



IMMANUEL PRESBYTERIAN  
CHURCH OF FREMONT (IPCF)

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FREMONT, CA 94536

Mission Study Report 2021

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## INTRODUCTION TO THE MISSION STUDY REPORT

Since 2008, God has blessed Immanuel Presbyterian Church of Fremont (IPCF) with Rev. Peter Wu and his family. With God's grace, under the pastoral leadership of Rev. Wu, IPCF started Mandarin worship service in March 2015 and small group fellowship in 2016, among other initiatives. After faithfully serving at IPCF for 12 years, Rev. Wu answered to God's new calling, and decided to end his service at IPCF. His departure date was 12/27/2020. With his departure, IPCF needs a successor to fill in the senior pastor position. Therefore, the Mission Study Committee (MSC) is formed to seek God's purpose for the next chapter of the church.

In the process, the MSC did the following to conduct the study:

- Analyze the session meeting minutes of the past 10 years. This helps us to understand the work of each ministry, the change of membership count, the areas of challenges, the programs and activities, and so on.
- Analyze the financial report of the past 5 years to understand the financial status of the church.
- Conduct demographic study of Fremont and vicinity area to understand better the community God puts us within.
- Conduct church-wide (including members, guests and seekers) survey to encourage everyone to reflect on who he/she is individually and who we are as one church body in Christ.

We hope and pray that this report will help us to:

- understand our identity.
- understand our role and purpose in the community.
- prioritize church resources and ministries.
- find a compatible senior pastor.

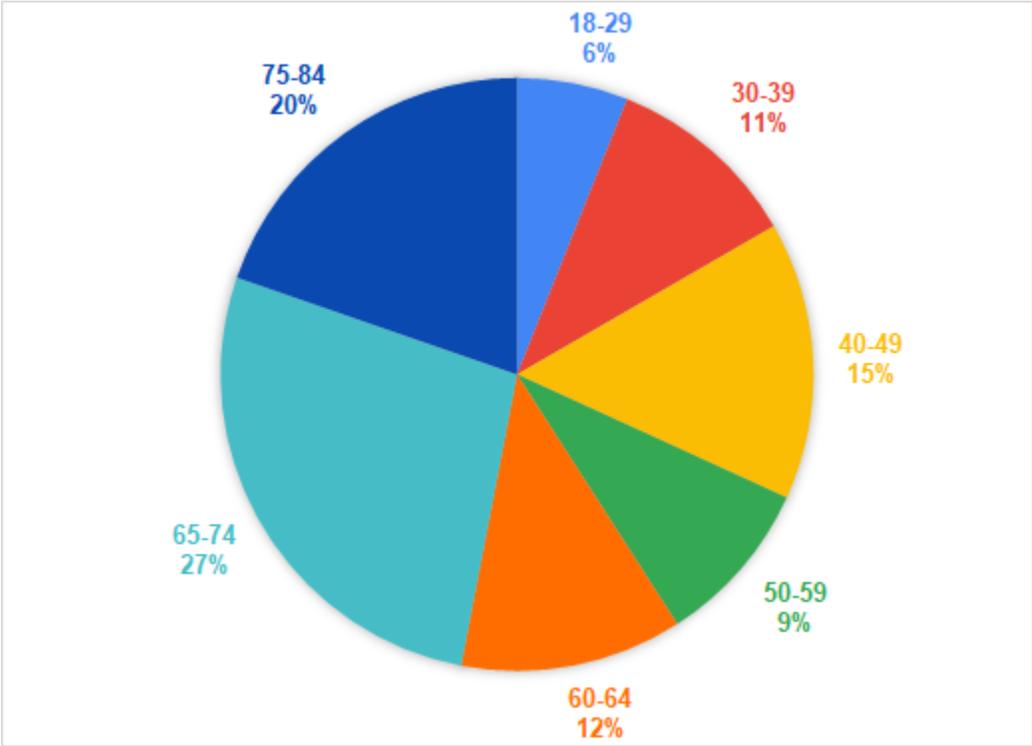
## CURRENT STATE OF THE CONGREGATION

### Analysis of Membership

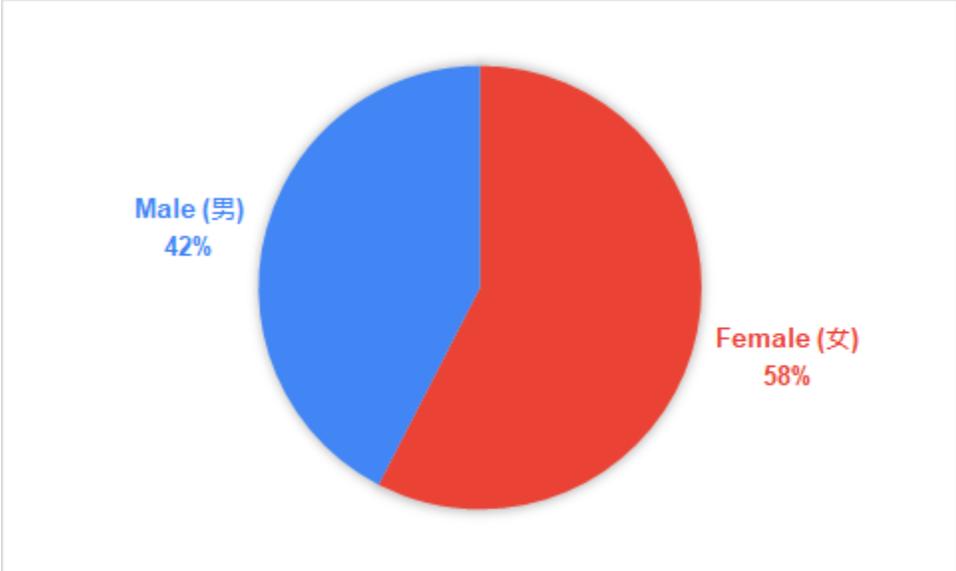
We conduct an anonymous survey to members, guests and seekers to better understand those who come to IPCF to worship and/or attend other activities. There are 66 respondents (for reference, IPCF has 103 active members, average Sunday worship attendance in 2019 is 123). Here are some of the basic stats among the respondents:

- 92% are baptized.
- 88% are IPCF members.
- 47% are 65 years or older. 59% are 60 or older.
- 91% are born in Taiwan.
- 56% have Mandarin as their first language. 38% have Taiwanese as their first language. 6% have English as their first language.
- 71% live in the tri-city area (56% live in Fremont, 9% Union City, 6% Newark).
- 42% are retired, 32% work full-time, 11% are homemakers, 9% work part-time.

