



# MISSISSIPPI STATE BOARD OF CONTRACTORS

# 2027-2031

## 5 YEAR STRATEGIC PLAN

Adopted 7/9/2025





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Tate Reeves

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Stephanie Sills Lee, Executive Director

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# Introduction

The Mississippi State Board of Contractors (MSBOC) was established in 1952 to regulate the construction industry, ensuring public safety and ethical practice. With over 13,000 licensed contractors, MSBOC is committed to maintaining high standards across commercial and residential construction.

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.

As Mississippi's construction industry evolves, MSBOC proactively adapts through innovation, regulatory clarity, and stakeholder engagement.

# 1. Agency Mission Statement

MSBOC protects the health, safety, and welfare of Mississippians by regulating the construction industry and preventing incompetent or fraudulent contractor practices, in accordance with Miss. Code Ann. §31-3-2.

MSBOC's mission is aligned state government priorities 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

MSBOC strives to uphold excellence in construction regulation while promoting a business-friendly environment. By fostering continuous improvement and professional development, the agency ensures accountability, transparency and public trust.



### **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 recognizes and appreciates the significant contributions contractors make to the state's economy and communities. In developing this strategic plan, the agency carefully considered the expectations and needs of both contractors and consumers. MSBOC is committed to upholding construction standards that are enforced equitably and strives to address complaints promptly and impartially.

The strategic initiatives outlined in this plan are designed to: (1) identify areas for improvement, (2) conduct fair and thorough evaluations of each opportunity, and (3) implement meaningful changes that enhance the quality and efficiency of services provided to contractors and the public across Mississippi.

In alignment with the Mississippi Performance Budget and Strategic Planning Act of 1994, MSBOC is dedicated to using all resources in the most efficient and effective manner possible to fulfill its mission. The agency will continue to pursue and achieve performance targets based on the funding authorized, ensuring accountability and measurable progress.





## 5. External/Internal Assessment & Internal Management System

**5.1 External/Internal Assessment:** The regulation of construction is continually shaped by a wide range of external factors. Environmental conditions, such as extreme weather and natural disasters pose ongoing risks to construction timelines and infrastructure resilience. Financial factors, including inflation, interest rate fluctuation and overall economic uncertainty can significantly influence construction projects, budgets and planning. Tariffs and international trade disputes impact the cost and availability of key construction materials. Immigration and labor-related legislation directly affects the availability of skilled workers, many of whom are essential to meeting workforce demands. Additionally, rising labor costs worker shortages compound workforce related pressures on the industry. These issues combined with public policy shifts require continual adaptation and coordination among project stakeholders. MSBOC remains responsive and forward-thinking in addressing these dynamic challenges. By actively engaging with industry leaders, monitoring legislative developments and supporting workforce development efforts, the agency works to ensure compliance with regulations, safeguard consumers and uphold the integrity of Mississippi's construction industry in a rapidly changing political and economic climate.

**5.2 Internal Management Systems:** MSBOC actively monitors developments impacting the construction industry through its participation in the National Association of State Contractor Licensing Agencies (NASCLA), Building Officials Association of Mississippi, educational entities and other relevant professional and trade organizations. The agency ensures that its policies and procedures remain aligned with applicable state laws, regulations, and administrative requirements. As needed, MSBOC implements additional internal policies to strengthen oversight and operational efficiency. MSBOC utilizes several automated systems to manage core business functions, including payroll processing, purchasing, and travel authorizations. The agency relies on the Mississippi Accountability System for Government Information and Collaboration (MAGIC) and the Statewide Payroll and Human Resource System (SPAHRs) to execute all financial and payroll transactions. Ongoing reviews of internal processes, procedures, and systems are conducted to ensure effectiveness, regulatory compliance, and adherence to audit standards. The recruitment and retention of a skilled and professional workforce remains a strategic priority for MSBOC. The agency benefits from a highly experienced team, with the majority of employees having more than five years of service. MSBOC has historically maintained low employee turnover and is committed to delivering high-quality service to licensees and consumers. Employee performance is evaluated in accordance with the Mississippi State Personnel Board's Performance Development System to promote accountability and continuous improvement.

