



Pflugerville ISD: Public Notice

Regular Meeting

September 18, 2025 6:00 PM
Administration Building Board Room
1401 W. Pecan Street
Pflugerville, Texas 78660

The subjects to be discussed or considered or upon which any formal action may be taken are listed below. Items do not have to be taken in the same order as shown on this meeting notice. Unless removed from the consent agenda, items identified within the consent agenda will be acted on at one time.

1. Opening
 - 1.A. Moment of Silence
 - 1.B. Pledge of Allegiance
 - 1.C. Awards and Recognitions
 - 1.D. Public Comments (May address items not listed on the agenda)
2. President's Report
3. Administration Report
4. District Optimization Project Partnership with Civic Solutions Group (CSG)- Presentation
5. Consideration and Possible Nomination of a Candidate or Candidates for the Travis Central Appraisal District (TCAD) Board of Directors
6. Consent Agenda
 - 6.A. Consideration and Possible Approval of Meeting Minutes
 - 6.A.(1) August 7, 2025 Workshop Meeting Minutes
 - 6.A.(2) August 28, 2025 Regular Meeting Minutes
 - 6.B. Consideration and Possible Approval of Purchases in Excess of \$50,000
 - 6.B.(1) Education Service Center (ESC) Region 4 - Bluebonnet Math Materials
 - 6.B.(2) Integral Care - In-Person Therapy Sessions
 - 6.B.(3) Texas Education Agency - Texas Tech University (TTU) Data Validation
 - 6.B.(4) MGT - Athletic Area Access Points
 - 6.B.(5) SHI - Data Center APC Hardware Replacement
 - 6.B.(6) SHI - NIM Software Renewal
 - 6.B.(7) SHI - Microsoft License Annual Renewal
 - 6.C. Consideration and Possible Approval of Policy CDH (Local)- Workforce Housing Public Facility Corporation

- 6.D. Consider Adoption of a Resolution by the Board of Trustees of the Pflugerville Independent School District Authorizing and Approving the Creation of the Pflugerville Independent School District Workforce Housing Public Facility Corporation (PFC); Authorizing the Appointment of the Initial Directors of the PFC and the Calling of an Organization Meeting of the PFC; Authorizing and Approving the Articles of Incorporation and Draft Bylaws for the Public Facility Corporation; and Other Matters in Connection Therewith
- 6.E. Consideration and Possible Approval of Additional Compensation in the Amount of \$5,743 to the Superintendent Due to a Payroll Error for the 2024-2025 and 2025-2026 Service Years
- 6.F. Consideration and Possible Approval of the 2025-26 First Quarter Budget Amendment
- 6.G. Consideration and Possible Approval of 2025-2026 T-TESS Appraisers
- 6.H. Consideration and Possible Approval of Outside Employment of Pflugerville ISD Employees
- 6.I. Consideration and Possible Approval of Elementary Class Size Waivers
- 6.J. Consideration and Possible Approval of the Superintendent Evaluation Instrument and Annual Goals, Including Possible Amendments to Same
- 6.K. Consideration and Possible Action Regarding Proposed Easements on District Property Including But Not Limited to: Wastewater Lines, Water Lines, Drainage, Exclusive Waterlines Vault Easement, and Restrictive Covenant Regarding Integrated Pest Management for School Districts As Well As Agreement on Conditions and Affidavits of No Lien Related Thereto, With the City of Austin, Texas to Service the New Career and Technical Education ("CTE") Facility, Including Possible Resolution Regarding Same and/or Delegation of Authority to Negotiate, Finalize, and Execute the Relevant Documents and Conveyances for the Property Described As: (1) Tract 1: Being All of that Certain Tract or Parcel of Land Containing 124.1354 Acres, More or Less, Situated in the Mariquita Castro Survey, Abstract No. 160, Travis County, Texas by Deed Recorded in Volume 9509, Page 234, Real Property Records of Travis County, Texas; and (2) Tract 2: Being All of that Certain Tract or Parcel of Land Containing 1.9033 Acres, More or Less, Situated in the Mariquita Castro Survey, Abstract No. 160, Travis County, Texas by Deed Recorded Under Document No. 2007017122, Official Public Records of Travis County, Texas
- 6.L. Approval of Resolution Authorizing the Purchase of Real Property on N FM Road 973, Travis County, Texas, and Delegating Authority to the Superintendent or Designee to Finalize the Purchase
- 6.M. Consideration and Possible Approval of a Resolution of the Pflugerville Independent School District Board of Trustees Granting Authority to the Pflugerville ISD Police Department to Enforce Traffic Ordinances and Control Devices on School Grounds
7. Discussion Regarding Personnel Employment (551.074)
 - 7.A. Consideration and Possible Ratification of Personnel- Chief of Police (551.074)
 - 7.B. Consideration and Possible Ratification of Personnel- Assistant Superintendent of Operations (551.074)
8. Discussion Regarding the Purchase, Exchange, Lease, or Value of Real Property (551.072)
9. Consideration and Possible Action Regarding Appeal Filed by Parents Regarding Transfer Denial-Record Review (551.0821, 551.071)
10. Closing

