



MISSISSIPPI STATE BOARD OF CONTRACTORS

# 2026-2030

5 YEAR STRATEGIC PLAN





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# Contents

<b>Introduction.....</b>	<b>4</b>
<b>Agency Mission Statement.....</b>	<b>5</b>
<b>Statement of Agency Philosophy.....</b>	<b>6</b>
<b>Relevant Statewide Goals and Benchmarks.....</b>	<b>7</b>
<b>Overview of the Agency 5-Year Strategic Plan.....</b>	<b>8</b>
<b>External/Internal Assessment.....</b>	<b>9</b>
<b>Agency Goals, Objectives, Strategies and Measures by Program.....</b>	<b>10</b>
<b>Summary of Recent Accomplishments.....</b>	<b>15</b>





# Introduction

The Mississippi State Board of Contractors' primary mission is safeguarding public safety and upholding quality construction practices while fostering professional standards in the construction sector. Established by the Legislature in 1952, this agency plays a pivotal role in ensuring that construction contractors adhere to reasonable standards and ethical guidelines.

Licensing requirements are mandatory in Mississippi to mitigate risks associated with faulty or substandard construction, which can lead to property damage, financial loss, injuries, and even fatalities. By enforcing compliance with construction standards, codes, and regulations, the Board aims to protect both lives and property across the state.

The Board consists of ten members appointed by the Governor to staggered terms. Additionally, a dedicated five-member residential standing committee oversees matters related to residential contractors specifically.

Mississippi has over 12,500 state licensed contractors who engage in commercial and residential construction activities. The agency finances its operations exclusively through fees and penalties associated with licensure, ensuring its independence and sustainability in fulfilling its critical mandate.

# **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's core responsibility is to regulate the construction industry through setting reasonable standards, licensing qualified professionals, enforcing regulatory principles, and fostering professional development. This ensures public safety and elevates standards within the construction sector.

MSBOC strives to lead as a regulatory authority, prioritizing professionalism, safeguarding public welfare, and promoting a fair and transparent occupational licensing environment. The agency's philosophy emphasizes achieving excellence in construction regulation while maintaining a business-friendly approach that supports contractors.

Continuous improvement is integral to the agency's mission, focusing on enhancing expertise in administrative law, regulatory practices, and rulemaking. This effort aims to elevate the quality of the construction industry and build trust and credibility with the public.

MSBOC is dedicated to the highest standards of performance across all agency functions. The strategic plan outlines key objectives, initiatives, and actions that guide the agency in fulfilling its mission: protecting the public and ensuring the integrity and competency of construction professionals.



### **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. Integration of new technology factors such as 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, Building Officials of Mississippi, 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. Historically, the agency has had very low employee turnover. 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. The agency's work is carried out through the following 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

*Explanatory:* Allocation of resources including budget, personnel and technology is necessary to support implementation.

**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.

*Output:* Number of surveys available.

*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.

*Explanatory:* External factors such as competing priorities, economic downturns, natural disasters, etc., can affect respondent's ability and willingness to participate in surveys.

## **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.

*Explanatory:* Availability of necessary resources to participate.

**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.

*Explanatory:* Accessibility and reach affects who can attend and receive message.



## Summary of recent accomplishments

Each year, MSBOC conducts a comprehensive review and revision of current regulations to incorporate the latest industry advancements and adhere to best practices. Enhancing regulatory processes for efficiency and efficacy stands as a primary focus for the agency. Regular assessments of progress toward strategic goals and objectives inform strategic refinements and the implementation of measures to sustain success. Below is a summary of recent achievements.

- (a) Licensure:** The licensing department is the cornerstone of MSBOC, promoting consumer protection through the licensing application process. With over 12,700 licensees in Mississippi, the licensing department serves as the initial point of contact for all applicants and contractors. In FY24, our customer service representatives handled over 84,000 calls. We offer licensing services online, by phone, and in-person, allowing individuals to apply for a license, check the status of a license or pending application, and request a replacement license.

We prioritized improving average processing times by identifying opportunities to enhance policies, workloads, and processes, aiming for more efficient and effective operations. Contractor licensure increased to 12,743 in FY24, up from 12,373 in FY23, marking a 3% increase. Of these, 58% are commercial contractors, and 42% are residential contractors. Our staff consistently provided high-quality, efficient service while leveraging innovative technology to offer additional online services. Approximately half of all renewals are now conducted online, with steady year-over-year increases.

The agency upgraded the MSBOC database system for more user-friendly searches by both staff and the public. All licensure examinations were reviewed, and a rotational update schedule was established. We coordinated with our exam provider to ensure exam questions are up-to-date with current codes and references. Staff and board members reviewed licensure and exam classifications to address emerging construction trends, align with industry advancements and technological innovations, and clarify the types of classifications offered.

