



MISSISSIPPI STATE BOARD OF CONTRACTORS

2028-2032

5 YEAR STRATEGIC PLAN

Adopted July 8, 2026





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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 (MSBOC) recognizes the vital role contractors play in supporting Mississippi's economy and strengthening communities throughout the state. In developing this strategic plan, the agency carefully considered the needs and expectations of both contractors and consumers. MSBOC remains committed to administering and enforcing construction laws and regulations fairly, consistently, and impartially while responding to complaints in a timely manner.

The strategic initiatives outlined in this plan are intended to identify opportunities for improvement, evaluate potential solutions, and implement meaningful enhancements that increase the efficiency, effectiveness, and quality of services provided to contractors and the public.

Consistent with the Mississippi Performance Budget and Strategic Planning Act of 1994, MSBOC is committed to the responsible stewardship of public resources and the efficient fulfillment of its mission. The agency will continue to establish and pursue measurable performance goals based on authorized funding levels, ensuring accountability, transparency, and continuous improvement.



5. External/Internal Assessment & Internal Management System

5.1 External/Internal Assessment

The construction industry is influenced by a variety of economic, environmental, workforce, and regulatory factors. Inflation, interest rate fluctuations, material costs, supply chain disruptions, labor shortages, and changes in labor and immigration policies can significantly affect construction activity throughout Mississippi. In addition, severe weather events and natural disasters create ongoing challenges for infrastructure resilience, project delivery, and consumer protection.

These evolving conditions require continual adaptation by industry stakeholders and regulators. MSBOC remains proactive in addressing these challenges through stakeholder engagement, monitoring legislative and industry developments, supporting workforce initiatives, and enforcing licensing laws. These efforts help protect consumers, promote compliance, and support a strong and resilient construction industry.

5.2 Internal Management Systems

MSBOC monitors industry trends and regulatory developments through active participation in professional organizations, including the National Association of State Contractor Licensing Agencies (NASCLA), the Building Officials Association of Mississippi, educational institutions, and other industry groups. The agency regularly reviews its policies, procedures, and operations to ensure compliance with applicable laws, regulations, and audit requirements.

MSBOC utilizes statewide systems, including MAGIC and SPAHRS, to manage financial, payroll, purchasing, and human resource functions. The agency also conducts ongoing evaluations of internal processes to improve efficiency, accountability, and service delivery.

Maintaining a skilled and experienced workforce remains a strategic priority. MSBOC benefits from low employee turnover and a knowledgeable staff dedicated to serving licensees and consumers. Employee performance is evaluated through the Mississippi State Personnel Board's Performance Development System, supporting 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	- Some licensing and communication functions remain partially manual pending system modernization
- 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 2027-2031 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

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: Offer fillable forms online to expedite the licensure process

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

ENFORCEMENT

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

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

Strategy: Verify proper licensing credential at construction sites

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

EDUCATION AND PUBLIC RELATIONS

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

Objective: Expand the number of skilled workers

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

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

Strategy: Utilize various forms of media to inform the public

DISASTER RESPONSE

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

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

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

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

Strategy: Conduct preparedness drills and exercises

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

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 is the cornerstone of MSBOC's regulatory mission, advancing consumer protection and professionalism throughout Mississippi's construction industry. Serving over 13,500 active licensees, the division is often the first point of contact for applicants and contractors.

To enhance efficiency and customer service, MSBOC streamlined application processing by refining internal policies and procedures. Licensure increased from 13,090 in FY25 to 13,526 in FY26, representing another year of 3% growth, with commercial contractors comprising 58% of licensees and residential contractors 42%. The agency also enhanced its licensing database to improve functionality for both staff and the public.

As part of its ongoing digital modernization efforts, MSBOC implemented email renewal reminders, improved online renewal instructions, developed more user-friendly licensing guidance, expanded digital customer service options, and completed website enhancements to ensure compliance with ADA/WCAG accessibility standards. The agency also expanded its online platform to provide additional educational resources and professional development opportunities for contractors.

As Mississippi's construction industry continues to grow, MSBOC remains committed to investing in innovative technologies that streamline operations, support data-driven decision-making, and deliver efficient, customer-focused regulatory services.

- (b) Enforcement:** As part of its commitment to consumer protection and regulatory integrity, the Mississippi State Board of Contractors (MSBOC) maintains a proactive, risk-based enforcement program. The Enforcement Division safeguards the public by investigating complaints involving workmanship, financial disputes, and violations of state contractor laws while prioritizing high-risk projects, repeat offenders, and other activities that pose the greatest threat to consumers and the construction industry.

