## A Splendid Work 125 Dears



# FAMILY \& CHILDREN'S SERVICE Twin Cities, Minnesota 

We changed our name in 2010 to
The Family Partnership
Counseling Education Advocacy

# Family \& Children's Service 

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Family \& Children's Service is a founding member of the Alliance for Children and Families and the Child Welfare League of America; it is Rule 29 and Class B Home Health certitied.

Family \& Children's Service is a founding and active member of the Greater Twin Cities United Way and is funded in part by Hennepin Country, State of Minnesota, local governments, and the generous contributions of foundations, corporations, organizations, and individual donors.
Family \& Children Service is an Affirmative Action/Equal Opportunity Employer, it is committed to providing equal access to its programs, facilities and employment without regard to race, religion, sexual orientation, notional origin, handicap, age, or veteran status.

## Acknowledgements

A Splendid Work tells a long story in a short form, something that could only have been done with the help of many people. First, I thank former Family \& Children's Service president Terrence Steeno, who commissioned this work, and with Molly Greenman and Mary Magnusson, agreed to be interviewed for it. Thanks also to members of the board and the staff of Family \& Children's Service for sharing their memories and stories. I offer a special note of thanks to Scott Hippert, vice president of communications, for shepherding the work from the first day to the last. His creative ideas, thoughtful suggestions, and gentle corrections helped to bring the project to its conclusion.

This brief history of Family \& Children's Service is based on letters, annual reports, documents, publications, and photographs researched in the office of Family \& Children's Service and the archives of the agency held in the Social Welfare History Archives at the University of Minnesota. I thank David Klaasen, archivist of the Social Welfare History Archives, for his personal assistance and for permitting me access to his notes and his own work dealing with the early history of Family \& Children's Service.

Secondary sources consulted: City of Lakes: An Illustrated History of Minneapolis, by Joseph Stepanovich; "Echoes of the Jazz Age," by F. Scott Fitzgerald, in Scribner's Magazine, November, 1931; The Falls of St. Anthony: The Waterfall that Built Minneapolis, by Lucille Kane; The History of the Family \& Children's Service of Minneapolis, by Edward F. Ebert; Lost Twin Cities, by Larry Millett; Northern Lights: The Story of Minnesota's Past, by Rhoda P. Gilman, Poor Women and Their Families: Hardworking Charity Cases, 1900-1930, by Beverly Stadum; Twin Cities: A Pictorial History of Saint Paul and Minneapolis, by Lucille Kane and Alan Ominsky. The Star Tribune, under its many different names, was a rich source for the history of both Minneapolis and Family \& Children's Service as they were reported in the daily press. All photos are credited and used with permission.

Notes: p. 2 "Minneapolis is agoing to be the coming city..." Gilman, p.146; p. 4 "That water must be stopped..." Kane, p. 71; p. 5 "Boys, let's plug that hole!" Kane, p. 72; p. 15 "Somebody had blundered..." Fitzgerald, in Scribner's Magazine, p. 464.

Celeste R. Raspanti, Ph. D. September, 2004

## THOMISON

Printing:

# A Splendid Work 

Family \& Children's Service 1878-2003

Uii<br>The Family Partnership<br>Counseling Education Advocacy<br>Formerly Family \& Children's Service<br>414 South 8th St | Minneapolis, MN 55404<br>Phone: 612.339.9101 | Fax: 612.339.9150<br>www.TheFamilyPartnership.org

# A Splendid Work: 125 Dears 

Family \& Children's Service 1878-2003

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- George A. Brackett, Founder


## Foreword

T
he stellar history of Family and Children's Service is a remarkable story of organizational leadership, courage, and innovation. Some of us will be surprised when we realize the deep roots of this organization in our community and the many ways that FCS has worked to help keep families strong for 125 years. The history of this organization and the range of services provided for diverse client families make this book delightful, informative, and humbling.

Those of us who study organizations, for the purpose of learning why certain organizations are successful, will find this history to be very exciting reading. What made it possible for Family \& Children's Service to be such an effective and highly respected provider of direct decentralized services for strengthening families and building communities? Why was this organization so effective in collaborating and working in partnership with such a wide variety of organizations including government, nonprofits, businesses, universities, and schools?

The reader will be able to put together a list of possible answers to these questions. I would definitely include these reasons: 1) the long succession of outstanding leadership at Family \& Children's Service, supported always by a cast of outstanding professionals and committed staff and volunteers; 2) an uncommon organizational ability to adapt to harsh external changes of all kinds-economic, political and social, while never losing sight of its core

Sike the organization itself, this books offers a valuable service to our community. 99
and new systems to meet needs of all kinds of clients and to resist status quo thinking in doing so; 4) a willingness by the board and professional leadership to transform and adapt the organization to keep it effective in performing its mission over so many years.

The effort to partner is a particularly impressive part of the history


Reatha Clark King of Family \& Children's Service. I am very impressed by this aim, which was expressed as early as 1885 , when it was said about one of the first predecessor organizations, Associated Charities, "Cooperation was the first of its general aims." This signaled that it would make its mark by working with other organizations. Therefore, the various mergers, collaborations and partnerships that have occurred through the years would have delighted the founders, and these events will not be a surprise to the readers of this 125 -year history. They have helped Family \& Children's Service to remain a clear voice in support of families and children, and an active agent for a strong quality of life in the community.

Over its remarkable history, Family \& Children's Service has embraced change; it has not avoided risk. It is a wonderful profile in organizational courage. Each decade has seen the creation of cutting edge programs to suit family and community needs of that era. The organization has dealt boldly with the recessions, peaks and valleys of economic changes, government budget cuts, weak government programs, poverty, changing public policies, post-war pressures and the demand for housing services. Family \& Children's Service has expanded several times to serve more families, including refugees and new immigrants. It has dealt with the small and large issues, including poverty, racism, and public policy.

Like the organization itself, this book offers a valuable service to our community. This is an inspiring story about organizational vision, change and success. In its own words, Family \& Children's Service has been "quiet too long." Fortunately, this significant 125 -year history is now available in order for all of us to recognize and spotlight the vital community contributions of this remarkable organization-Family \& Children's Service.

Reatha Clark King, Ph.D<br>Former President and Board Chair, General Mills Foundation

6or more than 125 years', Family \& Children's Service has served the most pressing needs of fanilies and children in the Twin Cities. Our service record indicates that we have provided help to well over one-million of our citizens. There is no question that this agency has adapted itself to serve the most critical needs of our citizenry during Minnesota's coming of age in the late 19th century, through the wars, depressions, civil-rights movements, and immigrant influxes of the 20th Century; and during the economic uncertainties, family upheavals and diverse population changes of the 21st century.

I am pleased to present this history of Family \& Children's Service to the community as a living and continuing history of a human service organization that has always worked to improve the health and strength of Minnesota families. There is no better human service provider than the family itself. We are here to strengthen families - in all their various forms.

As you read this book, you will find that the history of Family \& Children's Service and the history of Minneapolis flow together, much like the Mississippi River that winds its way through our communities, connecting us and nurturing our basic needs. This text offers excellent examples of how this agency-working in collaboration with other community organizations, local and state governments, businesses, individuals, and families-played a broad

## 66 One thing we have learned in our 125 years is the value of interdependence: Together, we can make a difference! 99



Terry Steeno
and proactive role to shape the strong quality of life that continues to be a trademark of the Twin Cities.

Since 1878, Family \& Children's Service has been here for all families, providing direct help for children and families in times of crisis, helping to lift the poor to self-sufficiency, giving children opportunities in school and life, advocating for government policies that give all families and children greater opportunities for successful lives, and bringing people together to help strengthen their own lives and neighborhoods. One thing we have learned in our 125 years is the value of interdependence: Together, we can make a difference?

On behalf of the current board, staff, and families served by Family \& Children's Service, I want to thank all of the board members, volunteers, supporters, and staff who have made this agency a pillar of strength for the community for 125 years. As we move forward, we will continue to evolve but will never rest on our laurels - always reaching out to every child and family, especially the disadvantaged and disenfranchised. We recognize that when all families are strong, the entire community benefits. In the next chapter of our history, we will continue working diligently to build strong families, vital communities, and capable children.

Terrence J. Steeno
President and Chief Executive Officer
1986-2004

Past Board Presidents

| 1884-1885 | John Deloittre |
| :---: | :---: |
| 1885 | Oscar J. Giffith |
| 1886 | James T. Wyman |
| 1886-1888 | Reuben A. Torrey |
| 1888-1900 | George A. Brackett |
| 1900-1909 | Frank A. Mcley |
| 1909-1914 | Joseph R. Kingman |
| 1914-1927 | Sumner T. McKnight |
| 1927-1938 | Charles M. Cose |
| 1938-1944 | Lyndon M. King |
| 1945-1946 | Sumner T. McKnight |
| 1947-1948 | Corl W. Olson |
| 1949-1951 | Edword P. Wells |
| 1952-1953 | Phillip W. Pillsbury |
| 1954-1955 | Charles B. Howard |
| 1956-1958 | George L. Peterson |
| 1959-1960 | Charles T. Siverson |
| 1961 | Ray F.Archer |
| 1962-1964 | Horace VanValkenberg |
| 1965-1966 | Mrs. Arthur C. Regan |
| 1967 | Charles S. Bellows |
| 1967-1969 | Gordon Johnson |
| 1969-1971 | Orem Robbins |
| 1971-1973 | Fred C. Seely |
| 1973-1975 | Betty Beniomin |
| 1975-1977 | Robert Murray |
| 1977-1979 | William Dolon |
| 1979-1981 | Charles Brown |
| 1981-1983 | Chloe Ackman |
| 1983-1985 | George Hite |
| 1985-1987 | Rodney Jordon |
| 1987-1989 | Lucy Crosby Mitchell |
| 1989-1991 | Richord Teske |
| 1991-1993 | David Sonders |
| 1993-1995 | Belle Davenport |
| 1995-1997 | Patti Frisch |
| 1997-1999 | Jean Morrison |
| 1999-2001 | Mariorie Peterson |
| 2001-2003 | Peter Geisendorfer-Lindgren |
| 2003-present | John Moore |

## $1878-2003$ Family \& Children's Service

## .

 stream that began 125 years ago in the East. Fed by two strong 19th century currents-the Humane Movement and the Charity Organization Movement-that stream coursed across the country changing the social landscape in its wake. In Minneapolis, as in many cities, rapid industrialization and a burgeoning population created a large class of poor, homeless citizens, abandoned children, and even abused animals.City leaders were the first to see that no city could grow in the dark shadow of poverty. The initiative that founded many of the city's charitable agencies in the late 19th century was as much a practical solution to poverty and its consequences as it was a compassionate gesture to relieve the suffering of the poor.

