# 14 – Management Plan & Annual Goals

Annual goal-setting templates, the FY27 plan, and the FY26 stabilization inventory.

- Overview: Management Plan & Annual Goals
- Annual Goals Template
- FY27 Annual Goals Template — May 2026

# Overview: Management Plan & Annual Goals

## Status

**Implementation status:** Approved by Servants Council

**Date:** 2026-05-30

This book contains the templates and instances of Mayflower's annual operations plan: the goal-setting framework and the active fiscal-year plan.

# Annual Goals Template

**MAYFLOWER CHURCH**

**Annual Goals**

*Streamline System 14 — Annual Goal-Setting for Staff, Officers, and Team Leaders*

Draft April 2026

# Governing Principle

**Goals are pastoral.**

At Mayflower, an annual goal is not a corporate metric we are trying to hit; it is a faithful naming of what we are asking God to do through us this year, and what we will pay attention to so we know whether He is doing it.

# Purpose

This document establishes how Mayflower Church staff, officers, and ministry team leaders set annual goals for their roles. It is the front end of the performance evaluation cycle: the goals set here are the goals reviewed in the annual Performance Evaluation Framework conversation. Without this front end, evaluations review against nothing; with it, the year has shape.

It sits inside System 14 — Management Plan and Annual Goals, and feeds the System 11 performance-evaluation conversation alongside the Performance Evaluation Framework, Office Bearer Annual Reaffirmation, Senior Pastor Pastoral Review, and Staff Joy-at-Work Review.

# Why Goals at Mayflower

Three convictions shape why we do this:

1. **What we name, we tend.** When something is named at the start of the year and written down, it gets attention. When nothing is named, attention drifts to the loudest current

thing.

2. **Expectations are care.** Telling someone what we hope to see them do this year — and telling them clearly — is not pressure; it is the opposite of pressure. Vague expectations are exhausting. Specific ones are manageable.
3. **Goals connect the role to the mission.** Mayflower's mission and the Five Priority Ministries we guard are the church's North Star. Every staff member, officer, and team leader's annual goals should connect to that North Star. Goals that have nothing to do with the church's mission are a sign the goals are off, not a sign the mission is.

# Cadence

The annual goal cycle is anchored to Mayflower's annual rhythm:

| When | What |
|---|---|
| **August Leadership Summit** | Goals for the upcoming program year are set or refreshed. Each person leaves with a written list of three to five goals. |
| **Quarter end (Sep / Dec / Mar / Jun)** | Brief self-check: Am I on track? Anything need to shift? |
| **Mid-year (typically January)** | More substantive check-in conversation with the supervising leader. Course-correction, not evaluation. |
| **August Leadership Summit (next year)** | Goals are reviewed (did we see the year we hoped for?), then refreshed for the new program year. The annual Performance Evaluation Framework conversation runs in this same window. |

The August Summit is the single most important calendar event for this rhythm. If goals are not set there, they tend not to get set at all.

# Goal-Setting Principles

## Three to five goals per person.

Fewer than three and the role is underdescribed; more than five and nothing gets attention. Three to five is the sustainable range.

# Each goal connects to one of the Five Priority Ministries.

Goals that do not connect should either be reworked or named honestly as supporting work that protects the priorities. The Five Priority Ministries — Ministry of the Word, the Lord's Day Gathering, Gospel-Driven Prayer, Disciple-Making Pathways, and Membership and Shepherding Care — are the test.

# Measurable enough to know if we hit it.

Not every goal can be a number, but every goal should be specific enough that at year's end the question “did we do this?” has a clear answer. “Improve hospitality” is not a goal. “Train and deploy a twelve-person hospitality team that covers every Sunday and welcomes first-time visitors by name” is a goal.

# Time-bound.

Annual horizon, with at least one mid-year checkpoint. Some goals will have multiple interim deadlines that get tracked through the year.

# Realistic and faith-stretching.

Goals should be achievable enough that the person can actually plan toward them, and large enough that the person needs to ask the Lord for help. A goal that doesn't drive you to your knees is probably too small.