MSBOC remains vigilant in addressing unlicensed contracting, construction fraud, and emerging areas of concern, including solar energy system installations. The agency combines proactive enforcement with public education to reduce fraud, promote compliance, and protect consumers.

In Fiscal Year 2026, investigators handled 386 complaints, reflecting a 12% increase from the previous year. The agency also conducted 705 compliance checks and completed 6,682 job site visits. These results demonstrate the effectiveness of MSBOC's enhanced field presence and proactive enforcement strategy.

MSBOC investigators also participated in the NASCLA Nationwide Enforcement Effort, expanding compliance checks and site visits through coordinated multi-state enforcement initiatives. Increased field activity and early intervention contributed to an increase in formal complaints and strengthened regulatory compliance.

MSBOC remains committed to continuous improvement, interagency collaboration, and public outreach to educate consumers, deter unlicensed activity, and promote a safe, fair, and accountable construction industry throughout Mississippi.

- (c) Education and Public Relations:** Outreach and stakeholder engagement remain central to MSBOC's mission of promoting consumer protection and regulatory compliance. Through its website, newsletter, social media platforms, and in-person events, the agency provides contractors, consumers, and government partners with timely information on licensing requirements, regulatory standards, and industry best practices.

During FY2026, MSBOC conducted more than 20 outreach initiatives across the state, including licensing workshops, Scam Stopper seminars, building official updates, and presentations to industry associations. The agency expanded its contractor education resources by enhancing online educational materials and professional development opportunities. Educational resources were tailored to meet the needs of property owners, contractors, and state and local officials.

MSBOC partnered with media outlets to increase public awareness of the risks associated with hiring unlicensed contractors and to educate consumers about common construction scams. Through digital, print, and visual educational materials, the agency promoted informed decision-making, regulatory compliance, and consumer protection.

To strengthen Mississippi's construction workforce, MSBOC awarded \$2.3 million to support construction education and craft training programs at universities, community colleges, high schools, and Build Mississippi (formerly the Mississippi Construction Education Foundation). In addition, more than \$126,000 in residential license renewal fees was distributed to the Mississippi Housing Institute to support residential contractor training and continuing education, representing a 7% increase over the previous year.

- (d) Disaster Response:** Following natural disasters, MSBOC activates its Disaster Response Team to support affected communities by providing guidance on contractor licensing, educating consumers on avoiding fraud, and assisting recovery efforts in coordination with emergency management partners.

Through public service announcements, social media, and targeted outreach, the agency educates residents on licensing requirements and how to identify and avoid unlicensed or fraudulent contractors, helping reduce post-disaster fraud and consumer complaints.

During Winter Storm Fern, MSBOC actively participated in the Mississippi Business Emergency Operations Center (MBEOC), coordinated by the Mississippi Emergency Management Agency (MEMA). Through the MBEOC, the agency supported coordinated disaster response efforts by sharing critical information, facilitating communications with the construction industry, and assisting state and local emergency management partners throughout the recovery process.

(e) Administration: MSBOC is committed to continuously improving internal operations to enhance customer service, increase efficiency, and strengthen regulatory effectiveness. The agency is advancing a comprehensive technology modernization strategy focused on digital transformation, business process automation, cybersecurity, and data-driven decision-making.

Key initiatives include incorporating generative artificial intelligence (AI) into agency operations to improve productivity and service delivery; expanding workflow automation to streamline licensing, enforcement, and administrative processes; developing an internal AI knowledge assistant to provide staff with instant access to statutes, policies, procedures, and agency resources; and implementing chatbot technology to provide timely responses to frequently asked public questions.

The agency also continues to expand electronic communications, increase paperless processing, modernize its licensing database and supporting technology infrastructure, enhance cybersecurity protections, and improve interoperability between internal systems and external partners. Additional efforts include expanding secure file-sharing capabilities, improving self-service tools, enhancing virtual customer support, and leveraging advanced analytics and performance dashboards to monitor key operational metrics, identify trends, and support informed decision-making.

MSBOC remains a national leader in timely application processing and continues to serve as a model for other contractor licensing agencies through its commitment to innovation, operational excellence, and customer-focused service.

Recognizing that technology alone is not sufficient, the agency also invests in its workforce through cross-training, professional development, succession planning, and leadership development initiatives to ensure long-term organizational resilience. Employee performance is evaluated using the State Personnel Board's Performance Development System to promote accountability and maintain high standards of public service.

By continuously monitoring operational performance, complaint trends, stakeholder feedback, and emerging technologies, MSBOC remains well-positioned to adapt to changing industry needs while improving efficiency, transparency, and service to contractors and the citizens of Mississippi.

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