Many of Minneapolis' founders were New Englanders, among the earliest settlers in the area. They came west bringing the social, economic and political culture of the east with them. These were Mill City citizens who built the city's industries, its trade and transportation, its grand buildings and great churches. These were the men and women who created a unique service agency for Minneapolis-an organization that would one day become Family \& Children's Service.

From their concerned impulse to protect children and animals, the organization developed. But not in a straight line. It wound its way through the 20th century like the Great River, flowing quietly, yet advancing steadily, changing its name but never its dedicated course. And like the Great River itself, Family \& Children's Service has given life, support, and hope to the people of Minneapolis.

## 1878-1884

## "Let us build on a broad foundation . . ."

## " 81

inneapolis is going to be the coming city of the Northwest." By 1878 Minneapolis was a "coming city", living up to the prediction of an early New England migrant, Albert Onion. With the merger of St. Anthony Falls and Minneapolis in 1872, the city thrived. Though a little rough at the edges, it was not without its refinements. It had the Pence Opera House, the Minneapolis Academy of Music, and the impressive Nicollet House Hotel. It had a centralized school system and a university more than a quarter of a century old. And most importantly, it had what was the source of its energy and growth, St. Anthony Falls.

Minneapolis survived the flood of 1869 and the 1878 explosion and fire of Washburn A, the city's largest mill. Eighteen lives were lost that May day and one third of the milling capacity of the city destroyed, but that did not deter mill owners, who rebuilt almost immediately. Tested in flood and fire, the city endured and would continue to grow. And it would meet new challenges - urbanization and its inevitable consequence, poverty. Its civic leaders and businessmen would see to that.

Family of Children's Service History

> Minnesota Society for the Prevention of Cruelty to Animals formed

Washburn A Mill explosion

Moral and Humane Education Society formed

Associated Charities founded

Tunnel under St. Anthony Falls collapses and floods city

1879
Pillsbury Mill opens, Minneapolis Tribune published, Society of Fine Arts founded


Acodemy of Music, 1874, MHS


Nicollet House, 1865 , MHS


Pence Opera House, 1870, MHS

On February 6, 1878, Minneapolis entered the stream of the national humanitarian movement when a group of prominent businessmen formed the Minneapolis Branch of the Society for the Prevention of Cruelty to Animals. Its initial purpose was to stop the mistreatment of animals, but it soon extended its mission to help vulnerable children who, at that time, were afforded less protection than animals. Soon after, with its mission expanded to include children, the society merged with an active volunteer women's organization, the Moral and Humane Education Society.

This agency joined existing private organizations, church-related charities, and the Citizens Relief Association to dispense food and shelter to the poor. But these efforts, though well-intentioned and lively, created a system that foundered in waste and duplication of services. Something had to be done, and George Augustus Brackett would do it.

## 1885-1899

## "... a great popular association . .."

## W

 Avenue North in Minneapolis on December 16, 1884, he faced a cold wind and a ride through 14 inches of new snow. It's likely his mind was not on the weather as he rode alone from his home on 5th Street. He was a man with an idea, and it was time for that idea to take shape.He had called a meeting of 37 like-minded individuals, men and women representing 16 organizations in Minneapolis that he knew would support a proposal that was, in his mind, long overdue. The roster of invited members was impressive; it included some of the most influential people in the growing mill city, among them George A. Pillsbury, John DeLaittre, J. T. Wells, and Charles Loring.

They would listen to Brackett, former mayor and president of the Minneapolis Stock Yards. They had never forgotten Brackett's heroism as the leader of the Minneapolis volunteer firemen in 1869. It was Brackett who arrived first at St. Anthony Falls when the river broke through the limestone cover of the falls, flooding the center of the city. And it was Brackett, they said, who threw off his impeccably tailored suit jacket, rolled up his sleeves and shouted, "That water must be stopped!" Then he ran

Family \& Children's Service History

| Associated Charities (AC) <br> establish Free Employment Bureau | AC incorporates | AC sets up four district <br> conferences | AC serves victims of fire |
| :--- | :--- | :--- | :--- |
| 1888 | 1890 | 1891 | 1893 |
| Minneapolis Public Library <br> opens, streetcars run | University Avenue streetcar runs <br> to St. Paul, census wars begin | Republican National Convention <br> held in Minneapolis | Fire destroys 23 blocks and 150 <br> buildings, 1500 people homeless |



George Augustus Brackett, 1886, MHS


Minneapolis Firefighters, 1886, MHS
through the gaping, stunned crowd and stirred them to action. "Boys," he said, "let's plug that hole!"

The founding of Associated Charities in 1884 would do that. It would create, its founders believed, a city-wide, respectable organization for charitable giving-intelligent, efficient, organized. It would unite the forces of the city's many charitable agencies and eliminate waste and duplication.

For Brackett and his peers, the Charity Organization Society movement, originated in the East, provided the inspiration and the model for Associated Charities of Minneapolis. They wholeheartedly supported the Charity Organization Society's beliefs that poverty was curable, that it could be eliminated, and more than that, that it could be prevented.

To do this, they said, "Individual sentimentality must make way for enlightened sympathy and cooperative social effort." Enlightenment and cooperation. These were important elements in the organization of Associated Charities in 1884. Because most of the cooperating agencies were church affiliated, the founders added a clause to their 1885 constitution insuring that Associated Charities would be completely free from bias or the control of any religious or political affiliation. When Associated Charities was incorporated in 1889, this statement became a permanent aspect of the mission of Associated Charities and its future forms.

Cooperation was the first of its general aims. Working together, the many and diverse charitable agencies in the city would discover who really needed aid and would find societies and persons to take care of them. They would form a bureau of information, an early model of United Way's First Call for Help. They would work to diminish poverty through what

## Associated Charities: The Founding Organizations

Aid Society of the Church of the Redeemer

City Missionary Society
First Unitarian Society
Franklin Avenue Religious Association

Gethsemane Brotherhood
Hahnemann Society
Northwestern Hospital
Open Door Congregation
Plymouth Charity Kindergarten
Plymouth Congregational Church Working Band
St. Vincent de Poul Society
Sisterhood of Bethany
Tabitho Society
Thirteenth Avenue Methodist Episcopal Church

Women's Christion Association
Women's Exchange
they called "friendly sympathy and advice" that would help to develop thrift, independence, a sound work ethic, and "better modes of life." And when possible, they would find employment for the poor.

Within weeks of that first December meeting, the Friendly Inn was organized to provide food and shelter to unemployed men who were willing to work. Though this simple, practical way of putting men to work would last only two years, the agency's focus on employment remained. In 1888 Associated Charities set up the Free Employment Bureau.

The articles of incorporation of Associated Charities in 1889 repeated the founders' intention "to promote cooperation among all the charitable agencies of the city of Minneapolis." But the reality of life for children and the poor in Minneapolis would demand direct involvement of Associated Charities. In 1890 the Committee on Child Labor and Compulsory education was formed. Two years later, the newly organized Humane Society took on the committee's work for the protection of children. This action, the transfer of work from Associated Charities to independent agencies, became common in the history of the organization.

In 1891, four district conferences - north, south, east, west - were formed to deliver services wherever they were needed in the city. The districts were solidly in place by 1893 when Associated Charities was called to respond to two city crises. The first of these, the fire in east Minneapolis, left 165 families homeless. The second, a broader attack, was the Panic of 1893 that resulted in general economic depression and widespread unemployment.

By 1900 , in a city that had passed its early tests of flood and fire, Associated Charities rose to the challenge of its founders: to promote cooperation among city agencies and to provide services to the poor, the homeless, and the unemployed.

## Family ơ Children's Service History

$A C$ responds to economic depression with direct services to families
1894
Hinckley fire destroys 60,000 acres, 412 people die

AC adds its first visiting nurse; Committee on legislation and legal aid appointed
1902
1902 Dayton's opens at 7th and Nicollet

AC establishes anti-tuberculosis committee
1903
First concert of the Minneapolis Symphony Orchestra

## "Set Us Work Together. . . "

The founders of Associated Charities were firm in their efforts to eliminate waste and duplication of services. Family and Children's Service continues that effort. To serve its clients better, the agency works in partnership with other civic, government, nonprofit and faith-based organizations.


The Charity Switchboard operoted by Associated Charities in 1902 wos intended to create connections among Minneapolis charities thot would help to eliminote duplication of services. For 125 years Family \& Children's Service has remoined connected with locol and state social service orgonizations, cooperating with them to provide the best services to its clients.

## Wilbur Tatro He Walked for the Horses

When the Moral and Humane Education Society and the Minneapolis bronch of the Minnesota Society for the Prevention of Cruelty to Animals merged in 1891 to form the Minneapolis Humane Society, the agency hired Wilbur Tatro os it first full-time agent. Tatro was indefatigable, increasing his work with children to include cases involving the neglect and abuse of dependent women. He was just os diligent in his protection of onimals, toking up the cause of overworked and mistreated streetcar horses. Provoked by Tatro's criticism, the Minneapolis Streetcar Company withdrew his complimentary streetcar pass, hoping to put an end to his work. But an undaunted Tatro continued to speak for the horses - and wilingly walked miles to work every day thereaftier.

## 1900-1922 <br> ". . .our work is to invest in the great cause of uplifting humanity ..."

$t$ the turn of the century, Minneapolis had a population of 203,000. Even before the depression of 1893, it had a viable downtown area that was large enough to host the Republican Convention of 1892. The convention was held in the Minneapolis Exposition Building, one of many massive stone structures built during the architectural boom of the 1880s. A major player in the economic and architectural growth of that period, George Brackett, president of Associated Charities, was instrumental in drawing the national convention to the mill city.