If, during the course of the meeting, discussion of any items on the agenda should be held in a closed meeting, the board will conduct a closed meeting in accordance with the Texas Open Meetings Act, Government Code, Chapter

551, Subchapters D and E or Texas Government Code section 418.183(f). Before any closed meeting is convened, the presiding officer will publicly identify the section or sections of the Act authorizing the closed meeting. All final votes, actions, or decisions will be taken in open meeting. [See BEC(LEGAL)]

The notice for this meeting was posted in compliance with the Texas Open Meeting Act on:

_____.

For the Board of Trustees

Pflugerville Independent School District



PASSIONATELY SERVING

**Pflugerville ISD
Superintendent Evaluation
Dr. Quintin Shepherd
2025-2026**

Pflugerville ISD Superintendent Evaluation 2024-2025 School Year

The Board and Superintendent will meet annually to discuss the progress the Superintendent is making toward the achievement of District goals and to discuss any other aspect of his performance or Board-Superintendent relationships as the Board and/or the Superintendent may deem to be appropriate. The summative evaluation meeting will be held annually in February. The formative evaluations will be held annually in June and November.

Timeline:

September	Approval of Superintendent Annual Evaluation Instrument and Goals
November	Superintendent Formative Evaluation
February	Superintendent Summative Evaluation
June	Superintendent Formative Evaluation
August	Discussion Superintendent Annual Evaluation Instrument and Goals

Mission Statement

The mission of Pflugerville ISD is to provide an inspiring, engaging, and relevant education that empowers students to reach their full potential as productive members of a diverse global community.

Vision Statement

Pflugerville ISD... Passionately Serving the Best Interests of Students

Core Beliefs

We Believe:

- Diversity is our strength
- All individuals have worth
- Relationships are foundational to success
- A safe and nurturing environment is non-negotiable
- All students have the right to diverse educational opportunities
- Social-emotional learning is as critical as academic focus
- Civic-mindedness must be explicitly cultivated in our students
- Community partnerships and high expectations improve student outcomes
- Innovation and a strong work ethic ensure excellence

District Goals

Goal 1: PfISD will recruit, support, and retain teachers and principals.

Goal 2: PfISD will build a foundation of reading and math

Goal 3: PfISD will connect high school to career and college

Goal 4: PfISD will improve low-performing schools

Pflugerville ISD Superintendent Evaluation 2024-2025 School Year

The Superintendent evaluation instrument shall be based on the Superintendent's job description and District goals which consist of two main components:

- A review of the Superintendent's efforts in achieving the District Goals, and
- A review of the Superintendent Administrative and Leadership Performance Indicators that are identified in the Superintendent's job description.

Annual Strategic Planning Goals

The Superintendent evaluation process is intended to be an extension of the strategic planning and continuing improvement process that must be aligned with the district's Mission, Vision and Goals. Each goal should clearly state the District's desired outcome, the Superintendent's plan for achieving the goal, and an agreed upon method for measuring the effectiveness of the plan. Superintendent goals should answer two questions.

1. What is going to change in the District as a consequence of having adopted the District Goal?
2. How will the Board know the change is succeeding in helping us fulfill the goal?

