

Consejo Divisional
División de Ciencias de la Comunicación y Diseño
Presente.

DTPD/108/2016

Por medio de la presente, hago de su conocimiento la solicitud de periodo sabático presentada por el Dr. Sazcha Marcelo Olivera Villaruel, profesor-investigador adscrito al Departamento de Teoría y Procesos del Diseño.

El Doctor Olivera solicita 14 meses de periodo, desde el 9 de septiembre del año en curso, hasta el 8 de noviembre de 2017.

Durante el periodo, el Dr. Olivera estará realizando actividades de investigación relacionadas con el proyecto: "Fortalecimiento Institucional para la Sustentabilidad Energética" del Fondo Sectorial CONACYT-SENER Sustentabilidad Energética, y con el convenio interinstitucional entre UAM Cuajimalpa y Universidad Mayor San Francisco Xavier en Chuquisaca Bolivia.

Para ello, se tiene contemplada la realización de una estancia de investigación en el Centro de Ciencias ambientales de la Universidad de Maryland entre agosto de 2016 y julio de 2017, durante la cual se estará trabajando en el desarrollo de los siguientes productos:

- Un artículo sobre cambio climático analizando cambios en el uso de suelo (el alcance del mismo será a nivel de borrador).
- Modelo matemático sobre eventos extremos en ciudades
- Curso para posgrado en la Universidad Mayor San Francisco Xavier de Chuquisaca (Bolivia).

El profesor informó con anticipación a la jefatura del departamento de sus intenciones de solicitud de periodo sabático, por lo que la planeación departamental ha sido ajustada en cuanto a la asignación de carga docente y al desarrollo de los proyectos de investigación, para evitar cualquier posible efecto negativo de su ausencia sobre las metas planteadas en los distintos proyecto en que está involucrado el Dr. Olivera.

Sin más por el momento, le envió un cordial saludo.

Atentamente
Casa abierta al tiempo

Mtro. Octavio Mercado González
Jefe de Departamento
Depto. Teoría y Procesos del Diseño.

OMG*v





Casa abierta al tiempo

UNIVERSIDAD AUTÓNOMA METROPOLITANA
Unidad Cuajimalpa

*Comunidad académica comprometida
con el desarrollo humano de la sociedad.*

RHC.094.2016

**CONSTANCIA OFICIAL
PARA SABÁTICO**

EMPLEADO: 34082

DRA. ESPERANZA GARCÍA LÓPEZ
PRESIDENTE DEL CONSEJO DIVISIONAL
DIVISIÓN DE CIENCIAS DE LA COMUNICACIÓN Y DISEÑO
UNIDAD CUAJIMALPA
Presente.

Por este conducto hago constar que el **DR. SAZCHA MARCELO OLIVERA VILLARROEL**, número de empleado _____, presta sus servicios para esta Institución, como **Profesor Titular Nivel "C"**, de tiempo completo e indeterminado, adscrito al Departamento de Teoría y Procesos del Diseño, División de Ciencias de la Comunicación y Diseño, Unidad Cuajimalpa.

De acuerdo a un análisis de la historia laboral del **DR. OLIVERA**, para efectos de periodo sabático, su antigüedad data del 16 de julio de 2009 y hasta la fecha no ha disfrutado de ningún periodo sabático. Actualmente acumula seis años, siete meses, catorce días de labores ininterrumpidas al servicio de la Universidad, por lo que puede solicitar y disfrutar de un periodo sabático máximo hasta de doce meses (un año).

Para el 16 de julio de 2016, cumple siete años de labores ininterrumpidas al servicio de la Universidad, por lo que a partir de esa fecha, puede solicitar y disfrutar un periodo sabático por un tiempo máximo hasta de catorce meses, (un año dos meses).

Se extiende la presente para los fines y usos legales a que haya lugar, en la Ciudad de México, Distrito federal, al primer día del mes de marzo del año dos mil dieciséis.

