



OFFICE OF FINANCIAL RESOURCES  
FISCAL YEAR 2020  
ANNUAL REPORT



**Centers for Disease  
Control and Prevention**  
Office of the Chief  
Operating Officer

# Director's Letter

The Office of Financial Resources (OFR) contributes to the achievement of positive public health outcomes as a strategic partner to CDC programs throughout the financial management lifecycle.

We are passionate about what we do because we understand that each budget dollar is far more than a number. It is lives saved, illness and injury prevented, hope and healing restored. That's why our commitment to you and the people we serve is unwavering.

I could not be more proud of our OFR staff during this unprecedented time. CDC is coming off one of our most challenging fiscal years in recent memory. More resources were entrusted to CDC for execution and management than ever before—including more than twice our typical throughput in grants and contracts awards. With our program partners, OFR developed ways to get the resources where they needed to go quickly and responsibly and ensured CDC awarded \$14 billion in vital emergency response dollars in just over six months.

In 2020, OFR found new and exciting opportunities to deliver value and innovations for the benefit of our agency stakeholders. Some examples include:

- Piloted the Title 42 Educational Loan Repayment for Public Health Professionals program
- Successfully transitioned the Drug Free Communities program—the nation's leading effort in substance abuse prevention and reduction—from the Substance Abuse and Mental Health Services Agency to CDC
- Launched the agency-wide Budget Competency Certificate Program to boost staff expertise in financial management systems and processes, helping to reduce risk and enhance stewardship of CDC funds
- Initiated a new, more streamlined approach to processing overtime reimbursement for thousands of CDC employees supporting the COVID-19 emergency response, resulting in faster reimbursements and reduced workload for program offices
- Developed and launched the new Credit Card Purchasing System, providing a single location to manage purchase card and check requests from initiation to reconciliation

It is my pleasure to share with you some of OFR's many fiscal year (FY) 2020 achievements in this annual report. We're excited about the future as we collaborate with all of CDC to advance our mission.

Sincerely,



**Christa Capozzola**  
Chief Financial Officer, CDC  
Director, Office of Financial Resources

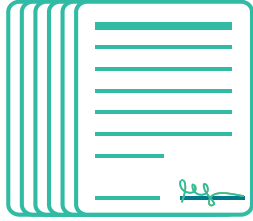


***"We are passionate about what we do because we understand that each budget dollar is far more than a number. It is lives saved, illness and injury prevented, hope and healing restored. That's why our commitment to you and the people we serve is unwavering."***

*CDC/ATSDR is referred to as CDC throughout this document.*

# OFR's Impact at CDC

OFR strives to provide exemplary financial stewardship and exceptional customer service for managing CDC's acquisition and assistance processes while serving as diligent stewards of public funds. In FY 2020, OFR provided significant and meaningful financial support for public health action in 50 states, 9 territories, and 68 countries.



## \$30.8

billion obligated from direct appropriations and funds from other agencies

## \$26.5

billion obligated in contracts and grants



## 21,000+

contract and grant actions processed

## 198

Freedom of Information Act responses

## 10

Government Accountability Office and Office of the Inspector General evaluations and audits closed and **12** new engagements led/co-led

## 22<sup>nd</sup>

consecutive clean audit opinion received (through HHS) for principal financial statements and notes for the year ended September 30, 2020



## 7<sup>th</sup>



consecutive Certificate of Excellence in Accountability Reporting Award received (through HHS) from the Association of Government Accountants

CDC staff trained on budget formulation

## 313



## 84

congressional briefings, hearings, events, and visits facilitated to educate key appropriations offices and staff

## 2,139

proactive congressional communications supporting CDC's public health programs and research around the world

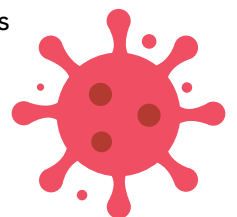
### COVID-19-Related:

**870** proactive congressional communications

**34** briefings

**3** hearings

**664** responses to congressional member/staff information requests



# OFR Responds to COVID-19

Responses are usually fast-paced and dynamic, often demanding quick decisions on financial rules, regulations, and capabilities. That's even more true for CDC's response to the global COVID-19 pandemic—the largest in the agency's 74-year history.

