



THE DEPARTMENT OF LICENSING AND CONSUMER PROTECTION

FY 2024 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 15, 2025

CONTENTS

Contents	2
1 The Department of Licensing and Consumer Protection	3
2 2024 Accomplishments	4
3 2024 Objectives	5
4 2024 Operations	6
5 2024 Strategic Initiatives	7
6 2024 Key Performance Indicators and Workload Measures	10

1 THE DEPARTMENT OF LICENSING AND CONSUMER PROTECTION

Mission: The mission of the Department of Licensing and Consumer Protection (DLCP) is to protect the economic interests of residents, businesses, and visitors in the District of Columbia by licensing, regulating businesses, investigating and enforcing the Consumer Protection Procedures Act.

Services: DLCP is responsible for regulating business activity in the District of Columbia. The agency protects consumers, issues business and professional licenses, registers corporations, inspects weighing and measuring devices used for monetary profit, and issues special events permits.

2 2024 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
Due to DLCP's intentional efforts to improve our legacy systems, DLCP increased license volume by more than 15% this year. FY24 Special Purpose Revenue experienced a year-over-year (YoY) increase of 9%, representing a substantial growth relative to the average YoY percentage change of only 0.6% over the previous three fiscal years.	The additional revenue strengthens the DLCP's financial position, providing more resources for both current operations and future initiatives. Also, DLCP gains greater flexibility to respond to emerging needs and invest in critical infrastructure.	Increased revenue will positively impacted customers by enabling reinvestment into services, improving future service quality. This investment can enhance customer support and lead to more robust service offerings.
CPU increased the number of investigations completed between fiscal years FY23 (2,120) and FY24 (2,554) by over 400 cases, and nearly doubled the number of NOIs issued from FY23 (440) to FY24 (754). This also represents a 10% increase in the % of investigations that lead to an infraction.	The increase in CPU investigations resulted in the Agency increasing the number of Investigators which broadened and strengthened our abilities to better serve the public. The increase in cases investigated resulted in an increase in NOIs. Said increase will likely have an increase in fine revenue collected in FY25, once the FY24 NOIs have been adjudicated by OAH.	The increase in completed investigations means that more District resident's concerns were addressed and resolved. The increase in issued NOIs is a direct reflection of the increase in investigations addressed by the Program and also means that more bad actors are being held accountable.
In FY24, DLCP navigated a full building renovation, originally scheduled to start in October 2024. However, due to unsuitable building conditions, we worked with DGS, who moved our timeline forward, allowing construction to begin in January 2024. This shift required us to move into smaller swing spaces in the building, utilize District approved telework and rent temporary office space at DOH. By October 2024, we completed a major construction phase and returned to the office.	This transition has boosted morale, will potentially improve employee effectiveness, and positively impacted the local economy.	There was no significant impacts to employee performance, customer facing staff remained in the building throughout, there is an intangible benefit to staff working together under the same roof.
DLCP had over 50 hires, between vacancies, promotions and lateral steps over the last fiscal year. Closed the gap for vacancies and dropped our vacancy rate from 14% to 5.4% in FY24.	Attracting and landing the best candidates gives our agency a competitive advantage, effective hiring is crucial to ensure we recruit individuals who possess the right skills, experiences, and characteristics to contribute positively to the agencies goals and objectives. It helps minimize turnover, enhance productivity, and foster a positive work environment.	Having a full and diverse staff with a limit on vacancies helps to make sure that we are fully staffed and able to be present for DC residents without any kind of delay and break to services offered.

3 2024 OBJECTIVES

Strategic Objective

Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia.

Protect consumers through the investigation of unfair or deceptive business practices, and the timely enforcement of the Consumer Protection Procedures Act.

Create and maintain a highly efficient, transparent, and responsive District government.

4 2024 OPERATIONS

Operation Title	Operation Description
Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia.	
Business Licensing and Registration and Renewal, Business Service Center, Corporation Division, Occupational and Professional Licensing, Weights and Measures: Daily Service	Responsible for the review, issuance, and renewal of business, occupational and professional licenses within the District. Additional programmatic areas include the Corporations, Business Service Center, Weights and Measures registrations, and Special Events and Vending. This includes Program Codes (7000, 2065, 2070, 2075, 2080, 2090, 2095, 7085).
Protect consumers through the investigation of unfair or deceptive business practices, and the timely enforcement of the Consumer Protection Procedures Act.	
Enforcement Unit, Consumer Protection, Special Events and Vending Enforcement: Daily Service	Responsible for processing all civil Infractions with the Office of Administrative Hearings, collecting fines, and taking other appropriate actions. Pursues business that try to exploit District residents financially and conducts investigations of unlicensed business activity. Ensures regulatory compliance for special events and vending from public space such as goods and services sold from street vendors. This includes Program Codes (3001, 3002, 3003).
Create and maintain a highly efficient, transparent, and responsive District government.	
Budget Operations, Accounting Operations, ACFO Operations: Daily Service	Responsible for providing comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using performance-based budgeting. This includes Program Codes (110F, 120F, 130F).
Personnel, Training and Employee Development, Property Management, Information Technology, Risk Management, Legal, Fleet Services, Communications, Customer Service, Performance Management, Internal Audit: Daily Service	Responsible for providing administrative support and the required tools to achieve operational and programmatic results. This includes Program Codes (1010, 1015, 1030, 1040, 1055, 1060, 1070, 1080, 1085, 1090, 1095).