ATENTAMENTE
"CASA ABIERTA AL TIEMPO"

LIC. LUIS BECERRA CASTAÑEDA
COORDINADOR DE RECURSOS HUMANOS



C.c.p. Mtro. Raúl Roydeen García Aguilar, Secretario Académico de la División de C.C.D.
Mtro. Octavio Mercado González, Jefe del Depto. de Teoría y Procesos del Diseño, DCCD.
Dr. Sazcha Marcelo Olivera Villarroel, Depto. de Teoría y Procesos del Diseño, DCCD

Unidad Cuajimalpa
Secretaría de Unidad
Torre III, 8to. piso, Avenida Vasco de Quiroga 4871, Colonia Santa Fe Cuajimalpa
Delegación Cuajimalpa de Morelos, México, D.F., C. P. 05348,
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SOLICITUD DE PERIODO SABÁTICO

Dra. Esperanza García López

FECHA DE ELABORACIÓN	DÍA	MES	AÑO
	25	05	2016

DIRECTOR DE LA DIVISIÓN DE: CIENCIAS DE LA COMUNICACIÓN Y DISEÑO DE LA UNIDAD CUAJIMALPA

APELLIDO PATERNO OLIVERA	APELLIDO MATERNO VILLARROEL	NOMBRE (S) SAZCHA MARCELO	NÚM. DE EMPLEADO
CATEGORÍA Y NIVEL: TITULAR "C"			
UNIDAD CUAJIMALPA	DIVISIÓN CIENCIAS DE LA COMUNICACIÓN Y DISEÑO	DEPARTAMENTO TEORIA Y PROCESOS DEL DISEÑO	
FECHA DE INGRESO A LA UAM COMO PERSONAL ACADÉMICO			
	DÍA 16	MES 07	AÑO 2009
ÚLTIMO PERIODO SABÁTICO DISFRUTADO, EN SU CASO	DEL	DÍA	MES
		AL	DÍA
			MES
			AÑO
			No. DE MESES

FECHA DEL PERIODO SABÁTICO SOLICITADO:	A PARTIR DEL	DÍA	MES	AÑO	AL	DÍA	MES	AÑO	No. DE MESES
		9	09	2016		08	11	2017	14 MESES

(PARA SER LLENADO POR LA OFICINA DEL CONSEJO DIVISIONAL)

APROBADO POR EL CONSEJO DIVISIONAL CON EL ACUERDO DE LA SESIÓN

DOCUMENTOS QUE ACOMPAÑAN LA SOLICITUD:

CONSTANCIA OFICIAL DE SERVICIOS EN LA UNIVERSIDAD

PROGRAMA DE ACTIVIDADES ACADÉMICAS A DESARROLLAR

INTERESADO

FIRMA

APROBACIÓN DEL CONSEJO DIVISIONAL (PRESIDENTE)

NOMBRE Y FIRMA

T1 SUBDIRECCIÓN DE PERSONAL
T2 ÁREA DE RECURSOS HUMANOS DE UNIDAD
T3 CONSEJO DIVISIONAL
T4 INTERESADO

Plan de trabajo del periodo sabático

Sazcha Marcelo Olivera Villarroel

El periodo sabático se desarrollara entre el 9 de septiembre de 2016 al 9 de noviembre de 2017. En dicho periodo se desarrollara una estancia de un año en la Universidad de Maryland.

Las actividades académicas a desarrollar serán:

- Borrador de un artículo de investigación sobre ciudades y cambio climático, donde se analizara cambio en uso de suelo.
- Modelo matemático sobre eventos extremos en ciudades
- Curso de nivel maestría en la Universidad Mayor San Francisco Xavier en Chuquisaca Bolivia

Dichas actividades se desarrollan en el marco del proyecto CONACYT “Fortalecimiento Institucional para la Sustentabilidad Energética” del Fondo Sectorial CONACYT-SENER-Sustentabilidad Energética, dando seguimiento al proceso de formalización de la propuesta 246157 “Cambio climático y su impacto sobre el diseño de vivienda y edificios y las necesidades de modificación de las NOM-020-ENER-2011 y NOM-008-ENER-2001” y en el convenio interinstitucional entre UAM Cuajimalpa y Universidad Mayor San Francisco Xavier en Chuquisaca Bolivia.



Casa abierta al tiempo

UNIVERSIDAD AUTÓNOMA METROPOLITANA
Unidad Cuajimalpa

*Comunidad académica comprometida
con el desarrollo humano de la sociedad*

Mexico City, 22 April 2016

Chesapeake Biological Laboratory
University of Maryland Center for Environmental Science
OFFICIAL RECORD FOR SABBATICAL

To whom it may concern,

I hereby declare that Dr. Sazcha Marcelo Olivera Villaroel, employee number 34008, provides services to the Universidad Autónoma Metropolitana (UAM Cuajimalpa), as a full time Professor Level C in the Department of Theory and Design Process. Dr. Olivera has worked at this institution since July 16, 2009 and has not yet had a sabbatical. He will be able to enjoy his sabbatical for up to fourteen months.

