



MISSISSIPPI STATE BOARD OF CONTRACTORS

2025-2029

5 YEAR STRATEGIC PLAN





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Introduction

The Mississippi State Board of Contractors is charged with ensuring public safety and quality construction practices as well as promoting professional standards in the construction industry for the well-being of the public. Because faulty or substandard construction can cause property damage, financial loss, injury and even death, the State of Mississippi requires construction contractors to be licensed.

Created by the Legislature in 1952, the agency serves to protect the public by enforcing standards, qualifications and ethical conduct within the construction industry. The agency promotes compliance with construction standards, code and regulations to safeguard lives and property.

The Board is comprised of ten members appointed to staggered terms by the Governor. A five-member residential standing committee oversees residential contractors.

Today, there are over 12,000 licensed contractors performing commercial and residential construction in the state. The agency is funded solely by fees and penalties associated with licensure.

1. Agency Mission Statement

The purpose of the Mississippi State Board of Contractors is to protect the health, safety and general welfare of all persons dealing with those who are engaged in the vocation of contracting and to afford such persons an effective and practical protection against incompetent, inexperienced, unlawful and fraudulent acts of contractors pursuant to Miss. Code Ann §31-3-2.

MSBOC's mission is aligned with the mission of Mississippi state government for protecting the safety and well-being of Mississippi's citizens; preserving the dignity of human life; and promoting economic growth and the public good through advancement of properly licensed contractors.



2. Statement of Agency Philosophy

The agency is tasked with regulating the construction industry by setting standards, licensing qualified professionals, upholding regulatory principles and promoting professional development to ensure public safety and enhance professional standards within the construction industry.

MSBOC works to be a leading regulatory agency that upholds high standards of professionalism, safeguards public welfare and promotes a fair and transparent occupational environment. The philosophy of the agency is to set a standard of excellence for construction regulation without being overly burdensome to contractors or a deterrent to business.

The agency continually works to strengthen expertise in the areas of administrative law, regulatory law and rulemaking in order to improve the quality of the construction industry and its licensees and establish greater trust and credibility with the public. MSBOC is committed to the highest standards of performance in every aspect of our job.

The following strategic plan outlines the key objectives, initiatives and action for this regulatory agency to effectively fulfill its mission of protecting the public and ensuring the integrity and competency of professionals in the construction industry.



3. Relevant Statewide Goals and Benchmarks

The Mississippi State Board of Contractors has adopted the following Statewide Goals as applicable to the agency’s mission and purpose. MSBOC will assess the impact of state legislation over the next 5 fiscal years with a goal of adopting the appropriate strategies to maximize effective regulation of the construction industry in the State of Mississippi.

Statewide Goal #1: To protect the public’s safety, including providing timely and appropriate responses to emergencies and disasters and to operate a fair and effective system of justice.

Relevant Benchmark #1: Incidence of Violations

Relevant Benchmark #2: Adjudication Proceedings

Relevant Benchmark #3: Emergency Preparedness

Statewide Goal #2: To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government and participates in charitable organizations through contributions and volunteerism.

Relevant Benchmark #1: Cost of Government

Relevant Benchmark #2: Government Efficiency

Relevant Benchmark #3: Engaged Citizenry



4. Overview of the Agency's 5 Year Strategic Plan

The Mississippi State Board of Contractors values the many positive contributions contractors make to the state. During the strategic planning process the agency considered the needs and expectations of contractors and consumers. The agency values construction standards that are enforced fairly and equally and endeavors to resolve complaints in a timely and fair manner.

The strategic initiatives identified herein will guide the agency to (1) identify opportunities for improvement, (2) analyze thoroughly and fairly each opportunity, and (3) implement changes that will improve services provided to consumers and contractors working in Mississippi.

In compliance with the "Mississippi Performance Budget and Strategic Planning Act of 1994," it is the intent of MSBOC that the funds provided shall be utilized in the most efficient and effective manner possible to achieve the intended mission of the agency. Based on the funding authorized, the agency shall make every effort to attain the targeted performance measures described.



5. External/Internal Assessment & Internal Management System

5.1 External/Internal Assessment: Construction and the regulation thereof can be directly impacted by various external factors. Environmental factors including weather conditions and natural disasters can impact construction. Financial factors such as availability of funds, project budgeting and economic conditions can affect the feasibility and progress of construction projects. Availability of skilled labor, workforce productivity and labor market conditions also influence construction projects. Material factors affect project timelines and budgets depending upon availability, cost and quality. Effective design, comprehensive planning and coordination between various stakeholders can impact the success of construction projects. Technology factors such as integration of Building Information Modeling (BIM) or construction management software can improve project efficiency and outcomes. Political and legal factors such as changes in government, policies, legal disputes, zoning regulations, public opinion and proposed or enacted legislation can also have an impact. MSBOC remains prepared to cope with these variables. The agency continues to coordinate with industry stakeholders to ensure compliance with rules and regulations and protect consumers from unscrupulous contractors.