5 2024 STRATEGIC INITIATIVES

In FY 2024, The Department of Licensing and Consumer Protection had 4 Strategic Initiatives and completed 100%.

Title	Description	Update
Create a change in current Culture within the Agency and by having open, transparent, and dialogic communication.	Improve information sharing amongst various business units, to increase collaboration, teamwork, and productivity. This initiative will help improve and develop trust and transparency among DLCP employees. By the end of the FY24, DLCP will conduct ongoing, weekly, and monthly staff engagements, including meetings, surveys, and office hours with the agency director to solicit feedback and comments on how best to improve agency operations.	Completed to date: Complete DLCP has created an ongoing Staff Engagements by conducting regular meetings, discussions, and workshops with open dialogue and exchange of ideas among employees from different business units. These engagements have provided opportunities for teams to share insights, best practices, and challenges, fostering a culture of collaboration and mutual support. DLCP has Scheduled weekly and monthly meetings to review progress, discuss upcoming projects, and address any issues or concerns. These meetings have served as platforms for cross-functional teams to collaborate on initiatives, share updates, and align priorities. DLCP has created and improved various communication channels, work processes, and organizational culture. Employees have been provided with direct access to leadership and an opportunity to share feedback, ideas, and suggestions. These sessions have promoted transparency and accountability and demonstrate leadership's commitment to employee engagement and empowerment. By implementing these initiatives, DLCP aims to create a more collaborative, inclusive, and productive work environment where employees feel valued, engaged, and empowered to contribute to the agency's success. Together, we can work towards achieving our organizational goals and delivering exceptional service to the community.

Equip, Connect, Engage, and Empower Employees

Focus Employee Engagement, Training and Development, and Wellness Programs on delivering beneficial engagement opportunities for agency employees. We will continue to implement a comprehensive process that include quarterly agency programs, monthly activities, and team buildings. Within some of these efforts it we will refine training requirements and focus on career path advancements for employees. To better understand the changing culture and demographics of our workforce, we will develop predictive models and data-driven approaches for assessing our talent pipeline. We will evolve our Human Resources (HR) communication with employees and focus on continuing to modernize and improve HR processes and technologies to drive employee access.

Completed to date: Complete DLCP had implemented a few agency-wide programs, activities, and team-building initiatives to foster a sense of belonging and camaraderie among employees. These programs included both in-person and virtual activities designed to accommodate diverse preferences and work arrangements. DLCP recognized the importance of continuous learning and growth for its employees. As such, DLCP refined training requirements and focused on providing opportunities for skill development and career advancement. DLCP believed employee well-being was a priority and continued to invest in wellness programs that promoted physical, mental, and emotional health. These programs included fitness challenges, stress management workshops, mindfulness sessions, and access to resources such as counseling services and wellness. DLCP developed predictive models and data-driven approaches to assess its talent pipeline, which assisted in identifying emerging trends, anticipating future workforce needs, and making informed decisions about recruitment, retention, and succession planning. By focusing on these key areas, DLCP aimed to create a supportive, inclusive, and empowering work environment where employees felt valued, motivated, and inspired to reach their full potential. DLCP believed that together, they could cultivate a culture of excellence and drive organizational success

Training Academy

Training Academy will expand its curriculum with online courses that can include interactive video trainings on Customer Service, How to Effectively Use Chat, and Call Center Basics.

Completed to date: Complete DLCP collaborated with subject matter experts to develop engaging and informative online courses on various topics. These courses were designed to cater to different learning styles and preferences, incorporating interactive elements, quizzes, and real-life scenarios to enhance learning outcomes. By offering online courses, DLCP ensured that employees had convenient access to training materials anytime and anywhere. This flexibility enabled employees to complete training at their own pace, accommodating different schedules and work commitments. DLCP implemented robust assessment mechanisms to measure the effectiveness of the online courses and track employee progress. This included pre-and post-course assessments, quizzes, and surveys to gather feedback and evaluate learning outcomes. Continuous evaluation and refinement of the courses ensured that they remained relevant and impactful. By expanding the Training Academy's curriculum with online courses and interactive video training, DLCP empowered employees with the knowledge and skills they needed to excel in their roles and deliver exceptional service to our customers. DLCP believed that together, we fostered a culture of continuous learning and professional development that drove organizational success.

