SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY



Revised 10/29/10

BOARD

AGENDA

Thursday, November 4, 2010 9:00 A.M.

San Diego International Airport Commuter Terminal – Third Floor Board Room 3225 N. Harbor Drive San Diego, California 92101 MEMBERS

LAURIE BERMAN**

BRUCE R. BOLAND
GREG COX
JIM DESMOND
RAMONA FINNILA
ROBERT H. GLEASON
JIM PANKNIN
COL. FRANK A. RICHIE**
PAUL ROBINSON

ANTHONY K. YOUNG

** EX OFFICIO BOARD MEMBERS

TOM SMISEK

PRESIDENT/CEO
THELLA F. BOWENS

Live web casts of Authority Board meetings can be accessed at http://www.san.org/airport authority/boardmeetings.asp.

This Agenda contains a brief general description of each item to be considered. The indication of a recommended action does not indicate what action (if any) may be taken. If comments are made to the Board without prior notice or are not listed on the Agenda, no specific answers or responses should be expected at this meeting pursuant to State law.

Staff Reports and documentation relating to each item of business on the Agenda are on file in Corporate Services and are available for public inspection.

NOTE: Pursuant to Authority Code Section 2.15, all Lobbyists shall register as an Authority Lobbyist with the Authority Clerk within ten (10) days of qualifying as a lobbyist. A qualifying lobbyist is any individual who receives \$100 or more in any calendar month to lobby any Board Member or employee of the Authority for the purpose of influencing any action of the Authority. To obtain Lobbyist Registration Statement Forms, contact the Corporate Services/Authority Clerk Department.

PLEASE COMPLETE A "REQUEST TO SPEAK" FORM PRIOR TO THE COMMENCEMENT OF THE MEETING AND SUBMIT IT TO THE AUTHORITY CLERK. PLEASE REVIEW THE POLICY FOR PUBLIC PARTICIPATION IN BOARD AND BOARD COMMITTEE MEETINGS (PUBLIC COMMENT) LOCATED AT THE END OF THE AGENDA.

The Authority has identified a local company to provide oral interpreter and translation services for public meetings. If you require oral interpreter or translation services, please telephone the Corporate Services/Authority Clerk Department with your request at (619) 400-2400 at least three (3) working days prior to the meeting.

CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

REPORT FROM CITIZEN COMMITTEE:

AUTHORITY ADVISORY COMMITTEE:
 Bella Heule, Chair, Airport Advisory Committee

PRESENTATION:

A. PRESENTATION TO AUTHORITY CLERK, TONY R. RUSSELL, FOR PROFESSIONAL EXCELLENCE EXHIBITED BY ACHIEVING MASTER MUNICIPAL CLERK CERTIFICATION:

Presented by Jamie Anderson, Town Clerk, Yucca Valley and Second Vice President, City Clerks Association of California

B. AUTHORITY'S FINANCIAL UPDATE:

Presented by Vernon Evans, Vice President, Finance/Treasurer

REPORTS FROM BOARD COMMITTEES, AD HOC COMMITTEES, AND CITIZEN COMMITTEES AND LIAISONS:

STANDING BOARD COMMITTEES

AUDIT COMMITTEE:

Committee Members: Finnila (Vice Chair), Gleason, Smisek (Chair), Young, Buck, Tartre, Van Sambeek

• EXECUTIVE PERSONNEL AND COMPENSATION COMMITTEE:

Committee Members: Boland (Vice Chair), Cox, Desmond (Chair), Smisek

FINANCE COMMITTEE:

Committee Members: Cox (Chair), Finnila, Panknin, Robinson, Young

TERMINAL DEVELOPMENT PROGRAM COMMITTEE:

Committee Members: Boland (Chair), Finnila, Panknin (Vice Chair), Robinson

REGIONAL AVIATION STRATEGIC PLAN COMMITTEE:

Committee Members: Boland (Vice Chair), Desmond, Finnila (Chair), Panknin

ADVISORY COMMITTEES

AUTHORITY ADVISORY COMMITTEE:

Representative: Panknin

PUBLIC ART ADVISORY COMMITTEE:

Committee Member: Gleason

LIAISONS

CALTRANS:

