CITY OF BELLEVUE HUMAN SERVICES COMMISSION MINUTES

March 7, 2023
Bellevue City Hall
6:00 p.m.
Room 1E-113

COMMISSIONERS PRESENT: Chair Mansfield, Vice Chair Singh, Commissioners

Halsted, Jain, Piper, White

COMMISSIONERS REMOTE: Commissioner Amirfaiz

COMMISSIONERS ABSENT: None

STAFF PRESENT: Christy Stangland, Toni Esparza, Leslie Miller,

Asma Ahmed, Saada Hilts, Andrew Ndayambaje, Department of Parks and Community Services

COUNCIL LIAISON: Not Present

POLICE LIAISON: Not Present

GUEST SPEAKERS: None

RECORDING SECRETARY: Gerry Lindsay

1. CALL TO ORDER

The meeting was called to order at 6:01 p.m. by Chair Mansfield who presided.

2. ROLL CALL

All Commissioners were present.

APPROVAL OF MINUTES

A. February 22, 2023

A motion to approve the minutes was made by Vice Chair Singh. The motion was seconded by Commissioner White and the motion carried unanimously.

4. ORAL AND WRITTEN COMMUNICATIONS

Diedre McCormack Martin, executive director of Family Law CASA, noted having submitted a proposal under the ARPA grant. The organization has been around for 20 years, and it advocates for kids who are caught in high-conflict custody cases in King County family court. Appointed by judges, the goal is to make recommendations to keep kids safe and secure in the best homes. Some 250 kids are served annually in 70 to 100

cases. The advocates are all volunteers, and they conduct deep investigations into what is happening in each home. They review records, conduct child visits, and do home visits to observe parent/child interactions. The story of one case was shared with the Commission.

Jackie Bui, chief operating officer for Youth Eastside Services, an organization that provides evidence-based mental health counseling and treatment for those with combined mental health and substance abuse, psychiatrist services and case management to youth aged birth to 22, and their families. Interventions with highly trained staff are conducted along with culturally sensitive behavioral health services, including programs for ethnic and sexual minorities and youth with disabilities. The comprehensive services includes behavioral health and care, empowering children, youth and their families with the skills needed to improve their socio-emotional wellbeing and self-regulation. The organization utilizes an open access intake model that includes no-wait drop-in appointments for youth who are either unaccompanied or with a family member. Behavioral health staff are integrated into schools and teen community centers across the Bellevue School District to meet the youth where they are. Last year there were some 97 undocumented families and unaccompanied minors encountered who reported having extremely low- and moderate-incomes. YES is requesting \$45,000 in support funding for 18 months to address behavioral health services for low- and moderate-income clients from Bellevue.

Jean Rietschel, a board member of Family Law CASA and retired Superior Court judge, voiced support in the work done by the organization and for the requested grant for an advocate supervisor. Family Law CASA volunteers are appointed to low-income families when there are issues in need of investigation on behalf of the court. They look into all issues that come up on family court proceedings. Interviews and observations are conducted in the homes, and reports are made back to the court. Judicial officers and judges absolutely rely on the fair and factual reports.

Elaine Weigelt, community services manager for Highland Health Center through International Community Health Services, said the organization is a full-service school-based health center offering medical, behavioral health and dental services to Highland Middle School students. The funds from the application submitted for ARPA will go to support the behavioral healthcare specialist, a new position created to find more creative ways to address the behavioral health needs of the Highland community. There is a clear need for behavioral health services in the community and the student body. The specialist provides services through activity-based support groups, family engagement workshops, and one-on-one navigation services to behavioral health providers. The new activity-based support groups were only created a couple of months ago and they have already interacted with 100 students. The behavioral health system is complex and difficult to navigate. Support is needed for the specialist to continue gathering resources to facilitate the provision of behavioral health services.

Alexis Harden, director of housing for LifeWire, said the organization has been operating for more than 40 years and has a successful history of administering an array of local, state and federal funding sources. The finance team and executive leadership team supports contracting and operational activity for federal funds, and the organization has received

grants from HUD, OBW, and subcontracted funding flowing through King County for housing and community development. The requested ARPA funds will be used in support of the hotel voucher program, which provides immediate emergency shelter for homeless services fleeing highly volatile situations. Those in the voucher program can also access LifeWire's comprehensive services, including survivor-drive supportive services, mental health therapy, legal assistance, resource referral and housing stability services. A case story was shared with the Commission.

