**Introduction:**

None of our 2020s looked anything like what we expected. Who could have predicted covid, shut downs, the recession, remote working and learning, and overnight changes to our service delivery and demand? This document can be used by board leaders and executive directors to guide a reflection and discussion to take stock of the lessons learned from 2020 and lay the groundwork for 2021 and beyond.

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| **#** | **Question** | **Reflections** |
| **1** | What moment in 2020 made you most proud to be part of our organization? |  |
| **2** | What moment in our organization in 2020 was most challenging to you? Why? |  |
| **3** | In what ways did we continue to serve our target audience(s) and have our intended impacts this year? Did we make any shifts in either our audience and/or our intended impacts? If so, how did we make those decisions? |  |
| **4** | What questions did the national social and racial justice conversations in 2020 raise about what work we do and how we do our work? |  |
| **5** | How has our community changed this year in terms of the needs of our audiences, our competitive landscape, and/or our funding? |  |
| **6** | What did we learn this year about our business model and our capitalization and how they helped or hindered us in continuing or changing our work? |  |
| **7** | How well did our mission, vision, core values, and theory of change serve as the foundation for all of our decision-making this year? |  |
| **8** | What questions do you have about what matters to us and how we capture that in our mission, vision, core values, and theory of change? |  |
| **9** | What questions do you have about who we serve, what we offer, and what impact we want to have? |  |
| **10** | What questions do you have about how we operate and fund our work? |  |