

JAMUARY-FEBRUARY-MARCH 2024

# PROGRAM

OF TUBMAN SERVICES, CLASSES, AND GROUPS

# GUIDE

WWW.TUBMAN.ORG

GIVE HELP: 612.825.3333

GET HELP: 612.825.0000

### **Tubman Programs, Services, Classes and Groups**

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This Program Guide is updated quarterly: January, April, July, and October. To find the most recent version or to download an electronic copy, please visit www.tubman.org, then click "Get Help."

For any questions about listed services or their availability, please call our 24/7 resource and crisis line at (612) 825-0000.

Give Help: (612) 825-3333

### **About Tubman**

### **Our Vision**

Thriving people, healthy relationships, peaceful communities.

### **Our Mission**

To advance opportunities for change so that every person can experience safety, hope, and healing.

### **Our Values**

**INTEGRITY:** We model authenticity, and hold ourselves accountable to be good stewards of the agency's reputation, relationships, resources, and future.

**RESPECT:** We affirm the strengths and innate worth of all people.

**INNOVATION:** We commit to excellence and creativity, evolving through reflective learning and improved practice.

**PARTNERSHIP:** We collaborate to build collective expertise, and welcome diverse perspectives.

**SOCIAL JUSTICE:** We challenge our own biases, and work with courage and tenacity to build inclusive and equitable communities.

### What We Do

As a multiservice organization, in 2022 Tubman helped about 17,700 people of all ages, genders, and cultural backgrounds who faced relationship violence, sexual assault, exploitation, homelessness, addiction or mental health challenges, and other forms of trauma.

More information can be found at www.tubman.org.



We respect WOMEN. We value BLACK LIVES.

We stand with our **LGBT COMMUNITY MEMBERS**.

We stand with **IMMIGRANTS** and **REFUGEES** and **PEOPLE OF ALL FAITHS**.

We stand with **OUR COMMUNITY**.



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### All are welcome here

Tubman partners with many culturally specific organizations in our community and can make referrals as needed. We work with **ThinkSelf** to strengthen our advocacy services for survivors who are deaf or hard of hearing. In 2013, Tubman completed work on a three-year project in partnership with the **Minnesota Brain Injury Alliance** to develop best practices for serving domestic violence survivors with seen and unseen disabilities, and has continually focused on making our organization more accessible, safe, and welcoming.

### **Countless Ways to Help**

### Want to make a positive impact in your community?

Tubman relies on interns and volunteers to make a difference in every facet of our work. From our Child Specialist Interns in the shelter to our Resource Advocates who provide support and resources to callers, to the administrative volunteers who lend their skills behind-the-scenes... the passion, energy, and commitment of our amazing interns and volunteers is essential to Tubman's daily work in supporting the people we serve and our community.

### **Volunteer and Intern Training**

Tubman's Intern and Volunteer Services team provides an in-depth orientation and training series that new volunteers, interns, and staff attend. Topics include Tubman's comprehensive services and approaches, privilege and intersectionality, ethics and boundaries, self-care, relationship violence, legal systems, trauma, and crisis and de-escalation skills.

The five-part series—offered in January, May, and August—allows all interns and volunteers to gain an understanding of Tubman as an organization, the philosophies and guidelines for interacting with those we serve, to meet other new interns and volunteers, and to cultivate knowledge and skills needed for their new positions.

### Will you join us?

Contact us today about volunteering or interning at Tubman. You can give us a call directly at (612) 767-6680, email us at volunteer@tubman.org, or check out our current volunteer and internship opportunities and complete an application at www.tubman.org/give-help/volunteerintern.

### Safety Planning & Resources

### **Family Violence Safety Planning**

We can help you develop a safety plan that is unique to your family's situation. This includes planning for your home, work, social media, childcare, and more. Safety plans can also be made for youth of all ages.

For more information: Call the 24/7 resource and crisis line, (612) 825-0000.

### **Resource Advocacy**

Resource Advocates are available to help people find the resources and support they need, either at Tubman or by making referrals to other community options.

Call the 24/7 resource and crisis line at (612) 825-0000 or email resources@tubman.org.

### Safe at Home address confidentiality

Tubman staff can assist with applying for the Safe at Home program, Minnesota's address confidentiality program administered by the Office of the Minnesota Secretary of State. It is open to people who are survivors of domestic violence, stalking, sexual assault, or to those otherwise who fear for their safety. Safe at Home assigns an alternate address that they can legally use for all their interactions in Minnesota.