# Who Sets Goals With Whom

Goal-setting is collaborative. The person whose goals are being set drafts them; the supervising leader reviews, refines, and confirms.

| Role | Sets Goals With |
|---|---|
| **Senior Pastor** | Board of Elders |
| **Other pastoral and program staff** | Senior Pastor |
| **Office staff** | Senior Pastor (or designated supervisor) |
| **Officers (deacons, trustees, board members, treasurers)** | The relevant board, in consultation with the Senior Pastor where appropriate |
| **Ministry team leaders** | The board (elders, deacons, or trustees) that oversees their team or group |

The supervising party reviews the drafted goals against three questions:

1. Do these connect to one or more of the Five Priority Ministries?
2. Are they specific enough that we will know if we hit them?
3. Are they realistic for the season this person is in?

If any answer is no, the goals get reworked together. Goals that survive this review are the goals for the year.

# The Template

A goal record for a single person, set annually, has four fields. Use this template for each goal — three to five rows per person.

| Goal | Why It Matters / Priority Ministry Link | How We Will Know We Hit It | Owner & Due |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

# Worked example: Worship Team Leader

Three sample goals showing the level of specificity expected:

| Goal | Why It Matters | How We Will Know | Owner & Due |
|---|---|---|---|
| Recruit and train two additional vocalists capable of leading congregational singing. | Strengthens The Lord's Day Gathering (Priority 2). Currently the team can only cover three of four Sundays. | Two new vocalists active by November; both have led at least one service by January. | Worship Team Leader / Nov 30, 2026 |
| Move from monthly to weekly Sunday morning rehearsals during the program year. | Strengthens The Lord's Day Gathering (Priority 2). Tighter rehearsals raise the spiritual focus of corporate worship. | Weekly rehearsals in place from September; attendance at or above 80% per week. | Worship Team Leader / Sep 7, 2026 |
| Build a worship-team prayer rhythm tied to the pre-service huddle. | Strengthens Gospel-Driven Prayer (Priority 3). Prayer becomes structural to the team, not a private add-on. | Pre-service prayer led by team members on a rotating basis weekly by October. | Worship Team Leader / Oct 5, 2026 |

# Mid-Year Check-In

In January, the supervising leader and the goal-holder meet for a brief check-in. Not formal. Coffee. Three questions:

1. **Where are we on each goal?** A short, honest update. Green / yellow / red.
2. **Has anything changed?** Life seasons, family events, ministry surprises, doctrinal matters that have surfaced — anything that might change the right shape of the year.
3. **What support do you need?** What would help you finish the year well?

The mid-year check-in is not an evaluation. It is a course correction conversation. Goals may be revised, dropped, or replaced — what matters is that the year ahead is clear and honest about where things actually stand.

# Annual Review

In the next August, the goal cycle closes. The Performance Evaluation Framework conversation reviews the year against the goals that were set, names what God did, and produces the goal list for the new program year.

The *Performance Evaluation Framework* page in System 11 documents how that conversation runs. The goal record from the previous August is the input to that review; the goal record for the next year is the output.

# Sample Goals by Role Type

These are illustrations, not prescriptions. Every person's goals will be specific to their role and season.

## Senior Pastor

- Preach through one full New Testament epistle in expository series.
- Equip the elders to handle at least one specific area of pastoral care without my involvement.
- Lead the church through the SBC affiliation transition, including any associational integration steps.

## Elder Chair

- Hold every monthly elder meeting on the first Tuesday at 6 p.m., with minutes on file within seven days.
- Conduct annual reaffirmation interviews with each office bearer.
- Identify and begin discipling at least one potential future elder.

## Equip Discipleship Leader

- Run two full Equip cohorts in the program year.
- Move a defined percentage of completing participants into a leader-track conversation.

- Refresh the Equip curriculum annually based on graduating cohort feedback.

# Ministry Team Leader (general pattern)

- Build a recruitment list of N potential team members using at least three of the eight discovery methods (see Volunteer Chapter, System 06).
- Hold a minimum of N huddles for the team across the program year.
- Conduct an annual check-in with each team member, using the Volunteer Ministry Check-In Guide.

