State of the Institute

by Eric Hauth, ICRI Executive Director

S
ince 2009, ICRI has published highlights of the State of the Institute in Concrete Repair Bulletin. The full report is used by the Board of Directors and Executive Committee to gauge success of our progress from year to year and keep members informed.

Like every organization today, ICRI’s year in review can best be described as BC and AC—Before COVID and After COVID!

In the BC era, I was very fortunate to come onboard as your Executive Director in early Fall 2019—just weeks before the largest and one of the most successful conventions in this organization’s history. It was truly an incredible introduction to this great organization.

In my short tenure (BC) following the Fall Convention, we began several new initiatives to strengthen the strategic pillars of ICRI and position us for even greater success in the future, including the launch of ICRI’s new 40 Under 40 Award, moving to a much improved Learning Management System for all online education and certification programs, starting a major overhaul and improvement of our website content, and developing a new online volunteer job board.

And then came COVID-19.

When this global pandemic took hold, ICRI (like the rest of the world) had to both adapt to the current reality and position the organization for the long haul after COVID-19 loosens its grip.

With the incredible contributions of volunteer leaders and staff supporting ICRI, following are highlights of what our organization has accomplished over the past fiscal year:

√ Completed the fiscal year with a significant positive net income against a budgeted net loss
√ Launched Virtual Vancouver—14 recorded technical presentations available online free to ICRI members

√ Convened 100% of all technical and administrative committees virtually, following the cancellation of the Spring Convention

√ Launched ICRI’s 40 Under 40 award program, recognizing up-and-coming leaders in the field

√ Launched a new learning management system (LMS) to host online education/certification programs

√ Re-launched ICRI’s bookstore on the new LMS, offering a more robust shipping option

√ Successfully migrated ICRI’s CSRT program to the new LMS

√ Updated both the CSMT and CSRT programs, including new pricing options

√ Restructured and repositioned the CSRT program with a new focus on growing registration for the online education course

√ Convened two technical webinars that attracted over 550 total registrants

√ Significantly overhauled and improved website content, navigation, and user experience

√ Approved and began rolling out new Supporting and Company Member benefits

√ Launched a new volunteer job board on ICRI’s website

√ Supported the adoption of ACI Repair Code 562 in three states

√ Published new and updated technical guidelines

√ Improved alignment of staff, creating greater efficiencies and opportunities

√ Successfully negotiated hotel contracts for Spring Convention 2020 and Fall Convention 2020, saving ICRI from significant cancellation fees due to COVID-19

√ Launched a new task force to create a highly successful virtual 2020 Fall Convention

ICRI’S STRATEGIC PILLARS

Additional details are presented through ICRI’s Strategic Pillars—Organization Strength, Industry Leadership, Organization Credibility and Professional Development (Fig. 1). These pillars anchor ICRI and serve as guideposts for our continued growth and success.

Organization Strength

ICRI will have the resources, staff, and structures to fully support its strategic priorities.

ICRI finished the fiscal year with a positive net income of approximately $132,000, against a budgeted loss of approximately $63,000. While this is great news, the current economic climate for our members means that ICRI must do everything possible to limit expenses without sacrificing value. To that end, we have realigned some staffing responsibilities to ensure that ICRI operates even more efficiently going forward.

ICRI has also improved its reserve fund position and is looking ahead to better optimize these resources by placing them in a conservative, well-managed investment fund designed for non-profit organizations.

Chart 1: Net Income Trend Line

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>($86,643.00)</td>
</tr>
<tr>
<td>2016-17</td>
<td>$22,187.00</td>
</tr>
<tr>
<td>2017-18</td>
<td>$13,144.00</td>
</tr>
<tr>
<td>2018-19</td>
<td>($29,028.00)</td>
</tr>
<tr>
<td>2019-20</td>
<td>$132,577.60</td>
</tr>
</tbody>
</table>
Historically, ICRI has seen very strong member retention. That trend continues, although we believe the current economic headwinds due to COVID-19 have negatively impacted new membership. Overall membership declined by 3% from June 2019 to June 2020. While not surprising and modest in its impact, ICRI understands that the strength of ICRI depends on the strength of our membership.