Conventioneers came into a downtown with paved streets, electric streetcars, and hundreds of gas jets to light the night. The six telephone lines installed in the Exposition Building for the 1892 convention soon multiplied into other buildings, offices, warehouses, and homes.

Associated Charities readied itself for the 20th century with the purchase of its first typewriter, a single instrument that helped to move the organization toward its goal of efficiency with the speedy and accurate recording of client information.

Though the original goal of the organization had been the formation of a cooperative that would function as a clearinghouse for individual charity requests, Associated Charities never quite achieved that goal. Almost from

Family \&' Children's Service History


City of Minneapolis History


Nicollet Avenve ot 6 fh Street, 1900 MHS


Patient with TB token to hospital, 1905, MHS


Visting nuise tokes pulse, 1908, MHS
the very first, the agency found itself engaged in supplying direct services with a personal approach that would remain a hallmark of the organization throughout its history.

This approach early identified Associated Charities as a leader in social work, which was just developing as a profession on the national level. In 1900 Dr. Frank L. McVey, Professor of Economics at the university of Minnesota, was appointed secretary of the organization. He encouraged and facilitated the agency's association with the university. Later, General Secretary Eugene T. Lies offered a course that eventually became a training program in the Department of Sociology, now the School of Social Work at the University of Minnesota.

In 1902 Associated Charities added the first visiting nurse to its staff, an action that would be a model for other organizations and result in the formation of the Minnesota Visiting Nurse Association. In response to the anti-tuberculosis movement in the East and the threat of "the white plague" in the city, Associated Charities set up the Anti-tuberculosis Committee in 1903. Three years later it helped to organize the Minnesota State Association for the Prevention and Relief of Tuberculosis, the forerunner of the present Minnesota Public Health Association.

In keeping with its broader goal, "to prevent poverty," the organization formed the Committee on Legislation and Legal Aid. An early success for its advocacy was the creation of the juvenile court system and the Juvenile Protection League. In 1906, Associated Charities provided funds to hire the first policewoman in Minneapolis, a "streetmother" to protect children on the city's streets.

The Juvenile Protection League and the Minneapolis Humane Society hired the first probation officers and opened a home and school for juvenile offenders. In 1917 these two organizations merged to form the Children's Protective Society, which later merged with the Family Welfare Association, the 1922 incarnation of Associated Charities.

The public-health and social-service work of Associated Charities during the first decade of the 20th century prepared the agency to meet national needs when the United States entered World War I. An institutional member of the American Red Cross, the agency released General Secretary Frank Bruno to serve as director of civilian relief in the Northern Division of the American Red Cross.

Staff were released to train the hundreds of volunteers needed for warrelated service. They already had years of experience working with the first legion of agency volunteers, the wives and daughters of the founders, women in religious agencies. But World War I demanded a new kind of service and a new kind of volunteer,

Working with the Red Cross, the staff of Associated Charities established training programs, assigned responsibilities, and set demanding standards of discipline for volunteers. They were trained as interviewers, friendly visitors, case readers, clerical workers, and what the records called "motor drivers." The war changed the corps of volunteers and prepared them to take on the essential work of the organization as directors on the board and members of district committees.

As representatives of the districts, volunteers were the backbone of the district conference system. Their direct knowledge of people and businesses in each community helped the staff to plan for and to serve the real and pressing needs of each district. By the second decade of the 20th century, the tradition of informed and dedicated volunteer service was firmly established in

Anti-tuberculosis Committee and Visiting Nurse Department establish first Open Air School; Committee on Infant Welfare organized

Legal Aid Society formed

Juvenile Protection League and Humane Society merge to form Children's Protective Society
1917

Federal Reserve District established in Minneapols

United Way formed

City of Minneapolis History


Red Cross Poster, 1914-1918, MHS


Children at Humone Society office, 1924, MHS
the districts and beyond. In 1918, the agency responded to the emergency needs of northern Minnesota communities devastated by forest fires.

The post-war era brought change to Associated Charities. It had established itself early in its history as the primary promoter of cooperation among charitable organizations in the city. But experience reshaped and expanded the goal to meet immediate and individual needs of local, state, and national emergencies.

Other changes were on the horizon for Associated Charities as the profession of social work developed. The concept of social agencies as providers of food, shelter, and health care to individuals was moving toward a broader definition of the term that focused on the family casework approach to social service. The trend was ultimately to be reflected in the agency when it changed its name from Associated Charities to the Family Welfare Association in 1922.

## Family \& Children's Service History

Caseworkers help victims of forest fires; AC engages first psychiatric social worker

Children's Protective Society establishes Big Brothers department Family Welfare Association

## 1923-1945

"...to study the great problems that confront us . .."

y 1923, Minneapolis, like the rest of the nation, had turned from the dark shadows of war into the light of what was called the Jazz Age and the Roaring Twenties. What they faced was a growing population and an economy that held the promise of good times all around. When the University of Minnesota opened radio station WLB in 1922, the Twin Cities was connected to the rest of the nation. Very soon, people were tuning into another local station that took its name, WCCO, from the historic Washburn Crosby Company. Now it was possible for the citizens of Minneapolis to hear national and world news every day. They soon found themselves at the center of a nation that danced the Charleston, drank bootleg whiskey in local speakeasies, and gave every woman a vote-and a voice in government.

But it wasn't only the Charleston that fascinated the population. In a time of relative prosperity, many people seemed to have ready cash to spend on movies, sports, popular and classical music-and the automobile. The horseless carriage was no longer a rare sight on Washington Avenue as car ownership increased and ridership on Twin Cities Rapid Transit seriously declined. Soon traffic jams became a common occurrence in downtown Minneapolis.

But the roaring sounds of the 20 struck an ominous tone to anyone who listened closely. Underneath the euphoria of peace, prosperity, and pleasure, there was still poverty and homelessness.

કamily \&̛ Children's Service History

| Child Guidance <br> Clinic established | FWA establishes <br> Veterans Service | Gateway Bureau to care <br> for disturbed women | FWA responds to Great Depression with emergency therapy, group <br> work, clinical social work, loaned executives |  |
| :--- | :--- | :--- | :--- | :--- |
| $\mathbf{1 9 2 3}$ | $\mathbf{1 9 2 6}$ | $\mathbf{1 9 2 7}$ |  | 1930s |
| WCCO licensed <br> in 1922 | Northwest Airways, <br> Inc. organized | Foshay Tower <br> dedicated, 1929 | The Great Depression |  |



With the adoption of the 18th Amendment, the League of Women Voters set up voter registration for women. 1929, MHS


Trucks stood in line ready to lood liquor at local breweries the morning after the repeol of Prohibition. 1933, MHS

Prohibition, the "noble experiment," that aimed to reduce crime and corruption and solve social problems, failed almost from the day it was enacted on January 1, 1920. Although the consumption of alcohol decreased at the beginning, crime increased. The consumption of illegal and potentially toxic liquor created a new set of problems facing the city. Minneapolis, like cities all over the country, struggled to restore order, hobbled by drastically reduced tax revenues. In the midst of what had begun as a decade of promise, there was crime, unemployment, poverty, and the widespread disintegration of the family.

When George A. Brackett, the founder and later president and director of Associated Charities, died in 1921, he left the organization with a strong reputation on which to restructure the organization. It was clear to the directors of Associated Charities that their mission was broader than providing relief to individuals in need. They conceived their role as part of a larger problem-the family in crisis.

The adoption of the new name, Family Welfare Association, in 1922 more clearly defined their purpose and signaled a broader understanding of social work. Though there would always be the need to balance the demands of emergency relief with the need to treat the individual in the family, the staff of the Family Welfare Association focused on social service in the context of family systems. They would interview clients, visit their homes, and talk to their neighbors, employers, health care workers, and clergy to create a full picture of the persons they were committed to serve.

A 1925 study of social agencies in the community reported that onefourth to one-half the families served by the Family Welfare Association did not need emergency relief; they needed help to solve family problems. The Family Welfare Association focused its efforts on families and referred relief

## "The best of the country at large..."

Of the thirty odd societies [in the West] one could count on one hand the number of places in this vast teritiory where the standards of work done approximated the best of the country at large. Typical of this group was the Minneapolis Society [Associated Charities]. which since 1884, had enioyed almost uninterrupted progress. Through its departments of relief and oid, visiting nursing, anti-tuberculosis, legol aid, visiting housekeeping, education, and sociol welfare promotion, it was of this time, not only aiding the poor of Minneapolis in a constructive way, but also attacking in forsighted fashion community problems os well.
Frank D. Watson, The Charity Organization Movement in the U. S., 1922
cases to the Department of Public Relief. When the Red Cross discontinued its work with veterans and their families, the agency established the Veterans Service of the Family Welfare Association in 1925. The Gateway Project, to care for women detached from their families, was established in 1927.

Frank Bruno, general secretary of Family Welfare Association, acted as the secretary of the newly formed Mayor's Committee on Juvenile Delinquency, a committee that would eventually become the Child Guidance Clinic, an independent organization. This was to happen often in the history of Family Welfare Association. Organizations, committees, clinics, social service groups, and clubs would emerge from their beginnings in Family Welfare Association to develop into independent social-service organizations.

Frank Bruno left the organization in 1928 to create the Department of Social Work connected with Washington University and the University of Missouri, both in St. Louis. And later Joanna Colcord, who followed Bruno as general secretary, resigned to take a position in the Russell Sage Foundation, a national organization. The movement of social-work professionals from local to larger national and regional service was to become a common occurrence in the organization.

Already by 1927, the Minneapolis organization had acquired a reputation for the quality of its professional staff. More than 100 professionals moved from Associated Charities-and its historic changes-to positions in the American Red Cross and at universities in Chicago, Indiana, Minnesota, Missouri, Pittsburgh, and New Orleans. They took on administrative work in social-service agencies in several Minnesota counties and in Iowa, Georgia, Kentucky, Michigan, and Missouri. Pearl Salsbury, who followed Joanna Colcord as general secretary, would later become administrator of North Dakota Social Services. But first, she would face the challenge of the Great Depression.