# Sources


- *Streamline: How to Create Healthy Church Systems* — Michael Lukaszewski (Chapter 14: Clarify Goals for Everyone on Your Team).
- *Mayflower Performance Evaluation Framework — Draft April 2026* (BookStack, System 11) — for the back-end evaluation conversation that reviews against these goals.
- *Five Priority Ministries We Guard* (BookStack, System 01) — the test for whether a goal connects to the church's mission.
- *Mayflower Two-Page Plan — adopted May 30, 2026* (BookStack, System 00) — the church's overall strategic frame.

# FY27 Annual Goals Template — May 2026

# Mayflower Church Annual Goals Template

*FY27 Working Draft | For the August 2026 Leadership Summit*

## Purpose

This template is the working scorecard for Mayflower's fiscal year — populated each August at the Leadership Summit, reviewed quarterly by each board, refreshed at year-end. It translates the Two-Page Plan into specific goals with named owners, baselines, targets, and milestones.

Every goal in this template must answer three questions on its way in:

- What evidence (metric, board reflection, dashboard signal) calls for it?
- What existing goal does it replace or extend?
- Which board owns it?

That gating is what keeps the plan from accumulating barnacles.

## How to use this template

- Section 1 (Foundations) is read at the start of the Summit. It is not edited at the Summit — it comes from the Two-Page Plan and the FY26 close-out data. If the Two-Page Plan needs refreshing, that work happens before the goals are set, not after.
- Section 2 (FY27 Top-Level Priorities) is the Summit's central work. Three to five priorities are named and given owners.

- Sections 3–7 (Goals by Priority Ministry) translate the top-level priorities into specific, measurable goals. Each section has empty Goal Blocks; the Summit fills them. Most ministries will have 1–3 goals; not every Priority Ministry needs a new goal every year.
- Section 8 (Operational / Cross-cutting Goals) is for goals that don't sit inside a single Priority Ministry — Personnel, Finance, Facilities, Communications.
- Section 9 (FY27 Indicator Dashboard) is the at-a-glance scorecard with FY26 baselines pre-populated. The Summit fills in FY27 targets.
- Section 10 (Review Cadence) governs what happens between Summits — quarterly health checks, mid-year review, year-end reflection.
- Section 11 (The Decision Filter) is the test every new ask must pass during the year.
- Section 12 (Worked Example) shows one fully-populated goal so leaders see how the form fills.
- Appendix A is the Streamline-to-Priority-Ministry crosswalk, so a goal can be tagged with the operational system that supports it.

# Section 1 — Foundations (from the Two-Page Plan)

## Purpose

To glorify God by knowing Jesus Christ deeply and making Him known faithfully — until He returns or calls us home.

## Mission (through 2030)

By the end of 2030, Mayflower will be a healthy, doctrinally grounded, multi-generational congregation in Kingston — known for: faithful expository preaching of whole books of the Bible; gospel-driven prayer as real corporate ministry; a coherent disciple-making pathway; shepherding care that does not let people fall through the cracks.

## Five Priority Ministries (Keystone)

- 1. Ministry of the Word — Faithful preaching and teaching of Scripture as the central ministry.
- 2. The Lord's Day Gathering — Word-shaped, prayerful, warm Sunday worship.
- 3. Gospel-Driven Prayer — Corporate prayer as real ministry, not private preference.
- 4. Disciple-Making Pathways — A coherent spine forming believers in doctrine, obedience, mutual care, and leadership.
- 5. Membership & Shepherding Care — A clear front door (membership and baptism) and the care of souls.

# Decision Filter

*Does this clearly strengthen one or more of our Five Priority Ministries — at a realistic cost in time, volunteers, and leadership attention? If not, we will simplify it, rotate it, or pause it.*

# Section 2 — FY27 Top-Level Priorities

Three to five priorities the whole Mayflower leadership will guard for FY27. These are the priorities each board will work toward in their own domains. The Summit names these; everything that follows in Sections 3–8 serves them.