Membership revenue remains consistent with previous years. A dues increase, approved in July 2019, has helped to maintain a consistent revenue outlook.

ICRI’s 39 chapters are vital to our organization’s success. Chapters hold technical presentations, educational meetings, symposiums, and local conventions on repair-related topics.

The past year saw a slight decrease in overall chapter membership, from 2,447 to 2,427, with the average number of members per chapter also ticking down slightly from 65.7 in FY 2019 to 62.23 in FY 2020. However, we also had one of the best-attended regional roundtables in Tampa, Florida, in January, showing the strong engagement between chapters and ICRI headquarters.

ICRI has taken several steps to enhance the value proposition of ICRI during these challenging times:

- Offered Virtual Vancouver presentations free to our members
- Significantly discounted live and on-demand (recorded) webinars through August
- Greatly enhanced benefits for ICRI’s Supporting Members—companies that contribute significantly to the strength of ICRI.

“As someone relatively new to the concrete restoration industry, one of the very first things I did after starting my new job was join my local ICRI chapter. It immediately gave me access to best-in-class training documents (especially the ICRI Guidelines).”

Jeff Konkle, MAK Construction

ICRI’s Membership Committee is working closely with leadership and the staff team to implement a focused strategy on membership recruitment and retention in the months to come.
Chapter highlights from FY 19-20 include:

√ We added the Oklahoma Chapter in 2019!

√ Interest for new chapters continue to grow in several areas with possible new chapter formation in Mexico, the Middle East, New Orleans, Mumbai, and Newfoundland, Canada.

Industry Leadership

ICRI will be a state-of-the-art, trusted, and reliable source of delivering best industry practices and professional networks in the repair industry.

Conventions

ICRI’s conventions are cornerstones of the organization’s industry leadership. And nothing better illustrates the impact of COVID-19 on ICRI’s programs than the story of our conventions. In November 2019, the Fall ICRI Convention in Philadelphia attracted the largest attendance in the organization’s history and featured 23 technical presentations. It was also the most successful convention financially for ICRI.

Chart 7: Recent Convention Attendance

<table>
<thead>
<tr>
<th>Year</th>
<th>Season</th>
<th>City</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>Fall</td>
<td>Philadelphia</td>
<td>460</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>Jacksonville</td>
<td>273</td>
</tr>
<tr>
<td>2018</td>
<td>Fall</td>
<td>Omaha</td>
<td>280</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>San Francisco</td>
<td>252</td>
</tr>
<tr>
<td>2017</td>
<td>Fall</td>
<td>New Orleans</td>
<td>232</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>Montreal</td>
<td>312</td>
</tr>
<tr>
<td>2016</td>
<td>Spring</td>
<td>Puerto Rico</td>
<td>225</td>
</tr>
<tr>
<td>2015</td>
<td>Fall</td>
<td>Ft. Worth</td>
<td>336</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>New York City</td>
<td>364</td>
</tr>
<tr>
<td>2014</td>
<td>Fall</td>
<td>Kansas City</td>
<td>287</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>Reno</td>
<td>243</td>
</tr>
<tr>
<td>2013</td>
<td>Fall</td>
<td>Chicago</td>
<td>324</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>Tampa</td>
<td>294</td>
</tr>
<tr>
<td>2012</td>
<td>Fall</td>
<td>Rancho Mirage, CA</td>
<td>208</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>Quebec City</td>
<td>277</td>
</tr>
</tbody>
</table>

Heading into February of this year, registration for the Spring Convention in Vancouver was looking strong and on pace for another successful and profitable convention. With the rapid rise of COVID-19, significant concerns for attendees, company travel limitations and cross-border restrictions, the ICRI Board of Directors had to make the difficult decision to cancel the Spring Convention.

The ICRI team quickly pivoted with two distinct actions to preserve the continuity of ICRI convention activities.

First, we increased our Zoom capacity and scheduled meetings for all 12 technical committees of ICRI—most of which only meet in person at our conventions—followed by Zoom calls of all administrative committees in the weeks immediately following the cancellation.