Liaison: Berman

MILITARY AFFAIRS:

Liaisons: Boland (Primary), Panknin (Alternate)

PORT:

Liaisons: Boland, Gleason (Primary), Smisek

BOARD REPRESENTATIVES (EXTERNAL)

SANDAG TRANSPORTATION COMMITTEE:

Representatives: Panknin (Alternate), Smisek (Primary)

WORLD TRADE CENTER:

Representatives: Panknin (Primary), Young (Alternate)

CHAIR'S REPORT:

PRESIDENT/CEO'S REPORT:

NON-AGENDA PUBLIC COMMENT:

Non-Agenda Public Comment is reserved for members of the public wishing to address the Board on matters for which another opportunity to speak **is not provided on the Agenda**, and which is within the jurisdiction of the Board. Please submit a completed speaker slip to the Authority Clerk. *Each individual speaker is limited to three (3) minutes. Applicants, groups and jurisdictions referring items to the Board for action are limited to five (5) minutes.*

Note: Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Board.

CONSENT AGENDA (Items 1-17):

The consent agenda contains items that are routine in nature and non-controversial. Some items may be referred by a standing Board Committee or approved as part of the budget process. The matters listed under 'Consent Agenda' may be approved by one motion. Any Board Member may remove an item for separate consideration. Items so removed will be heard before the scheduled New Business Items, unless otherwise directed by the Chair.

1. APPROVAL OF MINUTES:

The Board is requested to approve minutes of prior Board meetings. RECOMMENDATION: Approve the minutes of the September 2, 2010 regular meeting, the September 17 and 18, 2010 Special Board meetings, and the October 7, 2010 regular meeting.

2. ACCEPTANCE OF BOARD AND COMMITTEE MEMBERS' WRITTEN REPORTS ON ATTENDANCE AT APPROVED MEETINGS AND PRE-APPROVAL OF ATTENDANCE AT OTHER MEETINGS NOT COVERED BY THE CURRENT RESOLUTION:

The Board is requested to accept the reports.

RECOMMENDATION: Accept the reports and pre-approve attendance at other meetings, trainings and events not covered by the current resolution. (Corporate Services: Tony Russell, Director/Authority Clerk)

3. NOVEMBER 2010 LEGISLATIVE REPORT:

The Board is requested to approve the report.

RECOMMENDATION: Adopt Resolution No. 2010-0114, approving the November 2010 Legislative report.

(Inter-Governmental Relations: Michael Kulis, Director)

4. APPOINTMENT OF AUTHORITY ADVISORY COMMITTEE MEMBERS:

The Board is requested to make appointments to the Authority Advisory Committee.

RECOMMENDATION: Adopt Resolution No. 2010-0115, making appointments to the Authority Advisory Committee.

(Noise Mitigation: Dan Frazee, Director)

5. APPOINTMENT OF BOARD MEMBER LIAISONS:

The Board is requested to make appointments.

RECOMMENDATION: Adopt Resolution No. 2010-0117, appointing Board liaisons.

(Corporate Services: Tony R. Russell, Director/Authority Clerk)

6. RESOLUTION ADJUSTING COMPENSATION RATE FOR DAYS OF SERVICE AND REVISING THE PRE-APPROVED LIST OF MEETINGS (Requires a Two Thirds Vote of the Board):

The Board is requested to adopt the resolution.

RECOMMENDATION: Adopt Resolution No. 2010-0118, adjusting the compensation rate for days of service and revising the pre-approved list of meetings.

(Legal: Breton Lobner, General Counsel)

7. DISPOSITION OF SURPLUS PROPERTY:

The Board is requested to authorize the disposition of surplus property. RECOMMENDATION: Adopt Resolution No. 2010-0130, authorizing the disposition of surplus property (materials and or equipment) to the highest bidders and to dispose of unwanted items as scrap.

(Procurement: Jana Vargas, Director)

CLAIMS

COMMITTEE RECOMMENDATIONS

8. RECEIVE THE UNAUDITED FINANCIAL STATEMENTS FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2010:

The Board is requested to receive the report.

RECOMMENDATION: The Finance Committee recommends that the Board receive the report.