Administrative and Leadership Performance Indicators

Administrative and Leadership performance indicators are identified in the Superintendent's job description. It is generally accepted that a superintendent needs to address these areas to successfully provide effective stewardship for the Pflugerville Independent School District. Indicators should address the following performance areas:

- Instructional Management
- Organizational Morale
- Organizational Improvement
- Personnel Management
- Management of Administrative, Fiscal, and Facilities Functions
- Student Management
- Community Relations
- Professional Growth and Development
- Academic Excellence Indicators and Campus Performance Objectives
- School Board Relations

Superintendent Evaluation

Dr. Quintin Shepherd

2024-2025

Date of Evaluation _____ Formative/Summative _____

To evaluate the Superintendent, there will be six standards as noted below:

- 1) **Leadership:** Demonstrates sound judgment, leadership skills, and a commitment to excellence while reflecting integrity and fairness.
- 2) **Teaching and Learning:** Creates a culture of excellence to address the academic, economic, and social challenges of the future.
- 3) **Human Resources:** Develop a recruitment and retention process that provides quality staff for all PFISD students.
- 4) **Finance, Facilities, and Bond:** Develop a comprehensive plan that will achieve financial stability and address facility needs.
- 5) **Communications:** Creates a system and processes that generate two-way external/internal communications.
- 6) **Board Relations:** Maintains a positive and productive working relationship with the Board of Trustees. (All Strategic Goals and Board Self-Evaluation)

NOTE: Each standard will be supported by the following Goals:

Teaching and Learning

We will create and implement relevant, engaging, and innovative learning experiences.
Meet the social and emotional needs of students to facilitate engagement.

Human Resources

PfISD employees will be supported, devoted, and committed to their role in the best interests of students.

Funding and Finance

PfISD will collaborate with all stakeholders to maximize and optimize financial resources.

Facilities

Innovative, accessible, and equitable facilities will be designed, built, renovated, and maintained through collaborative teams.

Communications

Engage in innovative and inclusive messaging and partnerships to connect all communities.

Performance Indicators: For each section, circle one performance indicator based on your evaluation of the Superintendent in that area.

(This model is designed to allow for growth; therefore, PROFICIENT is considered high quality).

Distinguished

This indicator is rare to achieve and requires a person to perform at the highest level regardless of all conditions.

Accomplished

This indicator is difficult to achieve and requires a person to, more often than not, perform at optimum levels.

Proficient

This indicator is getting the job done in an efficient and effective manner, most people will be proficient.

Developing

This indicator is not bad, but it means that while the person performs adequately most of the time, there are opportunities to improve.

Needs Improvement

This indicator means that the individual clearly needs to make changes to perform better.

For each standard, the Board should evaluate the Superintendent based on the items indicated and add any comments and/or feedback accordingly. If you give the Superintendent a rating of “Developing” or “Needs Improvement” on any item, it is expected that you will indicate with some specificity what the Superintendent would need to bring his performance to “Proficient” or “Accomplished.”

Comments using specific examples with all ratings are encouraged to assist the Superintendent in developing a better understanding of the board member’s perception of his performance.

1) **Leadership:** Demonstrates sound judgment, leadership skills, and a commitment to excellence while reflecting integrity and fairness.

- Develops a multi-year strategic plan with yearly measurable milestones.
- Delegates appropriately to encourage the continuous improvement of the educational program.
- Develops and maintains staff development calendar.
- Fosters employee engagement in the district by being visible and approachable.
- Demonstrates skill in anticipating, managing, and resolving conflict; provides for two-way communication with district personnel.
- Stays informed of developments in state, federal, and local laws, as well as changes in public policy affecting education.
- Develops and implements administrative procedures to manage school operations in alignment with board policies.
- Accurately prepares and submits all required reports to the board, Texas Education Agency, federal and state agencies, and courts in a timely manner.
- Prepares and submits the annual budget proposal to the board, supervises financial accounting to ensure budget compliance, and manages funds efficiently.
- Ensures adherence to all applicable state and federal regulations.
- Oversees district facility maintenance, ensuring safety for students, staff, and other users.
- Monitors district property, casualty, and workers' compensation losses, employing appropriate risk management strategies.
- Follows the Educator Code of Conduct and all policies, procedures, laws, and State/Federal regulations.

Circle one performance indicator based on your evaluation of Leadership:

Distinguished
Accomplished
Proficient
Developing
Needs Improvement

Strategic Planning Goal for Leadership: (Superintendent to provide)

Comments from the Board in Leadership: Trustees comment suggestions on organizational management, leadership of the executive team, bond elements/process, strategic planning process, etc.