Dr. Olivera is a researcher for the project "Climate Change and its Impact on Housing and Building Design, and the Need to Modify NOM-020-ENER-2011 and NOM-008-ENER-2001." The project, from the Universidad Autónoma Metropolitana - Cuajimalpa, has been approved by the Technical and Administrative Committee of CONACYT, the Secretary of Energy and Energy Sustainability.

This project is supported with resources from the Fund amounting to MX \$1,388,000 (one million three hundred and eighty-eight thousand Mexican pesos). Therefore, he is allowed to use part of the amount assigned to the project for the purpose of taking a sabbatical in the United States for the maximum sabbatical time allotted to him. In this case, the technical and administrative committee has approved him to begin the process of completing the proposals with the technical and financial adjustments required by the Technical Secretariats and Administration of the Fund.

If you need further information regarding this reference, it will be my pleasure to assist you at the telephone number +52 (55) 5814 6500 or via e-mail at rectoria@correo.cua.uam.mx

Best regards,

Dr. Eduardo Peñalosa Castro
Rector

*C.c.p.- Dra. Esperanza García López. Director of the Division of Communication Sciences and Design
Mtro. Octavio Mercado González. Head of the Department of Theory and Design Processes
Dr. Christopher Lionel Heard Wade. Research Professor
Lic. Jesús Vera Iñiguez. Planning and Outreach Coordinator*

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Tels.: 5814-6501 y 5814-6502

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GENERAL INFORMATION

Project title: Between forests, pastures and crops. Public policies to climate change and changes in land use.

PROJECT LEADER

Last Name: Olivera Villarroel

First name Sazcha Marcelo

E-mail address:

Telephone/Mobile number:

Nationality:

Bolivian

Birthdate:

17/02/1976

Job title:

Researcher

Institution:

Universidad Autónoma Metropolitana

Academic degree
(Institution/University):

PhD. in Economics with specialization in natural resource economics - Facultad de Economía, UNAM México D.F.

Years of experience in research (not counting years during PhD):

Seven years

Publications (past two years):

Olivera-Villarroel, Marcelo and De la Fuente, Alejandro, 2013: The Poverty Impact of Climate Change in México, Working Paper, World Bank

Olivera-Villarroel, Marcelo, 2013: La Productividad del Maíz de Temporal en México: Repercusiones del Cambio Climático, ECLAC-EUROCLIMA

Olivera-Villarroel, Marcelo, 2014. Actividades Económicas Alternativas En Áreas Protegidas Marino-Costeras Al Sur De Cuba. GEF-PNUD

Olivera-Villarroel, Marcelo and De la Fuente, Alejandro, 2015: "Climate Change, Rain Fed Maize Productivity and Rural Malnutrition", International Statistical Institute.

Olivera-Villarroel, Marcelo and Hakna Ferro, 2016, Exploitation of Non-Renewable Resources in Protected Areas: Valuation Of Protected Areas In Bolivia International Journal of Business and Social Science

PROPOSAL INFORMATION

1. State your research question/research objective.

What would be the best policy options to enhance forest management and land use change decisions involving competing forest, livestock and agricultural uses under changing climatic conditions in Mexico, Bolivia and Ecuador?

The study proposes analyzing case studies on the regions of: Mexico, Oaxaca and Chiapas, for Mexico; the colonization areas of the Amazon basin, in Ecuador; and areas of soybean production and cattle ranching in the departments of Sucre and Santa Cruz, Bolivia.

2. Why is this research question/research objective relevant in terms of policy processes/ human well-being? (e.g. concise background in terms of policy processes, social costs or benefits, etc.). Limit of 400 words.

Land use change and the advance of the agricultural frontier are two of the largest sources of greenhouse gases emissions in Latin America (IPCC, 2014). The high relevance of land use change as a trigger for global environmental change is added to the fact that agricultural and forestry sectors are also essential sources of income and food for the poorest and most vulnerable social sectors (Vermeulen, et al, 2012). A challenge for public policies is how to conserve forest ecosystems and the services provided by them while enhancing food production (Lambin and Meyfroidt, 2010).