Soon after the outbreak began, Congress appropriated hundreds of billions of dollars to combat the pandemic, of which significant amounts were directed to CDC—more than doubling the previous year's funding.

The sheer amount of new funding and the time-sensitive nature of the emerging pandemic required innovative thinking to develop immediate solutions. OFR staff collaborated agency-wide to develop new ways to respond quickly and effectively to the unique, urgent requirements of the COVID-19 response.

In a little over six months, OFR obligated \$14 billion to fight COVID-19. For comparison, in fiscal year 2019, OFR obligated \$15.4 billion for all CDC programs. The increased obligations expanded workload for all OFR functions—accounting, administration, appropriations, audits, budget, communication, policy, reporting, systems, and tracking.

## Innovative Solutions Under Pressure

OFR led the agency in planning and executing the unprecedented funding while adapting the way we work and collaborate, often under stressful circumstances. The record-shattering timeframes required long hours, diligent work, increased collaboration, and inventive approaches to overcome all the challenges for another successful, timely fiscal year close-out.

*OFR engaged with program counterparts to develop a new grant program—normally an 18-month process—in just 16 days.*

*The sheer amount of new funding and the time-sensitive nature of the emerging pandemic required innovative thinking to develop immediate solutions.*

## HIGH VOLUME DEMANDS HIGHER PERFORMANCE

CDC's obligations<sup>1</sup>—and OFR's workload—more than doubled due to COVID-19, requiring new and innovative approaches to quickly resolve the resulting challenges.

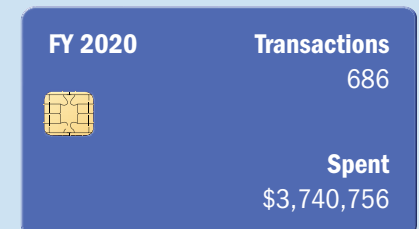


- **FY 2019:** \$15.4 billion
- **FY 2020:** \$30.8 billion

<sup>1</sup>Obligations from direct appropriations and funds from other agencies

Purchase card use<sup>2</sup> by OFR's Office of Acquisition Services surged in FY 2020, mostly due to COVID-19 and Ebola Emergency Response Requests.

<sup>2</sup>Spent totals rounded to the nearest dollar



For example, COVID-19 disproportionately impacted American Indians and Alaska Natives. Congress appropriated \$165 million for tribal communities, but there was no existing mechanism to award the funds. OFR engaged with program to develop a new grant program—normally an 18-month process—in 16 days and subsequently obligated funds that will reach 490 tribes and 39 million individuals.

For the first time in CDC’s history, the Department of Health and Human Services (HHS) approved a class justification and approval (J&A) for other than full and open competition. OFR streamlined the HHS process further by creating a simple template to document the applicability of the J&A for each award and then issued 116 awards via this authority, significantly decreasing award times.

To support Operation Warp Speed, OFR modified an existing vaccine distribution contract using a “letter contract” typically reserved for new contracts. This approach allowed OFR to award a \$177 million modification in 17 days, providing critical support to the vaccination efforts in the United States.

*OFR was responsive to an unprecedented number of congressional inquiries. Providing accurate and timely information helped members of Congress and their staff make informed decisions.*

Other innovative approaches included:

- Streamlining the monthly financial closing process to make grant funding immediately available to tribes and other recipients
- Allowing vendors to propose technical solutions orally to significantly decrease contracting timelines
- Modifying CDC’s Public Health Crisis Response cooperative agreement to award \$754 million to 64 jurisdictions in 2- and 3-day processing times
- Allowing grantees to submit detailed documentation later in the process, reducing a 30-day cycle to 3 days

### **Congressional, White House, and Inter-Agency Coordination**

From March to April, CDC received \$7.5 billion in supplemental appropriations. OFR kept Congress informed of CDC’s efforts, including the use and impact of the additional funding. OFR staff supported 870 congressional communications, 664 requests for information, 34 briefings, and testimony at multiple hearings by the CDC director and chief operating officer. This information helped Congress make informed funding and oversight decisions. OFR proactively addressed concerns with committee members before hearings. As a result, most members indicated strong support for CDC’s work and staff.