### SWOT Analysis: Mississippi State Board of Contractors

Strengths	Weaknesses
- Strong statutory authority and clear mission	- Limited staffing during surges in licensure or enforcement demand
- Experienced leadership and long-tenured staff	- Operational budget susceptible to fluctuations in licensing volume or unpredictable penalty collections
- Strong consumer and industry trust	- Manual or semi-automated processes still present in some administrative areas
- Robust partnerships with schools, training programs and industry associations	- Public awareness initiatives may be affected by the degree of support for licensing efforts across diverse stakeholder groups, including policymakers
- Effective use of enforcement strategies and risk-based investigation	- Gaps in data integration across systems
Opportunities	Threats
- Digital transformation: modernization of applications, forms, and systems	- Rise in unlicensed or fraudulent contractor activity post-disaster
- Expansion of public outreach and education efforts	- Workforce shortages across the construction sector
- New licensure classifications for emerging technologies (e.g., solar, POE)	- Economic volatility impacting construction volume and state revenues
- Increased demand for professional licensing portability/reciprocity	- Natural disasters requiring rapid response and increased oversight
- Strengthening disaster response and recovery partnerships	- Misinformation or scams targeting consumers during vulnerable times



## **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.

# MSBOC 2026-2030 Strategic plan | goals, objectives & strategies

## PURPOSE

To protect the health, safety and welfare of all persons dealing with those engaged in the vocation of contracting and to afford them an effective and practical protection against incompetent, inexperienced, unlawful and fraudulent acts of contractors.

## LICENSURE

GOAL: Provide licensing services in a timely and professional manner

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

Objective: Utilize consumer satisfaction survey to improve services offered

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

Objective: Expand the number of skilled workers

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

Objective: Protect consumers from common scams that occur after a disaster and assist contractors with the licensing process

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

Strategy: Develop and distribute consumer satisfaction surveys

Strategy: Verify proper licensing credential at construction sites

Strategy: Utilize specialty appropriated funds for construction education and craft training

Strategy: Utilize various forms of media to inform the public

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

Strategy: Offer fillable forms online to expedite the licensure process

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

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

Strategy: Ensure license exams are up to date and consistent with industry best practices

Strategy: Conduct preparedness drills and exercises

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

## ENFORCEMENT

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

## EDUCATION AND PUBLIC RELATIONS

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

## DISASTER RESPONSE

GOAL: Support 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

MSBOC remains committed to strengthening regulatory practices and promoting consumer protection through continuous improvement and collaboration with industry partners. Each year, the agency conducts a comprehensive review of its regulations, aligning them with industry advancements and best practices. Strategic goals are evaluated regularly, and refinements are implemented to ensure long-term success. Below is a summary of the agency's recent achievements, categorized by key operational areas.

- (a) Licensure:** The Licensing Division serves as the cornerstone of MSBOC's regulatory efforts, promoting consumer protection and professionalism across the construction industry. With over 13,000 active licensees, this division is often the first point of contact for applicants and contractors. In FY25, customer service representatives responded to more than 71,616 inquiries by phone.

To improve efficiency, MSBOC prioritized the streamlining of application processing by refining internal policies and procedures. Licensure increased to 13,090 in FY25, up from 12,473 in FY24—a 4.83% growth, with 58% of licenses issued to commercial contractors and 42% to residential contractors. The agency also enhanced its database system to improve usability for both internal staff and the public.

All licensure examinations were reviewed, and a rotation schedule was established to ensure exam content remains current with industry codes and standards. Staff and board members reviewed and updated license classifications to reflect emerging technologies and construction trends. Additionally, MSBOC expanded its online platform offering educational materials and professional development opportunities to support ongoing learning among contractors.

With Mississippi's growing economy fueling demand for construction, MSBOC continues to invest in digital systems to streamline processes, enable data-driven decision-making, and ensure effective service delivery.