## Family \& Children's Service History

FWA spearheads Emergency Garden Project
1931
Greyhound Corporation expands nationwide (1930)

Children's Protective Society of Hennepin County changes its name to Children's Protective Society

FWA administers Federal Relief funds through Public Relief Department

## 1932

Minneapolis Millers win American Association Championship

## The Great Depression

For many in Minneapolis, the dedication of the Foshay Tower in 1929 was a fitting sign of the prosperity of the twenties. Thirty-two stories, it was the tallest building in the Northwest. It looked a little like the Washington Monument and was, in fact, seen as a memorial to George Washington. It was decorated and expensively enhanced with Italian marble, African mahogany, teakwood, rosewood, gold plate, and gold leaf. John Phillip Sousa composed a march for the dedication, "The Foshay Tower-Washington March," and conducted his world-famous band that afternoon. Twenty-five-thousand dignitaries from all over the nation attended a celebration that lasted three days. But the sounds of applause and fireworks died down quickly. In a matter of weeks, there were signs of a stock-market decline that ended in a crash.

It was a grim picture. F. Scott Fitzgerald stated the obvious in 1931. "Somebody," he wrote, "had blundered and the most expensive orgy in history was over." The prosperity that had helped to create the excitement of the twenties collapsed into unemployment, poverty, and homelessness.

Faced with these emergency needs, Family Welfare Association responded with a well-organized plan for relief administration. By 1930 the association's case load had increased from 12 cases a month to 452 cases a month. The Minneapolis Department of Public Relief was overwhelmed too. Cooperation between these two organizations created a solution: Family Welfare Association would handle all families in which unemployment was the cause for the request for relief; the Department of Relief would handle all other requests for help.

To handle the increased caseload, Family Welfare Association created a separate department, the Central District. In addition, they created a plan that was positive and dignified. It was called work relief, or "relief with a plan." At one time, $40 \%$ of the relief given was in the form of work relief. Work relief recipients did any work that needed to be done in the agency and in other social agencies. They drove cars, ran errands, did clerical work, cleaned, and sewed, and received in return clothing, wood and coal, and food. But work relief could not provide enough help, and Minneapolis and its neighbor St. Paul at first drew on local charities and local businesses to help.


Women working in the office of Family Welfore Association, 1937, MHS


The Foshoy Tower became o Minneapolis landmark offer it opened, 1930, MHS

3M offered unemployment benefits, the Citizens' Alliance created an employment bureau, Organized Unemployed, Inc., united under their slogan, "Work; not dole." And with some help from the Department of Agriculture and an army of volunteers, Family Welfare Association set up emergency gardens in Minneapolis in 1931. The gardens were planted on land that is now the Crosstown Freeway, near Nicollet Avenue. Every religious group in the Twin Cities was recruited to provide help with food and shelter. But volunteer efforts, no matter how well meaning, were not enough to make a difference.

Finally in 1933, federal funds were released through a number of federal programs with initials that soon became familiar to everyone: FERA, NRA, CCC, PWA, and the WPA, among them.

For many these efforts were too little and too late. With nearly a quarter of the people in Minneapolis depending upon the government for support, the city was overwhelmed. The Gateway District, set up in the 1880s as a business center and the door to a prospering downtown Minneapolis, had already declined into a park for the homeless by the turn of the century. In the 30s, its location at the entrance to Nicollet Avenue became Minneapolis' "skid row."

With the release of Federal relief funds in 1933, Family Welfare Association was able to transfer many of its cases to the Public Relief Department. This cooperative arrangement enabled the association to keep focused on its primary clients: families. The focus would be consistent over the years, with Family Welfare Association periodically reviewing its goals, divesting itself of duplicate services and moving forward in service to families while still supporting the public-relief system. An important support for public relief in 1934 was the release of several experienced association workers to serve in the Department of Public Relief.

Family © © Children's Service History

FWA lends experienced social workers to Public Relief Department

FWA works with Veterans Administration; sets up Homemakers Program; Southtown office opens with services for defense workers 1941
Marlborough apartment fire, worst fires since Washburn Mill; November blizzard; 1940 Kenny Institute dedicated in Minneapolis; First Aquatennial Parade

By 1938, the services of Family Welfare Association were spread throughout the city, though tight budgets cut four districts to two-the St. Anthony Office and the Lake Marquette District. Wherever there were families in need in the city, there was support, help, and compassion. The broad expanse of the organization would serve the citizens of Minneapolis well as they approached another national crisis that would reverberate from across continents into every home and family in Minneapolis.

## World War II

In the summer of 1940, Minneapolis celebrated "the lakes," with the first Aquatennial and a boast that no one dared to challenge: "There's more water within its city limits than any other metropolis in the world-with the exception of Venice."

Prospects were bright as the decade turned, though those who looked across the ocean could see war on the horizon. The United States had been on a wartime production since the adoption of the Lend-Lease program in 1940. Roosevelt's folksy example, "Suppose my neighbor's home catches fire, and I have a length of garden hose, . . . I may help him to put out his fire," made sense. In a nation that had "nothing to fear but fear itself," the logic of Lend-Lease was clear. With the production of ships and planes and other military materiel, the unemployment figures declined, and the country slowly emerged from the trauma of the Great Depression.

But the attack on Pearl Harbor in December 1941 shocked the nation and the city. Family Welfare Association was quick to respond. It had not forgotten its experience in World War I. The association was able to adjust its focus from emergency relief of the Depression to the special needs of a national crisis.

At the beginning of the war, Family Welfare Association functioned mainly as a referral service for war industries and for men who were rejected by the local draft board. The association worked with the Veterans Administration of St. Cloud to serve veterans with nervous disabilities until the local Veterans Administration could handle the work.

Family Welfare Association helped in the registration of men in the Selective Service, testing, interviewing, recording health and family histories. The homemaker service, established in 1909, was ready again to help keep families together, providing cooking, cleaning, home management services, and counseling; Emergency Gardens of the Depression became the Victory Gardens of World War II.

Case loads rose $39 \%$ in 1942 and $52 \%$ in 1943. A large proportion of cases dealt with child care. FWA opened child-care centers for infants and school children. "Mama's Gone to War: Children Safe," headlined the Minneapolis Morning Tribune's feature on services to families with children in 1943.

The Tribune also reported on the critical shortage of social workers, a situation that heightened the crisis. The demand was acute. With manpower and housing shortages, families under stress, and returning wounded who needed counseling, Family Welfare Association and all other social-service organizations in the city, were stretched to the limit.

By 1944, there were large numbers of discharged military to be counseled through the transition to civilian life. Family Welfare Association provided follow-up service, counseling to outpatients, and a variety of social services to returning veterans and their families.

It was at this time that the long-planned and much-discussed merger of Family Welfare Association and the Children's Protective Society took final shape. The merging of these two associations seemed a good move almost from the first year of the Children's Protective Society founding in 1917. There were studies made at the time and others in 1929 and 1934 to determine the role of each of these organizations in the larger picture of social service in Minneapolis. It was clear from the studies that a merger would significantly decrease duplication of services and the cost of a staff to supply those services.

## Family \&̛ Children's Service History

FWA sets up War Emergency Child Care Program; administers and supervises the Selective Service Program; serves War Chest

Family Welfare Association and Children's Protective Society merge. Agency renamed Family \& Children's Service (FCS)

## 1945

World War II ends


A man sells apples to support his family during the Great Depression, 1937, MHS


Teacher and children in educationol programs ot the Hollie Q. Brown Center, 1935, MHS


Minneapolis bockyards became productive Victory Gordens during WWII, 1944, MHS

Clark Blackburn, the general secretary of Family Welfare Association in 1944, orchestrated the merger, supported by years of study and discussion between the two associations. In 1945, a committee composed of Blackburn from Family Welfare Association and representatives from the Council of Social Agencies and the Children's Protective Society created a merger and a new agency, Family \& Children's Service of Minneapolis.

Family \& Children's Service emerged as a stronger organization. It called upon its own seventy-year history of family services and the experience of the Children's Protective Society in juvenile-court cases and foster-placement services. The resources, experience, and dedication of the newly formed Family \& Children's Service were broad and deep. And when the V-E Day and V-J Day cheering died down in the summer of 1945, the organization stood ready to serve a postwar Minneapolis and to meet its needs and challenges.

## 1946-1979

"... and actively participate in the work..."

he exuberance that kept people dancing in the streets on V-J Day in August 1945, gave way to a quieter sense of well-being. The title of the Oscar-winning movie of 1946 expressed what many Minneapolis citizens wanted to believe: these were "The Best Years of Our Lives." Families were reunited, jobs were plentiful, labor unions were strong and growing, and Hubert Horatio Humphrey, vigorous and cheerful, was the Mayor of Minneapolis. An early champion of civil liberties, he gave the people of Minneapolis the first equal-employment commission in the United States.

But the euphoria was short lived. The return of men from military service created acute housing shortages that burst the perimeter of the city and sent young, married couples with their baby-booming families rushing from the city. As quickly as automobile manufacturers could retool from wartime production, new cars became available. Post-war construction of good roads made the suburbs an easy alternative to crowded city life.

Headlines in the Minneapolis Morning Tribune shouted in bold type: "WANTED! 3000 Rooms to Shelter Vets!" The Veteran's Office sponsored the Shelter-a-Vet Program, and the newly merged Family \& Children's Service took on the work of finding homes for veterans and their families.

When Family Welfare Association and the Children's Protective

FCS assists World Church Services in resettlement of displaced persons

FCS offers services to paying clients: sets up Marriage Counseling; Education for Family Living Programs begin

FCS opens mental health programs for the elderly
1949
WCC0-TV begins broadcasts Minneapolis Lakers win NBA Championship


WWII veterans lived in o variety of temporary housing sites, 1946, MHS


Returning veterans with their growing families lived in cromped quarters in Minneapolis, 1946, MHS


Visiting nurses served the elderly in their homes ond in nursing homes, 1949, MHS

Association merged in 1946, the first order of business was a division of services. Renamed Family \& Children's Service of Minneapolis, the agency now had two divisions. Family Division provided support and counseling for family issues and marital problems. It also provided financial assistance to protect children from destructive family or community influences. The Children's Division consulted on cases that dealt with children outside the home-foster home placement, the licensing and evaluation of foster homes, the problems of child adjustment to separation, and the homemakers' service.