The demand of income and food for local and external markets from agricultural and forestry sectors increases the pressure over forests resources by promoting the conversion of large forest areas to extensive cattle ranching and monoculture for both subsistence and exporting crops such as coffee, soybeans, corn and others (Havlik, et al, 2015).

There are regional examples that have managed to reverse these processes, increasing forest cover and encouraging food production through agroecological forest management systems. Those examples are mainly the result of policies aimed at regulating local land use patterns, such as creating protected areas and the implementation of subsidies and incentives based on payments for ecosystem services. These policies and programs are closely linked with other socioeconomic factors that work at larger scales, such as increasing the dependence of imported food, the local dependency on non-agricultural labor, foreign capital investments and the use of remittances (Lambin and Meyfroidt, 2010).

The choice between different land uses depends largely on the expected net benefits of each activity performed, including agricultural, forestry and livestock subsidies and additional benefits of forest management, such as the use of non-forest products and positive externalities such as carbon sequestration, biodiversity conservation or hydrological regulation (Ovando et al. 2015). Consequently, this research implies that it is possible to simulate trade-offs between land uses in the medium to long terms, using optimal control systems to assess the synergies and trade-offs involved in the likely land use changes in view of the expected net benefits of each activity analyzed, and examining the potential effects of different climate change scenarios over these net benefits accrued.

3. Place your research question/research objective in the context of the most relevant literature. Limit of 400 words.

Current literature link land use change and climate change-related effects on hydrological and ecosystem services modification; however, more research is required to better understand the role of specific land use change drivers to produce different adaptation scenarios; especially when it comes to policy analysis and design (Qin, et al 2014; Lee, et al 2014). The main outcome of this research is to design a set of public policies that combined could contribute to driving regional climate change adaptation processes, according to the specific long-term social, economic and ecologic characteristics of each region; for the case Mexico, Oaxaca and Chiapas regions; in Ecuador colonization areas in the Amazon basin, and Bolivia areas of soybean production and cattle in the departments of Sucre and Santa Cruz. Some of the geographical variables to consider may be increasing food production, reducing poverty and vulnerability of households, forestry and agriculture income sources, increasing forest areas or improving grassland and grazing land management (Grau 2014).

The expansion of the agricultural frontier in detriment of forest has been commonly driven by the need of producing subsistence crops for the most vulnerable communities, extracting timber and non-timber raw materials, or for increasing the production of cash and export materials and goods, such as beef, dairy products, coffee, sugar cane or soy. In general, public policies regarding rural development had supported the expansion of the agricultural frontier at the expense of forest areas over the entire region. Such policies are directly contradictory with more recent public policies aimed to boost the conservation of forest services and functions in the region, while maintaining or even improving the life standards of rural communities and ensuring their access to basic utilities such as sanitation and drinking water.

This discussion framework has been included in academic and policy arenas regarding the analysis of climate change since the Kyoto agreement and subsequent attempts to implement the program on Reduction emissions from deforestation and degradation (REDD+). This framework of analysis requires consolidating public policies with apparently diverging goals, such as to increase food production while conserving forest areas.

The model of economic analysis will assess the interaction of the various public policies for better understand the way in which key decision-makers, managers and owners of forest systems face the dilemma of expanding the agricultural frontier or keep the current land use (Plieninger, 2013).

4. Brief outline of the research methodology and how it will help answer your research question (at most 200 words).

This research is based on applying a series of economic simulation models to analyze the medium (optimized) behavior of forest owners regarding land use according to the profitability of short and long term joint activities over a property. Several of the key features of these models are discussed, including the ability to visualize relationships among multiple ecosystem services, including financial flows and biodiversity, the ability to focus on ecosystem services rather than biophysical processes, the ability to project service levels and economic values, sensitivity to manager-designed scenarios, and flexibility to deal with data and knowledge limitations (Tallis and Polasky, 2009). Some of the advantages of applying similar mathematical simulation models relate with the possibility to obtain reliable numerical results that characterize complex land use change processes; and the opportunity to illustrate empirical results using less control variables, in combination with grounded data.

The study will use the method of Barroso (2003) for analyzing land use change in forests, combined with a measurement of the profitability of forest proposed by Ovando (2016). The model of Ovando and Barroso allows the optimization of long-term land use according to the management of subsidies in the European Community, proposing an extension of the model for the implementation of policies for adaptation to climate change and increased risk of agricultural production - forest.

