



January 7, 2021

To: Columbia Association Board of Directors
Milton W. Matthews, President/CEO

From: Susan Krabbe, Vice President and CFO

Cc: Lynn Schwartz, Director of Finance/Treasurer

Subject: Budget Discussion at the January 14, 2021 Board Work Session

The January 14, 2021 CA Board work session includes the item entitled "Discussion – FY 2022 Draft Operating and Capital Budgets." The back-up for that agenda item is the draft budget document provided to the CA Board on January 8, 2021.

The file is too large to post with the agenda materials, therefore, it is on the CA website. To access the draft budget document on the website, please go to <https://www.columbiaassociation.org/about-us/financials/financial-reports/> and select FY 2022 Budget Materials; then select FY 2022 Draft Operating and Capital Budgets from the list of documents posted.

I would like to encourage you to read the Transmittal Letter just following the Table of Contents. It is a very thorough summary of the draft budgets and the underlying assumptions, and it should be helpful to you in developing your understanding of the draft FY 2022 budgets.