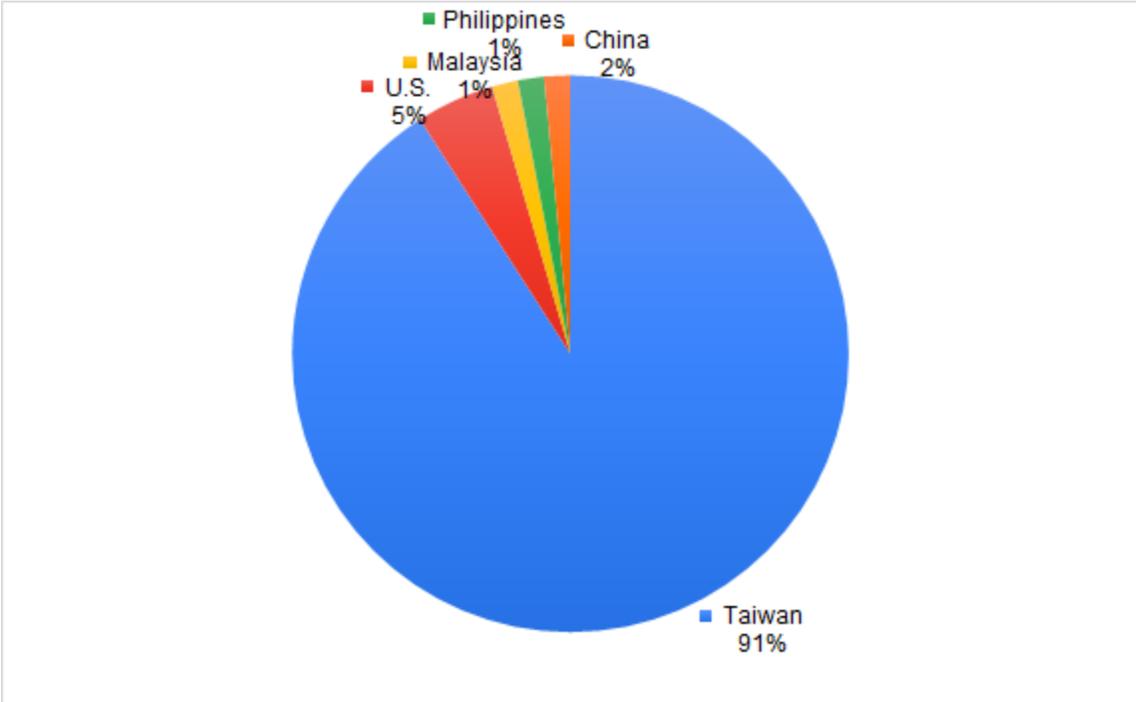
# Age Distribution



# Gender



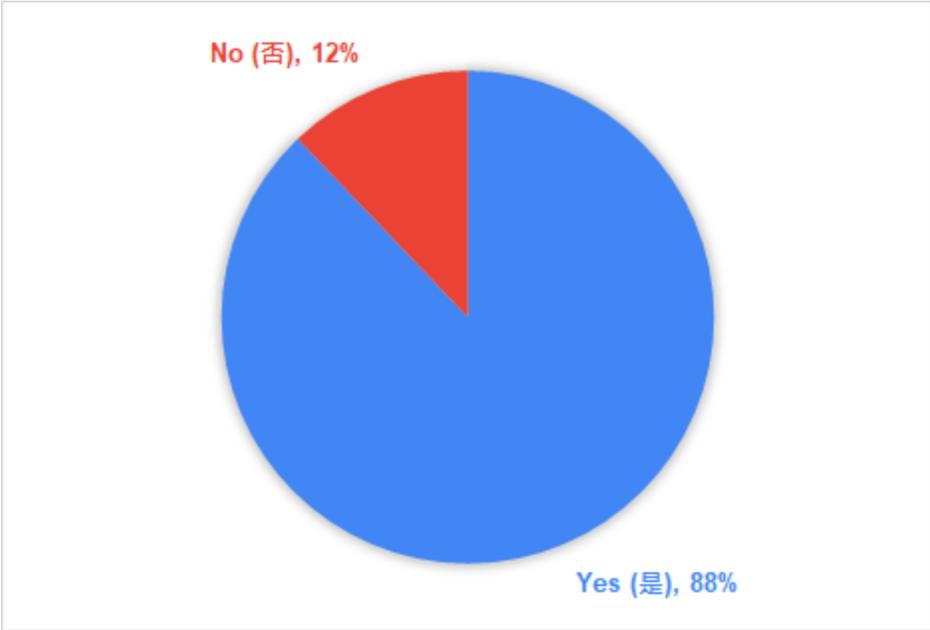
### Country of Birth



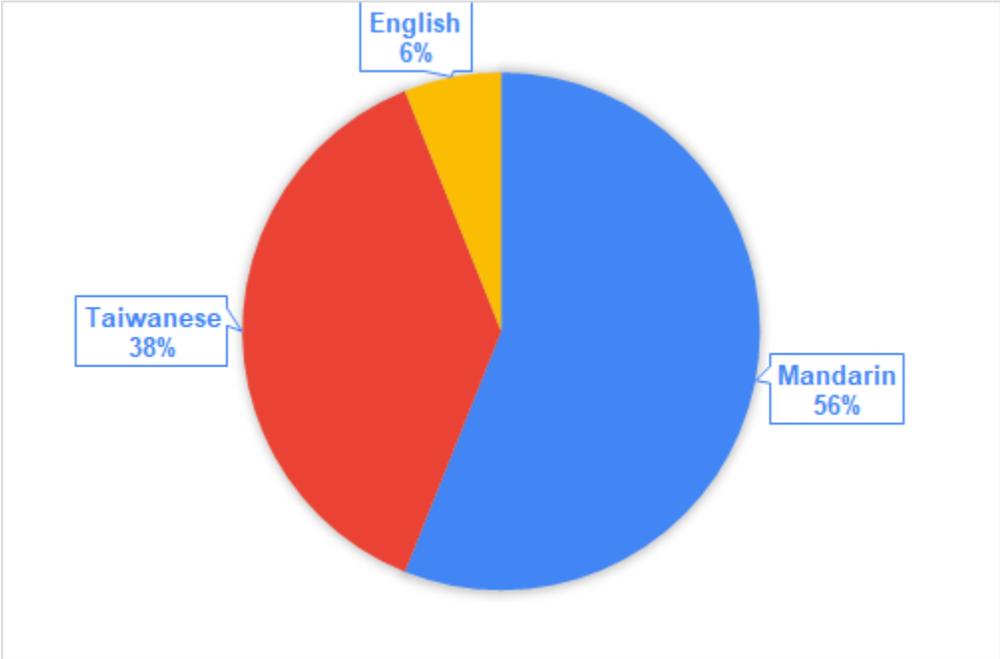
### Baptized



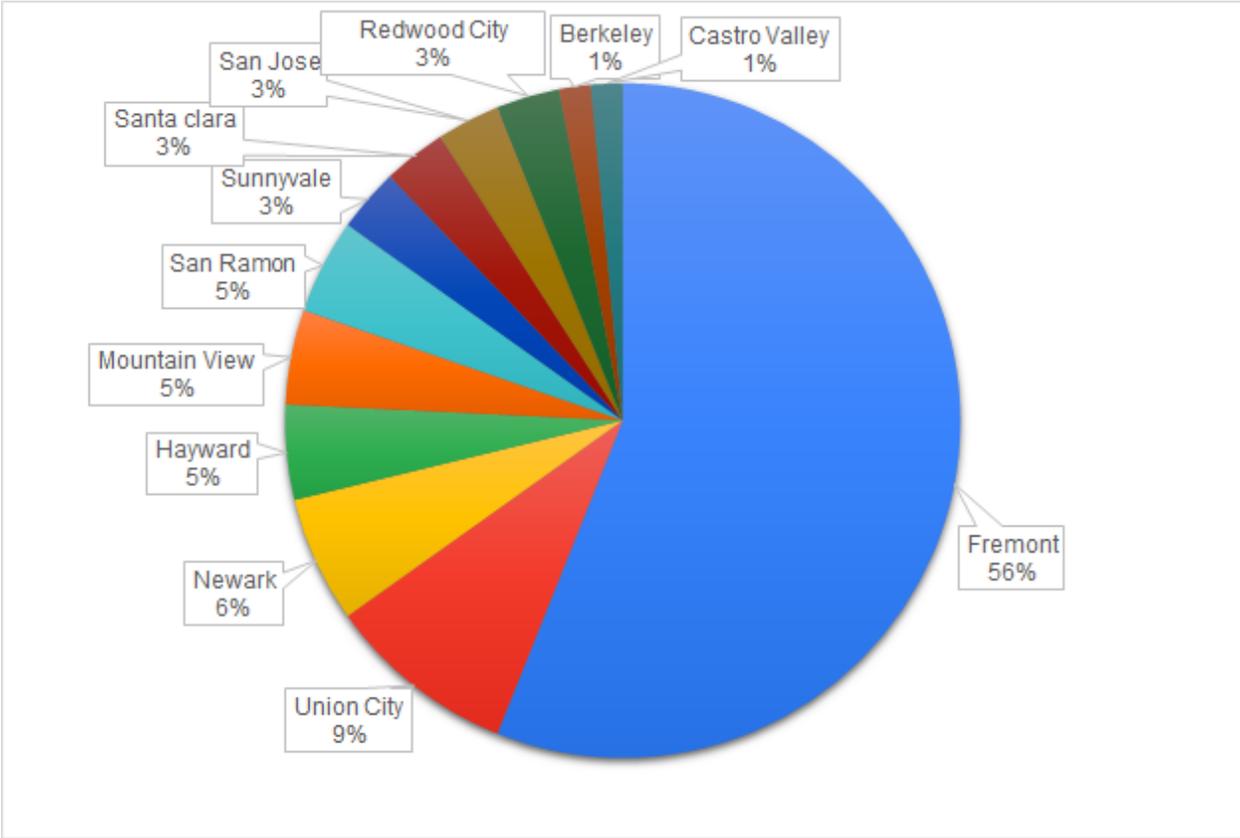
**Member of IPCF**



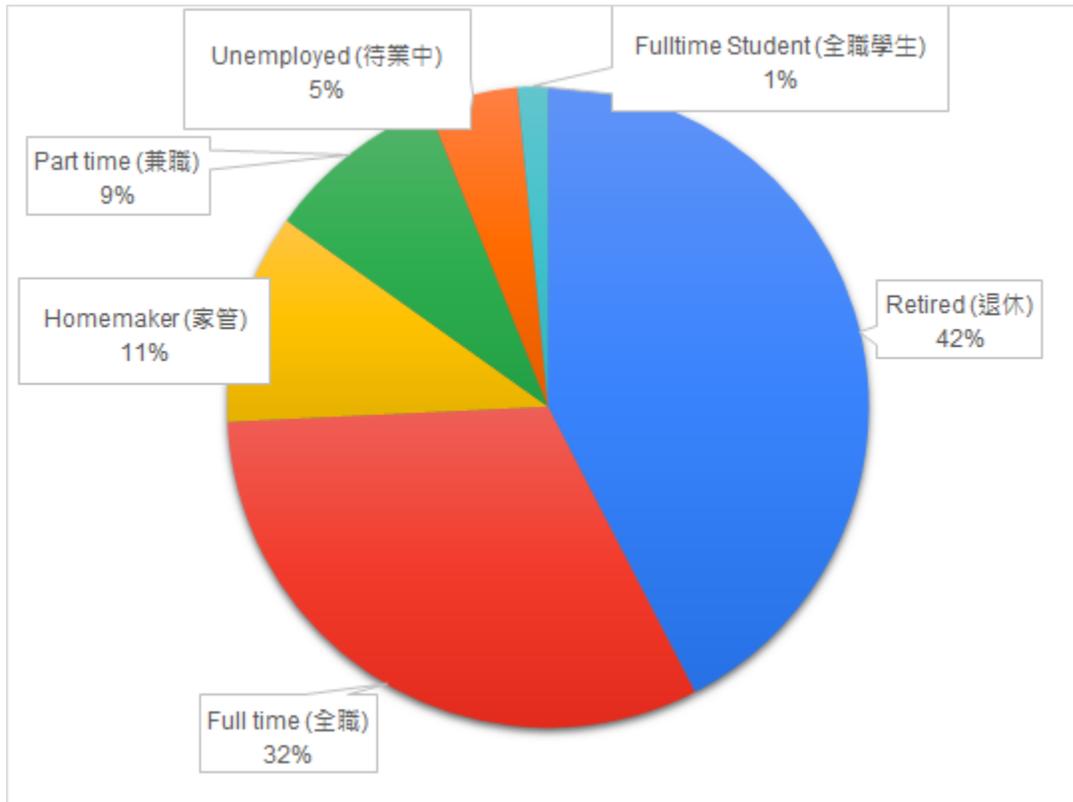