5. Describe the main contribution of this research to the empirical and/or methodological literature (at most 200 words).

The main contribution of the study is to provide a simulation model for describing the process of switching between different land uses and the extent in which these changes affect the profitability of farms. At the same time, this study will provide a deep intake on the effects of public policies that alter the profitability of potential activities to Smallholders, Rural dwellers, Agricultural and forest-dependent sectors; they could be developed in the regions analyzed. The study will generate a battery of public policies that allow facing challenges of adapting to climate change while reconciling the objectives of food production and conservation of forest areas in the regions chosen. The model could provide an efficient route for the best composition of policy tools and economic incentives that could improve profitability of existing activities in each region, while ensuring better and more context-specific adaptation measurements.

The model developed in this work might be seen as a benchmark that could be extended to compile a wider range of Environmental Services. The information produced in this research can support private and social decision-making and the design of payments for ecosystem services (PES) schemes and other policies for adaptation to climate change.

6. Describe the main contribution of this research to the policy question. Who is your contact person or who will be your audience? Limit of 200 words.

The study focuses on the design and analysis of public policy related to agriculture, livestock and forestry. The result of the study will be an optimization model that can be powered by scenarios of potential public policies and give a first outline of the effects generated on land use change policy in the medium and long term.

The main decision-makers, including the users of forests (users that are not precisely owners, but those who work and occupy the land) to be included in the study are the ministries and secretary of agriculture of the countries involved in the studies, as well as local governments of the regions where there is a significant advancement of the agricultural frontier, in the case of Mexico Oaxaca and Chiapas regions; in Ecuador colonization areas in the Amazon basin, and Bolivia areas of soybean production and cattle ranching in the departments of Sucre and Santa Cruz.

7. Provide a list of references important for the topic you plan to address and mark the five that you consider the most relevant for your proposal.

David R. Lee, Svetlana Edmeades, Erwin De Nys, Andrew McDonald, Willem Janssen

(2014). Developing local adaptation strategies for climate change in agriculture: A priority-setting approach with application to Latin America. *Global Environmental Change*, 29: 78-91.

J.B. Grau, J.M. Antón, D. Andina, A.M. Tarquis, J.J. Martín (2014) Mathematical Models to Elaborate Plans for Adaptation of Rural Communities to Climate Change. Reference Module in Food Science, from *Encyclopedia of Agriculture and Food Systems* 193-222.

Havlik, Petr and Valin, Hugo and Gusti, Mykola and Schmid, Erwin and Leclère, David and Forsell, Nicklas and Herrero, Mario and Khabarov, Nikolay and Mosnier, Aline and Cantele, Matthew and Obersteiner, Michael, (2015). *Climate Change Impacts and Mitigation in the Developing World: An Integrated Assessment of the Agriculture and Forestry Sectors* World Bank Policy Research Working Paper No. 7477.

Sonja J. Vermeulen, Bruce M. Campbell, and John S.I. Ingram, (2012), *Climate Change and Food Systems*, *Annual Review of Environment and Resources*, Vol. 37: 195 -222.

Eric F. Lambin and Patrick Meyfroidt, (2011) *Global land use change, economic globalization, and the looming land scarcity* *PNAS* 108 (9) 3465-3472

Plieninger, T.; Dijks, S.; Oteros-Rozas, E. and Bieling, C. (2013). Assessing, mapping, and quantifying cultural ecosystem services at community level. *Land Use Policy*. Volume 33.

Hua Qin, Patricia Romero-Lankao, Jorgelina Hardoy, Angélica Rosas-Huerta (2014). Household responses to climate-related hazards in four Latin American cities: A conceptual framework and exploratory analysis *Urban Climate*, 14(1):94-110

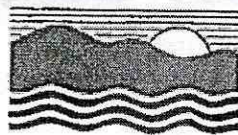
Tallis, H. and Polasky, S. (2009), *Mapping and Valuing Ecosystem Services as an Approach for Conservation and Natural-Resource Management*. *Annals of the New York Academy of Sciences*, 1162: 265-283

Melanie Kolb. *Dinamica del uso del suelo y cambio climatico en la planeacion sistematica para la conservacion : un caso de estudio en la cuenca Grijalva-Usumacinta*. *Geography*. Universite Toulouse le Mirail - Toulouse II, 2013. Español.