Alex Tsimerman noted that Seattle has a human rights commission; Bellevue does not. Additionally, when trespassed from the school board, a critical situation was created. The Commission should investigate the complaint. There are too many problems in Bellevue, and no one is responding to discriminatory actions, most of which comes from government.

- 5. COMMUNICATION FROM CITY COUNCIL, COMMUNITY COUNCIL, BOARDS AND COMMISSIONS None
- 6. STAFF AND COMMISSIONER REPORTS None
- 7. INFORMATION FOR THE COMMISSION
 - A. Creating A Culture of Equity for the Commission's Work

Chair Mansfield provided some background regarding the previous presentations to the Commission regarding creating a culture of equity.

Grant Coordinator Asma Ahmed noted that on February 22 the Commission had expressed interest in adopting the community agreements and group norms. That discussion included the notion of changing the third bullet from "Don't be afraid to ask questions," and the recommendation of the staff was "Encourage yourself to ask questions."

Commissioner Piper agreed with the change, noting that it is more positive and flows better. The other Commissioners concurred.

A motion to adopt the wording change was made by Commissioner Halsted. The motion was seconded by Commissioner Jain and the motion carried unanimously.

Turning to the topic of trauma-informed care, Human Services Planner Saada Hilts explained that trauma has no universal definition. Individual trauma results from an event, a series of events, or a set of circumstances experienced by an individual that are physically or emotionally harmful or life-threatening with lasting adverse effects on the person's functioning and mental, physical, social, emotional or spiritual wellbeing. The focus on events places the cause of trauma in the environment and not on the defect of the individual. The paradigm shifts from "What is wrong with you?" to "What happened to you?" Not every individual will experience the same event as traumatic. The identification

of a broad range of potential effects is a reminder that the response must be holistic. It is not enough to focus on symptoms and behaviors.

There is a wide range of events that potentially can cause harm. They include emotional, sexual, physical or domestic violence abuse; the loss of loved ones, abandonment and neglect; and chronic stressors such as poverty, racism and historical trauma. Trauma can result from events in early childhood that are no longer remembered, and by events that did not happen to a person but did happen to a group the person identifies with. Over time, chronic stressors can create a compound trauma.

Trauma-informed care is rooted first and foremost in empathy and humility. A short video by Brene Brown illustrating the point was shared with the Commissioners. When one engages with empathy, questions are asked in a sensitive way with the intent of understanding how the other person is feeling; listening takes place without making assumptions of needs or barriers; there is learning about and awareness of one's own biases and how they show up; a sense of curiosity is cultivated as a way of developing a greater understanding of people; and one works and socializes with people from all walks of life and practice being non-judgmental. Additionally, one chooses to be in tune with their own emotions as a way of relating to other people's emotional realities more effectively.

Continuing, Saada Hilts said trauma-informed care is an approach in the human service field that assumes that an individual is more likely than not to have a history of trauma. Trauma-informed care recognizes the presence of trauma symptoms and acknowledges the role trauma may play in an individual's life - including service staff. There are six guiding principles to creating a trauma-informed care approach, beginning with safety, which means that providers and clients feel physically and psychologically safe. Safety may look different depending on individual situations and person histories.

The second principle is empowerment, voice and choice. The principle recognizes individual strengths and experiences and sees them as assets. Clients and providers are supported in developing self-advocacy skills and building their sense of self-efficacy. Voice and choice recognizes the need for an individualized approach and encourages active participation in decision making as a means of empowerment.

Under trustworthiness and transparency, the third principle, organizational operations and decisions are conducted in clear and appropriate boundaries. The principle is a continuum. Trust building is a constant and ongoing practice. One of the most powerful ways of building trust is giving people full and accurate information.

The fourth principle, collaboration and mutuality, is a concept that emphasizes that healing happens in the context of relationships and meaningful sharing of power and decision making. The Commissioners were asked to consider ways to integrate more collaboration and mutuality in decision making in carrying out their roles.

Peer support is the fifth principle. Organizations recognize, build on, and validate client

and provider strengths individually and through peer support. Peer support and mutual self-help are key vehicles for establishing safety and hope, building trust, enhancing collaboration, and maximizing a sense of empowerment. The act is voluntary, non-judgmental, respectful and reciprocal.