2) **Teaching and Learning:** Creates a culture of excellence to address the academic, economic, and social challenges of the future.

- Develops relevant learning experiences such that students will learn and use future-ready skills.
- Reviews, revises, ensures alignment, and communicates the Pflugerville Learning and curriculum model/methods.
- Monitors the alignment of district curriculum with the district mission, vision, goals, and assessment.
- Establishes and maintains programs and initiatives that promote understanding and appreciation of cultural diversity, with annual reports documenting student and staff engagement.
- Ensures the implementation of safety protocols and policies that result in a nurturing, secure learning environment, as evidenced by annual safety audits, and surveys of students and staff on school climate.
- Ensures each campus improvement plan encompasses teaching and learning goals.
- Ensures PfISD graduates meet or exceed State graduation percentage rates.
- Ensures year-over-year growth in the percentage of PfISD graduates achieving the Distinguished Level of Achievement (DLA) and earning Endorsements, while working toward meeting or exceeding state averages.
- Demonstrates year-over-year improvement in student performance across all STAAR categories and student groups, with the goal of closing gaps relative to state and regional performance.
- Increases the current number of students graduating from PfISD with an industry certification/associate degree and CCMR
- Ensures Academic Achievement Gaps for diverse student populations are reduced year over year.
- Ensures 70% of the DIP goals are met.
- Is informed via the administration report about all aspects of the instructional program and ensure that there is a continuous focus on improving student academic performance; work with the staff, board, and community to plan curriculum; develop, evaluate, and revise the district improvement plan annually with the assistance of the district-level committee; prepare reports and assist the board in evaluating the effectiveness of school programs.
- Conducts periodic evaluations of all programs and operations to determine improvement needed to reach goals of district and campus improvement plans; uses a collaborative decision-making and problem-solving process when appropriate; promotes goal-oriented performance and support the achievement of campus performance objectives.
- Supports all professional development activities.
- Implements an equitable and effective student discipline management system, by measuring and reporting disciplinary incidents and disparities across student groups.
- Collaborates with staff, board, and community to establish and track the effectiveness of support services for students, as demonstrated by regular evaluations, surveys, and reports on student well-being and behavior outcomes.

Circle one performance indicator based on your evaluation of Teaching and Learning:

Distinguished
Accomplished
Proficient
Developing
Needs Improvement

Strategic Planning Goal for Teaching and Learning: (Superintendent to provide)

Comments from the Board Regarding Teaching and Learning:

DRAFT

3) **Human Resources:** Develops a recruitment and retention process that provides quality staff for all PFISD students.

- Maintains a comprehensive recruitment and retention plan.
- Assures an effective evaluation system of all employees.
- Effectively supervises and evaluates personnel who are direct reports.
- Acknowledges staff accomplishments.
- Organizes, reorganizes, and arranges the staff of the District; develops and establishes administrative regulations, rules, and procedures that the Superintendent deems necessary for the efficient and effective operation of the District consistent with the Board's lawful directives, the Board's policies, and state and federal law.
- Develops appropriate administrative regulations to implement adopted policies.
- Continues actions for hiring staff to reflect the demographics of students on all campuses in the district.
- Maintains a teacher turnover rate that is at or below the state average or shows improvement from previous years' turnover rate.
- Recommends the number and types of positions needed to carry out district functions effectively and organize the district's central administration; promote a positive work environment that fosters high staff morale and excellence in the district; employs non-contractual personnel; recommends contractual personnel for employment; assigns and reassigns all personnel; exercises final authority over transfer of educators due to enrollment shifts or program changes; defines the duties of all personnel; directs and supervises the staff evaluation program; initiates the termination or suspension of employees or non-renewal of term-contracted personnel; dismisses non-contractual personnel.

Circle one performance indicator based on your evaluation of Human Resources:

Distinguished
Accomplished
Proficient
Developing
Needs Improvement

Strategic Planning Goal for Human Resources: (Superintendent to provide)

Comments from the Board Regarding Human Resources:

4) **Finance and Facilities:** Develop a comprehensive plan that will achieve financial stability and address facility needs.