Safe at connected with а Home Application Assistant: Call (651) 789-6730 and leave a message with your name and phone number.

### **Safe Shelter and Transitional Housing**

### **Family Violence Emergency Shelter**

Tubman is Minnesota's largest provider of domestic violence shelter services. Shelter is available for people of all ages and all genders who are victims of domestic violence. Clients have the opportunity to participate in domestic violence support groups, safety and goal planning, individual therapy, and will be connected to other community resources to best support their goals. Staff include shelter advocates, shelter case managers, and child and youth specialists. Other Tubman programs, including legal services or help with mental and/or chemical health issues, are also available to residents.

For more information: Call the 24/7 resource and crisis line, (612) 825-0000.

### **Community-Based Supportive Housing**

Tubman provides up to two years of housing for families and single adults who identify as victims of relationship violence in Hennepin County. Tubman helps people find a safe place to live in the community as part of the Rapid Re-Housing and Transitional housing programs, and also provides comprehensive support services, including additional resources and referrals, if needed.

All referrals to this program are managed through the Hennepin County Coordinated Entry System, which can be reached at (612) 348-4111.

In the Twin Cities metro area, Tubman also provides Transitional and Rapid Rehousing for youth heads of household who have experienced violence and exploitation, and their children.

All referrals to this program are managed through the SMAC Coordinated Entry System, which can be reached at www.smacmn.org/whatissmac.

For more information: Call the 24/7 resource and crisis line, (612) 825-0000.

### **Safe Journeys Youth Transitional Housing**

Tubman provides transitional housing for youth and young adult victims of violence and exploitation, including sex trafficking, through the Safe Journeys program. The program offers on-site housing at Harriet Tubman Center East in Maplewood. A full range of safety planning and support is provided.

All referrals to this program are managed through the SMAC Coordinated Entry System, which can be reached at www.smacmn.org/whatissmac.

For more information: Call the 24-hour line at (612) 825-0000, or call the Safe Journeys Youth Worker office at (651) 789-7130.

### **Tubman's Legal Services**

The following legal services are offered for income eligible clients, dependent on staff and volunteer attorney capacity. In the initial screening process, staff will determine what, if any, services we are able to offer based on your situation. An additional screening may be required for direct representation.

### **Criminal Court Advocacy**

Victims of domestic assault and related crimes in **suburban Ramsey County** (misdemeanor and gross misdemeanor) and **Washington County** (misdemeanor, gross misdemeanor, and felonies) can receive help from a legal advocate. Advocates provide information on the court process and meet with victims at court. Resources are available to assist with remote court hearings.

For more information: Call (651) 789-6730

**For criminal court advocacy in Hennepin County:** Tubman now provides criminal court advocacy to victims of domestic assault and related crimes in the City of Crystal.

For criminal court advocacy in the rest of Hennepin County, please contact the Domestic Abuse Project at (612) 874-7063 .

### **Orders for Protection (OFP)**

Tubman legal advocates can write and file Orders for Protection, and can assist at Order for Protection hearings in Hennepin, Washington, and suburban Ramsey counties. Resources are available to assist with remote court hearings.

**The OFP Process:** An advocate will help the client (petitioner) write the statement describing the abuse (affidavit). The affidavit will go to a judge, and if the judge signs it an emergency OFP is in place immediately. This order is then served on the abuser (respondent), who has a right to request a hearing. The client may need to go to court, so keeping documentation (police reports, photos, texts, e-mails, etc.) is helpful.

### **The Safety Project**

This service provides quality pro bono (free) legal representation to low-income victims of domestic violence, sexual assault, and stalking who are seeking Orders for Protection and Harassment Restraining Orders in Hennepin, Ramsey, and Washington counties. Advocates at victim services agencies refer clients. Tubman partners with volunteer attorneys in representing clients.

For more information: Email safetyproject@tubman.org

### **Family Law Pro Bono Representation**

Tubman staff attorneys and volunteer attorneys provide pro bono (free) legal representation to low-income people with family law cases in Hennepin, Washington, and Ramsey counties. Tubman screens clients, gathers case information, and refers cases to volunteer attorneys who can then represent clients at their hearings.