5.2 Internal Management Systems: MSBOC closely monitors a range of issues affecting the construction industry through participation in the National Association of State Contractor Licensing Authorities and other construction industry associations. The policies and procedures of MSBOC are aligned with all relevant state laws, regulations and policies. Additional policies are implemented as required to provide added control measures. The agency has several automated systems for processing payroll, purchase requests, travel authorizations and other business functions. The agency uses MAGIC and SPAHRS for all financial and payroll transactions. MSBOC continually reviews processes, procedures, policies and systems to determine relevance and value as well as compliance with audit controls. The recruitment and retention of professional staff is an important factor in ensuring MSBOC's success. MSBOC has experienced, knowledgeable employees who deliver excellent service to licensees and consumers. The majority of MSBOC's staff have five or more years of experience. The agency uses the State Personnel Board's Performance Development Systems to evaluate employee performance.





6. Agency Goals, Objectives, Strategies and Measures by Program

The Mississippi State Board of Contractors protects consumers by licensing and holding contractors accountable for their business practices and preventing, reducing or eliminating unlicensed activity and unprofessional conduct that poses a threat to public health, safety and welfare. MSBOC's work is carried out through the following agency's programs:

LICENSURE: Providing licensing services in a timely and professional manner.

ENFORCEMENT: Promoting consumer protection through the regulatory enforcement process by ensuring construction contractors are properly licensed and qualified to provide construction services.

EDUCATION AND PUBLIC RELATIONS: Promoting and encouraging education of contractors, industry officials, consumers and agency employees.

DISASTER RESPONSE: Supporting consumers and contractors with the rebuilding process following a disaster.

6.1 Agency Goals by Program

Program 1: Licensure

GOAL A: Provide licensing services in a timely and professional manner.

Objective A.1: Effectively manage the application process to promote and preserve properly licensed contractors.

Outcome: Qualified and licensed professional contractors who possess a minimal level of competence in their field.

Outcome: Satisfied licensees and confident consumers.

A.1.1. Strategy: Analyze methods and options to streamline and simplify the application process to better serve the public.

Output: Number of applications processed

Efficiency: Cost per license issued and renewed

A.1.2. Strategy: Offer fillable forms online to expedite the licensure process.

Output: Number of forms offered.

Efficiency: Percentage of forms utilized.

Explanatory: Requires website and database improvements to implement.

A.1.3. Strategy: Ensure license exams are up-to-date and consistent with industry best practices.

Output: Number of exams administered.

Efficiency: Percentage of exams taken.

Explanatory: Exams not available for certain construction trades.

Objective A.2: Utilize consumer satisfaction survey to improve services offered.

Outcome: Improved customer service.

Outcome: Satisfied consumers.

A.2.1. Strategy: Develop and distribute consumer satisfaction surveys.

Output: Number of surveys distributed.

Efficiency: Percentage of completed surveys returned.

Program 2: Enforcement

Goal A: Promote consumer protection through the regulatory enforcement process by ensuring construction contractors are properly licensed and qualified to provide construction services.

Objective A.1: Reduce and prevent unlicensed activity and unprofessional conduct that poses a threat to public safety and threatens legitimate business activity.

Outcome: Public safety.

Outcome: Fair and competitive marketplace.

A.1.1. Strategy: Verify proper licensing credentials at construction sites.

Output: Number of job sites visited.

Efficiency: Percentage of sites visited per year by investigator.

Efficiency: Percentage of civil penalties collected.

Explanatory: Impact of economic and weather related factors affecting construction projects.

A.1.2. Strategy: Respond to complaints from the public in a timely manner.

Output: Number of complaints assigned to investigate.

Efficiency: Percentage of investigations completed.

Efficiency: Length of time to complete investigation.

Efficiency: Length of time from initial filing to adjudication.

Explanatory: Length of time to complete investigation may be affected by factors beyond agency control such as how complicated the complaint is, difficulty in obtaining statements from witnesses, amount of issues involved in the complaint, etc.

Program 3: Education and Public Relations

GOAL A: Promote and encourage education of contractors, industry officials, consumers and agency employees.