(Finance: Vernon Evans, Vice President/Treasurer)

9. RECEIVE THE AUTHORITY'S INVESTMENT REPORT AS OF SEPTEMBER 30, 2010:

The Board is requested to receive the report.

RECOMMENDATION: The Finance Committee recommends that the Board receive the report.

(Finance: Vernon Evans, Vice President/Treasurer)

10. ACCEPTANCE OF THE PROPOSED 2011 MASTER CALENDAR OF BOARD AND COMMITTEE MEETINGS:

The Board is requested to accept the 2011 Master Calendar.

RECOMMENDATION: Accept the calendar.

(Corporate Services: Tony Russell, Director/Authority Clerk)

CONTRACTS AND AGREEMENTS

11. AWARDED CONTRACTS, APPROVED CHANGE ORDERS FROM SEPTEMBER 13, 2010 THROUGH OCTOBER 10, 2010 AND REAL PROPERTY AGREEMENTS GRANTED AND ACCEPTED FROM SEPTEMBER 13, 2010 THROUGH OCTOBER 10, 2010:

The Board is requested to receive the report. RECOMMENDATION: Receive the report. (Procurement: Jana Vargas, Director)

12. AUTHORIZE THE PRESIDENT/CEO TO EXECUTE AMENDMENTS TO EXTEND BY ONE YEAR THE TERM OF THE AGREEMENTS WITH KLEINFELDER WEST, INC., MATEC ENGINEERING AND CONSULTING, INC., AND NINYO & MOORE GEOTECHNICAL & ENVIRONMENTAL SCIENCES CONSULTANTS:

The Board is requested to authorize the President/CEO to extend the contract. RECOMMENDATION: Adopt Resolution No. 2010-0119, authorizing the President/CEO to execute First Amendment to the Agreements with Kleinfelder West, Inc., MACTEC Engineering and Consulting, Inc., and Ninyo & Moore Geotechnical & Environmental Sciences Consultants, extending the term of each of those agreements by one year to provide on-call professional material testing, special inspection, and geotechnical services for various airport capital improvement projects.

(Facilities Development: Iraj Ghaemi, Director)

13. CONSENT TO THE ASSIGNMENT OF AGREEMENT WITH ARTIST JIM CAMPBELL TO WHITE LIGHT, INC.:

The Board is requested to authorize the assignment of the agreement. RECOMMENDATION: Adopt Resolution No. 2010-0120, consenting to the Assignment of the Agreement for Public Art Work with Jim Campbell to White Light Inc.

(Public, Community and Customer Relations: Diana Lucero, Director)

14. APPROVE A THIRTEENTH AMENDMENT TO THE AGREEMENT WITH ALSTON & BIRD LLP AND AUTHORIZE THE PRESIDENT/CEO TO SIGN THE THIRTEENTH AMENDMENT TO THE AGREEMENT:

The Board is requested to authorize an amendment to the agreement. RECOMMENDATION: Adopt Resolution No. 2010-0121, approving a Thirteenth Amendment to the Agreement for Professional Legal Services between the Authority and Alston & Bird LLP and authorizing the President/CEO to execute the Thirteenth Amendment to the Agreement, extending the term of the Agreement by one year to expire no later than November 21, 2011.

(Legal: Breton Lobner, General Counsel)

15. AUTHORIZE THE AWARD OF AN AGREEMENT TO CULBERTSON & ASSOCIATES FOR PROFESSIONAL CONSULTING SERVICES RELATED TO THE CALIFORNIA COASTAL ACT AND THE CALIFORNIA COASTAL COMMISSION:

The Board is requested to authorize the award of the agreement. RECOMMENDATION: Adopt Resolution No. 2010-0122, authorizing the award of an Agreement to Culbertson & Associates for professional consulting services related to the California Coastal Act and the California Coastal Commission for a term of (3) years with a maximum amount payable of \$100,000.