OFR also coordinated with multiple federal agencies to support the repatriation, screening, and quarantine of U.S. citizens. The effort included air travel, ground transportation, lodging and meals, COVID-19 testing, and security, and included other HHS operating divisions, the Department of Homeland Security, Federal Emergency Management Agency, U.S. Air Force, U.S. Navy, and three state National Guards.

*OFR coordinated with multiple federal agencies to support the repatriation, screening, and quarantine of U.S. citizens.*



## Novel Policies, Resources, and Tools

The fast-paced nature of CDC’s emergency response—as well as novel circumstances, such as full-time telework and citizen repatriation—required new financial policies. OFR provided 67 new policies and informational tools to facilitate the COVID-19 response, such as:

- Developed a new webpage with guidance, fact sheets, and frequently asked questions (FAQ)
- Developed intranet pages, guidance, and policies for CDC staff
- Developed guidance, FAQs, and training on administrative flexibilities available to grantees, allowing them to focus on response activities
- Developed one-pagers on emergency funding mechanisms, enabling CDC Emergency Operations Center (EOC) staff to quickly identify mechanisms to rapidly obligate funds
- Developed and posted guidance and led CDC’s staff reassignment tracking as the first HHS agency to allow grantees to re-assign grant-funded staff to COVID-19 activities
- Developed a comprehensive COVID-19 internal control plan to help ensure CDC complies with financial reporting requirements, rules, and regulations

**OFR pulled all hands on deck to write a critical \$10 million contract in just 72 hours.**

## Full-time Telework—Thriving on Opportunities

While processing unprecedented funding, OFR also adapted to full-time telework. Staff members overcame challenges by innovating new approaches to remain productive:

- Staff quickly replaced remaining hard-copy contract file reviews with an electronic process
- The annual Budget Justification Workshop was held virtually, allowing unlimited staff to attend and more topics to be covered
- Leaders throughout OFR updated OFR’s Continuity of Operations Plan

To keep staff informed, OFR created a webpage for COVID-19 information and teleworking resources, released a special edition of *OFR Insider*, and shared deployer accomplishments in an ongoing series. OFR also hosted online team-buildings, listening sessions, and webinars to help staff stay connected.

## Deployers to the EOC and the Field

Over 50 OFR staff—some more than once—voluntarily deployed to support the COVID-19 response. Deployments included working in CDC’s Emergency Operations Center and in several field locations, including Arizona, Washington, Lackland Air Force Base, Marine Corps Air Station Miramar, Travis Air Force Base, and quarantine stations around the country. Long hours and hard work were common experiences for our deployers, and many shared that being part of the response gave them a greater appreciation for the real-world impact of CDC’s work.

## Looking Ahead with Confidence

FY 2020 brought challenges on an unprecedented scale and required far more time, effort, and dedication than any other in recent memory. OFR is proud of our contributions to CDC’s public health mission and we look forward to the year ahead with confidence.

**Over 50 OFR staff members—some more than once—voluntarily deployed to support the COVID-19 response, either in the field or in CDC’s Emergency Operations Center.**



Setting up quarantine facilities from scratch for repatriating U.S. citizens in San Diego, contracting officer Eric Lyons was so busy that US Marshals gave him the call sign “Road Runner.”



“Often people are scared when they arrive,” says public health analyst Iris Wong, who screened travelers from China at JFK. Being able to speak Mandarin and Cantonese helped Iris smooth things out during a stressful time.