It was soon clear to the director and staff of Family \& Children's Service that one area would demand most of their time: marriage counseling. The speed of many wartime marriages, the separation, and the inevitable changes that took place during the separation created problems that could not be solved without professional counseling. In 1946 , more than $16 \%$ of marriages ended in divorce, the highest rate recorded up to that time. By 1948, more than one-half the cases at Family \& Children Services were related to divorce.

Another crisis appeared, and Family \& Children's Service faced it. The results of a Hennepin County survey revealed problems in homes for the aged. The housing shortage had driven them into nursing homes, but there were few of any quality in the city.

Family \& Children's Service set up and supervised foster homes and became a powerful advocate for consistent supervision and foster-home licensing by the state.

The development and licensing of child-care centers became an issue in 1948 with the agency's study on child care: the high birth rate and the high divorce rate increased the need for before-school and after-school care. Family \& Children's Service met that need by establishing nursery-care centers in
the city and north of the city, in what was then rural Minneapolis. Marriage counseling was enriched by the Education for Family Living Program, established to strengthen family life and to prevent future problems. This program laid the groundwork for what later became Family Life Education.

By 1949, Family \& Children's Service had expanded services to citizens of Robbinsdale, Golden Valley, Brooklyn Center, Plymouth Township, Osseo, Crystal Village, Rockford, New Hope, Champlin, Corcoran, Rogers, and Brooklyn Township in north Hennepin County.

## The 1950s

Families and couples in all areas and at all levels of need asked for help. After some consideration and following the national trend, on January 1,1950 , the agency began to offer its service to paying clients while still providing free services to those who could not pay. Ultimately, a graduated fee scale was adopted, an act that broadened the services of the agency to everyone in need. The agency was fast earning a reputation for the quality and breadth of its services. The staff of Family \& Children's Service consulted on "Marriage for the Millions" and the "Family Close-up Radio Show," weekly public-service radio programs. Popular columnist Mr. Fixit, acting as a selfappointed referral service, sent scores of readers with family problems to Family \& Children's Service.

The 1950 census counted a little more than a half-million people in Minneapolis. Among them was a group of displaced persons who arrived in 1949 and needed housing, work, and family counseling, as well as instruction in English. Cooperating with the World Church Service, Family \& Children's Service placed the refugees and provided services to support their transition to a new life in a new country.

The services delivered by Family \& Children's Service were as varied as the families who filed into the office every day. The number of cases dealing

## Family \& Children's Service History

| FCS sets up foster <br> homes for the elderly | Project ENABLE (Education and Neighborhood <br> Action for Better Living Environments) begins | Family Life Education <br> Programs begin |  |
| :--- | :--- | :--- | :--- |
| 1952 | 1956 | 1960 's | 1968 |



Family outing, 1950, MHS
with dysfunctional marriages increased and spawned other problems, with child-care, child abandonment, behavior problems, and financial problems among them. Family \& Children's Service provided immediate intervention and counseling to heal and prevent future family breakdowns. In the 50s, the agency's Homemaker Program employed 30 women who helped families in troubled times. The program drew national attention to the Minneapolis agency and became a model for other cities and other social service agencies.

In 1952 Family \& Children's Service began a campaign to make the public more aware of the value of the agency. The Minnesota Welfare Association encouraged the officers and staff of Family \& Children's Service. "The public has a right to know what is going on if the public is to support welfare legislation, exercise good judgment on the amount of appropriations needed and use welfare services effectively." The agency published annual reports and sent out press releases and brochures announcing and explaining its goals and programs.

A quick scan of the Minneapolis Morning Tribune in the 50s reveals the high level of activity at Family \& Children's Service. A double-spread article on the agency's programs for the elderly attracted national attention. The articles were often reports on Family \& Children's Service meetings, its board members and officers, and its sponsorship of family events, but just as often, the Tribune reported the human specifics that told their own story. There was a report on celebrated Benjamin Spock's address to the officers and staff. There was the touching story of a father of two abandoned by his wife finding help and courage through counseling at Family \& Children's Service. And there was the article written by a staff member at Family \& Children's Service speaking out and urging men to "throw away the mother-in-law jokes" as a first step toward peace in the family. Often a headline said it all: "When Life Is Too Much, Family \& Children's Service May Help."

## Mr. Fixit

Mr. Fixit wrote for the Minneapolis Morning Tribune for more than a decade. To questions dealing with family issues, he almost olways had one onswer: Contact Fomily \& Children's Service.

How do I get child support from my husband?
Contoct Family \& Chidren's Service.

Where can I find a marriage clinic for men?
Contact Family \& Children's Servico.

What can I do about my wife who is unfoitfful?
Contact Family \& Children's Servicc.

I'm a widower, How con I take core of my child by myself? Contact Family \& Children's Service.

How do I deal with my fourteenyear old who wants to get married?
Contoct Family \& Chidren's Service.

In 1957, the Child Welfare League of America, Inc., completed its annual study of the agency, citing the quality of its case workers and practitioners and its excellent esprit de corps. "It is evident from the wide source of referrals and consultations that people in the community have known about and accept the agency as a source of professional help with personal problems."

As the work grew and the staff expanded, the sixty-year-old office building needed to be replaced with a new building that would consolidate the family and children's units of the agency. Mrs. George Chase Christian, the daughter of Sumner T. McKnight, who had served two terms as the president of the board, donated the house at 414 South 8th Street. She later allowed the agency to raze the house and garden to make way for the new building. A two-story structure, the building housed consultation rooms, homemaker's service units, and administrative offices. It also included two new play-therapy rooms and large reception areas.

In September 1959 the new building opened with appropriate fanfare and a characteristic gesture well reported in the Minneapolis Tribune. Weeks before the opening, the Tribune reported: "Earless Elephant to End in Exile?" The article referred to "the much-loved and much-mauled elephant" that occupied the center of the lobby of the old building. The animal, suffering from years of rowdy riders, was missing an ear and a tail, and was ready to be discarded. But clients at Family \& Children Service refused to part with it , and when the agency asked for help to renovate the children's favorite, Animated Creators, Inc., who had made the original, came to the rescue. "The elephant was spruced up by its makers for free and delivered back to the agency in plenty of time for the opening of the new FCS building at 414 S . 8th Street." Charlotte Bearman, home-finder for the children's unit at Family \& Children's Service, set the elephant in place with a statement that seemed to describe the agency itself. "Somehow," she said, "that elephant seems secure and comforting to our children."

## Family ơ Children's Service History

|  | Financial Counseling <br> services begin | Advocacy Program <br> begins |  |
| :--- | :--- | :--- | :--- |
| 1970 | 1971 | 1972 | 1973 |



Riding the elephont in the FCS lobby brought happy times to many children, 1959, MPLS


The demolition of the Goteway area displaced hundrads of poor and homeless, 1963, MHS

## The 1960s

Though the Washington Senators became the Minnesota Twins and moved to Minneapolis in 1961, most of the movement was away from the city. There was plenty to draw people to the suburbs. Since 1956, a short ride on the freeway took one to Southdale, with 70 shops, the largest shopping center under one roof in the United States. The rush to the suburbs left empty streets and boarded-up stores in the central city. As the decade turned, government agencies, citizens' organizations, and private enterprise took up the renewal of the city that had begun in the late 40 s. The Gateway Area was demolished in 1963, a giant step toward the beautification of the downtown. The unemployed and homeless were dispersed into neighborhoods, carrying their individual and family needs with them.

The White House Conference on Children and Youth in 1960 was evidence of widespread concern about the future of children and youth. The Tribune reported director Earl J. Beatt's reaction to the conference. "The primary concern of service is to supplement, support and strengthen the parents in their role as parents with the aim of assuring the child of the care he should have." It was a theme that supported the agency's goals and strengthened its efforts to move the agency from foster and adoptive services to parent-child counseling, marriage counseling, homemakers' services, and day care. By 1963, case workers at Family \& Children's Service were serving between 800 and 1000 cases a month.

The agency worked in and with other social agencies in the city. A case worker was sent to work with the Minneapolis Youth Development Program; another case worker was assigned to the Police Department to help with

## Donors

The Family \& Children's Service building at 414 South 8 th Street was the gift of:
Flora B. Arnold
Charles L. Lomb
John G. Banister
Charles M. Loring
George A. Brackett
Florence Barton Loring
Jobez A. Brandt
Clinton Morison
Mrs. George Chase Christian
Levi M. Stewart
Lewellyn Christion
Lucelia Tasker
Elizobeth Consodine
George P. Wells
Joshua Hartwell Davis
Judson L. Wicks
Caroline A. Hall
Colvin W. Ziegler
youth offenders; and others were sent to public schools to identify and work with dropouts. The agency staff conducted parent-education programs, speaking to civic organizations, social clubs, schools, and churches to educate and enlist the community in the Family Life Education programs.

In the mid-60s, Family \& Children's Service created the antipoverty New Career Project with a grant of federal monies. The agency provided jobs for low-income residents who were hired as aides and assistants to a number of professional agencies in the city. Service to the broader community was available through Project ENABLE (Educational and Neighborhood Action for Better Living Environment).

Like many cities in the nation in the 60s, Minneapolis simmered above the fires of volatile issues and causes, among them the Civil Rights Movement, the Vietnam War, the assassinations of John F. Kennedy, Martin Luther King, Jr., and Robert F. Kennedy. President Johnson's "Great Society" had promised more than it was possible to deliver. The unrest of the decade and poverty that did not go away created new issues, and Family \& Children's Service was ready to face them with new approaches.

## The 1970s

Minneapolis thought that Mary Tyler Moore was celebrating their city when she stood on Dayton's corner in 1970 and tossed her hat into the air. It was a memorable moment that presented a happy face to a national audience. The fact was that Minneapolis-and the nation at large-was still working through the controversies of the 60s. The anger and frustration over the war in Vietnam receded, but was soon replaced by mistrust born in the Watergate revelations.

Family \& Children's Service marched into the 70 s with cutting-edge programs that addressed emerging issues, while expanding services to the new South Hennepin Branch. Financial counseling services began, and the agency continued its strong advocacy positions on issues that affected families and children.

Family \& Children's Service History

Gay/Lesbian Counseling, Family Violence
Counseling, Employee Assistance programs begin
1975

PRIDE and Children in Change programs begin
1978 1979
Hennepin Center for the Arts opens I-35W complete

City of Minneapolis History


> FCS was one of the first agencies to receive accreditation from the Council on Accreditation for Children and Family Services, founded in 1977. The most recent occreditation review by the council took place in 2003, when it cited FCS os an "ogency that meets the highest notional standards of professional performance."