For more information: Call (612) 870-2400

### **Family Law Brief Services Clinics**

Volunteer attorneys meet one-on-one with clients for a two-hour session designed to help people represent themselves in family law cases. Tubman screens clients and gathers case information. Volunteer attorneys will write court documents, provide legal advice, and help clients prepare for mediation, court conferences, and court hearings. These clinics are being held via phone or Zoom, though some exceptions may be made

Volunteer attorneys do not make court appearances or provide ongoing representation.

### **Family Law Clinics**

Volunteer attorneys meet one-on-one with clients for 20-30 minute sessions concerning family law, and unmarried couples' legal issues. Sessions are held via phone.

Volunteer attorneys do not make court appearances or provide ongoing representation.

For more information: Call (612) 870-2400

### **Legal Services for Immigrant Families**

Tubman has a multi-year partnership with Immigrant Law Center of Minnesota and Esperanza United to provide comprehensive legal advice, brief services and legal representation to immigrant families fleeing relationship violence. Tubman provides these services through the Safety Project, Family Law Pro Bono Representation, and Self-Represented Legal Clinics described above.

### **Clinical Services**

Tubman Chrysalis Center provides chemical and mental health services for clients in the community. Tubman employs professional, experienced, and qualified staff with diverse interests, specialties, and degrees, including:

- Licensed psychologists
- Licensed Professional Clinical Counselors (LPCC)
- Licensed Independent Clinical Social Workers (LICSW)
- Licensed Advanced Practice Registered Nurse (APRN for medication management)
- Licensed alcohol and drug counselors
- Youth and adolescent therapists
- Clinical trainees including MA-level staff working toward LPCC and LGSW (working on LICSW)
- Masters and doctoral level interns

More about our clinical team can be found online at www.tubman.org.

### **Payment options**

Most mental health and therapy services are billed directly to health insurance:

- Insurance/HMO
- Medicare
- Medical Assistance
- Rule 25 funding for chemical health assessments and treatment
- Self-pay/private pay (Call for rates)
- Limited sliding fee scale, based on income guidelines

### Individual, Couples, or Family Therapy (Virtual and in-person)

Individual mental health therapy is offered at Tubman Chrysalis Center. We provide individual therapy for people of all gender identities and ages, as well as couples and families.

Location: Tubman Chrysalis Center

Fee: Can be billed to health insurance or ask about our rates

Who: All genders

For more information: Call (612) 870-2426

## Healthy Relationships Group: Including Parenting, Partnerships, and Family Relationships (Virtual at this time)

An open therapeutic group for individuals who identify as female and are self motivated with improving their relationships. We offer a flexible, validating, and safe space that incorporates a blend of supportive discussion and psychoeducation. Our weekly group topics are tailored to what group members identify would be helpful based on their current challenges and successes. Topics often include- maintaining and setting boundaries; relationship safety; child development; relationship violence cycle; self-care; emotion regulation skills; and effective co-parenting. Facilitators pull from a few therapeutic modalities including DBT. strength-based, person-centered approaches. We also ask group members to commit to a minimum of 6 weeks of group and to follow attendance guidelines.

Location: Tubman Chrysalis Center

Fee: Can be billed to health insurance or ask about our rates

Who: Individuals who identify as female only

### Chemical health (formerly Rule 25) assessments including Direct Access and Comprehensive assessments (Virtual at this time)

Chemical health (Rule 25) assessments are completed for people with insurance and for people in need of public funding to help pay for chemical health treatment. Assessments can be completed during walk-in hours or by appointment.

Location: Tubman Chrysalis Center

Fee: Can be billed to health insurance or ask about our rates

Who: 15 years and older, all genders

For more information: Call (612) 870-2426

### **Expressions of Healing Group** (Virtual at this time)

This psychotherapy group is a closed 12-week group that includes mindfulness meditation, guided expressive therapeutic exercises, group process, and somatic resourcing. Clients must have an individual therapist to join.

When: 10 a.m. to noon Wednesdays

Fee: Can be billed to health insurance or ask about our rates

Who: All genders

## **Relationship Violence Intervention Program** (Virtual at this time)

This is a 21-week treatment program for people who struggle with anger or have been abusive. Participants learn to understand their reactions, and learn skills to manage difficult situations with alternatives to the use of violence or abusive behaviors. Individuals can refer themselves or be referred by court, probation, child protection, or other agencies. Groups are divided by gender, with day and evening options.

