonstrates a commitment to collaborative success.

**Business Acumen** – Knows how organizations work; knowledgeable in current policies, trends and developments across the business, is aware of how strategies and tactics work in the marketplace.

**Continuous Improvement** – Demonstrates a proactive mindset, identifying opportunities to improve processes, systems and outcomes. Embraces feedback, data and experimentation to drive efficiency and effectiveness. Shows an ability to learn and adapt to meet evolving needs.

**Innovation** – Generating creative solutions to work situations; trying different and new ways to deal with organizational problems and opportunities.

**Negotiation** – Effectively exploring alternatives and positions to reach outcomes that gain support and acceptance of all parties.

**Planning & Organizing** – Establishing a course of action for self and others to accomplish a specific goal; planning proper assignments of people and appropriate allocation of resources.

**Process Management** – Figures out processes necessary to get work done; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it.

**Quality Management** – Accomplishing tasks by considering all areas are involved; accurately checking processes and tasks OR Dedicated to providing high quality products and services which meet the needs and requirements of internal and external customers.

**Select Talent** – Hires best people available from inside or outside the organization; unafraid of selecting strong and diverse candidates; assembles talented staffs.

**Technical Knowledge** – Keeping abreast of current development and trends in area of expertise; knowing how to apply a technical skill or procedure.

**Technical Learning** – Picks up on technical information and tasks quickly; can learn new skills and knowledge or technical knowledge developments.

**Work Standards** – Setting standards of performance for self and others; assuming accountability for completing assignments; imposing standards of excellence.

# Competencies by Role - Example

Competency	Proficiency Level		
	1 – Know It	2 – Do It	3 – Teach It
Integrity	✓		n/a
Patience	✓		
Problem Solving	✓		
Time Management			✓
Interpersonal Savvy	✓		
Managerial Courage	✓		
Organizational Agility	✓		
Cultural Competency/People Focus		✓	
Motivating Others	✓		
Communicates Effectively		✓	
Builds High-Performance Teams	✓		
Conflict Management	✓		