**First Language**



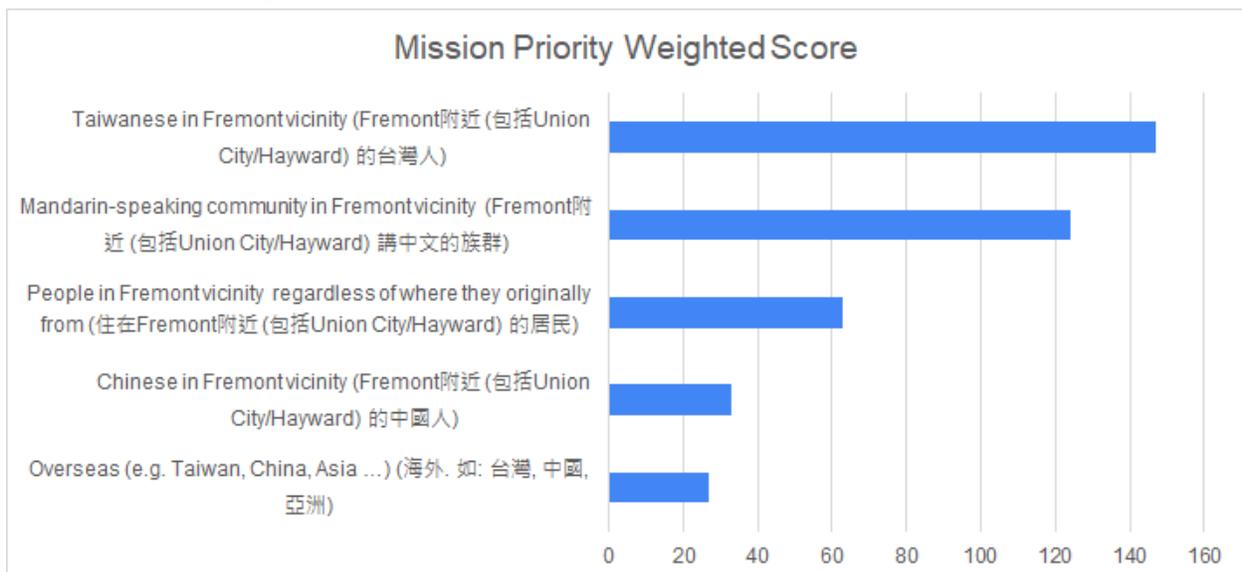
# City of Residency



## Employment Status



## Mission Priority



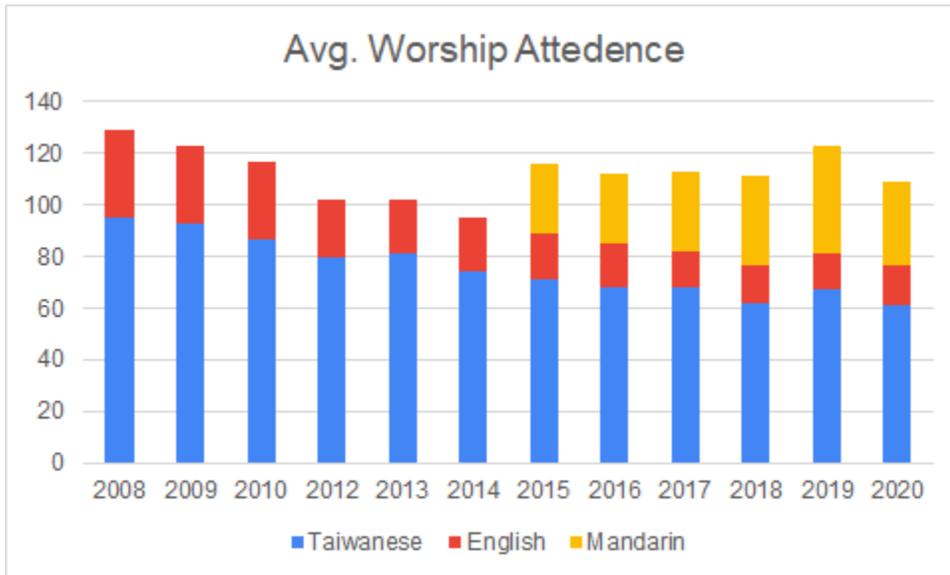
In the survey, the respondents are to choose their top 3 priorities to spread the gospel. We give the first priority 3 points, second 2 points and third 1 point, then