The last guiding principle is cultural, historical and gender issues. It is the place where one chooses to move past cultural stereotypes and biases, to offer gender-responsive services, to leverage the healing value of traditional cultural connections, and recognize and address historical trauma. Recent literature by Seattle/King County in 2020 declared racism as a public health crisis and recognized racism as a trauma people of color carry with them. The same is true for both clients and providers of color.

On the question of how to begin to collectively move toward creating a culture of traumainformed care, Saada Hilts said the first step is to acknowledge the widespread impact of trauma and seek to understand that potential paths for recovery. The second step is to recognize the signs and symptoms of trauma in clients, staff and others involved with the system. Third is the integration of knowledge about trauma into policies, procedures and practices, and to seek to actively resist re-traumatization.

The Commissioners took a few minutes to discuss among themselves the question "How can you contribute towards creating a culture of trauma-informed care?"

Asked to share their observations, Commissioner Halsted said what stood out was the importance of the trauma and the pathways to care. The list of all the things that cause trauma is large enough that everyone has gone through or is going through levels of trauma. Some trauma is systemic and long-term while others are much more urgent and a framework is needed to address both. Saada Hilts added that trauma-informed care is humanizing in that everyone carries their own versions of trauma.

Vice Chair Singh added that listening and empathy are very important, and both are needed without judging. More acceptance, less judging, will help with trauma.

Commissioner Piper commented that being in an empathetic frame of mind while reviewing applications and doing the Commission's work is vital.

Commissioner Amirfaiz suggested the list of trauma-causing events should be expanded and made less Western-oriented. The refugee experience should be included as a traumatic event. With regard to incorporating trauma-informed care into the work of the Commission, in addition to acknowledging the trauma others have experienced, it is important to avoid re-traumatizing them by recognizing their resiliency and strength.

Saada Hilts said everyone has a role to play in trauma-informed approaches. One does not have to be a therapist to have a therapeutic presence.

9. NEW BUSINESS

A. Commission Discussion of ARPA Applicants – Session 1

Human Services Manager Leslie Miller noted that previously staff had walked through the list of agencies that had applied. Three sessions will be used to review the 46 individual applications. With the increase in the number of applications during the previous funding cycle, staff was tasked with providing a starting point. The same approach has been used for the ARPA funds applications. The staff framework does not offer opinions about individual agencies or programs, rather it is intended to sketch out priorities from the Needs Update and Commission statements. Each application addresses a critical need. The minimum amount of each application was set at \$30,000.

Leslie Miller briefly outlined the layout of the staff framework for the first round, noting that there were columns for agency name, program name, whether or not the organization is BIPOC, the requested amount, the staff-recommended amount, the percentage the staff recommendation is of the requested amount, and what the monthly award would be for the 19-month period. Additionally, the applications were divided into the categories of civil legal aid; domestic violence and sexual assault survivor services; and behavioral health services, with the latter further divided into behavioral health services for children and youth, and behavioral health services for people experiencing homelessness. The suggestion of the staff was to move the application from Harborview Abuse and Trauma Center from the behavioral health section to the domestic violence and sexual assault survivor services section where it was deemed to be a better fit.

Commissioner Piper asked if the total available per category were hard and fast. Leslie Miller allowed that the funds were set aside based on the asks for each area of need and the difference between what was asked for in the general fund versus what was awarded. The approach was shared with the Council as decisions were being made about how to use ARPA funding. Except for the child care category, there was more funding requested than funding available. The extra funds of about \$150,000 from the child care category could be used to fill in gaps.

Commissioner Jain asked how the minimum of \$30,000 was determined. Leslie Miller said because a single contract will be drawn up for a 19-month period, and because there are specific requirements that come with federal funding the agencies must follow through on, having a minimum makes sense. Allocating \$10,000 to an agency could result in that agency having to pay out \$10,000 just to administer the contract.

Commissioner White noted that some of the agencies work just in Bellevue while others work in King County as well and asked how that factors into the staff recommendations. Leslie Miller said that was not a factor for the staff, but could be for the Commission in its deliberations. Toni Esparza added that while an agency may have a countywide presence, all funding allocated will be for services provided to Bellevue residents. The only exception is in regard to the regional approach to serving unhoused individuals given that the shelter facilities are spread around.