Leads Self

Leads Others

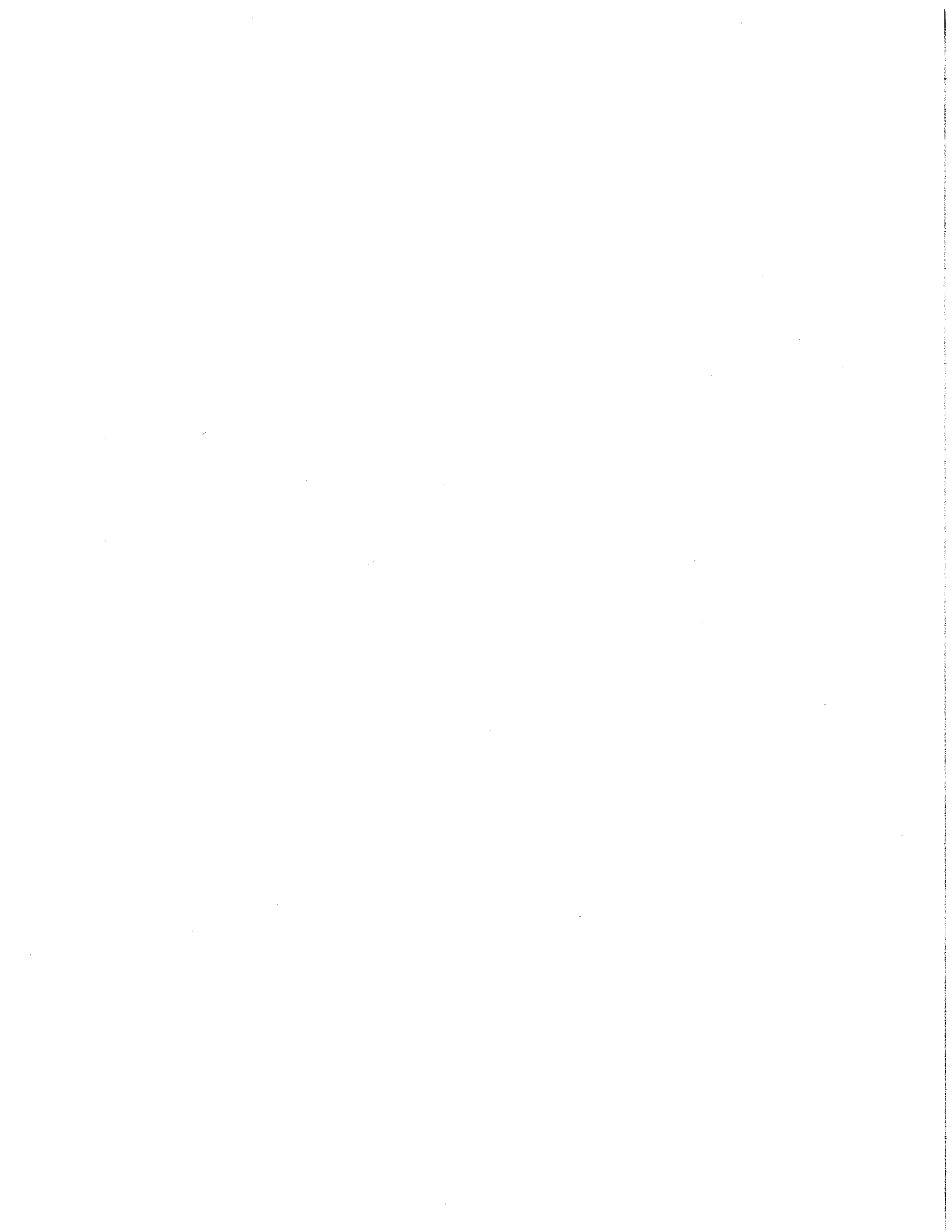
Plus, any technical competencies

thank you

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2026 Grants Spreadsheet

2026 Grants Spreadsheet - Grant applications in progress

Name	Funding Source	Program	Status	Submission Deadline	Award Date	Request Amount	Grant Amount	Fiscal Admin	Grant Year Start	Grant Year End
HFD support ECCPP + WISE		ESFRC	In progress							
WSFRC Capital Improvement	Snow Foundation Memorial State Assemblyman William B. Magnarelli	Facilities	In progress	2/1/2026		\$ 20,000				
FGP Operations		FGP	Pre-Approved	3/31/2026		\$ 40,000	\$ 40,000	Ivy Guenova		
FTP Operations	JP Morgan Chase Bank	FTP	In progress							

Grants Submitted or In Process of Formal Contracting

Name	Funding Source	Program	Status	Submission Date	Award Date	Request Amount	Grant Amount	Fiscal Admin	Grant Year Start	Grant Year End
ECCPP Micron Technology - Green Chips Act Y3: 26-27	Micron Technology - Green Chips Act	Family Services	LOI Submitted	1/15/2025		\$ 200,000		Nancy Turo	4/1/2026	3/31/2027
ECCPP Micron Technology - Green Chips Act Y2: 25-26	Micron Technology - Green Chips Act	Family Services	LOI Submitted	1/15/2025		\$ 200,000		Nancy Turo	4/1/2025	3/31/2026
United Way of CNY	United Way of CNY	BBBS	Submitted	9/25/2025		\$ 15,000		Ivy Guenova	7/1/2026	6/30/2027
United Way of CNY	United Way of CNY	FTP	Submitted	9/25/2025		\$ 100,000		Ivy Guenova	7/1/2026	6/30/2027
BBBS 2026 Oswego School Based Program	Oswego County - Youth Bureau	BBBS	Awarded	8/21/2025	9/30/2025	\$ 10,000	\$ 10,000	Ivy Guenova	1/1/2026	9/30/2026
EISEP at County West	Onondaga County - Department of Adult & Long Term Services	FRC, FGP	Awarded	3/27/2024	5/10/2024	\$ 164,000	\$ 164,000	Ivy Guenova	4/1/2024	3/31/2025
BBBS Program Assistant & other	Onondaga County - Youth Bureau	BBBS	Awarded	8/1/2025	10/16/2025	\$ 50,000	\$ 50,000	Ivy Guenova	10/1/2025	9/30/2026
FTP Operations PY52	City of Syracuse NBD - CDBG	FTP	Submitted	12/5/2025		\$ 100,000			5/1/2026	4/30/2027
Let Me Be Great PY52	City of Syracuse NBD - CDBG	FRC	Submitted	12/4/2025		\$ 32,929			5/1/2026	4/30/2027
Strengthening Families - FRC	Office of Children and Family Services	FRC, HS/EHS	Submitted	12/12/2025		\$ 1,500,000				
Eastwood Older Adult Programming	Onondaga County - Department of Adult & Long Term Services	Eastwood Community Center	Pre-Approved		12/17/2025	\$ 25,000	\$ 25,000		4/1/2026	3/31/2027
Eastwood Capital Repairs DASNY	State Senator Rachel May	Eastwood Community Center	Submitted	12/23/2025	8/11/2023	\$ 150,000				