tally all the points and rank them. The result shows that the respondents believe our mission focus is the residents in the Fremont vicinity, with emphasis on Taiwanese and mandarin-

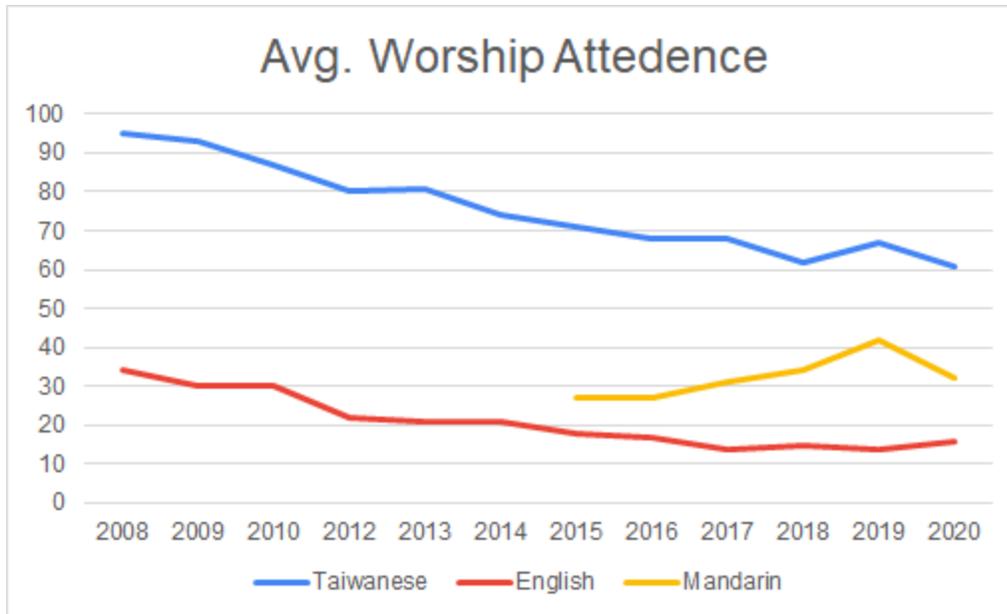
speakers. This is expected given most of the respondents have strong cultural ties to Taiwan.