### Getting Funds Where Needed Most

The **Office of Appropriations** (OA) provided legislative analysis of enacted coronavirus supplementals, Administration proposals, and draft bills, and supported CDC’s Chief Financial Officer and Chief Operating Officer on spend plan development and responses to HHS and Office of Management and Budget inquiries.

### Funding in Record Time

The **Office of Grants Services** (OGS) worked against aggressive deadlines to award over \$10 billion in the fight against the virus in 3 days. OGS collaborated on a new Notice of Funding Opportunity (NOFO) for grants to tribal nations responding to COVID-19—a process that usually takes 18 months—in under 3 weeks.

### Contracting at Warp Speed

The **Office of Acquisition Services** (OAS) deployed contract officers (CO) to U.S. Air Force bases where U.S. citizens were repatriated from abroad. The COs acquired everything from baby furniture and special food to laundry and security fencing. OAS wrote a \$10 million contract—normally a six-month task—in just 72 hours.

### Managing the Budget

The **Office of Budget Services** (OBS) provides ongoing financial management oversight for all EOC work. OBS coordinated response activities for the port of entry airport screening and actions related to the return and quarantine of the repatriation and cruise ship disembarkation.

### Assisting Employees Located Internationally

The **Office of Finance and Accounting Services** (OFAS) worked with CDC’s Center for Global Health and the U.S. Department of State to evacuate employees worldwide. OFAS oversaw the payment reimbursements for evacuees and deployers while coordinating with CDC’s deployer support unit and maintaining effective internal controls.

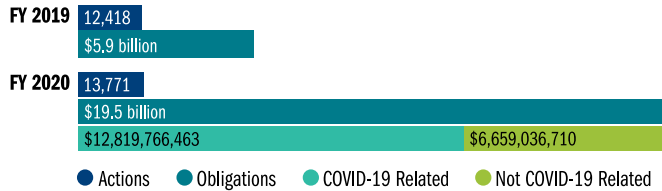
### Coordinating, Communicating, and Tracking

The **Office of Policy, Performance, and Communication** (OPPC) is OFR’s internal coordination point for the COVID-19 response, supporting essential communication and tracking and monitoring of funds, mechanisms, clearances, and requirements.

# FY 2020 Grants At-A-Glance

In FY 2020, OFR supported 5,088 grant awards to 1,861 recipients through its Office of Grants Services (OGS). These 5,088 awards generated 13,771 actions. OGS processed and put more than \$19.5 billion into public health programs and research around the world. OGS also published 206 new and supplemental NOFOs.

## Comparison of FY 2019 and FY 2020 Grant Actions and Obligations

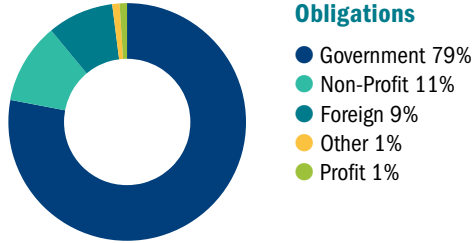
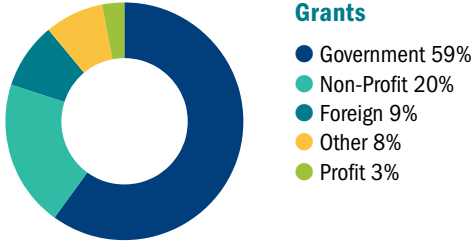