(Legal: Breton Lobner, General Counsel)

16. CONSENT TO THE ASSIGNMENT OF THE IN-TERMINAL ADVERTISING AGREEMENT BETWEEN THE AIRPORT AUTHORITY AND THE JOINT VENTURE FOR THE OPERATION OF THE ADVERTISING CONCESSION AT SAN DIEGO INTERNATIONAL AIRPORT, LLC TO JCDECAUX AIRPORT, INC. AND THE SUBCONTRACT BETWEEN JCDECAUX AIRPORT, INC. AND THE ELIZABETH YOUNGER AGENCY, LTD, AND AUTHORIZING THE PRESIDENT/CEO TO EXECUTE A SECOND AMENDMENT TO THE INTERMINAL ADVERTISING CONCESSION AGREEMENT:

The Board is requested to consent to the assignment of the In-Terminal Advertising Agreement.

RECOMMENDATION: Adopt Resolution No. 2010-0128, consenting to the assignment of the In-Terminal Advertising Agreement between the Authority and the Joint Venture for the Operation of the Advertising Concession at San Diego International Airport, LLC to JCDecaux Airport, Inc. and to the subcontract between JCDecaux Airport, Inc. and the Elizabeth Younger Agency, Ltd.; and authorizing the President/CEO to execute a Second Amendment to the In-Terminal Advertising Concession Agreement.

(Real Estate Management: Troy Ann Leech, Director)

CONTRACTS AND AGREEMENTS AND/OR AMENDMENTS TO CONTRACTS AND AGREEMENTS EXCEEDING \$1 MILLION

17. AUTHORIZE THE PRESIDENT/CEO TO EXECUTE THE UPDATED PROGRAMMATIC AGREEMENT BETWEEN THE AUTHORITY AND VARIOUS AGENCIES REGARDING IMPLEMENTATION OF HISTORIC TREATMENT GUIDELINES FOR THE QUIETER HOME PROGRAM:

The Board is requested to execute an agreement.

RECOMMENDATION: Adopt Resolution No. 2010-0123, authorizing the President/CEO to execute the updated Programmatic Agreement among the Federal Aviation Administration, Advisory Council on Historic Preservation, California State Historic Preservation Officer, San Diego County Regional Airport Authority, and City of San Diego regarding implementation of Historic Treatment Guidelines for the Quieter Home Program for San Diego International Airport, Lindbergh Field.

(Facilities Development: Iraj Ghaemi, Director)

PUBLIC HEARINGS:

OLD BUSINESS:

18. BOARD POLICY DISCUSSION REGARDING POLICIES RELATING TO CONTRACTOR WORKER RETENTION (This item was discussed at the September 2, 2010 Board Meeting):

The Board is requested to provide direction to staff.

RECOMMENDATION: Provide direction to staff on a policy related to contractor worker retention.

(Administration: Jeffrey Woodson, Vice President)

NEW BUSINESS:

19. AUTHORIZE THE PRESIDENT/CEO TO EXECUTE WORK AND TASK AUTHORIZATIONS FOR CONSTRUCTION AND DESIGN PHASE SERVICES FOR THE TERMINAL DEVELOPMENT PROGRAM/THE GREEN BUILD:

The Board is requested to authorize the President/CEO to execute contracts for the Terminal Development Program.

RECOMMENDATION:

The Terminal Development Program Committee recommends that the Board:

Adopt Resolution No. 2010-0125, releasing funds and authorizing the President/CEO to execute additional Work Authorizations in an amount not-to-exceed seventy-nine million, fifteen thousand, thirty-eight dollars (\$79,015,038) for a Board authorized total of four hundred thirty-one million, four hundred sixty-five thousand, thirty-eight dollars (\$431,465,038) under Contract 1 (Terminal 2 West Building and Airside Expansion at San Diego International Airport); and

Adopt Resolution No. 2010-0126, releasing funds and authorizing the President/CEO to execute additional Work Authorizations in an amount not-to-exceed one hundred thirty-five million, twenty thousand, five hundred eighty-seven dollars (\$135,020,587) for a Board authorized total of two hundred fifty-one million, five hundred twenty thousand, five hundred eighty-seven dollars (\$251,520,587) under Contract 2 (Terminal 2 Elevated Departure Curb/Transit Plaza and Landside Modifications at San Diego International Airport); and

Adopt Resolution No. 2010-0127, releasing funds and authorizing the President/CEO to execute additional Task Authorizations in an amount not-to-exceed one hundred twelve million, two hundred twenty-seven thousand, three hundred and three dollars (\$112,227,303) for a Board authorized total of one hundred eighty-one million, six hundred twenty-seven thousand, forty-three dollars (\$181,627,043) for Program Management and Related Services/Projects and Contingencies associated with the execution of the work related to this Board Action.