Commissioner Halsted noted that some applications are clear about the funds going

directly to the clients in need, while with other applications the funds will be used to hire an employee to administer programs, while still others indicate the funds will be used in part for operational expenses. It is fairly easy to map the funds that will go direct to the need, leaving open the question of whether it is better to fully fund the applications that will have direct impacts and results, or to distribute the funds evenly. Commissioner Piper said that central issue is part and parcel of every funding cycle. No application submitted has ever been deemed not worthy and the choices are to fully fund or use the peanut butter approach to spread funds across all of the applications. In the end, it is up to the Commission to determine the degree to which any application will move the needle and to make decisions accordingly, all while having to balance the budget.

Family Law CASA of King County - Child Advocacy Program

Vice Chair Singh agreed with the staff recommendation.

Chair Mansfield favored funding the full request given that the program is focused on a high-need area that is underserved. Commissioner Piper concurred, as did Commissioners White, Halsted and Jain.

Commissioner Amirfaiz voiced a hesitation to fund the application. The number of residents served was only three in 2022, and five are projected for the contract period with half-time staff. Given the large budget, it may not make a huge difference. More information is needed about how the agency plans to provide the services with half-time employees, and what difference fully funding the ask given the agency's \$1.2 million budget.

Saada Hilts explained that most of the services provided by the organization is by volunteers. It takes an average of 237 hours to work on a single case. The ask seeks funding to pay the staff and grow the work. Christy Stangland said the volunteers provide about a hundred hours per family, and they go through intensive training on how to work with families as well as DEI training. The ask seeks funding to pay someone to oversee the volunteers.

The full requested amount was put in the preliminary recommendation column.

Eastside Legal Assistance Program – Legal Service Coordination

Commissioner Piper voiced support for accepting the staff recommendation. The organization is excellent and is also funded with general fund dollars. Commissioner White concurred.

Commissioner Halsted asked if the preliminary funding column should simply reflect the amount of funding left in the category. Chair Mansfield explained that the Commission take that approach, adding that the Commission is free to recommend additional funding for the category if there is money left over at the end.

Commissioner Jain noted leaning toward increasing funding above the staff level, but indicated that additional information would be needed first. The application indicates funding going toward benefits without being specific as to what the benefits are. It also indicates funding salaries are .8 percent FTE instead of full funding. Leslie Miller said benefits for employees are things like medical insurance.

Commissioner Amirfaiz asked if staff knows what the unknown is in the demographics section of the application. Christy Stangland said it would be someone who did not disclose their demographic information.

Commissioner Amirfaiz asked if staff has an accurate picture in terms of who is being served by the application. Christy Stangland allowed that that is always a challenge. All non-profits want to be sure services are delivered to residents of the community. Depending on the service provided, there is certain information the applicant is required to obtain from the client. Demographic information is usually optional, adding to the unknown category.

Vice Chair Singh agreed with the staff recommendation. Chair Mansfield suggested that if additional funding is available at the end, the application should be funded at more than the staff framework. The need for legal services are increasing at a high rate, and legal services cost more every year. Without legal representation, people usually do not get anywhere.

The staff framework funding amount was placed in the preliminary recommendation column. There was also agreement to consider additional funding if funds are available.

LifeWire – Hotel Voucher Program

Commissioner Jain voiced support for fully funding the request. It is a great program, and hotel prices have gone up.

Commissioner Halsted agreed and added that all of the funds go to directly aid those in need. All of the Commissioners agreed.

The full funding amount was placed in the preliminary recommendation column.

Consejo Counseling & Referral Service – Domestic Violence Program

Commissioner Halsted proposed going with the staff framework amount. All of the Commissioners concurred.

The staff-recommended amount was placed in the preliminary recommendation column.

Harborview Abuse and Trauma Center – Abuse and Trauma Counseling

Commissioner Jain agreed with the staff framework. The agency provides services that are

similar to those offered by the Harborview application, including trauma counseling. All of the Commissioners concurred.

The staff-recommended amount was placed in the preliminary recommendation column.

Indian American Community Services – Free Legal Clinics

Commissioner Amirfaiz agreed with the staff framework amount. All the other Commissioners agreed as well.