## CDC FY 2020 Grants by Centers, Institute, and Offices (CIO)

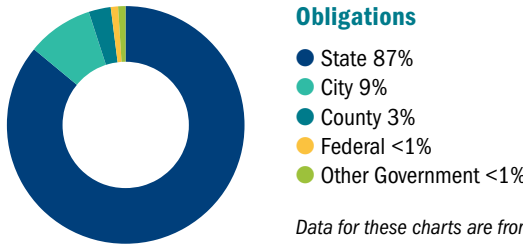
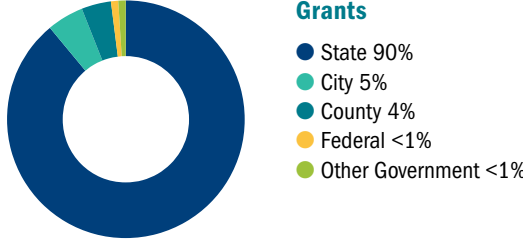
CIO	NOFOs	Grants	Actions	Obligations
ATSDR	13	50	148	\$31,203,997
CGH	489	674	2,624	\$2,703,215,319
CPR	8	281	731	\$1,373,672,784
CSELS	10	37	53	\$65,806,441
CSTLTS	12	507	1,352	\$714,627,507
NCBDDD	42	198	539	\$72,173,975
NCCDPHP	107	1,060	2,536	\$765,845,828
NCEH	30	175	439	\$91,164,714
NCEZID	43	160	828	\$11,389,053,394
NCHHSTP	107	789	2,019	\$869,346,363
NCHS	2	3	5	\$694,108
NCIPC	63	656	1,400	\$487,785,590
NCIRD	58	241	671	\$788,616,801
NIOSH	16	246	397	\$117,025,352
OD	4	4	7	\$1,750,000
OMHHE	2	6	18	\$3,995,000
OS	1	1	4	\$2,826,000
<b>Grand Total</b>	<b>1,007</b>	<b>5,088</b>	<b>13,771</b>	<b>\$19,478,803,173</b>

Grant and action counts are based on the organization that administers the grant. Dollars are based on the organization providing funding, regardless of which organization administers the grant.

## FY 2020 CDC Awards by Recipient Type



## FY 2020 CDC Awards by Government Recipient Type



Data for these charts are from <http://taggs.hhs.gov>. Manual transactions may cause system totals to not match FY 2020 amounts in other charts. Numbers are rounded and may not add up to 100%.





# FY 2020 Contracts At-A-Glance

In FY 2020, OFR processed 8,091 contract actions totaling \$7.0 billion through its Office of Acquisition Services (OAS) in support of public health programs and research around the world.

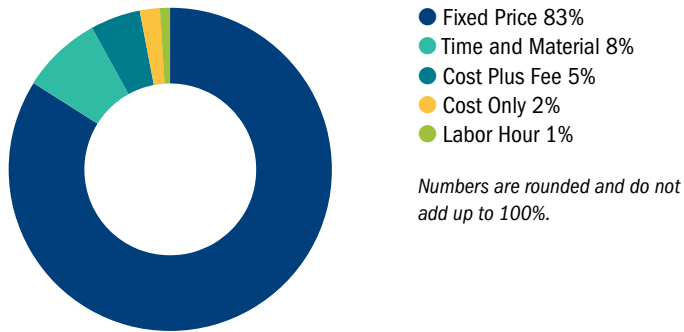
## Comparison of FY 2019 and FY 2020 Contract Actions and Obligations



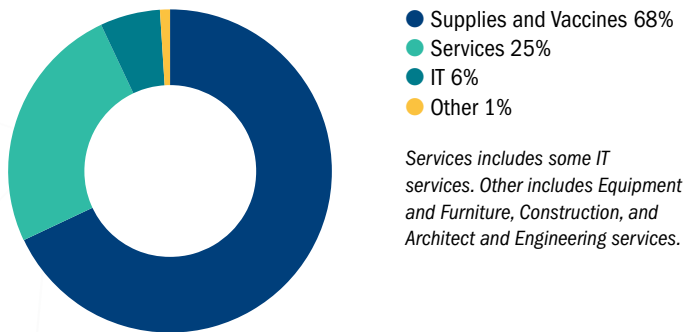
## CDC's FY 2020 Contracts by Centers, Institute, and Offices (CIO)