### Worship Service Attendance

The average attendances of Sunday worship for Taiwanese Service, English Service and Mandarin Service are listed below for past 12 years (year 2020 ended at 3/15)

	2008	2009	2010	2012	2013	2014	2015	2016	2017	2018	2019	2020
Taiwanese	95	93	87	80	81	74	71	68	68	62	67	61
English	34	30	30	22	21	21	18	17	14	15	14	16
Mandarin							27	27	31	34	42	32





### Analysis of Community Demographics

The congregants of IPCF located in Fremont and its neighboring cities (Union City, Milpitas, Newark and Hayward) within 12 miles radius of IPCF consist mainly of Taiwan-born American who speak Taiwanese and Mandarin, and few of the American-born Taiwanese Americans.

The percentage of Asian populations in Fremont, Union City and Milpitas are more than 50% from 2010 to 2019. Among the above 5 communities, Fremont has the highest population, and the increased populations from 2010 to 2019 was 26088. Fremont had the 3rd highest percentage of Asian alone within the USA in 2010.

Among the Asian category for the past decade, Asian Indian has the highest population in Fremont and Milpitas (2018 only), while Filipino has the highest population in Newark, Union City, Milpitas (except 2018) and Hayward. The second highest population is Chinese in Fremont, Newark (2014 and 2018 only) and Hayward; for Asian Indian in Newark (2019 and 2010 only), Union City and Milpitas (2018 only); for Vietnamese in Milpitas (except 2018).

The population and percentages of Taiwanese in Fremont are (3472, 1.62%), (4061, 1.78%), (5155, 2.17%) and (6412, 2.67%) for 2010, 2014, 2018 and 2019, respectively. The increased Taiwanese populations in Fremont were 589, 1094 and 1257 for 2014, 2018 and 2019, respectively. While the Taiwanese populations decreased for Union City in 2018 and for Newark and Hayward in 2019.

The population and percentages of Chinese in Fremont are (34646, 16.1%), (41499, 18.1%), (39622, 16.7%) and (39126, 16.3%) for 2010, 2014, 2018 and 2019, respectively. The Chinese population increased 6853 for 2014, but decreased 1877 and 496 for 2018 and 2019, respectively. The Chinese populations in the other 4 cities we studied also decreased in 2019. Among the 5 cities we studied, Fremont maintains the highest population of both the Taiwanese and Chinese among the five cities, and Milpitas is the second one for the past decade.

Among the races of Asian, Black, Hispanic, White and Pac Island & US Islander, Asian has the highest population in Fremont, Union City and Milpitas for the past decade. Hispanic have the highest population in Newark and Hayward for the past decade. The second highest residents are the White in Fremont and Newark (2010 only); the Hispanic in Union City and Milpitas; Asian in Hayward and Newark (2019 only) for the past decade. For 2019, the sum of Taiwanese and Chinese was the 2nd highest racial/ethnic population for Milpitas; the 3rd one for Fremont; the 4<sup>th</sup> one for Union City, Hayward and Newark.

More than 54.5% of the occupied houses with prices higher than one million dollars are located in Fremont, Milpitas Newark and Union City. Most of young couple or single aging between 30- 40 are most likely to choose the affordable house in Hayward to live.

The general trend of negative migration showed for those residents's age ranging 30 to 40 years old in Fremont and its neighbors, except the Hayward where the most house prices were not so high that the house price was affordable for most young people. The residents in the 5 communities have been always increased from 2010 to 2024 for the range of age above 60, which would indicate a favorable effect on the growth of the Taiwanese congregants of IPCF at age 50 or above.

More than half of Fremont resident's educational levels are at least Bachelor degrees. The Fremont populations with advanced degrees from graduate or professional school increased from 21.43% in 2010 to 27.34% in 2024. The Asians in Fremont and Milpitas have the highest median household income \$164,035 and \$133,530, respectively, for year 2019.

The population of never married and widowed in Fremont increases, but the percentages of the population of married, divorced (except 2024) and separated decrease as time goes by. 54% of Fremont worker's travel times are between 15 and 45 minutes.

The populations of age above 60 years old in Fremont were 31817 and 48764 for 2010, 2019, respectively, and the predicted number is 58121 for 2024. More than a decade, IPCF has provided the rooms, facilities and utilities for Taiwanese Evergreen Academy of Northern California—an academy offers courses of health care, disease prevention, computer, cell phone, languages (English, Spanish, and Japanese), law, physical exercise, sing, dance and painting for senior citizen above 55 residing in the five cities we studied. Pastor Wu and other IPCF church members voluntarily served as teacher, principal, board of directors, treasurer and chair person since 2008.

The detailed Asian American populations versus ethnicity/race and age are shown in appendix A and B, respectively.

### [Analysis of Church Programs](#)

Below are church programs in the past 5 years:

#### **Sunday School**

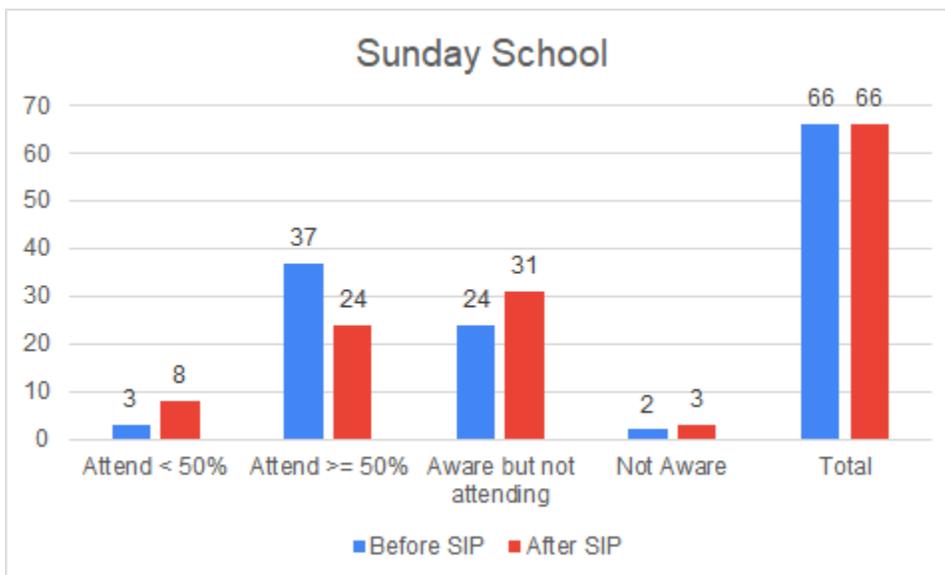
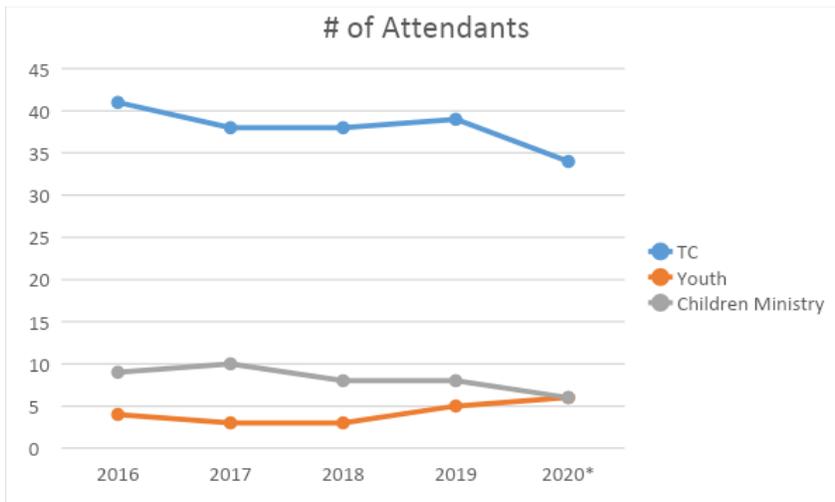
Adult Sunday School has been a long time program and is coordinated by the IPCF Education Ministry. Adult Sunday school took place Monday morning after Taiwanese Service. Due to schedule conflict, MW

congregation was not able to attend Sunday school prior to the COVID-19 pandemic. In the first quarter of 2020, virtual adult Sunday School was launched and the attendants were primarily MW congregation. Traditional Sunday school was offered in the teacher-student setting whereas the new virtual Sunday school is in the dialog/discussion format. There are currently two classes with attendants from both TC/MW. According to the survey result, the number of attendants are less after SIP (Shelter-in-Place) as some of the members prefer in-person meetings.

## Children ministry

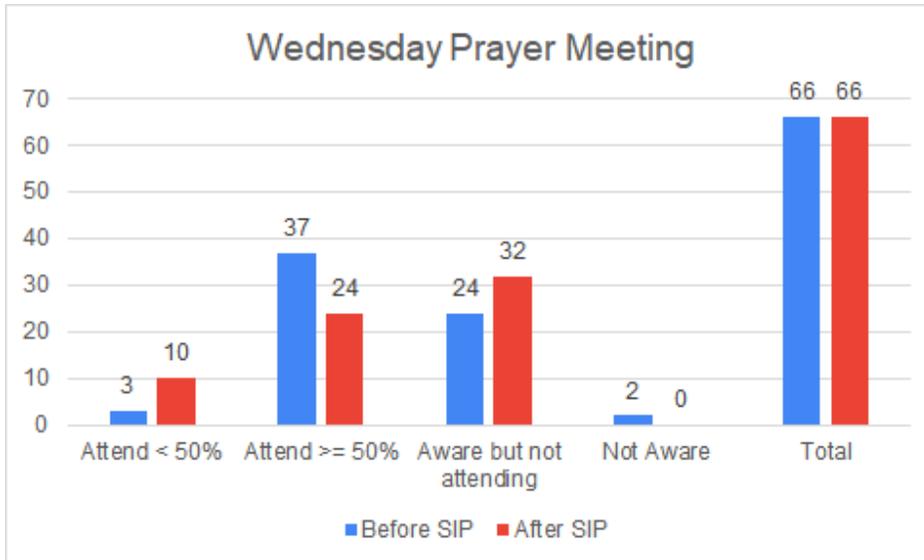
Children ministry is to teach children knowing Jesus Christ and entering His Kingdom. Children ministry includes Children Sunday school and Children Worship.

\*Due to COVID-19, attendance record for 2020 is only until March



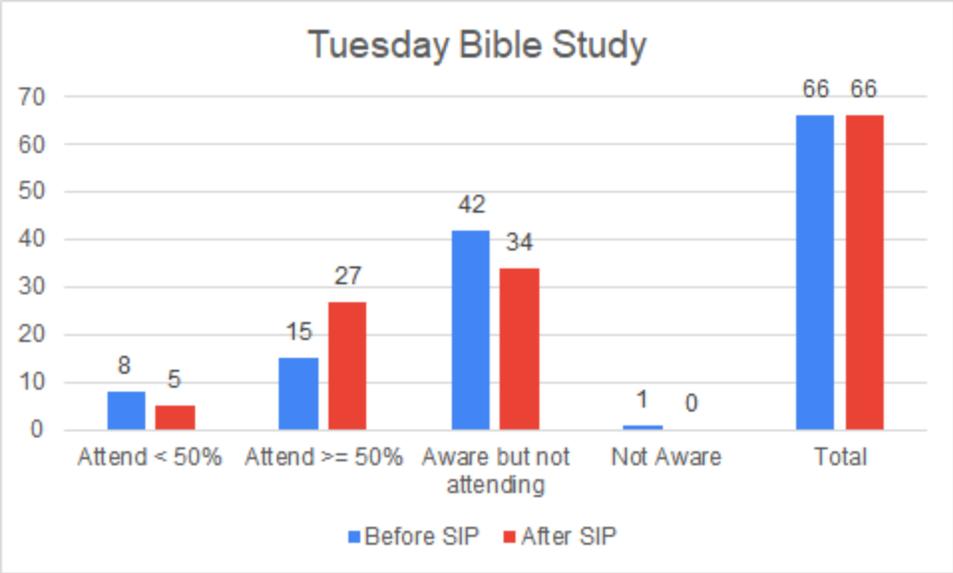
## Wednesday and Sunday morning Prayer Meeting

Prayer meetings were conducted by Rev. Wu on Wednesdays and Sunday morning until his departure. Most of the prayer meeting attendants were deacons, elders, and elderly church members prior to SIP and the number of attendance has been low in the past five years. Since SIP, Sunday prayer meeting has been temporarily suspended and Wednesday Prayer meeting now meets virtually which more brothers and sisters are able pray wholeheartedly together.