Objective A.1: Expand the number of skilled workers

Outcome: Adequate workforce to meet future needs of the construction industry.

Outcome: Informed consumers and industry officials.

Outcome: Public Safety.

A.1.1. Strategy: Utilize specially appropriated funds for construction education and craft training.

Output: Amount of funds appropriated for construction education and craft training.

Efficiency: Number of students enrolled in construction related programs.

Explanatory: Number of construction related programs offered at qualifying schools and institutions.

Objective A.2: Promote awareness of MSBOC services and the benefits of hiring a licensed contractor.

A.2.1. Strategy: Utilize various forms of media to inform the public.

Output: Number of outreach programs conducted.

Efficiency: Increase in reach of message and decline in unlicensed contractor activity.

Explanatory: Impact of economic factors affecting construction projects.

Program 4: Disaster Response

GOAL A: Support consumers and contractors with the rebuilding process following a disaster.

Objective A.1: Protect consumers from common scams that occur after a disaster and assist contractors with the licensure process.

Outcome: Informed consumers, contractors and industry officials.

Outcome: Public protection.

A.1.1. Strategy: Utilize various forms of media to warn individuals about unlicensed and fraudulent contractors.

Output: Distribution of informational material.

Efficiency: Decrease in complaints against unlicensed or fraudulent contractors who prey on disaster victims.

Explanatory: Number of severe weather outbreaks.

A.1.2. Strategy: Evaluate protocols for a coordinated disaster response plan with various agencies.

Output: Number of participating agencies.

Efficiency: Percentage of participating agencies.

Explanatory: Availability of local resources to participate.

A.1.3. Strategy: Conduct preparedness drills and exercises.

Output: Number of drills and exercises conducted.

Efficiency: Number of personnel trained.

A.1.4. Strategy: Use public events as a platform to communicate disaster response themes and messages.

Output: Number of events attended by agency personnel.

Efficiency: Average number of contacts made per event.



Summary of recent accomplishments

On an annual basis, MSBOC reviews and updates existing regulations to align with industry advancements and best practices. Streamlining regulatory processes to ensure efficiency and effectiveness is a priority for the agency. Using findings from regularly assessing progress towards goals and objectives outlined in the strategic plan guides the agency to refine strategies and implement measures to remain successful. Below is a summary of the recent accomplishments.

(a) Licensure: MSBOC continues to invest in technology and data management systems to streamline processes, facilitate digital submissions and improve data analysis capabilities. Contractor licensure continued to increase in FY23. Total licensure for FY23 was 12,373 versus 10,602 in FY22, representing a seventeen (17%) increase. Fifty-eight percent (58%) of the total number of contractors licensed by MSBOC are commercial contractors while residential contractors represent forty-two percent (42%). Staff continued to offer quality and efficient service in a courteous and professional manner while utilizing innovative technology changes to offer additional online services to better serve applicants. Approximately one half of all renewals are now performed online. Overall, the percentage of online renewals continues to show steady gains year over year. MSBOC staff reviewed all licensure examinations and continued to coordinate with the agency's exam provider to ensure exam questions were sourced to the most up to date codes and references. Staff and board members continuously review licensure and exam classification to address emerging construction trends to align with industry advancements and technological innovations. The agency utilizes an online platform for applicants and licensees to access educational resources, best practices and professional development opportunities.

(b) Enforcement: The Enforcement Division has established a comprehensive and proactive review to ensure compliance with construction regulations. Investigators and compliance officers utilize a risk-based enforcement strategy that prioritizes high-risk projects, non-compliant practices and repeat offenders. MSBOC routinely conducts construction site and permit office visits to identify non-compliance issues and ensure corrective actions are taken. The agency implements an efficient and transparent enforcement process that includes follow-up measures to ensure compliance. Our aim is to encourage proactive compliance prior to disciplinary action. MSBOC investigative staff investigated 261 complaints, performed 458 compliance checks, conducted 5,177 site visits to verify contractor licensure compliance. In FY23, Investigations and compliance checks resulted in penalty assessments in the amount of \$772,894.61 compared to \$537,224.52 in FY22, representing a forty-four percent (44%) increase. Staff utilized technological resources to

their advantage and developed an online option for consumers to submit complaints in addition to U.S. Mail. This not only provided consumers with an easy way to upload complaint documents, but also helped to speed up the complaint process. Instead of waiting for complaints to go through the mail system, these online complaints are processed within forty-eight (48) hours of receipt. Since the online option became available, forty-nine percent (49%) of consumer complaints have been submitted using the online complaint portal. The Enforcement Division also participated in a national coordinated enforcement effort during the weeks of June 5 – 23, 2023, aimed at deterring illegal, unlicensed activity. MSBOC's involvement represented one of multiple participating agencies in coordination with the National Association of State Contractor Licensing Agencies (NASCLA). During the 3-week time period, MSBOC Investigators conducted 177 compliance checks resulting in 62 complaints.