CIO	# of Actions	Sum of Contract Dollars
ATSDR	104	\$27,284,497
CDC OD	165	\$39,584,817
CGH	393	\$64,798,321
CPR	183	\$112,082,053
CSELS	259	\$93,297,039
CSTLTS	25	\$12,506,905
DDID	24	\$4,625,850
DDNID	5	\$418,359
DDPHSS	18	\$1,979,470
NCBDDD	74	\$18,517,073
NCCDPHP	407	\$199,183,357
NCEH	441	\$62,168,878
NCEZID	1,145	\$244,125,662
NCHHSTP	453	\$115,367,209
NCHS	499	\$72,196,634
NCIPC	209	\$38,293,037
NCIRD	943	\$5,183,778,805
NIOSH	1,261	\$256,328,358
OCOO	-	-
OCOO OD	292	\$13,952,117
HRO	81	\$12,582,139
OCIO	425	\$248,424,753
OFR	199	\$25,715,042
OSSAM	408	\$145,268,372
OLSS	20	\$4,041,028
OMHHE	8	\$129,292
OS	50	\$8,499,524
<b>Grand Total</b>	<b>8,091</b>	<b>\$7,005,148,592</b>

## CDC FY 2020 Percentage of Contract Obligations by Type



## CDC FY 2020 Percentage of Contract Obligations by Category



# FY 2020 Budget and Appropriations At-A-Glance

# FY 2020 Finance At-A-Glance

In FY 2020, OA facilitated 84 briefings, hearings, events, and visits to educate key appropriations offices and congressional staff and conducted 2,139 proactive congressional communications supporting CDC's public health programs and research around the world.

In FY 2020, OFAS collected \$179.8 million in accounts receivable\* and processed \$406.7 million in reimbursable agreements supporting public health programs and research worldwide, of which CDC obligated \$221.6 million.

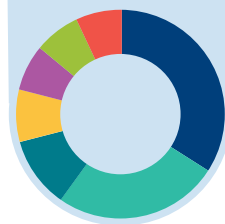
## FY 2020 CDC/ATSDR Appropriations <sup>1</sup>

- **CDC Annual Discretionary Funding <sup>2,3</sup>**  
Program Level (\$7.919 billion)
- **CDC Supplemental Funding <sup>4</sup>**  
Coronavirus Preparedness & Response Supplemental Appropriations Act, 2020 (P.L. 116-123), CARES Act (P.L. 116-136), Paycheck Protection Program & Health Care Enhancement Act (P.L. 116-139) (\$7.5 billion)
- **CDC Mandatory Funding**  
Vaccines for Children (\$4.418 billion), World Trade Center Health Program (\$541 million), Energy Employees Occupational Illness Compensation Program Act (\$51 million)
- **Agency for Toxic Substances and Disease Registry (ATSDR) Annual Discretionary Funding**  
Operating Level (\$77 million)
- **ATSDR Supplemental Funding**  
CARES Act (P.L. 116-136) (\$12.5 million)



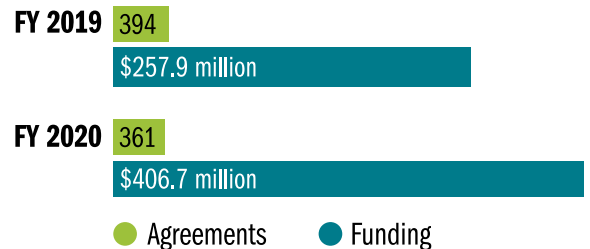
## FY 2020 CDC Annual Discretionary Funding (Program Level By Mission)

- Protecting Americans from Infectious Diseases (\$2.699 billion)
- Preventing the Leading Causes of Disease, Disability, and Death (\$2.078 billion)
- Protecting Americans from Natural and Bioterrorism Threats (\$850 million)
- Cross-Cutting Support, Preventive Health and Health Services (PHHS) Block Grant, and Buildings and Facilities (B+F) (\$609 million)
- Ensuring Global Disease Protection (\$571 million)
- Keeping Americans Safe from Environmental and Work-Related Hazards (\$557 million)
- Monitoring Health and Ensuring Laboratory Excellence (\$555 million)