MSBOC continues to utilize an online platform for applicants and licensees to access educational resources, best practices, and professional development opportunities. Mississippi's strong economy has attracted more construction companies to meet increased demand. The agency will continue to monitor construction activity and its impact on licensing and enforcement. MSBOC remains committed to investing in technology and data management systems to streamline processes, facilitate digital submissions, and enhance data analysis capabilities.

- (b) Enforcement:** MSBOC is dedicated to consumer protection through a comprehensive and proactive enforcement strategy. Our investigators work with contractors and consumers to address workmanship issues, financial disputes, and industry regulation violations. The

Enforcement Division prioritizes high-risk projects, non-compliant practices, and repeat offenders using a risk-based strategy.

As the demand for construction services increases, so does unlicensed contractor activity. Investigating allegations of construction fraud and related unlawful activity remains a top priority. The agency anticipates a rise in consumer complaints, particularly regarding solar energy system installations. MSBOC remains proactive in its enforcement efforts and public outreach to educate consumers about unlicensed contractors.

In FY24, investigative staff handled 382 complaints, a 46% increase from FY23, and performed 601 compliance checks, a 31% increase. They conducted 5,344 site visits, a 3% increase. These increases are attributed to a restructuring of the Enforcement Division for greater efficiency. The online complaint portal saw 74% of complaints submitted online in FY24, up from 49% in FY23.

- (c) Education and Public Relations:** Enhancing stakeholder engagement and education is a key agency initiative. MSBOC conducts outreach programs and educational campaigns to raise awareness about construction regulations and the agency's role. We provide informational materials for consumers and contractors and tailored presentations for specialized groups, such as property owners and local government personnel.

MSBOC combats unlicensed activity by presenting to various groups and collaborating with the media to inform the public about contractor responsibilities and the Board's role. Improving communication with construction industry stakeholders, including contractors, building officials, educators, trade associations, legislators, and consumers, remains a top priority. Our outreach efforts educate consumers about the dangers of hiring unlicensed contractors and common scams. We offer accessible resources such as guidelines, visual aids, online platforms, and publications to help stakeholders understand and comply with licensing requirements.

MSBOC fosters partnerships with educational institutions, industry associations, and training providers to enhance construction education and apprenticeship programs for contractors. The agency provides resources, workshops, and seminars to support professional growth, technical skill development, and knowledge sharing within the construction industry. To expand the skilled workforce, MSBOC distributed \$2.3 million for construction education and craft training programs at Mississippi state institutions, public community and junior colleges, the Mississippi Construction Education Foundation, and public high schools. Nearly \$70,000 from residential renewal fees was allocated to the Mississippi Housing Institute to support residential building programs and continuing education..

- (d) Disaster Response:** In response to natural disasters, MSBOC promptly deploys a Disaster Response Team to impacted areas, coordinating with emergency personnel to avoid disrupting rescue and recovery operations. The team assists individuals with contractor licensing requirements and educates them about common scams that emerge post-disaster, reducing the number of complaints against contractors.

MSBOC engages with media outlets and uses social media to disseminate information, answer queries, and address public concerns in disaster-impacted areas. We distribute public service announcements, pamphlets, and other materials about contractor



responsibilities and licensing requirements to affected property owners, helping to decrease complaints against unlicensed or fraudulent contractors.

- (e) Administration:** MSBOC is committed to optimizing the customer experience through all steps of accessing our programs. We provide timely, accurate, and efficient access to services through preferred delivery channels, continuously examining our policies and procedures for improvement. Our IT modernization plan includes transforming our legacy system, modernizing infrastructure, and automating communications to meet industry standards and demands.

We are expanding the ability to securely upload forms, documentation, evidence, and correspondence, improving self-service support tools, and enhancing video options. MSBOC works with stakeholders to ensure consistency and clarity within the construction industry, balancing the role of helping contractors obtain licenses with protecting consumers against fraudulent contractors.

Staff works closely with IT to maximize available technology and systems to streamline services. MSBOC continues to be a national leader in timely processing applications for licensure and serves as a model for other states. We improve the agency's effectiveness by conducting training sessions statewide with various interest groups, monitoring complaints and trends, and regularly reviewing processes to fulfill our legislative purpose of protecting the public.

The agency uses its mobile app, texting alert system, website, and newsletter to keep stakeholders engaged and informed. MSBOC provides educational opportunities and cross-training in accordance with its succession plan, developing leadership and expertise to support all divisions. We are committed to recruiting and training qualified staff with expertise in regulatory affairs, occupational practices, and enforcement procedures, providing quality services to the people of Mississippi. Continuous program assessment helps us identify strengths and weaknesses, develop strategies to address challenges, and improve day-to-day operations.

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