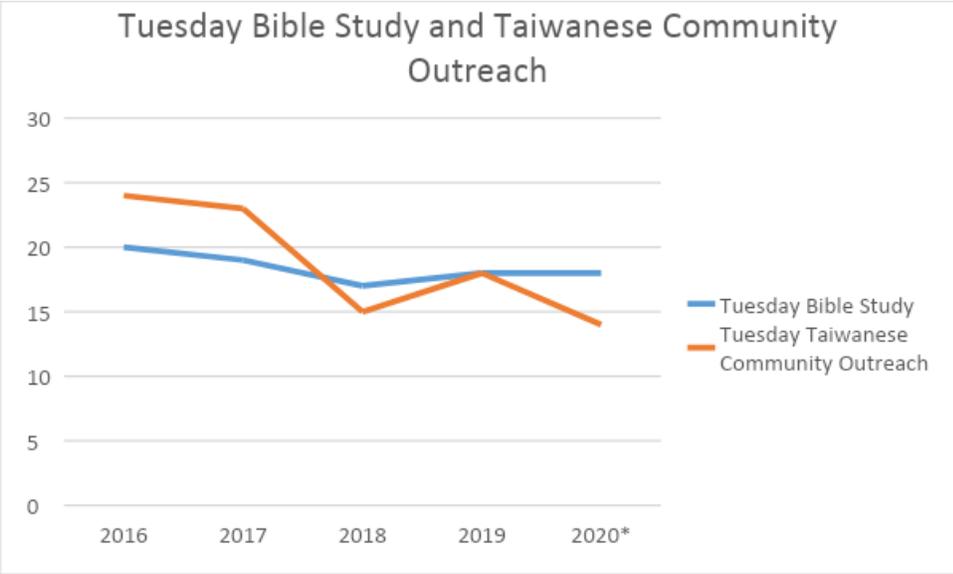
## Tuesday Bible Study

Tuesday Bible Study class started since Rev Wu became the senior Pastor of IPCF and is still an active program. It takes place every Tuesday morning at church and was taught by Rev Wu except for the last Tuesday of every month which is led by church members. Attendance ranges from 18 to 20 people in the last 5 years. Most attendants are elderly church members. Tuesday bible study now is online due to COVID and the number of attendants actually increased compared to pre-SIP.



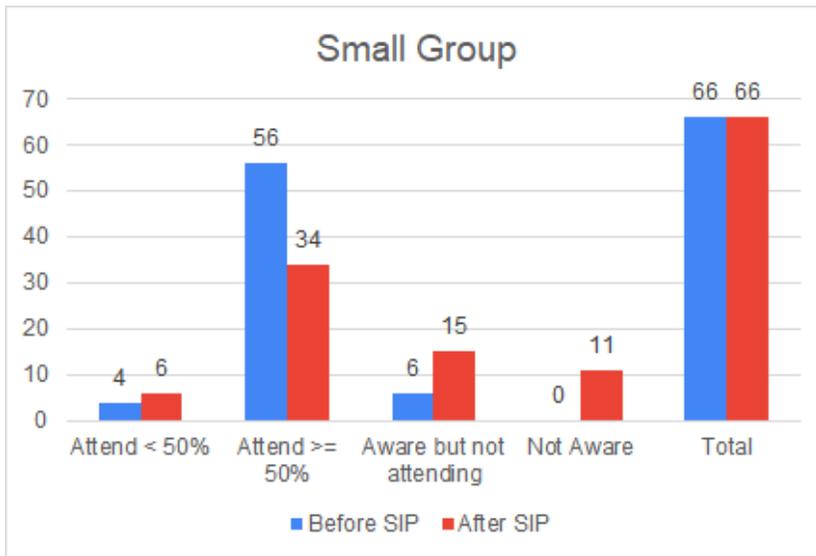
### Taiwanese Community Outreach

Tuesday bible study was followed by Taiwanese Community Outreach. The goal of this community outreach is to spread the good news of God’s Kingdom and become followers of Jesus Christ. Some of the activities of this outreach includes karaoke and guest speakers. Lunch is provided. Most of the attendants are non-church members. This outreach program is currently suspended due to SIP.



## Small Groups

Small groups is the newest church program which started October 2015. TC and MW congregation was divided into 7 small groups according to geographic locations. Currently, there are a total 8 groups including one for English congregation. Each group is led by either a Deacon or an Elder. The purpose is to encourage everyone to participate in a fellowship and belongs to a small group for sharing, caring, praying, and learning God's words together. Small groups meet every other week at group member's homes prior to SIP. Discussion topics are from previous week's sermon and questions posted by Rev. Wu based on the sermon. Each group rotates for Sunday lunch clean-up and also participates in annual church cleaning. Some groups have transferred the meeting online while some have stopped meeting due to SIP.



## Forever21 Fellowship

Forever21 was established in 2005 and is still going strong. Attendants of this fellowship are mandarin speaking young adults. Forever21 meets every other Friday night for Bible study, sharing, caring and prayers. Through this fellowship, young adults are able to connect both inside and outside of church and become stronger in Christ together.

## Evergreen Fellowship

Main participants of Evergreen fellowship are elderly members who speak Taiwanese. Evergreen fellowship meets once a month with guest speakers. Topics include bible sharing, healthy related topics. Evergreen fellowship is currently suspended due to Covid.

## **Special Church Programs**

### **Church Retreat**

IPCF held annual church retreat at Santa Cruz Mountain. Annual church retreat took place at the same location every year and the schedule was pretty exhausting. Congregation gradually lost interest in participation. It was decided to pause the whole church retreat for several years. In 2018, MW had a smaller size retreat with guest speaker, Pastor Chen (陳正榮). Several TC members also participated and had positive feedback. It was then decided in 2019, IPCF would resume a whole church retreat at Redwood Christian Park with guest speaker, Pastor Tsai (蔡茂堂) from Taiwan. Through this retreat, the whole church (EC/TC/MW) was able to reconnect and learn together rather than three different congregations.