2026 Grants Spreadsheet

Name	Funding Source	Program	Status	Submission Date	Award Date	Request Amount	Grant Amount	Fiscal Admin	Grant Year Start	Grant Year End
WSFRC Capital Improvement	DASNY - NICIP	Maintenance	Awarded	12/15/2023	7/8/2024	\$ 434,000	\$ 410,000	Nancy Turo	1/13/2025	12/1/2026
Vehicles through DASNY-CREST	State Senator John W. Mannion	Nutrition, Maintenance	Awarded	7/21/2023	11/26/2024	\$ 250,000	\$ 249,675	Ivy Guenova	4/24/2025	12/5/2026
Reentry Program Y2 2024-2026	Mother Cabrini Health Foundation	Family Services	Awarded	4/19/2024	9/25/2024	\$ 150,000	\$ 150,000	Nancy Turo	10/1/2025	9/30/2026
OCFS TM12133 - Free Tax Prep	Assemblymember Pamela J. Hunter	Free Tax Prep	Awarded	2/1/2024	7/31/2024	\$ 25,000	\$ 25,000	Ivy	10/1/2025	9/30/2026
Early Childhood Career Pathways Y1: 2024-25	Micron Technology	Family Services	Proposed	1/2/2024	1/1/2024	\$ 200,000	\$ 200,000	Nancy Turo	4/1/2024	3/31/2025
BBBS Events & Passes (youth under 12)	Jim and Juli Boehm Foundation	BBBS	Awarded	10/17/2025	12/8/2025	\$ 5,000	\$ 5,000	Ivy Guenova	11/1/2025	10/31/2026
Free Tax Prep 2025-2026	Dorothy & Marshall Reisman Foundation	FTP	Awarded	11/24/2025	12/11/2025	\$ 10,000	\$ 10,000		12/1/2025	11/30/2026
Free Tax Prep 2025-2026	Berkshire Hathaway Bank Foundation	FTP	Awarded	11/14/2025	12/11/2025	\$ 5,000	\$ 2,500		12/1/2025	11/30/2026

Archives

Name	Funding Source	Program	Status	Submission Date	Award Date	Request Amount	Grant Amount	Fiscal Admin	Grant Year Start	Grant Year End
Renew Americas NonProfits - GICNY	GICNY	Facilities	Proposed	3/15/2025		\$ 200,000		Nancy Turo		
Early Childhood Career Pathways - AEI	Onondaga County - AEI	Family Services	Proposed	2/15/2024	4/18/2024	\$ 84,878	\$ 84,878	Anette Cassano	6/1/2024	5/31/2025
Vera House Collaboration	OVW	Family Services	Proposed	4/1/2022	9/23/2022	\$ 120,003	\$ 120,003	Nancy Turo	10/1/2022	9/30/2025
BBBS Oswego 2025 School Based Program	Oswego County - Youth Bureau	BBBS	Proposed	9/6/2024	10/20/2024	\$ 10,000	\$ 10,000	Nancy	1/1/2025	9/30/2026
NYS Fair Cares for FRC	NYS Fair Care Program	FRC & FTP	Proposed	6/24/2025	7/30/2025	\$ 40	\$ 40	In-Kind	9/1/2025	1/1/2025
ESFRC Health Fair	Central New York Community Foundation	Family Services	Proposed	5/5/2025	5/8/2024	\$ 500	\$ 500	Nancy Turo	5/1/2025	11/1/2025
Early Childhood Career Pathways	Central New York Community Foundation	Family Services	Proposed	3/8/2024	7/8/2024	\$ 55,000	\$ 55,000	Nancy Turo	7/1/2024	1/1/2025
Free Tax Prep super Saturday 2025	Key Bank Foundation	Free Tax Prep	Proposed	2/4/2025	2/21/2025	\$ 3,000	\$ 3,000	Nancy Turo	2/1/2025	6/30/2025
Free Tax Prep super Saturday 2024	Key Bank Foundation	Free Tax Prep	Proposed	1/17/2024	1/18/2024	\$ 2,500	\$ 2,500	Nancy Turo	1/18/2024	6/30/2024
Free Tax Prep 2023	Key Bank Foundation	Free Tax Prep	Proposed	8/13/2023	9/28/2023	\$ 20,000	\$ 20,000		1/1/2024	1/1/2025
Free Tax Prep operations 2024-2025	Dorothy & Marshall Reisman Foundation	Free Tax Prep	Proposed	10/25/2024	12/4/2024	\$ 25,000	\$ 25,000	Nancy Turo	11/1/2024	10/31/2025