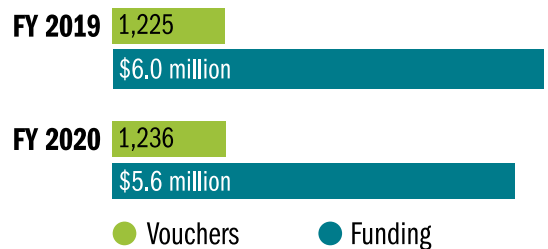


**Total \$7.919 billion**  
Totals have been rounded.

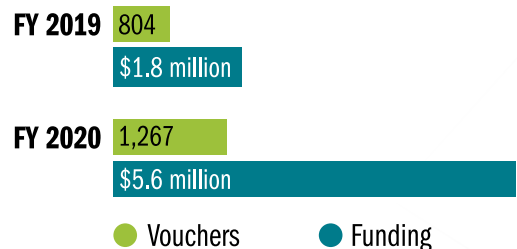
## Reimbursable Interagency Agreements



## Transportation Vouchers



## Permanent Change of Station Vouchers



\*Outstanding invoices CDC has or the money that is owed to CDC.

<sup>1</sup> Does not include funds from other agencies, such as the Drug Free Communities program or the President's Emergency Plan For AIDS Relief

<sup>2</sup> Includes \$854 million from Prevention and Public Health Fund appropriated by Congress for core public health activities

<sup>3</sup> Includes \$225 million in one-time funding from the HHS Non-Recurring Expenses Fund directed by Congress for construction of a research support building on the Chamblee campus

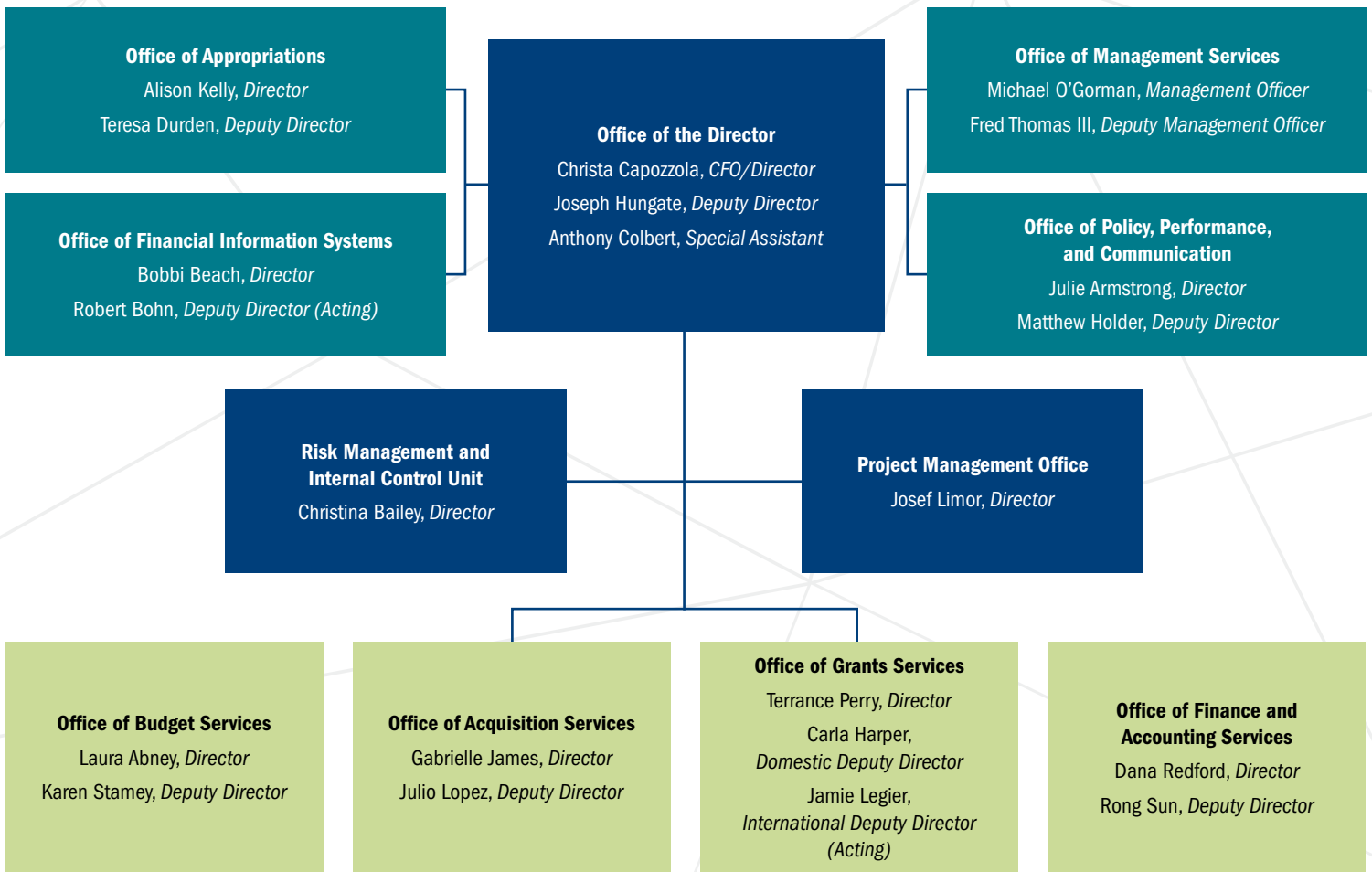
<sup>4</sup> Does not include supplemental funds from the Public Health and Social Services Emergency Fund in FY 2020 (\$10.25 billion in transfers) or the Consolidated Appropriations Act, 2021