## Priority 1

| | |
|---|---|
| **Priority** | |
| **Why this priority** | |
| **Owner board(s)** | |
| **Headline indicator** | |
| **FY26 baseline** | |
| **FY27 target** | |

## Priority 2

| | |
|---|---|
| **Priority** | |
| **Why this priority** | |
| **Owner board(s)** | |
| **Headline indicator** | |
| **FY26 baseline** | |
| **FY27 target** | |

# Priority 3

| | |
|---|---|
| **Priority** | |
| **Why this priority** | |
| **Owner board(s)** | |
| **Headline indicator** | |
| **FY26 baseline** | |
| **FY27 target** | |

# Priority 4 (if needed)

| | |
|---|---|
| **Priority** | |
| **Why this priority** | |
| **Owner board(s)** | |
| **Headline indicator** | |
| **FY26 baseline** | |
| **FY27 target** | |

# Priority 5 (if needed)

| | |
|---|---|
| **Priority** | |

| | |
|---|---|
| **Why this priority** | |
| **Owner board(s)** | |
| **Headline indicator** | |
| **FY26 baseline** | |
| **FY27 target** | |

# Section 3 — Goals: Ministry of the Word

*Faithful preaching and teaching of Scripture as the central ministry. Indicators: books of the Bible preached through (24-mo cycle); EQUIP cohorts run per year.*

## Goal Block 1

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Goal Block 2

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
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| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
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| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Goal Block 3 (if needed)

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |

| | |
|---|---|
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Section 4 — Goals: The Lord's Day Gathering

*Word-shaped, prayerful, warm Sunday worship. Indicators: average Sunday attendance vs target; first-time visitor → second-visit return rate.*

## Goal Block 1

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Goal Block 2

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Goal Block 3 (if needed)

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |

| | |
|---|---|
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Section 5 — Goals: Gospel-Driven Prayer

*Corporate prayer as real ministry, not private preference. Indicators: church-wide prayer gatherings per year; team meetings opening and closing in substantive prayer.*

## Goal Block 1

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Goal Block 2

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Goal Block 3 (if needed)

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |

| | |
|---|---|
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Section 6 — Goals: Disciple-Making Pathways

*Welcome → Know → Grow → Go. Indicators: members in a BFG or discipleship cohort; baptisms per year; new members completing Foundations annually.*

## Goal Block 1

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |

| | |
|---|---|
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Goal Block 2

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Goal Block 3 (if needed)

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |

| | |
|---|---|
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Section 7 — Goals: Membership & Shepherding Care

*A clear front door and the care of souls. Indicators: members assigned to a shepherding team (target 100%); counseling cases per year; new-member 18-month retention.*

## Goal Block 1

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |

| | |
|---|---|
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Goal Block 2

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Goal Block 3 (if needed)

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |

| | |
|---|---|
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Section 8 — Operational / Cross-cutting Goals

Goals that don't sit inside a single Priority Ministry — Personnel, Finance, Facilities, Communications, Volunteer System. These goals support the Five Priority Ministries by making sure the operational base is sound.

# Personnel / HR

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |

| | |
|---|---|
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Finance / Stewardship

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Facilities

| | |
|---|---|
| **Goal #** | |

| | |
|---|---|
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Communications

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |

| | |
|---|---|
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Volunteer System

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Performance Evaluation System (Streamline #11)

| | |
|---|---|
| **Goal #** | |
| **Goal Statement** | [ One sentence — what FY27 will produce. ] |
| **Priority Ministry** | [ Word / Lord's Day / Prayer / Disciple-Making / Membership & Shepherding ] |
| **Streamline System** | [ See Appendix A for crosswalk. ] |

| | |
|---|---|
| **Owner Board** | [ Elders / Deacons / Trustees / BoF / Staff ] |
| **Owner Person** | [ Named individual. ] |
| **Outcome** | [ If this goal succeeds, what visibly changes by Dec 31, 2027? ] |
| **Indicator(s)** | [ How we will know — quantitative or behavioral. ] |
| **FY26 Baseline** | [ Where we are now. Pull from monthly dashboard or Indicator Dashboard (Section 8). ] |
| **FY27 Target** | [ Where we aim to be by Dec 31, 2027. ] |
| **Key Milestones** | [ Q1 / Q2 / Q3 / Q4 — what will be true at each? ] |
| **Budget Tie** | [ FY27 budget line(s) this goal depends on. ] |
| **Risks / Watch-fors** | [ What could derail this; how we'll know early. ] |