**Location:** Tubman Chrysalis Center

Fee: Can be billed to health insurance or ask about our rates

Who: All genders, with separate groups by gender

For more information: Call (612) 870-2426

### **Trauma Skills Group**

This psycho-educational therapy group is a closed 12-week group for people who want to learn and practice skills to manage and reduce the disturbances to daily life caused by traumatic experiences. Individuals can use this group to learn about skills to address trauma from their past or present. This group focuses on symptom management rather than processing trauma. Individual therapy is required before starting this group. This group is offered every 12 weeks.

Location: In-person at Tubman Chrysalis Center

Fee: Can be billed to health insurance or ask about our rates

Who: All genders

### Mental Health Assessments (Virtual and in-person)

A mental health assessment provides an overall picture of how well clients feel emotionally and how well they are able to think, reason, and remember (in other words, assessing their cognitive functioning). The assessment includes social and biographical information. Clients will be asked questions both in writing and in person with a mental health therapist. During the assessment, a mental health therapist will ask questions about how clients get along with other people, including their family and friends. Currently, Tubman Chrysalis Center does not offer psychological testing services. A mental health assessment is done to:

- Find out about and check on mental health concerns, such as anxiety, depression, schizophrenia, and other common mental health concerns.
- Help tell the difference between mental and physical health problems.
- Evaluate a person who has been referred for mental health treatment because of problems at school, work, home, etc.
- Check the mental health of a person who has been placed in an institution or arrested for a crime, such as drunken driving, physical abuse, etc.

Location: Tubman Chrysalis Center

Fee: Can be billed to health insurance or ask about our rates

Who: All genders

### Relapse Prevention Group (Virtual at this time)

This 12-week group is designed for women who identify as being in recovery from substance use and would like to engage in a professionally facilitated, structured, time-limited group environment to strengthen their sobriety. A relapse may be a prompting event for attending this group, but members may also just be interested in ongoing recovery support. Our group curriculum draws on dialectical behavior therapy (DBT), cognitive behavior therapy (CBT), Acceptance and Commitment Therapy (ACT), mindfulness, life skills, skills to help build healthy relationships and prioritize safety in relationships, and psychoeducation regarding substance use and mental health disorders.

When: 2 p.m. to 4 p.m. Mondays, 12 week program

**Location:** Tubman Chrysalis Center

Fee: Can be billed to health insurance or ask about our rates

Who: Individuals who identify as women only

For more information: Call (612) 870-2426

### **Psychiatric Medication Services (Evaluation and Management)**

An Advanced Practice Registered Nurse (APRN), with a specialty in Psychiatric Care, completes a psychiatric assessment with a client to determine medication needs, and then the client receives ongoing management of psychiatric medications.

Please note: This service is for people who are involved in one of Tubman Chrysalis Center's mental health or chemical health programs, and clients must be referred by their therapist or counselor.

### **Dialectical Behavior Therapy Program** (Virtual at this time)

This program offers group and individual DBT services to adults who want to learn how to "take control" of emotional aspects of their life. We welcome all genders, and offer all gender groups and an open and affirming LGBTQ+ Queer group. Participants become more aware of their emotions and learn about and develop skills to manage their emotional reactions and responses to difficult situations. They develop skills such as mindfulness, distress tolerance, emotional regulation, and interpersonal effectiveness. This is a Minnesota Department of Human Services-certified program. Individual therapy with a DHS-certified therapist is required while in this program.

Location: Tubman Chrysalis Center

Fee: Can be billed to health insurance or ask about our rates

Who: All genders, with co-ed groups and an LGBTQ+ group available

### Melissa's Connections Group (Virtual at this time)

Melissa's Connections Group is a free drop-in support group for people of all genders experiencing chemical health and/or mental health issues or concerns. This is a peer support group, facilitated by staff and/or interns, to offer a place to "land" and get some extra support. This is NOT a psychotherapy group, and if you need these services, please reach out to our Intake team at 612-870-2426, to see what other options may be available to meet your needs. Melissa's Connections has no fee or attendance commitment.