### **Berkeley Street Meal**

IPCF has been a long time supportive member of the Street Meal Ministry at First Presbyterian Church of Berkeley. Twice a year, we support their street meal ministry by cooking, serving, cleaning, and connecting with those are in need.

### **Thanksgiving Street Meal at Centerville Presbyterian Church (CPC)**

IPCF also supports Thanksgiving Street Meal Service at CPC hosted by Taiwanese Chamber of Commerce SFBA. Through serving, cleaning, and music performance, we are able to serve less-privileged local communities.

### **Evergreen Academy**

Evergreen Academy is not officially one of the IPCF programs; however, it is heavily supported by IPCF. Elderly Asian people meet at IPFC on Saturday morning taking different classes such as painting, computer, Japanese learning, dancing etc. IPCF supports Evergreen Academy by providing our facility for their usage and also academic and administration support. The goal is to bridge the church to better engage and influence the local community.

## Analysis of Finances

This table shows the finance summary of the past 5 years, with highlights on pastoral payroll and outreach.

	2016	2017	2018	2019	2020
<b>Total Operating Income</b>	\$ 273,888.96	\$ 274,245.48	\$ 292,616.52	\$ 311,089.54	\$ 218,016.76
<b>Total Operating Expense</b>	\$ 227,365.95	\$ 206,076.90	\$ 203,422.75	\$ 223,834.52	\$ 222,674.34
<b>Pastoral Payroll Expense</b>	\$ 150,045.00	\$ 107,247.88	\$ 107,739.96	\$ 117,284.33	\$ 118,092.00
<b>Pastoral Payroll Percentage</b>	<b>65.99%</b>	<b>52.04%</b>	<b>52.96%</b>	<b>52.40%</b>	<b>53.03%</b>
<b>Outreach &amp; Missions Expense</b>	\$ 5,848.22	\$ 8,153.00	\$ 4,102.07	\$ 7,624.67	\$ 9,600.00
<b>Outreach &amp; Missions Percentage</b>	<b>2.57%</b>	<b>3.96%</b>	<b>2.02%</b>	<b>3.41%</b>	<b>4.31%</b>
<b>Year-end Cash Balance</b>	\$ 107,022.99	\$ 131,663.46	\$ 194,772.95	\$ 195,350.45	\$ 190,864.20

\* Total Operating Expense does not include payments made for paying off principal of loans. IPCF currently does not have outstanding loans.

\* 2016 has two pastoral employees on the payroll: Senior pastor & English ministry director.



U.S. Census Median household income (in 2019 dollars), 2015-2019

Newark	Union City	Fremont
\$116,856	\$114,681	\$133,354

Looking back at the median household income and pastor compensation figures, it is a shocking realization that Rev. Wu has been compensated below the median household income.

## MAJOR CHALLENGES

### Decreasing Attendance

According to the member survey, the respondents identify our mission priority is Fremont and its vicinity area, where the highest ranked is “Taiwanese in Fremont vicinity”, followed by “Mandarin-speaking community in Fremont vicinity”, and then “People in Fremont vicinity regardless of where they originally from” (See [Mission Priority](#)). The [worship attendance data of the past decade](#) shows that Taiwanese worship attendance has dropped from 95 in 2008 to 67 in 2019. Meanwhile, the Mandarin worship started in 2014 has increased from 31 to 42. Nevertheless, the Taiwanese population in Fremont alone has increased more than 50%, from 4,061 in 2014 to 6,412 in 2019. It is clear that we are not doing a good job in spreading the gospel even to the group of people we are most closely attached to.

Our English worship attendance also shrank from 34 in 2008 to 14 in 2019, primarily due to the youth having grown up to adulthood and moving out of Fremont, and at the same time we weren't able to invite more young to our church.

### Aging Membership

Among the survey respondents, 47% are 65 years or older. 59% are 60 or older. People younger than 40 only account for 17%. And as a matter of fact, many senior members did not respond to the survey. So in reality the percentage of seniors is well above 60%.

### Minimum Outreach Effort

In the past 5 years, the spending on mission and outreach accounts for only 2%-5% of annual expenses. The outreach activities are disjoint and disconnected with low participation.

### Coworker Burnout

Most of the routine operations are handled by a few people. A lot of times, one person needs to juggle among singspiration, children worship, choir and other tasks.

Coworkers are spread out thin just to make all the basic ends meet. Every year the nomination committee has difficulties to obtain acceptance from nominees.

### Multi-lingual, Cross-culture Pastor

We have been extremely blessed by having Rev. Wu who can preach in 3 languages fluently, and has a good understanding of Taiwanese and American cultures. We also need to acknowledge that it is very difficult to have another equally talented pastor.

## SUGGESTIONS OF FUTURE DIRECTIONS

### Repent

Originally, the founders started the church as Immanuel Taiwanese Presbyterian Church. About 20 years ago, the church removed *Taiwanese* and changed the name to Immanuel Presbyterian Church in Fremont, poised to be a more inclusive church. Unfortunately, changing the name did not result in the changing of mindset and behaviors. The Mandarin worship did not start until 2015. Even today, the general atmosphere is still Taiwanese focused. Non-Taiwanese often don't feel welcomed in

IPCF, as one of the survey respondents said, “Having no sense of belonging to the church except for the small group. Being a non-Taiwanese is difficult to be included.” It is nature and understandable that we all feel connected to our birthplace culturally and emotionally. However, we should not let the connection become an obstacle to spread the gospel. Our savior Jesus didn’t come to save only the Jews. We should not be so narrow-minded to think that we only welcome Taiwanese to IPCF.

#### Revive

“I know your deeds, that you are neither cold nor hot.” as Revelation 3:15 describes the church in Laodicea, is also the situation for IPCF. Our outreach activities are not enough. Our mission spending is barely perceptible. By God’s grace, under Rev. Wu’s pastoring, with the establishment of the Mandarin worship service, we see signs of revival. We pray that God continues his work to revive the whole church, including English and Taiwanese worship services.

#### Rebuild

Last but not least, we need to build up the next generation to lead the church, and be respectful and obedient to them. We need to rebuild our English ministry, starting from the children ministry. Because our children today are the seeds of our future English ministry. Finally, we need to work with our future pastors to come up with cohesive and integrated church programs with laser focus and specific goals.

## **MISSION STUDY COMMITTEE MEMBERS**

Committee Chair

Daniel Huang

Congregation Representatives

CT Cheng

Ann Lee

Wen-Wei Jou

Morgan Tsai