Leslie Miller challenged the Commission to think about any extra funding that will need to be allocated. The fact that the LifeWire application was preliminarily given the full funding amount, it might be necessary to proportionately lowering the Consejo, Harborview and Indian American Community Services applications in order to get to a balanced budget for the category. The Commissioners agreed with the proposal.

Commissioner Piper suggested any applications the Commission thinks might warrant a second look should be flagged for additional conversation.

There was agreement to balance the preliminary recommendation columns for the category in line with the suggestion made by Leslie Miller.

4 Tomorrow – Smartphone Application (4U)

Vice Chair Singh agreed with the staff framework.

Chair Mansfield allowed having had a hard time with the application. The other applications appear to be in line with offering direct services, while the 4 Tomorrow ask is for funding to develop a smartphone app that may in time reach more youth. App development is expensive. A preference was voiced for allocating funds to direct services instead.

Saada Hilts said 4 Tomorrow has been working with Amazon to develop the app. The app is informed by the youth who are using it. Part of the sell is that the youth are online and actively engaging with online content. The intent of the app is to meet youth where they are at. The hope is that the youth will utilize the app, and that as it is built out there will be a cultivation of community around it through peer and individual support as the app is rolled out.

Commissioner Piper noted the budget indicates \$46,600 in direct aid to clients and asked if the fund would be for the development costs of the app itself. Saada Hilts said part of the program's service units include providing group sessions and creating accessibility for youth. Development of the app will be informed by the group sessions, and stipends are to be provided to the participating youth.

Commissioner Piper allowed there are some challenges, but agreed the staff framework

would be okay.

Commissioner White agreed with the staff framework as well, noting that the agency's Instagram includes ways to contact and, events. The information is in both English and Spanish.

Commissioner Halsted agreed that kids are always on their phones, so maybe an app aimed at the youth would be a good way to reach them. The staff framework is a good place to start. Commissioner Jain concurred.

Answering a question asked by Commissioner Amirfaiz, Leslie Miller said the agency staff are bilingual with Spanish and Spanish-speaking youth are the focus. Christy Stangland added that while Latinx youth are the focus, the program does not exclude others.

With regard to the service units in the application, Commissioner Amirfaiz noted that 55 residents will be served, yet the ask is for \$46,600, which comes to \$848 per resident. Leslie Miller agreed to seek clarification from the agency.

There was agreement to place the staff framework amount in the preliminary recommendation column.

A motion to extend the meeting to finish reviewing the applications was made by Commissioner White. The motion was seconded by Commissioner Jain and the motion carried unanimously.

International Community Health Services – Highland Middle School: School-Based Health Services

Commissioner Halsted observed that while the ask is for \$192,000, only one staff position is indicated. Saada Hilts said the proposal is to serve more than 250 students, and to build out workshops that will cater to parents with wraparound services. The funds will be used in part for 1.18 FTE. Leslie Miller said that would work out to a salary of about \$4000 per month. Staff agreed to seek some more specific information.

Christy Stangland pointed out that salaries alone totaled \$105,000 in the application, with benefits and other costs on top of that, including administration costs of \$44,000, \$8000 for equipment and supplies, and \$7000 for travel and supplies.

Commissioner Jain said the ask appears to be reasonable, and agreed to go with the staff framework. If additional funds are available, they could be earmarked for the application.

Commissioner Amirfaiz said administration indirect usually runs between 10 and 12 percent. The amounts listed in the application seem high. Vice Chair Singh agreed and suggested that should be clarified.

Chair Mansfield voiced concern with the fact that the program is located at and only serves one school in the district. It seems like a high ask to be focused on a single school. While a desire to branch out to other schools is mentioned, it seems unlikely to occur for various reasons. It is curious why Highland Middle School was chosen over any other school. Developing smaller programs at some of the smaller schools that often miss out on having such services might make more sense.

Leslie Miller agreed to seek clarification from the applicant.

There was agreement to put the staff framework amount in the preliminary recommendation column pending answers to the questions raised.

Boys & Girls Club – Social Awareness Club

Commissioner Amirfaiz voiced the understanding that the program has an existing team. Saada Hilts confirmed that. Commissioner Amirfaiz noted the ask is for \$123,000 to serve 45 residents. What the application lists for service unit is not clear. Saada Hilts said the application indicates that 65 individuals would be served with case management, and 65 individuals would be served with counseling services. Commissioner Amirfaiz stated that service units cannot be people, and Saada Hilts agreed to clarify that with the applicant, agreeing that it should be hours. Commissioner Amirfaiz offered no recommendation pending additional information.