(Development: Bryan Enarson, Vice President)

20. APPROVE THE SIXTH AMENDMENT TO THE AGREEMENT WITH AECOM USA, INC. AND AUTHORIZE THE PRESIDENT/CEO TO EXECUTE THE AMENDMENT:

The Board is requested to authorize the President/CEO to execute an amendment.

RECOMMENDATION: The Terminal Development Program Committee recommends that the Board adopt Resolution No. 2010-0129, approving the sixth amendment to the agreement with AECOM USA, Inc. (formerly known as DMJM Aviation) and authorizing the President/CEO to execute the amendment to provide Program Management/Construction Management services in support of the San Diego County Regional Airport Authority's Capital Improvement Program, Major Maintenance Program, Quieter Home Program, and Terminal Development Program, increasing the current agreement amount of \$81,700,000 by \$45,000,000 for a new total agreement amount not-to-exceed \$126,700,000 and extending the term of the agreement from December 31, 2010 to December 31, 2013.

(Facilities Development: Iraj Ghaemi, Director)

BOARD WORKSHOP:

21. CONCESSIONS DEVELOPMENT PROGRAM UPDATE (This item will be heard at approximately 1:30 p.m.):

Presented by Vernon Evans, Vice President, Finance/Treasurer

CLOSED SESSION:

22. CONFERENCE WITH LEGAL COUNSEL: ANTICIPATED LITIGATION:

Initiation of litigation pursuant to subdivision (c) of Section 54956.9: (1 case)

23. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION:

(Government Code Section 54956.9 (a)):

San Diego Unified Port District v. TDY Industries, Inc., et al., and related cross-actions. U.S. District Court, Southern District Case No. 03 CV 1146-B (POR).

24. CONFERENCE WITH REAL PROPERTY NEGOTIATORS:

Real Property Negotiations pursuant to Cal. Gov. Code sections 54954.5(b) and section 54956.8.

Property: 1.15 acre parcel located at the northern terminus of 13th Street in Imperial Beach

Agency Negotiators: Vernon D. Evans, Vice President, Finance/Treasurer Under Negotiation: Sale – Terms of Payment and Conditions.

25. CONFERENCE WITH REAL PROPERTY NEGOTIATORS:

Real property negotiations pursuant to Cal. Gov. Code Sections 54954.5(b) and section 54956.8.

Property: Salt Plant – 17 acre parcel located at 1470 Bay Boulevard, San Diego Agency Negotiators: Vernon D. Evans, Vice President, Finance/Treasurer Negotiating Parties: United States Fish and Wildlife Service, GGTW, LLC (current tenant) and/or other interested parties Under Negotiation: Sale – terms and conditions.

26. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION:

Pursuant to Government Code Section 54956.9(a): Save Our Heritage Organization v. San Diego Unified Port District, et al., San Diego Superior Court Case No. 37-2009-00097828-CU-TT-CTL

27. CONFERENCE WITH LEGAL COUNSEL--EXISTING LITIGATION:

(Cal. Gov. Code Section 54956.9(a)):

<u>San Diego Unified Port District v. Argonaut Insurance Company</u>, et al, L.A.S.C. GIC 874394

28. CONFERENCE WITH REAL PROPERTY NEGOTIATORS:

Real Property Negotiations pursuant to Cal Gov. Code §§ 54954.5(b) and 54956.8

Property: 3.76 acre easement across MCRD and San Diego Unified Port District property located on the Washington Street extension south of Pacific Highway, in the City of San Diego, CA.

Agency negotiators: Vernon Evans, Vice President, Finance/Treasurer and Troy Ann Leech, Director, Real Estate Management.

Under Negotiation: Consideration of MCRD's request for exclusive use of portion of the easement; possible realignment of access and rights; acquisition of easement or right of way from the San Diego Unified Port District.