(c) Education and Public Relations: A key agency initiative is enhancing stakeholder engagement and education. The agency conducts outreach programs and educational campaigns to raise awareness about construction regulations and the agency's role. Improving communication channels with construction industry stakeholders, including contractors, building officials, educators, construction trade associations and consumers remains a top priority. The agency provides accessible and user-friendly resources such as guidelines, handbooks, online platforms, publications and innovative marketing tools to assist stakeholders in understanding and complying with contractor licensing requirements. The outreach methods have proven beneficial in educating consumers about the dangers of hiring unlicensed contractors and common scams perpetrated by fraudulent contractors. More informed consumers equate to less opportunity for fraudulent activity. The agency will continue to provide resources, workshops and seminars to support professional growth, technical skill development and knowledge sharing within the construction industry. In order to expand the number of skilled workers to ensure an adequate workforce to meet future needs of the construction industry, MSBOC utilized funds received from licensure and penalties to distribute Two Million Three Hundred Thousand Dollars for construction education and craft training programs provided by Mississippi state institutions of higher learning, public community and junior colleges, the Mississippi Construction Education Foundation, and public high schools that participate in the Mississippi Construction Educations Foundation's "school-to-work" program in accordance with Miss. Code Ann. §31-3-14. Nearly Seventy Thousand Dollars from residential renewal fees was collected and distributed to the Mississippi Housing Institute to support qualified residential building programs and education. The agency continues to foster partnerships with educational institutions, industry associations and training providers to enhance construction education and apprenticeship programs for contractors.

(d) Disaster Response: Hurricanes, tornados, hail storms and floods are among the most common disasters that affect Mississippians. MSBOC dispatches a Disaster Response Team to areas impacted as soon as practical following rescue and recovery operations, using caution not to impede the efforts of emergency personnel. MSBOC's disaster response team members

work with individuals in affected areas to assist with contractor licensing requirements and to warn individuals about common scams that occur after a disaster. Taking this proactive approach proves to be very beneficial for property owners and reduces the number of complaints against contractors. MSBOC also engages with media outlets and utilizes social media platforms to disseminate information, answer queries and address public concerns in disaster impacted areas. Additionally, the agency distributes public service announcements, pamphlets and other information concerning contractor responsibilities and licensing requirements to property owners affected by severe weather. Keeping consumers, contractors and industry officials informed, helps to decrease the number of complaints against unlicensed or fraudulent contractors who prey on disaster victims. MSBOC's Disaster Response Team was prepared for and immediately dispatched to areas of the state affected by severe weather, flooding and tornadoes to assist consumers and contractors with the rebuilding process. Specifically, MSBOC Investigators had a physical presence in Rolling Fork, Silver City and Amory after the tornado outbreak in March 2023. MSBOC Investigators worked alongside other state agencies, including the Mississippi Emergency Management Agency (MEMA) to help thwart an effort to bring in unlicensed contractors that were preying on the victims of this disaster.

(e) Administration: The agency regularly works with relevant stakeholders to ensure consistency and clarity within the construction industry. MSBOC balances its role of helping contractors obtain proper licenses with protecting consumers against fraudulent contractors. Staff works closely with IT to maximize the use of available technology and systems to streamline services. MSBOC has led the nation in timely processing applications for licensure and continues to serve as a model for other states to implement a similar process. MSBOC works to improve the agency's effectiveness and intergovernmental relationships by conducting training sessions throughout the state with various interest groups including building officials, homebuilders and other construction industry professionals. Staff monitors complaints and trends within the industry to assess stakeholder satisfaction and identify areas for improvement. The agency regularly reviews processes and procedures to ensure the agency is fulfilling its legislative purpose of protecting the public by setting a standard of excellence for construction without being overly burdensome to contractors or a deterrent to business. The agency used its mobile app, mobile texting alert system, website and newsletter to keep contractors, consumers and other industry related professionals engaged and informed. The agency continues to provide educational opportunities and cross training in accordance with the agency's succession plan to develop the next generation of leadership and facilitate development of expertise in all subject matter areas to provide better, more efficient support to all divisions within the agency. The agency is committed to recruiting and training qualified staff with expertise in regulatory affairs, occupational practices and enforcement procedures to provide quality services to the people of Mississippi.

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