With support from the United Way, Family \& Children's Service offered special services to gay and lesbian persons through the Gay and Lesbian Counseling Program. One of the strongest GLBT counseling programs in the country, it soon became a model for other local and national agencies.

PRIDE, another model program and as controversial, was established in 1976. The PRIDE (Prostitution to Independence, Dignity and Equality) program took on the unpopular work of helping prostitutes and their families. It led to changes in the criminal-justice system and helped to change attitudes toward prostituted women and their children, recognizing them as the victims of prostitution.

The PRIDE program, Family Violence Counseling, Employee Assistance programs and Children In Change were all part of the expanding mission of the agency: reaching out, and taking risks to strengthen families and communities in all their forms. The excellence and professionalism of the agency's work at the public policy level was recognized in 1979, when Family Service America gave the prestigious Margaret E. Rich Award to Family \& Children's Service. A national award, it is given for distinguished leadership in undertaking or promoting significant legislative action benefiting family life.

## Advocacy

In 125 years Family \& Children's Service has been an advocate for families and children, supporting legislation, couses, and issues that affect them. Among them:

Juvenile court system Equal opportunity for utility services for low-income families

Development of energy cutoff bans

Head Start
AFDC
Crisis nurseries
Learn \& Earn
Charitable Deduction Bill
Indian Child Welfare
Public Health Nurse
home visiting
Tax credits for low income
working families
Comprehensive Services for Disabled Citizens, Inc.

Indian Advocacy in the
Mayor's Office
Select Committee on Children, Youth and Families
Tax deferred annuities for non-profit employed
Family treatment troining for juvenile probation officers
Funding for Northwest Youth Development Programs for Hennepin Country
Prevention \& reduction of child abuse from maternal chemical abuse

Statewide Parent Hotline

Children's Mental Heolth Initiative

Minority Ethnic Heritoge Act Indian Family Preservation Act
Hiring minority staff to serve in Hennepin County Child Weffore Program
Early periodic screening and diagnosis treatment

Affordable-housing issues
Hobitoot for Humonity
Rental application \&
screening issues
Family Homeless
Preservation Program
Alternative Response Program
Legisation to support state
planning and coordination for children

Low Income Housing Coalition

Resolution to replace lowincome housing lost to development in downtown Minneapolis
Funding for job-development services to Minneapolis hard-to-employ Indian population

Job troining benefits for
16-22-year-olds
Legislation to help families seeking employment to leave welfore

## 1980-2003

## "... together enlisting every man, woman and child who has the heart to help another"

he early years of the new decade brought a renewed sense of national pride. With the winning of the gold at the Lake Placid Winter Olympics in 1980 and the release of the hostages at the United States Embassy in Iran in 1981, the country seemed ready to believe the promises of a new administration. But the recession dampened the promises, and the broad swath of federal budget cuts that followed left welfare, Medicaid, and the food-stamp program too weak to meet the needs of the poor. By 1983 one child in every five lived in poverty; the number of homeless families soared, to the shame of the urban centers that had grown up around them.

The White House Conference met in Minneapolis in 1980 and asked the questions that faced the nation as it struggled with the changing definition of family: "What is a family? What is its future? What role should government play in determining policies governing the family unit?"

That same year Family \& Children's Service crafted its own definition for the 1980-1985 long range plan. It was obvious from the families who came to any one of the Family \& Children's Service offices that the traditional definition of family-father, mother, children-had changed. An evolving American culture shaped new family forms. No longer could the family be defined by the persons who comprised it; it had to be defined by function.

Family of Children's Service History

| Osseo Outreach office opens | Osseo office merges with North <br> Hennepin Youth Division |  |  |  |
| :--- | :--- | :--- | :--- | :---: |
| 1981 | 1982 |  |  |  |
|  | HHH Metrodome Opens <br> Fire destroys Donaldson's and <br> Northwest Bank Building | Walker Art Center Sculpture <br> Garden opens | Minnesota Twins win the World <br> Series |  |
|  |  |  |  |  |

City of Minneapolis History


Eorl Beatt, director, with Corol Griffin, executive secretary. Beatt was recognized ot the 1986 Annual Meeting for 26 years of leadership, 1984, FCS

Family \& Children's Services made that clear: a family is "a person-toperson mutual-aid system which intends to provide on a sustained basis for a variety of necessary functions: the provision of emotional support to all its members and the assurance of economic and physical survival." The definition contained the core of the agency's belief in the family's ability to help itself as it works to support its members.

## The 1980s

Family \& Children's Service expanded services under the leadership of Earl Beatt. During his twenty-six-year tenure, historic goals were refined to meet the changing needs of changing families. The agency's reputation for innovative programs that remain national models today was firmly established. Staff members remember him for many new programs, citing two initiatives that were especially important as models for other social service agencies.

Beatt started case consultation and training for the Gay Community Services staff and introduced the Sexual Preference Program with the addition of an openly gay staff member. Staff members and board members were trained in the program as it grew. For Beatt, the success of the initiative was a clear demonstration of his belief that an established agency, with support from top leadership, could take risks to serve diverse communities of people.

Beatt created an advocacy staff position, something that didn't exist in most mainstream family-service agencies at the time. He assigned a professional staff member to keep informed and involved in social-justice issues and serve as a troubleshooter helping families navigate the choppy waters of social services.

In 1982, that position was placed in the competent hands of Louise Brown, who came to the agency in 1982 as director of the Family Advocacy

## ". . . the highest standards"

As members of national, stote, and local associations for social workers, FCS staff maintain their personol professional standards and actively promote the highest stondards in their profession:

American Association for Marriage and Family Therapy
American Psychological Association

American Psychotherapy
Association
Minnesota Association for Marriage and Family Therapy

Minnesota Fomily
Based Service Association
Minnesota Planned Giving Council
Minnesota Psychological Association
Minnesota Society of CPA's
Minnesota Youth Intervention
Programs Association
Nationol Association
of Forensic Counselors
Nationol Association
of Social Workers
National Criminal Justice
Association
Nationol Planned Giving Council
Society for
Human Resource Professionals
Society for
Psychoanalytic Studies
Twin Cities
Human Resource Association

Department. Brown's efforts moved Family \& Children's Service into a leadership role in advocating on behalf of public policies that positively impacted the most vulnerable families and children across the entire state of Minnesota. Brown, who later became vice president of policy and community initiatives, served the agency until 2001.

Over the years, the department has addressed critical community needs that prompted family-friendly legislation and systems change. These include: the Laurel Village Proposal for low-income housing, funding for Head Start, funding for crisis nurseries, tax credits for low-income families, and supervision of nursing homes.

Family \& Children Service developed legislation and secured \$21M in dedicated funding for home-visiting programs, proven early-intervention strategies to prevent child abuse and neglect. The agency was a leader too in the creation of the Children's Mental Health Act, supporting legislation that established basic standards for a statewide comprehensive network of children's mental-health services.

The agency has consistently and strongly spoken up for families, children, and the poor, taking their causes before the public. The result was not only the raising of consciousness in the community, but the beginning of permanent changes written into local directives and state laws.

The staff of Family \& Children's Service was the engine that drove the action. Its professionalism increased the influence of the agency and its ability to improve the field of social work. Memberships in professional associations, presentations at national meetings, and attendance at workshops enhanced their professional credentials.

As early as 1900, Frank McVey and later Frank Bruno in the 1920s set the standard for professional development. They initiated and developed the agency's association with the University of Minnesota and the School of Social Work.

## \&amily \& Children's Service History

North Hennepin Branch opens, FCS organized
first legislative hearing on children's mental health.
1988

## Training for Social Justice

Minna Shapiro was responsible for training social-work interns who came to the agency from the University of Minnesota. Her direct style of intervention was well known by every student in the University's program and in the social-work community at large. In 1970 Minna initiated supervisor training for the staff at Family \& Children's Service. She created a model of a supervision team and group supervision that continued for many years at Family \& Children's Service.

Shapiro's work with PRIDE, begun in 1978, continued to develop under her direction into the next decade, expanding through counseling, education, and support groups. Twenty-fiveyears old in 2003, PRIDE is a nationally recognized program for helping prostituted women and teens get out and stay out of prostitution.

## Creating Change for Children

A staff member in Family Life Education, Mae Hill is remembered as the first person to speak of early childhood as a critical developmental time in the life of a family. She initiated early childhood programs that involved interactive parent-child groups along with parent education, a model now embraced by most community programs. She and a colleague developed Children in Change, offered in many public schools to assist children through difficult transitions in their lives.

Hill developed family-life services for families of diverse cultures and combined cultures, providing education, support, and interactive experiences. She was also a key staff member in promoting and developing the family camp for parents and children.


FCS staff members have been recognized for their work both locally ond notionally. In this early 1990 s photo, former Minneapolis Mayor Don Froser recognizes Mae Hill for her work of FCS. Terrence Steeno, FCS president, was also there to honor Hill, 1990


Staff members ot the former Loke Street Branch ot 3125 East Lake Street in the early 1990s. In 2000, the office moved to 4123 East Lake Street


United Way of Minneapolis Area was formed in 1915 by local civic leaders to increase the business and public participation in sociol agencies. FCS was one of the 18 organizations to become a charter member

## Strategies for Growth

When Terry Steeno arrived at Family \& Children's Service to become executive director in February 1986, he entered a familiar scene. "I grew up in the profession attending meetings where Earl Beatt was the presenter and I learned from him. For generations, the strength of this agency has been the development of new programs, always on the cutting edge. And they shared them, gave them away."

Steeno had come with his own history as executive, social worker, teacher, and epidemiologist in thriving social-work and educational agencies in Wisconsin, Colorado, and Illinois. What he found when he arrived at 414 South 8th Street was an organization facing major shifts in economic, political, and philosophical attitudes towards the funding and delivery of human services.

Steeno's approach to the challenge began with a strategic plan, the result of an eight-month study of the organization. The plan refocused the agency, reshaping its efforts to support and strengthen the most vulnerable populations in the community: children and families living in poverty and people of color. It provided a foundation for future organizational and program directions and outlined a structure for measuring performance and results.