29. CONFERENCE WITH LEGAL COUNSEL--EXISTING LITIGATION:

(Cal. Gov. Code Section 54956.9(a)):

City of San Diego, Historical Resources Board: <u>In re: Western Salt Company Salt</u> Works, Report No. HRB-08-005

30. CONFERENCE WITH LABOR NEGOTIATOR:

Labor negotiations pursuant to Cal. Gov. Code §54957.6.

Authority Designated Negotiators: Thella F. Bowens, President/CEO; and Jeffrey

Woodson, Vice President, Administration Employee Organization: Teamsters 911

REPORT ON CLOSED SESSION:

NON-AGENDA PUBLIC COMMENT:

Non-Agenda Public Comment is reserved for members of the public wishing to address the Board on matters for which another opportunity to speak **is not provided on the Agenda**, and which is within the jurisdiction of the Board. Please submit a completed speaker slip to the Authority Clerk. *Each individual speaker is limited to three (3) minutes. Applicants, groups and jurisdictions referring items to the Board for action are limited to five (5) minutes.*

Note: Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Board.

GENERAL COUNSEL REPORT:

BUSINESS AND TRAVEL EXPENSE REIMBURSEMENT REPORTS FOR BOARD MEMBERS, PRESIDENT/CEO, CHIEF AUDITOR AND GENERAL COUNSEL WHEN ATTENDING CONFERENCES, MEETINGS, AND TRAINING AT THE EXPENSE OF THE AUTHORITY:

BOARD COMMENT:

ADJOURNMENT:

Policy for Public Participation in Board and Board Committee Meetings (Public Comment)

- 1) Persons wishing to address the Board shall complete a "Request to Speak" form prior to the initiation of the portion of the agenda containing the item to be addressed (e.g., Public Comment and General Items). Failure to complete a form shall not preclude testimony, if permission to address the Board is granted by the Chair.
- 2) The Public Comment Section at the beginning of the agenda is limited to eighteen (18) minutes and is reserved for persons wishing to address the Board on any matter for which another opportunity to speak is not provided on the Agenda, and on matters that are within the jurisdiction of the Board. A second Public Comment period is reserved for general public comment later in the meeting for those who could not be heard during the first Public Comment period.
- 3) Persons wishing to speak on specific items listed on the agenda will be afforded an opportunity to speak during the presentation of individual items. Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Board. Public comment on specific items is limited to twenty (20) minutes ten (10) minutes for those in favor and ten (10) minutes for those in opposition of an item. Each individual speaker will be allowed three (3) minutes, and applicants and groups will be allowed five (5) minutes.
- 4) If many persons have indicated a desire to address the Board on the same issue, then the Chair may suggest that these persons consolidate their respective testimonies. Testimony by members of the public on any item shall be limited to three (3) minutes per individual speaker and five (5) minutes for applicants, groups and referring jurisdictions.
- 5) Pursuant to Authority Policy 1.33 (8), recognized groups must register with the Authority Clerk prior to the meeting.
- 6) After a public hearing or the public comment portion of the meeting has been closed, no person shall address the Board without first obtaining permission to do so.

Additional Meeting Information

NOTE: This information is available in alternative formats upon request. To request an Agenda in an alternative format, or to request a sign language or oral interpreter, or an Assistive Listening Device (ALD) for the meeting, please telephone the Authority Clerk's Office at (619) 400-2400 at least three (3) working days prior to the meeting to ensure availability.

For your convenience, the agenda is also available to you on our website at www.san.org.

For those planning to attend the Board meeting, parking is available in the public parking lot located directly in front of the Commuter Terminal. Bring your ticket to the third floor receptionist for validation.

You may also reach the Commuter Terminal by using public transit via the San Diego MTS system, Route 992. For route and fare information please call the San Diego MTS at (619) 427-6438.

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UPCOMING MEETING SCHEDULE				
Date	Day	Time	Meeting Type	Location
December 2	Thursday	9:00 a.m.	Regular	Board Room

STATE OF CALIFORNIA)
COUNTY OF SAN DIEGO)
SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY)

I, Sara Real, Assistant Authority Clerk I, San Diego County Regional Airport Authority, hereby certify that at the hour of 4:15 p.m. I caused the posting of this notice on the bulletin board located on the first floor of the San Diego International Airport, Commuter Terminal.

DATE: 10/29/10

SIGNATURE: Saca B. R