- Effectively implements a district-wide budget that includes aligning educational expectations and priorities.
- Ensures all district expenditures are efficient and correlate with district, campus, and department needs and have a measurable effect on effect on meeting district goals.
- Advises the Board of potential fiscal concerns and/or issues.
- Maintains five-year projection on resources based on available data.
- Provides the Board with all relevant financial data in a timely manner and as appropriate.
- Prepares and submits to the Board annually a proposed budget covering all estimated revenue and proposed expenditures of the District for the following fiscal year.
- Is proactive in exploring land options for building new schools/facilities and acquisitions. Recognizes that the board will make all land and facility purchases.
- Maintains a management system designed to produce ongoing efficiencies in major district operations including transportation, food service, and building maintenance operations.
- Develops a student enrollment/recruitment plan to increase student enrollment, enhance financial stability, and maximize funds per average daily attendance (ADA).
- Establishes a bond oversight committee.
- Manages and establishes the function of the bond oversight committee to ensure and monitor the progress of projects and facilities district-wide.
- Develops and recommends pay systems, pay increases, or pay adjustments for personnel; administers pay systems.

Circle one performance indicator based on your evaluation of Finance and Facilities:

Distinguished
Accomplished
Proficient
Developing
Needs Improvement

Strategic Planning Goal in Finance and Facilities: (Superintendent to provide)

Comments from the Board Regarding Finance and Facilities:

5) **Communications:** Creates a system and processes that generate two-way external/internal communications.

- **Administration Report:** Produces and delivers a comprehensive Administration Report to the board and community on a monthly basis, outlining key district updates, progress on initiatives, and upcoming priorities. Demonstrates transparency and accountability through regular communication.
- **Two-Way Communication System:** Establishes and maintains systems that facilitate two-way communication between the district and both internal and external stakeholders. Evidence of success includes surveys measuring stakeholder satisfaction and engagement metrics, such as the number of interactions and responses from key groups.
- Effectively communicates and engages with district staff by fostering a sense of ownership and transparency during complex decision-making processes.
- Maintains regular visibility across campuses, as feasible, to gather input, address concerns, and promote a shared understanding of district priorities and initiatives.
- **Community Engagement:** Demonstrates year-over-year improvement in community engagement by attending and actively participating in at least three community events per quarter. Provides a log of attendance and feedback from events to demonstrate visible leadership.
- **Collaboration with Parent and Community Organizations:** Engages with parent groups (PTA/PTO) and booster clubs through regular meetings and collaborative initiatives.
- **Communication with Key Stakeholders:** Maintains regular communication with elected officials, non-profit organizations, the business community, and local, state, and national leaders.
- **Consistent Messaging and Strategy:** Monitors and ensures consistency in district and campus-level communication strategies. Evidence includes regular reviews of campus communication tools and alignment with district standards, as well as reports on messaging consistency across platforms in the administration report.
- **Positive Media Presence:** Ensures positive and consistent district messaging through media outlets, including social media. Provides media reports via administration report showing increased positive media mentions, social media engagement statistics, and public sentiment analysis.

Circle one performance indicator based on your evaluation of Communications:

Distinguished
Accomplished
Proficient
Developing
Needs Improvement

Strategic Planning Goal in Communication: (Superintendent to provide)

Comments from the Board Regarding Communications:

6) **Board Relations:** Maintains a positive and productive working relationship with the Board of Trustees.

- Keeps Board informed of significant issues as they arise.
- Responds in a timely and complete manner to Board requests for information that is consistent with board policy and established procedures.
- Adequately prepares Board for Board meetings including the timely distribution of agendas and adequate background material.
- Provides well-informed and sound recommendations to the Board, ensuring full transparency by disclosing all relevant information to support effective decision-making.
- Effectively orients new Board members; implements Board policy effectively.
- Supports Board decisions with staff and community.
- Encourages Board growth and development.
- Recognizes and supports the respective roles of the Board and Superintendent.
- Prepares recommendations for policies to be adopted by the Board and overseeing the implementation of adopted policies.
- Offers meetings individually with Board Members on a quarterly basis in one-on-one meetings.
- Serves as liaison between board and staff.
- Assists the board, in an annual performance development plan.
- Assists the board in identifying individual and team training needs.
- Prepares board agendas and meeting materials in cooperation with the board president; attends and participates in all board meetings except closed meetings from which the superintendent is excluded, such as when the board wants to discuss the superintendent's contract or evaluation privately.
- Keeps the board continuously informed on issues, needs, and operations of the district; recommends policies to the board for adoption and oversees the implementation of adopted policies; exercises discretion and judgment in matters not covered by board policy; interprets board policies to the staff and community and implements them accordingly.
- Serves as custodian of all board minutes and records.
- Communicates with the district's attorney on matters in litigation or matters potentially in litigation except as otherwise directed by the Board.