1/12/2026

2026 Grants Spreadsheet

Free Tax Prep	Berkshire Hathaway Bank Foundation	Free Tax Prep	Closure	10/15/2024	11/1/2024	\$	5,000	\$	3,000	Nancy Turo	11/1/2024	10/31/2025
Whole Family Summit	FOCUS Greater Syracuse	Community Engagement	Closure	9/29/2024	9/30/2024	\$	12,825	\$	12,825	Nancy Turo	9/9/2024	1/30/2025
Back Pack Giveaway 2025 WSFR	M&T Bank Charitable Foundation	Family Services	Closure	6/11/2025	6/20/2024	\$	2,500	\$	2,500	Nancy Turo	6/24/2025	1/1/2025
Food Bank CNY	Food Bank of CNY - HPNAP	Family Services	Closure	5/31/2024		\$	68,337	\$	27,551		7/1/2024	
Fatherhood Initiative	Gifford Foundation	Family Services	Closure	2/26/2024	4/12/2024	\$	10,000	\$	9,079	Caleb Keane	4/12/2024	6/30/2025
Let Me Be Great CDBG2 PY51	City of Syracuse NBD - CDBG	Family Services	Closure	2/6/2025	6/12/2025	\$	32,929	\$	31,091	Nancy Turo	5/1/2025	1/1/2025
OCFS TM 12132 - Agency IT Upgrades	State Assemblyman William B. Magnarelli	IT/AgencyWide	Closure	2/1/2024	7/31/2024	\$	25,000	\$	25,000	Nancy Turo	10/1/2024	9/30/2025
OCFS TM 11426 - Free Tax Prep	State Assemblyman William B. Magnarelli	Free Tax Prep	Closure	5/18/2023	4/24/2024	\$	25,000	\$	25,000	Nancy Turo	10/1/2024	9/30/2025
BBBS Mentor Managers	Arby's - Inspire Brand Foundation	BBBS	Closure	5/1/2025	7/10/2025	\$	25,000	\$	25,000	Nancy Turo	7/1/2025	11/30/2025
Eastwood Facility Improvements	Onondaga County - Department of Adult & Long Term Services	Facilities	Closure	5/18/2025	7/28/2025	\$	11,957	\$	11,957	Ivy Guenova	8/1/2025	10/31/2025
Reentry Program Y1 2024-2026	Mother Cabrini Health Foundation	Family Services	Closure	4/19/2024	9/25/2024	\$	150,000	\$	150,000	Nancy Turo	10/1/2024	9/30/2025
Agency Capacity Building	Kresge Foundation	Agencywide	Closure	7/8/2024	9/3/2024	\$	100,000	\$	100,000	Nancy Turo	7/1/2024	9/30/2025
Whole Family Community Conversations	FOCUS Greater Syracuse	Community Engagement	Closure	5/22/2024	7/11/2025	\$	6,940	\$	6,500	Nancy Turo	1/1/2025	1/1/2026