Vice Chair Singh agreed with the staff framework.

Chair Mansfield noted having some of the same questions as Commissioner Amirfaiz and needing more information. The staff framework offers a good starting point.

Commissioner Piper concurred, as did the other Commissioners.

The staff framework funding amount was placed in the preliminary recommendation column.

Youth Eastside Services – Behavioral Health for Children and Youth

Vice Chair Singh said the program provides good service to the kids in need and recommended the staff framework.

Chair Mansfield asked what increase in service units, accessibility and capacity the requested funds will provide. The agency has had trouble in staffing its current services.

Commissioner Piper agreed with the staff framework, as did Commissioner White, who added that the actual and the projected look the same.

Commissioner Halsted agreed that was the biggest issue. There really are no projections for the .3 FTEs on top of what is already a very large budget.

Saada Hilts said at the time the data was collected for 2022, the program was serving everyone and the agency did not have a way to differentiate the low- and moderate-income clients. The figure in the application is the portion only for low- and moderate-income. The actual number were much higher. That is why the same number was projected out.

Commissioner Jain agreed with the staff framework.

Commissioner Amirfaiz noted struggling with the service units and the .36 FTE, as well as the 11,009 service hours for 97 residents, which works out to 60 minutes counseling per individual. That is just not feasible. Additionally, under other revenue in the application, fundraising is shown to be \$1.4 million for 2023. Saada Hilts said that is the agency's projection over the year. The staff was asked to clarify the fundraising figure, as well as how the total number of service hours could be provided by .36 FTE. Absent answers to those questions, there could be no funding recommendation.

The staff framework dollars were place in the preliminary recommendation column pending additional information and clarifications.

Attain Housing – Mental Health for Transitional Housing

Chair Mansfield voiced having questions about the 13 residents listed and no service units. No recommendation could be made without having that clarified. Saada Hilts said staff was not able to get the numbers from the agency to date.

Commissioner Piper also wanted to see the information clarified, then pointed out that the difference between the full ask and the staff framework was quite small. Provided the issues can be clarified, full ask would be appropriate.

Commissioner White said it would be good to know exactly how many people the program will help, but agreed with the recommendation of Commissioner Piper.

Commissioner Halsted recommended the full amount, as did Commissioner Jain, who also pointed out there are two unpaid FTEs that the funding might go toward. Saada Hilts said unpaid individuals are supposed to refer to volunteers, yet the application lists them as FTEs that would not be paid with funding from the ask.

Commissioner Amirfaiz voiced no recommendation pending clarification of the questions asked. There are also questions related to the service delivery module and it appears the assumption is that clients have access to computers at home. Christy Stangland said the agency did receive a grant to provide laptops to all their clients. The agency is also working to make sure everyone has access to the internet. The clients can receive services onsite. The agency previously had funding from a grant that allowed for serving 12 Bellevue families. That grant is coming to an end. They currently have two Bellevue families engaged in counseling and they expect to serve a total of five Bellevue households over the funding period. Saada Hilts added that the services will be delivered

via contract with Catholic Community Services for mental health care.

Vice Chair Singh agreed with the full ask.

The full ask was placed in the preliminary recommendation column pending answer to the questions raised.

Catholic Community Services of King County – Counseling, Recovery and Wellness Program

Commissioner Piper recommended the staff framework. Commissioner White concurred and suggested additional funding should be considered if there are additional funds.

Commissioner Halsted agreed with the staff framework.

Commissioner Jain noted leaning toward more than the staff framework. The program currently has 111 residents and the projection is for 170. The ask is not unreasonable. The application should be revisited if there are additional funds.

Commissioner Amirfaiz, Vice Chair Singh and Chair Mansfield all agreed to with the staff framework.

The staff framework funding was placed in the preliminary recommendation column.

B. Commissioner Requests to Participate in Future Meetings Remotely

No requests were made for the March 21 meeting.

10. CONTINUED ORAL COMMUNICATIONS – None

11. ADJOURNMENT

A motion to adjourn was made by Commissioner Piper. The motion was seconded by Vice Chair Singh and the motion carried unanimously.

Chair Mansfield adjourned the meeting at 8:11 p.m.