Circle one performance indicator based on your evaluation of Board Relations:

Distinguished
Accomplished
Proficient
Developing
Needs Improvement

Strategic Planning Goal in Board Relations: (Superintendent to provide)

Comments from the Board Regarding Board Relations:

Superintendent Evaluation
Indicators Aggregate (as listed for each standard)

Dr. Quintin Shepherd

School Year 2024-2025

	Formative		Summative (Annual)
Indicators	June	November	February
Leadership			
Teaching and Learning			
Human Resources			
Finance, Facilities, and Bond			
Communications			
Board Relations			

Reinforcement:

Refinement:

Superintendent Evaluation Evidence of Progress 2024-2025

Dr. Quintin Shepherd

Comments from the Superintendent concerning his *Evidence of Progress*:

This section is for the Superintendent to provide his written Evidence of Progress for each standard listed (what he thinks his district's accomplishments have been). Evidence indicated should be in line with the District Goals.

- 1) **Leadership:** Demonstrates sound judgment, leadership skills, and a commitment to excellence while reflecting integrity and fairness.
- 2) **Teaching and Learning:** Creates a culture of excellence to address the academic, economic, and social challenges of the future.
- 3) **Human Resources:** Develop a recruitment and retention process that provides quality staff for all PFISD students.
- 4) **Finance, Facilities, and Bond:** Develop a comprehensive plan that will achieve financial stability and address facility needs.
- 5) **Communications:** Creates a system and processes that generate two-way external/internal communications.
- 6) **Board Relations:** Maintains a positive and productive working relationship with the Board of Trustees.

Superintendent 25-26 Evaluation Goals

Leadership:

- Goal 1: Create a multi-year strategic plan with clear milestones each year.
- Goal 2: Develop and implement a multi-year leadership pipeline strategy to deepen the district's leadership bench and sustain continuous improvement.

Teaching and Learning:

- Goal 1: Monitor/evaluate all instructional programs, focusing on improving academic results, paying special attention to innovative pilots.
- Goal 2: Develop and sustain programs and communication strategies that actively engage families and the broader community, ensuring two-way communication, cultural inclusivity, and opportunities for families to partner in student learning and success.

Human Resources:

- Goal 1: Maintain a comprehensive recruitment and retention plan, ensuring transparency and regular communication with stakeholders throughout the recruitment and selection process.
- Goal 2: Maintain a teacher turnover rate at or below the state average, or demonstrate year-over-year improvement, by providing monthly vacancy and turnover reports and conducting retention analyses to inform staffing strategies.
- Goal 3: Organize, reorganize, and arrange the staff of the District; develop and establish administrative regulations, rules, and procedures that the Superintendent deems necessary for the efficient and effective operation of the District consistent with the Board's lawful directives, the Board's policies, and state and federal law.

Finance and Facilities:

- Goal 1: Develop a five-year projection on resources up to date.
- Goal 2: Ensure facilities leadership and bond project execution include clear, public-facing progress reports, with visuals, timelines, and updates accessible to the community, to promote transparency and accountability

Communications:

- Goal 1: Strengthen internal communication protocols and maintain systems that facilitate two-way communication with both internal and external stakeholders. Ensures clarity, consistency, and transparency on complex initiatives (e.g., TIA),

with evidence of success drawn from staff surveys, stakeholder satisfaction measures, and engagement metrics such as interactions and response rates.

- Goal 2: Regularly evaluate external partnerships and collaborations (e.g., nonprofits, community agencies) to ensure alignment with district values, goals, and student needs.
- Goal 3: Maintain regular visibility across campuses, as feasible, to gather input, address concerns, and promote a shared understanding of district priorities and initiatives.

Board Relations:

- Goal 1: Provide well-informed and transparent recommendations to the Board, embedding historical context, legislative nuance, and comparative data to support effective decision-making.
- Goal 2: Ensure structured family and student input is incorporated into major transformation decisions (e.g., initiatives, boundary adjustments, program redesigns), and communicates how feedback informs Board recommendations.