# Section 9 — FY27 Indicator Dashboard

The at-a-glance scorecard. Baselines are populated from the FY26 monthly dashboards and the 2025 Annual Report. The Summit fills in the FY27 Target column. Indicator values are updated quarterly by the named owner.

| Domain | Indicator | FY26 Baseline | FY27 Target | Owner |
|---|---|---|---|---|
| Word | Books of the Bible preached through (24-mo cycle) | [from Senior Pastor] | [Summit sets] | Senior Pastor |
| Word | EQUIP cohorts run per year | 5+ in 2025; avg attendance 20+ in early 2026 (5-yr high) | [Summit sets] | EQUIP Discipleship Leader |
| Lord's Day | Average Sunday Worship attendance | 63.3 (2025) / 62-65 (Q1 2026) | [Summit sets] | Senior Pastor / Worship Team |
| Lord's Day | First-time visitor → second-visit return rate | [Standardize metric in May 2026] | [Summit sets] | First Impressions Leader |
| Lord's Day | Sundays with visitors ≥ 10% of attendance | 22 of 50 in 2025 | [Summit sets] | First Impressions Leader |
| Prayer | Church-wide prayer gatherings per year | [Pull from 2025 calendar] | [Summit sets] | Prayer Team Leader |

| | | | | |
|---|---|---|---|---|
| Prayer | Formal team meetings opening & closing in substantive prayer | [Establish baseline in Q3 2026] | [Summit sets] | Each board chair |
| Disciple-Making | Members in a BFG or discipleship cohort | BFG/Bible Study avg 22 (2025); 33 (Mar 2026) | [Summit sets] | EQUIP / BFG Leaders |
| Disciple-Making | Baptisms per year | 4 (2025); 4 in Jan 2026 alone | [Summit sets] | Senior Pastor / Baptism Team |
| Disciple-Making | New members completing Foundations annually | [Pull from membership records] | [Summit sets] | Senior Pastor / Membership |
| Membership & Shepherding | Members assigned to a shepherding team | [Confirm with Elders] | 100% | Elder Board |
| Membership & Shepherding | Counseling cases handled per year | $4,353 income in 2025 (~12 cases/year est.) | [Summit sets] | Director of Biblical Counseling |
| Membership & Shepherding | New-member retention at 18 months | [Establish baseline from 2024 cohort] | ≥ [Summit sets]% | Elder Board |
| Membership & Shepherding | Attenders/members lost (full year) | 29 in 2025 (across 15 families) | [Summit names target] | Elder Board |
| Stewardship | Total Tithes & Offerings (annual) | $204,332 (2025) | [Summit sets] | BoF / Treasurer |
| Stewardship | Average Per Capita giving | $67.01 (2025, +11% vs 2024) | [Summit sets] | BoF / Treasurer |
| Stewardship | Recurring-giving share of total | [Establish baseline before Sept arc] | +10 pp by Nov 1, 2026 | Treasurer / Comms |
| Operations | Performance reviews completed on time | [New for FY27] | 100% by stated cycle date | Each board chair |
| Operations | Quarterly plan health checks completed | [New for FY27] | 4 of 4 per board | Each board chair |

*Sources: Monthly dashboards Jan 2025–Mar 2026; 2025 Annual Dashboard Report; March 2026 Attendance Trend Report. Where baselines say [Establish baseline …], Q3 2026 work is to define the metric and capture an opening number.*

# Section 10 — Review Cadence

This template is reviewed three ways during the fiscal year: quarterly health checks (light), a mid-year review (heavier, in late February or early March), and a year-end reflection (in late June, before the next planning cycle begins).