President of the Board Rodney W. Jordan and First Vice President Lucy Mitchell led the board in an intensive review of its internal operations resulting in a stronger, more proactive board.

Energized by the strategic plan, the board and the staff took new approaches to initiatives that already existed in each of the agency's general program areas-counseling, family-life education, and self-sufficiency services.

## Family \& Children's Service History

Lake Street Office opens 1992
Minneapolis hosts the Super Bowl

FCS chairs Minnesota Right to Housing Campaign

Minnesota Family Research Project published FCS opens Computer Resource Center
1993
Renovated Orpheum Theater opens


Lucy Mitchell served on the boord from 1981 to 1993 and was instrumentol in both capital campoigns. Rodney Jordan served on every single committee during his 25 years of service on the boord from 1978 to 2003

Shortly after Steeno's arrival at FCS, he made a significant decision in hiring Molly Greenman to take the role of family violence program director. As the organization grew and became more complex, Greeman assumed additional responsibilities as senior vice president for programs.. This move enabled Steeno to focus on the overall strategic growth and strengthening of the agency's financial and physical resources, while Greenman supervised day-to-day operations. Greenman worked closely with Steeno, the administrative team, and the board to implement the agency's move back into the community to help vulnerable children and families on their own turf. Greenman's role was expanded over the years, and in 2001 she became executive vice president and chief operating officer, managing a program staff of nearly 100 professionals.

With strong leadership in place, the agency followed where its clients led. At the request of the communities of Northwest Hennepin County, Family, \& Children's Service opened a small counseling office in Osseo in 1984 to serve low-income families in the northwest suburbs. In the following years, the program grew as the agency absorbed the Northwest Hennepin Youth Diversion Program and acquired The House, Inc, a Hopkins-based counseling agency. With increased staff and services, the agency purchased a building in Brooklyn Park and opened the Northwest Hennepin Branch in 1989. By 2000, the agency would have additional branch offices on Lake Street in Minneapolis and in Bloomington, and a satellite office in Rogers. The decentralization of services created strong relationships in each community among clients, businesses, churches, and other social-service agencies.

## Margaret E. Rich Award

In 1989 Fomily and Children's Service was awarded the prestigious Margoret E. Rich Award fiom Family Sevice of America for the second time. The 1989 award was in recognition of the agency's leadership in promoting significant legislative action with the Children's Mental Heath l laititive. Family \& Children's Serice is one of only four agencies in the United States to receive the Margaret E. Rich wward twice.


Margoret E. Rich Aword, FCS

Other expansions surfaced in the wake of the agency's reputation in the larger community. The Employee Counseling Program was created at the request of enlightened employers who saw family counseling as a positive force in employee satisfaction and well-being. The staff was also invited into schools, working with teachers in their classrooms, helping them to understand students in the context of family in whatever form the family unit existed.

With the growth of the immigrant population in the late 1980s, the agency returned to one of its earliest missions. Its past experience with European immigrants at the turn of the century and displaced persons in the 50 s would serve the agency well. The new immigrants represented diverse cultures from Africa, Asia, South and Latin America, but their problems were not new, though solutions to them would have to be.

## Getting the Word Out

In 1988, Steeno established the first Development and Marketing Department to give visibility to programs that needed broad support in the community and among foundations and corporations. The involvement of the professional staff in local, state, and national meetings as presenters, speakers, and consultants also helped to publicize the work of the agency, as it shared programs and initiatives with the larger professional social-service community.

## The 1990s

Careful planning and focused strategies stimulated the agency's growth. Programs begun in earlier decades emerged in new forms that reaped new measures of success. In 1992, the agency was able to report that it did what it said it would do in its 1992 long-range plan. Regarding targeted populations, there was a $57 \%$ increase in the number of clients served, with more than a $250 \%$ increase of services to children and a $300 \%$ increase of services to people of color.

| FCS advocates for increase in <br> Minnesota's Working Family Credit | New Lake Street <br> office opens <br> 1998 | $\mathbf{2 0 0 0}$ |
| :--- | :--- | :--- |

City of Minneapolis History


Under the leodership of Terry Steeno, president and CEO, FCS worked to develop greater community aworeness. In 1989, a partnership with General Mills and Naegele Advertising gave visibility to FCS throughout the metro areo.

But with increasing government retrenchment of social programs, the agency struggled to hold on to the gains it had won for low-income families and children. Radical changes in welfare created large numbers of families below the poverty line, a situation further confounded by decreases in parent involvement, school achievement and medical care for low-income families.

More threatening than these challenges in the 90s was the growing culture of domestic and street violence in a city one columnist facetiously called "Murderopolis." Family \& Children's Services was not amused. Its response was strong and clear: "to continue the agency's focus on reducing family violence."

Continuation meant greater emphasis on direct services to battering men and teenagers, increased services to violent families, work with minority families, and the development of a public statement defining the agency's family-violence services. From counseling services for both the abuser and the abused to Family Life Education programs, youth-diversion services, the GLBT-Kids Abuse Intervention Network, and PRIDE, the agency provided a breadth of services for families and children living in violence.

In 1995 Hennepin County recognized the agency's work to stop violence when it transferred its Initiative for Violence-Free Families Program to Family \& Children's Service. The arrangement insured that the agency's education and public-awareness efforts would have a national impact and serve as models for social-service agencies throughout the country.


During his 18 years as president and CEO of Family \& Children's Service, Terry Steeno increased the agency's budget from \$2M in 1986 to nearly $\$ 7$ million in 2003. Under his leadership, Family \& Children's Service grew from serving 9,000 people in 1986 to serving 24,000 in 2003 , a more than $150 \%$ increase. He brought national recognition to the agency for his consistent, creative interpretation of its mission to build strong families, vital communities and capable children.

## Agency Transformation

In 1991, while still continuing to develop and support programs in violence intervention, the board of directors and staff leadership revisited its vision, mission, and goals and studied the accomplishments of the previous five-year strategic plan. This led to the School/Home/Community Programming Initiative, known as SHCPI, which transformed the agency.

Adopting this strategic plan was a bold move for Family \& Children's Service, and the implementation of SHCPI made certain that the mission of the agency included an emphasis on communities in all their various forms, not just geographically defined communities, but communities of culture, lifestyle, and color. SHCPI stimulated other changes as well, leading the agency to focus its efforts on the large issues that impact the community, among them poverty, violence, and affordable housing.

## The Community Building Initiative

SHCPI began to function in 1994. Supported by the McKnight Foundation, it emerged into the Community Building Initiative (CBI) and still works creating partnerships, strengthening families, and transforming communities. Joining people where they are-in homes, schools, and communities, CBI builds on existing strengths of individuals and communities. It places problem-solving tools in the hands of the people most affected by the problems, trusting in their individual and combined strength. It supports clients, empowering them to participate in the community and to become more effective advocates for permanent institutional change. "Family strengths" became the agency's core value and the goal of all agency programs.

## Supporting the Work

Family \& Children's Service has always been supported by individuals, businesses, and organizations that believed in its mission. Early supporters,

Family of Children's Service History

| Campaign for Families reaches goal | FCS offers Women Aware series <br> FCS works for Tenant Issues Working Group | FCS distributes Family Strengths Toolkit <br> FCS marks 125-year anniversary |
| :--- | :--- | :--- |
| 2001 | $\mathbf{2 0 0 2}$ | $\mathbf{2 0 0 3}$ |
|  | Construction of new Central <br> Public Library begins | Mill City Museum opens |
|  |  |  |

City of Minneapolis History

Beginning in 2000, FCS initioted Neighborhood Champions os a woy to recognize community members who hove helped moke their neighborhoods more nurturing ploces for families and children. In this photo, Isobel Buri of the Elliott Park neighborhood is honored in 2000. FCS works with other community organizations to identify recipients for recognition.

a relatively small group of individuals, were registered as "subscribers," and made yearly contributions. General funds came from the WWI War Chest and the Town Tea Kettle, the Community Fund, and later the Community Chest.


The 1990s saw a renewed focus on community involvement and progroms ot FCS. In recognition of this work, the notional Alliance for Children and Families cites FCS os a "Mondel CommunityCentered Organization."

For years Family \& Children's Service publications displayed the red feather of the Community Chest. The United Way developed out of the Community Chest and became the agency's principal source of support in 1950, though some money was earned through sliding fees for service. In the 70 s the purchase of services by government, educational, and other socialservice agencies added to the total income of the organization.

But the cost of maintaining, improving, and expanding services to targeted populations demanded a broad funding base. In 1987 the agency organized its board and staff to take program needs for additional funds to foundations and corporations-both locally and nationally. The move brought more than funds into the agency: it helped to diversify sources of revenue and thereby secure the financial future of Family \& Children's Service.

Funding requests stretched far beyond services to children and thepoor, the traditional comfort levels for foundation funding. "You have an obligation to stand up for your values," was Steeno's directive as the agency dealt with larger and more volatile social ills, among them incest, sexual abuse, and violence. The non-traditional family-single mothers, 3-generation households, gay and lesbian families, merged families-called for flexibility, diversity, and respect for the inherent strength of the family bond.

Requests focused on what Steeno called "our heritage. . . looking at people from their strengths, building on the positive." One client said it simply: "This is the first place that didn't tell me what a rotten mother I was."

## The Community Responds

Direct appeals to individuals were long in coming. In 1989, the board announced Traditions and Transitions, the first capital campaign in the agency's 111-year history. Chaired by board member Lucy Mitchell with considerable support from another board member, Lucy Jones, the $\$ 2.05 \mathrm{M}$ campaign called on the community to recognize the agency's record of good work. The work, however, was becoming increasingly difficult in outmoded facilities. There was an urgent need to increase the number of rooms for counseling, play therapy, and confidential group sessions.

In the mid-1990s, board members Paul Grangard and Al Dittrich recognized the need for an annual campaign that would provide consistent support to keep the agency responsive and innovative. They set the bar high for the first annual campaign- $\$ 150,000$. And they succeeded.

In early 2000, Judith Yellin came on board as Steeno's vice president of development. Soon after, the board launched the $\$ 2.8 \mathrm{M}$ Campaign for Families capital campaign under the leadership of board members Mae Dayton and Carol Hayden.

