

National Association of County Human Services Administrators
Directors' Leadership Award

Nominee:	Thomas Papin
Title:	Director of Hillsborough County Children's Services
County and State:	Tampa, Florida
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Achievements:

Tom Papin has spent a lifetime of helping other people. Starting off as a house parent for foster children and delinquent children, he has held many positions of high responsibility at the local, state and national levels. Tom has been instrumental in not only providing care to children, he has also helped to change the systems of care in impressive ways.

Tom Papin, M.A., is currently the Director of Children's Services / Executive Director of Head Start & Early Head Start in Hillsborough County, Tampa, Florida. Prior to joining Hillsborough County Government, he served as: Human Services Director in Mesa County Colorado, Hospital Administrator in Grand Rapids, Minnesota and Health & Human Services Director, also in Grand Rapids, Minnesota.

Tom has served for many years on NACO's Human Services & Education Steering Committee and has chaired various subcommittees. In addition, he is the Past President of three Human Services Associations: National Association of Human Service Administrator (NACHSA), Colorado Social Service Directors Association and the Minnesota Social Service Association. Tom currently serves on the NACHSA Board of Directors. Mr. Papin also has an active membership with Child Welfare League of America (CWLA).

Programs that Nominee was Instrumental in Promoting or Adopting:

Prior to Tom Papin's arrival, Children's Services campus was run down, staff did not work with other departments and they often operated separately in their own department. Tom saw the need for change and he sprung into action.

A metamorphosis began in January 2005 when Tom Papin was appointed Director of Children's Services. Under his leadership, programming stovepipes were removed, and replaced with collaboration, cooperation and community partnerships. Developing collaborations where they had not existed before, Tom formed partnerships with several County agencies that greatly increased the quality of care to children.

Library Services provides the internet filtering system for the computers used by the children in residential care, the children did not have access to computers/internet previously. Real Estate Division has made renovation and modernization of Children's Services facilities one of their top priorities, greatly improving the appearance of shelters and the campus. A \$9 million project is underway to construct modern housing for homeless children (both runaways and foster children), a new treatment center and a new cafeteria. Parks Recreation & Conservation (PRC) provides play ground equipment and helped build covered outdoor play areas. PRC also now consults with recreational therapists for Children's Services. Aging Services is partnering on the use of a shared computerized case management system that allows us to bill Medicaid for the first time. Emergency Management Division dedicated an entire hurricane shelter to Children's Services in the event of evacuation during hurricane season. The list could go on and on!

Recently, Mr. Papin forged an unlikely alliance with the local business community. Children's Services is now a member of the Carrollwood Area Business Association (CABA). CABA is primarily made up of local (for profit) area businesses. Children's Services is the only governmental agency in their ranks. So far, this partnership has yielded sizeable donations to Children's Services' nonprofit arm, the Volunteer League.

Children’s Services touches the lives of thousands of children and their families every day. There are 3,000 children served by Head Start in 19 NAEYC (National Association for the Education of Young Children) accredited centers throughout Hillsborough County, 76 children in residential programs, and 16 young ladies in a transitional living program. In addition, Children’s Services’ Master’s Level Therapists (once housed in a central location are now disbursed throughout the community where they are needed) conduct over 400 counseling sessions per month with children and their families. The Child Nutrition Program (once run by the School District, taken over by Children’s Services in 2006) serves over 300 quality meals per day to residential and 120 day students attending a Hillsborough County School located on Children’s Services’ 35 acre campus.

Mr. Papin’s influence has reached beyond Children’s Services, or even County government agencies, with the introduction of the Non-Abusive Psychological & Physical Intervention (NAPPI) model. Realizing that many of the children in his programs are also served in other community programs, Mr. Papin convinced the local dependency lead agency, Hillsborough Kids, Inc. (HKI) to mandate the NAPPI concept throughout the residential community. NAPPI’s philosophy necessitates a cultural change, replacing a cohesive physical environment to handle unwanted behavior with a culture of quality living. By training staff to use verbal de-escalation, conflict resolution, early interventions, caring and various other humane and effective response options we change the culture from controlling children to respecting and showing care to children.

Mr. Papin has not only enhanced programming, he has also increased revenue streams, in one of the tightest economic times in recent history. Under his leadership, Children’s Services has found new revenues and new programs to serve children. His department became a Medicaid provider (estimated annual income \$350,000); initiated a multi-agency collaborative federal Methamphetamine / Family Reunification Grant program with courts, substance abuse treatment programs and a list of 10 partnering agencies (estimated annual income \$690,000); and became a provider site for the USDA’s Department of Education (DOE) Federal School Breakfast and Lunch Program (estimated annual income \$135,000).

Children’s Services, under Tom, has increased the number of beds available to serve children. He has helped those waiting for or stepping down from State-wide Inpatient Psychiatric Program (SIPP). He doubled the girl’s transitional living bed space, and negotiated rate enhancements to the residential contracts (dependency dollars - estimated annual income from \$1.8 Million to \$3.2 Million).

Mr. Papin has assured that Children’s Services has taken its rightful place as a recognized leader in the field of child welfare. He sits on several community CEO roundtables, and, when an expert opinion is needed – it’s Mr. Papin’s opinion that is sought!

Everyday, he asks.....”**How are the Children?”** Everyday, he endeavors to make their lives and circumstances better! **He not only cares, he improves!**

We look forward to many more years of his expert LEADERSHIP!

Person Making the Nomination:	Terri E. Balzer
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Additional Nominators for this Award include:	Manus O’Donnell, Carol Dietz, Barry Drew, Louis Finney, Dr. Charles Furman, William Hogan, Luz Ruiz-Rivera and Linda Stoller