# Quarterly Plan Health Check

At the first meeting of each quarter, each board (Elders Tuesday, Deacons Tuesday, Trustees Thursday) spends 30 minutes on the goals it owns. Each goal owner reports:

| | |
|---|---|
| **For each goal** | Status: Green / Yellow / Red |
| | Indicator value as of end of quarter |
| | What we did this quarter |
| | What we will do next quarter |
| | Anything blocking us? |
| **For the board overall** | Are these still the right goals? |
| | Any goal to retire or re-scope? |
| | Any new goal to add? |

The Servants Council, which already meets quarterly, gets a one-page rolled-up dashboard at each of its meetings — the same dashboard the quarterly congregational meeting (last Sunday of the first month of each quarter) gets in summary form. No new meetings are invented; existing meetings carry the work.

# Mid-Year Review (late Feb / early March)

Heavier than a quarterly check. Each board chair signs off on whether their goals are still the right goals. The Board of Finance gets early signal on whether budget assumptions are holding. Goals overtaken by events are formally retired.

| | |
|---|---|
| **Goal Re-Scoping** | Has the world changed since the Summit? Does any FY27 goal need to be re-scoped, retired, or replaced? |
| **Indicator Reality Check** | Are the indicators we chose still meaningful? Are we able to measure them? |
| **Capacity Reality Check** | Are owners overloaded? Are any goals starving for attention? |
| **Budget Assumption Check** | Are FY27 income assumptions holding? If not, what changes? |
| **Pastoral Reality Check** | What is God doing among us that the plan didn't anticipate? How do we steward into it? |

# Year-End Reflection (late June)

Lands deliberately before the July BoF build and the August Summit. Each board produces a one-page reflection. Personnel inputs feed this — the Senior Pastor Pastoral Review, Staff Joy-at-Work Reviews, Office Bearer Annual Reaffirmation, Volunteer Check-Ins. Event Debrief Templates feed it for any flagship event.

| | |
|---|---|
| **What we accomplished** | List FY27 goals that closed (Green at year-end). |
| **What we did not accomplish** | List Yellow/Red goals; name reasons honestly without blame. |
| **What we learned about our capacity** | What did FY27 teach us about realistic pace and load? |
| **What we carry forward** | What FY27 goals continue into FY28? |
| **What we let go of** | What did FY27 surface that we should formally stop doing? |
| **What surprised us** | What did God do that wasn't on the plan? |

# Section 11 — The Decision Filter

During the year, every new ask — a new ministry, a new event, a new line item, a new committee — must pass through this filter before it joins the plan.

***Does this clearly strengthen one or more of our Five Priority Ministries — at a realistic cost in time, volunteers, and leadership attention? If not, we will simplify it, rotate it, or pause it.***

Practical test:

- Which Priority Ministry does this serve? (If the answer is 'all of them' or 'none directly,' that's a yellow flag.)
- Which existing goal does it advance, replace, or extend?
- Who is the owner? If no one already on the plan can own it, do we have capacity to add it?
- What is its budget cost? Is that already in the FY27 budget, or is this an exception?
- If we say yes to this, what must we say no to? (If nothing, we are over-committing.)

# Section 12 — Worked Example

One fully-populated Goal Block, drawn from a plausible FY27 priority. This is illustrative — the Summit will name the actual FY27 goals — but it shows how the form fills.

| **Goal #** | Example |
| --- | --- |
| **Goal Statement** | Lift the first-time-visitor → second-visit return rate to 25% by Dec 31, 2027. |
| **Priority Ministry** | The Lord's Day Gathering (with assist from Membership & Shepherding Care) |
| **Streamline System** | Hospitality System; Membership System; Communications System |
| **Owner Board** | Elders (sponsor); First Impressions Ministry (execution) |
| **Owner Person** | First Impressions Ministry Leader; Senior Pastor as elder sponsor |