# Domestic Grant Programs with the Largest Total Funding Amounts

Approximately 78 percent of CDC’s domestic funding is provided directly to state and local entities to help protect America from health, safety, and security threats, both foreign and in the U.S.

	<b>2020 Epidemiology and Laboratory Capacity for Prevention and Control of Emerging Infectious Diseases (ELC)</b>	64 Recipients	\$11,222,896,750 Obligations
	<b>Cooperative Agreement for Emergency Response: Public Health Crisis Response</b>	65 Recipients	\$755,811,288 Obligations
	<b>Immunization and Vaccines for Children</b>	64 Recipients	\$709,422,892 Obligations
	<b>Public Health Emergency Preparedness (PHEP) Cooperative Agreement</b>	62 Recipients	\$617,696,496 Obligations
	<b>Integrated HIV Surveillance and Prevention Programs for Health Departments</b>	60 Recipients	\$392,246,047 Obligations
	<b>Preventive Health and Health Services: Strengthening Public Health Systems and Services through National Partnerships to Improve and Protect the Nation’s Health (Financed in part by Prevention and Public Health Funds [PPHF])</b>	39 Recipients	\$348,191,799 Obligations
	<b>Overdose Data to Action</b>	63 Recipients	\$296,093,111 Obligations
	<b>Cancer Prevention and Control Programs for State, Territorial, and Tribal Organizations</b>	83 Recipients	\$215,953,500 Obligations
	<b>Preventive Health and Health Services Block Grant—2020</b>	61 Recipients	\$148,965,291 Obligations
	<b>Supporting Tribal Public Health Capacity in Coronavirus Preparedness and Response</b>	346 Recipients	\$142,015,623 Obligations

# OFFICE OF FINANCIAL RESOURCES ORGANIZATION CHART



## OFR'S VISION AND MISSION

### Vision

Excellence and innovation in the investment and management of public funds for public health through the proud contributions of a talented and diverse workforce.

### Mission

The Office of Financial Resources contributes to the achievement of positive public health outcomes at CDC by providing exemplary customer-focused leadership and fiscal stewardship in appropriations, acquisitions, assistance, and financial management with accountability and sound business practices.