Coordinated Outreach

In FY 24, DLCP will continue its coordinated outreach campaign that will actively engage communities across the District about DLCP process and procedures. These includes workshops in the communities, educational sessions, online videos, and online and in-person training sessions. DLCP will hold training sessions on flavored tobacco sales in the District. DLCP will target outreach to Businesses selling e-cigarettes in all wards with focus on low-moderate income neighborhoods. These neighborhoods are the most vulnerable populations that includes immigrants and individuals where English is not their first language. This will help them better understand their consumer protection rights.

Completed to date: Complete DLCP continues to engage with residents on DLCP regulatory processes. We have held four workshops with the Marshall Heights Community Development Corporation on the steps to get a business licenses and have licensed 5 new businesses in the process. We have held 2 regulatory educational events with the ONSE Pathway participants.

6 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 KPI Met?
Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia.										
Percent of occupational and professional license applications reviewed within (3) business days from the date of submission of a complete application	Up is Better	New in 2023	53.9%	69.6%	81.8%	88.4%	92.9%	84.8%	60%	Met
Percent of businesses applying online that receive their license within one (1) business day from the date of submission	Up is Better	93.3%	90.6%	79.7%	80.4%	75.4%	93.4%	82.3%	80%	Met
Percent of Business Licensees for which prescreening is required, that receive a regulatory investigation within 15 business days	Up is Better	95.5%	87.9%	80.6%	85%	89.7%	93.8%	86.3%	85%	Met
Percent of Basic Business License, Corporation, and Occupational and Professional Licensing transactions that are conducted online	Up is Better	91.8%	94%	95.1%	97.8%	94.8%	96%	96.3%	80%	Met
Percent of compliant businesses that have renewals processed within one (1) business day from the date of application receipt	Up is Better	95.4%	97.8%	98.4%	99.1%	98.8%	98.9%	98.8%	80%	Met
Percent of corporate registrations processed online, meeting the customer's request for expedited service of one (1) or three (3) business days	Up is Better	92.1%	92.9%	93.2%	92.7%	90.8%	90.6%	91.8%	85%	Met
Protect consumers through the investigation of unfair or deceptive business practices, and the timely enforcement of the Consumer Protection Procedures Act.										
Percent of Consumer Protection cases closed within 30-days from date of complaint submission	Up is Better	90.9%	97.9%	97.5%	72.3%	92.3%	92.8%	89%	85%	Met
Create and maintain a highly efficient, transparent, and responsive District government.										

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 KPI Met?
Percent of Customer Relationship Management (CRM) cases that are resolved within 3 business days from date of receipt by the agency	Up is Better	New in 2023	97.7%	99.8%	99.9%	99.8%	99.7%	99.8%	85%	Met
Percent of new hires that are District residents	Up is Better	New in 2023	35.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	44.4%	-	-
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	20%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	38.8%	-	-
Percent of employees that are District residents	Up is Better	New in 2023	53.5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	54.8%	-	-
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	35.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	16.7%	-	-
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80%	-	-

Workload Measures

Measure	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024
Business Licensing and Registration and Renewal, Business Service Center, Corporation Division, Occupational and Professional Licensing, Weights and Measures							
Number of business compliance surveys conducted	1,534	1,366	324	400	384	498	Needs Data Update
Number of professional licenses renewed	33,235	16,993	6,656	5,205	7,531	12,509	Needs Data Update
Number of professional licenses issued	6,851	6,380	1,630	2,808	3,030	3,866	Needs Data Update
Number of other corporate filings registered	77,882	76,335	8,511	48,246	15,693	13,037	Needs Data Update
Number of corporate entities registered	21,171	20,086	4,918	5,488	5,328	5,028	Needs Data Update
Number of applications submitted for new business licenses	10,755	10,898	3,479	3,352	3,298	3,644	Needs Data Update
Number of business licenses issued	27,944	26,256	7,568	9,216	9,192	8,292	Needs Data Update
Number of business licenses renewed	17,803	15,710	4,441	6,129	6,124	4,840	Needs Data Update
Number of customers serviced by the Small Business Resource Center (SBRC)	3,956	3,682	673	840	929	913	Needs Data Update
Number of elevator certificates issued	2,468	2,901	614	332	317	263	Needs Data Update
Number of special events issued	74	60	22	5	30	23	Needs Data Update
Number of weighing and measuring devices approved	7,678	5,440	1,625	3,115	6,123	3,834	Needs Data Update
Number of Short-Term Rental licenses applications approved	2,319	808	441	652	408	313	Needs Data Update
Enforcement Unit, Consumer Protection, Special Events and Vending Enforcement							
Number of Consumer Protection Investigations conducted	1,834	1,820	516	541	681	602	Needs Data Update