### This group is for people who:

- Are waiting to begin individual or group counseling
- Need extra support during a difficult period
- Are in need of support but do not have insurance
- Want to build supportive connections and community
- Are looking for access to additional community resources

**Location:** Tubman Chrysalis Center (Zoom)

Hours: 1 p.m. to 2:30 p.m. Mondays

Who: All genders, experiencing chemical health and/or mental health issues or

concerns

For more information: Call (612) 870-2426

Get Help: (612) 825-0000 www.tubman.org Give Help: (612) 825-3333

### **Youth and Young Adult Programs**

Tubman's youth and family services programs provide violence prevention, Intervention, support, outreach services, and leadership opportunities for youth in Tubman residential and community settings.

### **Youth Safety Plans**

Tubman staff can help develop specialized safety plans for youth and young adults. This service is available to Tubman residents, as well as the community through phone support, residential services, and drop-ins locations.

To speak with a Resource Advocate, please call or text the Youth and Young Adult Line at (612) 685-4188. Please note, this is not a 24/7 resource.

For immediate assistance, please call the 24/7 resource and crisis line at (612) 825-0000.

### **Safe Journeys Youth Transitional Housing**

Tubman provides transitional housing for youth and young adult victims of violence and exploitation, including sex trafficking, through the Safe Journeys program. The program offers on-site housing at Harriet Tubman Center East in Maplewood or supportive community-based transitional housing. A full range of safety planning and support is provided.

All referrals to this program are managed through the SMAC Coordinated Entry System, which can be reached at www.smacmn.org/whatissmac.

For more information: Call the 24-hour line at (612) 825-0000, or call the Safe Journeys Youth Worker office at (651) 789-7130.

### **Movement for Violence Prevention (MVP)**

Tubman's Movement for Violence Prevention (MVP) series helps youth organize around violence prevention and healthy relationships. This class helps teens expand their knowledge about violence prevention strategies and gives them the tools to provide presentations to other youth so that they can create safer communities. Participants will have access to tools and resources for their own projects, including PowerPoint presentations, worksheets, and activities, and will receive a certificate of completion for participating in Tubman's MVP Youth Leadership training. Participation in this free course also serves as a great resume and college application builder that showcases leadership skills and a commitment to making a difference.

Location: Options for virtual or in-person programming

Times: Times vary. Please call (612) 825-3333 for more information.

Register: Online at tubman.org or call (612) 825-3333. You can also set up a

training for your group.

For more information: Email teens@tubman.org, or find us on Instagram, TikTok, Twitter, and Facebook.

### **Voices in Prevention (VIP)**

These violence prevention lessons provide youth with tools for maintaining healthy relationships and serves schools, community programs, and faith groups. Other services offered by VIP include support groups, one-on-one sessions, peer mediation, and service learning.

**Location:** Schools and community locations upon request, with virtual options also available

For more information: Call (612) 825-3333, or email teens@tubman.org.

### Youth and Young Adult Phone Line

This program assists young people of all genders who have experienced relationship violence, sexual assault or exploitation, stalking, or homelessness, develop personalized safety plans and find the resources and support they need.

For immediate assistance, call the 24/7 resource and crisis line at: (612) 825-0000.

For more information: Call or text (612) 685-4188, or email resources@tubman.org

### **Inspiring Youth**

Tubman's youth workers provide comprehensive and culturally responsive one-on-one mentorship and support, access to resources, and connections to positive activities and leadership opportunities for youth ages 10-17. Additional support is provided as needed.

For more information: Email inspiringyouth@tubman.org, register online at www.tubman.org/get-help/youth-programs/inspiring-youth

### mydefinition.org

**mydefinition.org** is a website that provides resources, information, and youth-led media messages focused on preventing violence and engaging youth in the important work of creating safer communities.

### NorthStar Youth Outreach Center

Hours and availability vary. Please call to connect with available resources and support.

The NorthStar Youth Outreach Center provides services to youth and young adults of all genders, ages 10-24, and their children. Resources include advocacy, safety planning, and connections to a range of additional community resources provided by Tubman and partnering agencies. Other resources that are provided include counseling; housing, career, and educational assistance; food; as well as access to a computer lab, laundry, and clothing closet.

**Location:** Maplewood Mall, 3001 White Bear Ave, Space #2006 **Hours:** 1 p.m. to 8 p.m. Tuesday-Saturday (beginning February 2024) To check current availability, visit www.tubman.org/NorthStar or call (651) 748-4010.