| | |
|---|---|
| **Outcome** | Visitors who attend a Sunday worship service are followed up in a way that warmly invites a second visit; we measurably retain more of them. Visitor retention has been named in the 2025 Annual Dashboard as 'our biggest challenge.' |
| **Indicator(s)** | Percentage of first-time visitors in a given month who attend a second time within 60 days. |
| **FY26 Baseline** | Not currently measured. 22 of 50 Sundays in 2025 had visitors ≥ 10% of attendance, but second-visit return rate is unknown. May–June 2026 work: standardize the metric and capture FY26 baseline. |
| **FY27 Target** | 25% second-visit return rate by Dec 31, 2027 (from a defined FY26 baseline). |
| **Key Milestones** | Q1 2027: tracking system in place; baseline confirmed. Q2 2027: First Impressions volunteer training complete. Q3 2027: weekly visitor follow-up SOP in operation. Q4 2027: rate at or above 20%. |
| **Budget Tie** | First Impressions Ministry line in 6400 Fellowship/Hospitality; Communications line for follow-up materials. |
| **Risks / Watch-fors** | If volunteer base is thin, follow-up lapses. If the metric is gameable (e.g., recording someone as 'visitor' twice), the number misleads. If the Sunday experience itself isn't compelling, no follow-up will rescue it. |

# Appendix A — Streamline System ↔ Priority Ministry Crosswalk

Mayflower's twelve operational systems (per Streamline Healthy Church Systems by Lukaszewski) and how each supports the Five Priority Ministries. When you tag a goal with a Streamline System in its Goal Block, this is the reference table.

*Note on numbering: the canonical Streamline system numbering should be verified against Mayflower's BookStack copy on the Mayflower Church Operations shelf. System #11 (Performance Evaluation) is confirmed; the others are listed by function. If the numbering differs in your Streamline edition, update the labels in goal blocks accordingly.*

| Streamline System | Priority Ministry/Ministries Served | Mayflower Vehicles |
|---|---|---|
| Strategic Planning System | All five Priority Ministries (cross-cutting) | Two-Page Plan, Annual Goals, Quarterly Reviews |
| Communications System | Lord's Day Gathering; Disciple-Making | Bulletin, Website, Sunday announcements, social presence |
| Personnel / HR System | All Priority Ministries (cross-cutting) | Senior Pastor JD, Hiring SOP, Employee Handbook, Performance Evaluation Stack |
| Volunteer System | Lord's Day Gathering; Disciple-Making; Membership & Shepherding | Volunteer Chapter, Serving Team Huddle Guide, Position Descriptions |
| Hospitality System | Lord's Day Gathering | First Impressions Ministry, Welcome Team, Hospitality Team |
| Discipleship System | Disciple-Making Pathways (primary); Word | BFGs, EQUIP, Children's & Youth, Bible Studies, Foundations class |
| Outreach / Evangelism System | Disciple-Making Pathways; Lord's Day Gathering | Evangelism Team, Christianity Explored, Easter & Christmas events, Missions |
| Worship System | Lord's Day Gathering (primary); Word | Worship Team, AV, Scripture Reading, Communion |
| Children's / Youth Ministry System | Disciple-Making Pathways | Discipletown, Nursery, Youth |
| Finance System | All Priority Ministries (cross-cutting) | Board of Finance, Treasurer, Financial Secretary, Audit |
| Performance Evaluation System (#11) | All Priority Ministries (cross-cutting) | Pastoral Review, Joy-at-Work Review, Office Bearer Reaffirmation, Volunteer Check-In |
| Facilities System | Lord's Day Gathering; cross-cutting | Trustees, Custodial, Snow Removal, Maintenance, Insurance |

*Source materials: Mayflower Two-Page Plan (adopted May 30, 2026); Five Priority Ministries We Guard (January 2026); FY26 Stabilization Inventory (May 2026, Rev. 3); Monthly Dashboards Jan 2025 – Mar 2026; 2025 Annual Dashboard Report; March 2026 Attendance Trend Report; Streamline Healthy Church Systems (Lukaszewski) — verify numbering against BookStack; The Guide to Healthy Church Operations (Ministry Brands).*

*Document version: FY27 Working Draft v.1 — May 4, 2026.*