The campaign secured support for three crucial areas-the cost of the new Lake Street facility, support for infrastructure and technology upgrades and the creation of a lasting reserve to guarantee the maintenance and integrity of Family \& Children's Service facilities. Yellin also strengthened the annual campaign for individual philanthropy, enhanced the board's role in fund development, and initiated donor-cultivation events such as the Women Aware lecture series on issues related to children and families.

The goals reflected the agency's focus on community building and family strengths, its consistent commitment to effective change in the service of its clients, and its determination to continue into the new millennium and beyond.

Family \&f Children's Service learned what families were doing well, then shared that good news and those good ideas as a means of helping other families.

- Terrence J Steeno


During the annual Festival of Hope, the FCS PRIDE program remembers the victims of prostitution and violence and celebrates those who survive, 2002, FCS

The response to agency campaigns confirmed Steeno's ongoing sense that Family \& Children's Service needed to strengthen its efforts to build greater community awareness and a more professional approach to fund development. Feeling that the agency had been "quiet too long," Steeno hired Scott Hippert, a media and ministry professional, in 1999 to head up the agency's publicawareness efforts.

With strong board support, these efforts helped present a strong and consistent image of the agency to the community and led to awarenessbuilding events such as the Celebration of Families in 2000 and the Minnesota Family Gathering with Dr. Stephen Covey in 2003.

## A Landmark for Strong $\mathscr{F}$ Families

In 1996 Family and Children's Service commissioned and directed the first comprehensive research to determine the strength of Minnesota families. The Minnesota Family Strength Project questioned a random sample of 1000 adults, male and female, representing ages from 18 to over 65. People of various ethnic groups, religions, and marital status were included. The major question, "What are you doing right?" was unique in social-welfare research. The answers confirmed the strength of Minnesota families- $76 \%$ considered themselves very strong or exceptionally strong.

Family \& Children's Service learned what families were doing well, then shared that good news and those good ideas as a means of helping other families. The agency was joined in this effort by the Allina Foundation, the Minnesota Historical Society, and the Minnesota Public Radio Civic Journalism Initiative.

What is imporiant to a strong family?

Communication
Time Together
Health
Support
Spirituality
Respect
Unity
Cultural Traditions
Extended Fomily

Source: The Minnesota Fomily
Strength Project was a collaboration between FCS, the Minnesota Historical Society, Minnesoto Public Rodio, and the Allina Foundation. FCS asked Minnesotans to identify the charocteristics of a strong family.

As a result, the agency modified current programs, placing emphasis on recognizing and building on family strengths. Family Strength discussion groups were created for clients and interested families in the community. To achieve these goals, the agency provided professional support for the staff, collaborated with University of Minnesota researchers to develop and evaluate new, culturally competent models of service. It connected with new community partners and set new directions for the future.

The Minnesota Family Strength Project was another turning point for Family \& Children's Service. It helped the agency reach more families than ever before. It provided a variety of programs to build family strengths, from family counseling to the Family Strengths Toolkit. The kit asked the question, "How Can I Make My Family Even Stronger?" and suggested answers in a collection of ideas to examine, issues to discuss, and things to do together.

## Schools, Students and Success

By 2003, Family \& Children's Service had expanded its work to over 60 schools in the metropolitan area. The African-American Leaders of Tomorrow program was developed to bring resolution to racial conflicts while helping students gain respect for their heritage. And importantly, it helped them stay in school to achieve their life goals.

The Keep the Peace program helped students across the metro area learn to manage their anger and to keep classrooms safe, respectful, and peaceful. The high demand for this successful program led to the publication of the curriculum entitled "Seeing Red," which was developed by Jennifer Simmonds of the FLE program. Thousands of copies of "Seeing Red" were distributed to schools in the area and are now being used in classrooms all across the country.

## Family \&f Children's celebrates 125 years of service



The moin offices ond downtown branch of FSS hove been located in this building of 414 South 8th Street since 1958

## 125 Dears. . .and Counting

Today Family \& Children's Service lives the legacy set down 125 years ago by a small group of enlightened individuals.

As city leaders, these men and women set a simple rule for their city's success: healthy families make successful communities. That standard would lead the organization from its founding as Associated Charities to its present form as Family \& Children's Service.

It's likely that George Brackett and the men and women of the first founding group would feel at home in any one of the offices of Family \& Children Service if they could stop by today. They would certainly be curious about copy machines, fax machines, the number of telephones, and computers in every room. And they might wonder about conference and meeting rooms and the steady flow of men, women, and children through the front door. But only the externals would confuse them. Looking into the rooms, and listening at the doors, they would recognize the work in progress.

Now, as then, Family \& Children's Service is engaged in a splendid work, giving it the best thought and effort of board members, staff, and volunteers, accomplishing much for those it serves. Through 125 -years, Family \& Children's Service has created, adapted, and interpreted its mission in compassionate response to the needs of families and children. That standard has led the organization from its founding as the Society for the Prevention of Cruelty to Animals to its reincarnation as Associated Charities, to its present form as Family \& Children's Service.

Board of Directors, 2003
John P. Moore, Jr., Choir
Julia Morrison Palmer, Vice Choir Nathaniel G. Porter, Secretory
Jeffrey Shapiro, Treasurer
Henry L. Chang, Assistant Treasurer
Peter Geisendorfer-Lindgren, Post Chair
Terrence J. Steeno,* President \& Chief Executive Officer

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Mor R. Waterbury

## Life Members

Chloe Ackman
Betty Beniamin
Charles Brown
Orem Robbins
David Sonders

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## Aloving forward The Last Word

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he history of Family \& Children's Service is filled with real, human life stories that share a place in history with the development of our community. The stories of Family \& Children's Service are aptly framed by the analogy of the Great River, because the agency and the communities it serves are intertwined. They flow together, much like the way the Mississippi River connects the lives of Minnesota's families and communities.

During the course of 125 years, almost one million of our citizens have positively reshaped their lives to be strong, contributing members of our community as the result of the work of Family \& Children's Service. Historically, this organization has been a pillar of strength for children and families in the Twin Cities. Throughout our community's history, FCS has worked to lift up those persons who have been most vulnerable. This organization has been dynamic in its ability to change and adapt to the needs of the times and creative in the ways it has helped people reach their highest potential. The strength of family life in the Twin Cities and our proud legacy of being a caring society have gained much of their life from the work of Family \& Children's Service and its predecessor organizations.

It is important to note that the work of this agency has been rooted in a sense of compassion, an understanding of community, and a dedication to the principles of dignity, respect, and equal opportunities for every single human
this agency has been rooted in. . . a dedication to the principles of dignity, respect, and equal opportunities for every single human being. 99


Peter GeisendorferLindgren
being. As chair of the Family \& Children's Service board of directors, I honor and pay tribute to the thousands of staff, board members, volunteers, and supporters who have contributed to the significant work of this organization. They have left a caring and accomplished legacy on which to build for the future.

I also pay tribute to Minnesota's families. Their strength has been a model for families around the world. They prove that the best social-service organization in the world is the family unit itself. At Family \& Children's Service, we recognize that families take on different shapes. We cherish the many diverse forms of families in Minnesota and appreciate the richness that diversity has to offer.

As the winding path of the Mississippi River has drawn an analogy for the ever-adapting history of this organization, Family \& Children's Service will continue its active and ever-changing presence in the lives of the families, children, and communities that form the greater community of the Twin Cities. Proud of the history we have built together, I am confident of our future.

And in that spirit, I invite you to join me in saluting Family \& Children's Service with hearty and well-deserved congratulations for 125 years of consistent, dedicated service to families and children who live in this great city alongside this Great River.

## Peter Geisendorfer-Lindgren

Chair, Board of Directors, 2001 to 2003


Molly Greenman, President ond CEO

## And today ...

Molly Greenman leods Family \& Chidren's Senvice into its future as president ond CEO of the organization. Cited by the board of directors for the significant role she hos ployed in FC's cuttingedge programs, Molly Greenman bings 27 years of experience to here executive role. She has developed innovative progroms providing leadesthip in community and national familyservice inififitives. Greenmon ossumed her position in early March, 2004, contiving the splendid work of Fomily \& Children's Serice, which she calls, "a voice for disenffanchised families ond children."

# "Our work is to invest in the great cause of uplifting humanity..." 

?ne of the things that impressed me most over the 37 years of my service on the board of Family \& Children's Service is the ability of the agency to help "prevent" problem situations from getting worse for families. While there will always be situations where a "cure" is required, Family \& Children's Service offers programs and initiatives that provide front-end help for families to become healthy, supportive, and nurturing.

As a lifelong resident of the Twin Cities, I recall the work of Family \& Children's Service to assist struggling families during the Great Depression and to help the widows and children of soldiers who were killed during World War II. I also recall how we took the challenge to provide social services to needy families and children after the government social safety net began crumbling in the 1980s, and how we continue to help children get ahead in school, how we help immigrants build new lives in a new country.

These years on the board of Family \& Children's Service have been as tumultuous as the decades that shaped them. But in every decade and every instance, Family \& Children's Service has risen to the challenges, faced the issues, advocated on behalf of all families, and made significant contributions to the lives of real people.

It has been a pleasure for me to be part of this chapter in the life of Family \& Children's Service, because our work has made a significant


Orem Robbins contribution to our community. I am proud to serve on the board of directors, still today, and to support the work of the organization. Together our efforts and our support have improved thousands of lives through the work of Family \& Children's Service. I encourage future generations to follow our lead in support of this dynamic organization and to make even greater contrubitons to the lives of our children, families, and communities.

## Orem Robbins

Life Member of the FCS Board of Directors
Founder and Chairman Emeritus, Security Life Insurance Company of America

Speaking on behalf of the board of directors. . .The remarks of Orem Robbins, a member of the board for 37 years and presently a life board member, are characteristic of the quality and dedication of board members of Family \& Children's Service during its long history.

We changed our name in 2010 to

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The Family Partnership
Counseling Education Advocacy
www.thefamilypartnership.org
414 S. Eighth Street Minneapolis, MN 55404-1081
Phone 612-339-9101 • Fax 612-339-9150
www.fcsmn.org


[^0]:    *Molly Greenman wos appointed President and CEO upon retirement of Terrence Steeno in March, 2004.