For more information: Visit tubman.org/NorthStar, or call (651) 748-4010.

### **Community Support Services**

### Harriet's Closet

Harriet's Closet is temporarily closed to clients, at this time.

Harriet's Closet is a clothing boutique that offers new and gently used clothing at no cost for youth and adult Tubman clients.

Location: Harriet Tubman Center East in Maplewood

**Hours:** Hours vary, call for more information.

For more information: (612) 825-3333

### **Tech Center for Youth & Young Adults**

A free Tech Center provides access to reliable computers in a safe environment. People ages 10-24 can check emails, look for a job, or just keep up to date on news and events. We are also accepting volunteers for this program! To learn more about volunteering, call 612.825.3333, or check the website.

Location: North Star Youth Outreach Center in Maplewood Mall

**Hours:** 4 p.m. to 7 p.m. Monday-Thursday

For more information: (651) 748-4010

### **Financial Planning Services**

Meet with a Financial Specialist for support to meet your financial goals. This service is free. Registration is required.

Location: Over the phone

**Hours:** 6 p.m. to 8 p.m. Second Tuesday of every month **For more information and to register: (612) 870-2426** 

### Jobs, Education, and Finance (JEF) Services

JEF services support people with employment, educational, or financial goals. Various career, finance, and education related workshops are offered, as well as one-on-one appointments with JEF volunteers and staff.

JEF Services are currently available to current Tubman clients through internal referral.

For more information: (612) 825-3333

### Pieces of Peace Support Group (Virtual at this time)

This is an ongoing drop-in support group for people who are experiencing or have experienced relationship abuse, including emotional, verbal, physical, sexual, or financial abuse. Participants at all stages of healing are welcome. There is no fee for this group.

Location: Virtual

**Hours:** 6:30 p.m. to 8 p.m. Tuesdays **Who:** All genders, co-ed groups

For more information: Call (612) 825-3333, or register at www.tubman.org

Get Help: (612) 825-0000 www.tubman.org Give Help: (612) 825-3333

### **Economic Advancement Program (Hennepin County)**

Nearly all people impacted by violence have also experienced financial hardships. Tubman's Economic Advancement Program in partnership with Hennepin County, aims to reduce or remove the negative impacts of these hardships for survivors of domestic violence. People will develop short-term and long-term financial plans that address hardships with the goal of promoting long-term financial stability and wealth-building. Direct client assistance will help reduce barriers and meet short-term needs. People will be connected to other services by Tubman, community partners and other resources to meet additional needs.

The Economic Advancement Program serves survivors of domestic violence from Hennepin County with little or no income, who are receiving public benefits or who have stopped receiving public benefits which is causing further financial difficulty. Our focus will be on survivors who identify as BIPOC and we serve all genders, including people who do not identify as a specific gender and people who identify as LGBTQ+.

To qualify for the program, people must meet the definition of being eligible for Minnesota Department of Human Services Consolidated Funding, or families with earnings below 200% of Federal Poverty Guidelines (FPG) and who meet any of the following criteria:

- Families on MFIP;
- Family households with a minor child (under the age of 18);
- Pregnant woman; or
- Non-custodial parents of a child receiving MFIP.

### **Stay in Touch with Tubman**

Follow Tubman on social media to stay updated on news, events, job opportunities, donation drives, and more!

Facebook: @Tubman.org
Instagram: @tubmanmn
X: @TubmanMN
LinkedIn: @Tubman
YouTube: @TubmanMN

For youth-centered content, follow Tubman's Movement for Violence
Prevention program (@TubmanMVP on all channels) to stay updated on news,
events, helpful tips, and more!

Get Help: (612) 825-0000 www.tubman.org Give Help: (612) 825-3333



### **Our Locations**



**Tubman Chrysalis Center** 

4432 Chicago Avenue South Minneapolis, MN 55407

M-TH 8 a.m. to 5 p.m. F 8 a.m. to 2 p.m.



**Harriet Tubman Center East** 

1725 Monastery Way Maplewood, MN 55109

M-TH 8 a.m. to 5 p.m. F 8 a.m. to 3 p.m.



NorthStar Youth Outreach Center at Maplewood Mall

3001 White Bear Avenue, Suite 2006 Maplewood, MN 55109

T-TH 4 p.m. to 7 p.m.