- (b) Enforcement:** As part of its strategic commitment to public protection and regulatory integrity, the Mississippi State Board of Contractors (MSBOC) maintains a robust and proactive enforcement program. The Enforcement Division plays a critical role in upholding industry standards by addressing complaints related to workmanship, financial disputes, and violations of state contractor regulations. Through a risk-based approach, the division prioritizes high-risk projects, repeat offenders, and non-compliant practices that pose the greatest threat to consumers and the industry.

With continued growth in the construction sector, the occurrence of unlicensed contractor activity is on the rise. MSBOC remains vigilant in investigating allegations of construction fraud and related unlawful activity, with particular attention to emerging areas of concern such as solar energy system installations. As demand in this sector increases, the agency anticipates a corresponding uptick in consumer complaints and is committed to both enforcement and public education to mitigate risk and protect Mississippi homeowners.

In Fiscal Year 2025, MSBOC investigators handled 340 complaints—a decrease of 11% from FY24—reflecting the positive impact of increased field presence and early intervention

efforts. Investigators also performed 882 compliance checks, representing a 47% increase from the previous year, and conducted 6,779 site visits, a 27% increase. These improvements in field operations reflect the agency's strategic shift toward increased visibility and preventative enforcement.

Investigative staff participated in the NASCLA Nationwide Enforcement Effort, significantly expanding site visits and compliance checks during the initiative. These enhanced enforcement activities contributed to a decline in the number of formal complaints, underscoring the effectiveness of MSBOC's proactive enforcement strategy.

MSBOC remains committed to continuous improvement, interagency collaboration, and outreach efforts designed to educate consumers and deter unlicensed activity—advancing its mission to safeguard the public and ensure a fair, accountable construction industry in Mississippi.

- (c) Education and Public Relations:** Outreach and stakeholder engagement remain core functions of MSBOC's public service mission. The agency uses its website, newsletter, and social media channels to keep stakeholders informed and engaged. The agency conducted 25 education and outreach initiatives to inform the public, industry professionals, and government stakeholders about licensing requirements and regulatory standards. Educational materials were tailored for a variety of audiences, including property owners, contractors, and local officials.

MSBOC collaborates with media partners to amplify public awareness of the dangers of hiring unlicensed contractors and to educate on common scams. Resources—including visual aids, digital guides, and printed materials—are designed to improve compliance and consumer understanding.

To support workforce development, MSBOC awarded \$2.3 million in funding to support construction education and craft training at state institutions, community colleges, high schools, and the Mississippi Construction Education Foundation now known as Build Mississippi. Additionally, more than \$117,000 from residential renewal fees was allocated to the Mississippi Housing Institute to support training and continuing education in residential construction.

- (d) Disaster Response:** In the aftermath of natural disasters, MSBOC activates its Disaster Response Team to assist affected communities. The team works closely with emergency personnel to provide guidance on contractor licensing, educate the public on avoiding fraud, and support recovery efforts without hindering emergency operations.

Public service announcements, social media updates, and direct outreach efforts help residents understand licensing requirements and how to protect themselves from unlicensed or fraudulent contractors. These efforts have contributed to a reduction in post-disaster complaints.

- (e) Administration:** MSBOC continues to optimize internal operations to improve the customer experience and enhance service delivery. The agency is implementing a comprehensive IT modernization plan focused on digital transformation, infrastructure upgrades, and automation of key functions such as communication, form submission, and data handling.

Efforts include expanding secure file upload capabilities, improving self-service support tools, and incorporating more robust video and digital support features. MSBOC remains a national leader in timely application processing and serves as a model for other licensing authorities.

The agency also invests in staff development and succession planning. Cross-training, educational opportunities, and leadership development initiatives ensure long-term organizational stability. MSBOC uses the State Personnel Board's Performance Development System to evaluate employee performance and maintain a high standard of service.

Ongoing monitoring of operational performance, complaint trends, and stakeholder feedback enables MSBOC to identify opportunities for improvement and adapt to changing industry needs.

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