Ovando, P., Caparrós, A., Diaz-Balteiro, L., Pasalodos, M., Beguería, S., Oviedo, J.L., Montero, G., Campos, P. (2015) *Spatial Valuation of Forests' Environmental Assets: An Application to Andalusian Silvopastoral Farms*. Instituto de Políticas y Bienes Públicos (IPP) CSIC, Working Paper. 2015-05

QUALIFICATION AND EXPERIENCE OF OTHER MEMBERS OF RESEARCH TEAM

Name:	Paola Ovando Pol	Nationality:	Bolivian
E-mail address:			
Job title:	Post-Doctoral Marie Curie Fellow at the Grantham Research Institute on Climate Change and The Environment		
Institution:	London School of Economics and Political Sciences.		
Project role:	Specialist researcher in forest system economics and dynamic models		
Name:	Carlos Rodriguez Lucatero	Nationality:	Mexican
E-mail address:			
Job title:	Researcher		
Institution:	Universidad Autónoma Metropolitana		
Project role:	Specialist Researcher in dynamic models		
Name:	Rafael Calderon	Nationality:	Mexican
E-mail address:			
Job title:	Researcher		
Institution:	Universidad Autonoma Metropolitana		
Project role:	Specialist Researcher in Geography		



5/20/2016

Dear Marcelo,

We look forward to hosting you at University of Maryland Center for Environmental Science (UMCES) at a J-1 Exchange Visitor.

Please read this letter carefully, as it contains important information that you need to complete the necessary steps to make your entry and stay in the U.S. a success. Enclosed is your Certificate of Eligibility for Exchange Visitor (J-1) Status, also commonly referred to as the DS-2019. Be sure to carefully read the back of your DS-2019, and then complete the "Exchange Visitor Certification" section by signing the bottom of the first page.

Applying for your visa

U.S. Consulates are governed by the same general guidelines; however each Consulate has its own procedures for applying for a visa. Check the U.S. Consulate's web site at which you will apply for specific procedures (<http://www.usembassy.gov/>).

All U.S. Consulates require you to appear for a visa interview and present the following documents at that time:

- Visa application forms (available on the Consulate's web site or at the Consulate)
- Proof of payment of the visa service fee and the SEVIS fee
- Your DS-2019 certificate(s)
- Evidence of financial support for your program in the United States
- Proof of ties to your home country (for more information see the Consulate's web site)
- *If applicable:* an English translation of your marriage certificate if your spouse will be traveling with you

PLEASE NOTE: YOU MUST ARRIVE AT UMCES WITHIN 30 DAYS OF YOUR PROGRAM START DATE. Please make sure you are aware of your dates when applying for your visa and making travel arrangements.

Health Insurance

Exchange visitors (and dependents) are required by the U.S. Department of State (DOS) to have medical insurance in effect for themselves and any accompanying spouse and minor children on J visas for the duration of their exchange program. For information about insurance visit: <http://www.umces.edu/about/healthinsurance1>. If you will be employed by UMCES, contact your department to determine if you are eligible for insurance coverage from the State of Maryland.

Arriving in the U.S.

When you arrive in the U.S., you will need to show the port-of-entry officer a valid passport with your visa stamp, DS-2019 certificate, financial documents confirming support, and the I-94 Arrival/Departure Card (completed on the plane before arriving in the U.S.).

Mandatory J-1 Visa Check-in Appointment

The Department of Homeland Security (DHS) allows exchange visitors to enter the U.S. up to 30 days before or 30 days after the program start date.

- You MUST register with UMCES within 30 days of your program start date. Upon your arrival at UMCES, please call your UMCES contact, Linda Lapera at (410) 326-7365 to schedule your check-in appointment. Please bring the following documents (both for you and your dependents, if applicable) to your check-in appointment: Passport(s), I-94 card(s), DS-2019 certificate(s).
- Failure to register with UMCES within 30 days will result in DHS terminating your J-1 status – you will not be eligible to legally enter the U.S nor will you be able to work at UMCES.
- If you cannot arrive and report to UMCES within 30 days of your program start date notify your UMCES contact immediately so a new DS-2019 can be issued with a revised program start date.

We look forward to your arrival and hope that your stay here will be enjoyable.

Best Regards,
Gerri Moore *Gerri*
Manager of Budget Operations