Second, the team scheduled and recorded 14 of the technical presentations and rolled these out on ICRI’s new LMS platform, free to ICRI members, under the title Virtual Vancouver. Despite cancellation of the in-person convention, Virtual Vancouver illustrates opportunity in adversity:

√ All ICRI committees met and many reported their highest participation rates ever

√ Fourteen technical presentations were successfully recorded and offered to ICRI members despite cancellation of spring convention

√ Over 230 members took advantage of the free presentations

√ Sponsorship revenue of $6,000 was raised from 8 sponsors ($750 each)

√ Significant new content is now available on ICRI’s LMS

√ ICRI gained experience for future virtual offerings

Technical Activities

ICRI’s technical activities drive industry best practices, helping to ensure that the built world is safer and lasts longer. These activities are central to ICRI’s mission and help to advance the industry as a whole. Here are some notable accomplishments over the past fiscal year:

ACI 562 Repair Code and Guide

√ Code adopted in Florida, effective 12/31/20 (assisted by ICRI endorsement letter campaign)

√ ICRI supported efforts in Virginia with ICRI as co-proponent

√ ICRI participated in adoption efforts in South Carolina (assisted by letter of support from member company)

√ Committee 150 worked with ACI in updating the joint ACI/ICRI Guide to the new ACI 562-19 Repair Code by developing two new design examples
ICRI completed reprinting the ACI 562 article series in May/June 2020 CRB (articles initially published by ACI)

Keith Kesner, past chair of ACI 562, presented at the ICRI 2019 Fall Convention

Technical Committees
√ Updated Guideline for Selecting Application Methods for the Repair of Concrete Surfaces (320.1R) published in October 2019

√ New Guide for Use of Penetrating Surface Applied Corrosion Inhibitors for Corrosion Mitigation of Reinforced Concrete Structures (510.2) published in October 2019

√ Updated Guide for NDE Methods for Condition Assessment, Repair, and Performance Monitoring of Concrete Surfaces (210.4R), Guide Specifications for Epoxy Injection (110.2) and Guide for Design, Installation, and Maintenance of Protective Polymer Flooring Systems for Concrete (710.1R, joint ICRI/SSPC/NACE) scheduled to be published in Summer/Fall 2020

√ Rebar cleanliness samples continue to be developed in Committee 210—new product

√ Crack identification training modules being developed in Committee 320—anticipate completion of initial modules in 2021

√ FRP Inspector certification program being developed in Committee 330—anticipate completion of education training modules in 2020/2021.

Professors’ Workshop
We participated in the ACI/PCA professors’ workshop attended by 23 professors and presented ICRI’s educational resources available for the training of students. ICRI also sponsored a professor to present on concrete repair at the event. Professors in attendance were offered complimentary 1-year individual memberships to access ICRI educational resources and member benefits.

Secretariat
The Secretariat is a vital channel created by ICRI to evaluate and recommend the implementation of new ideas from committees, chapters, individual members or other industry professionals. The Secretariat has been instrumental in managing over 60 new ideas, all presented by ICRI members.

In addition to several ideas that have come to fruition, this past fiscal year saw the implementation of a notable recommendation from the membership—the creation of a new online volunteer job board on the ICRI website. This new job board enables ICRI committee chairs to post calls for volunteer openings and for interested volunteers to apply—a perfect example of how ICRI draws on the talent of industry leaders to shape the future.

Organization Credibility
ICRI will be a well-connected organization backed by a recognized and respected brand locally, nationally, and internationally.

Following ICRI’s recent re-branding efforts, we took a hard look at the organization’s “storefront”—the ICRI website—and identified significant opportunities to improve navigation, update and streamline content, and improve the user experience. Over the past 6 months, we have been updating and upgrading the website to enhance usability and ensure that this platform serves our members better and creates more interest among potential ICRI members.

We also launched a new, more modern cover for the Concrete Repair Bulletin. We owe a big thanks to ICRI’s Marketing Committee for their significant contributions and leadership in both processes.

New Look for the Website!

New Look for the CRB!

Website Performance
√ We saw a total of 66,318 users on the website, a 22.48% increase over the previous year’s 54,144 users

√ Users generated 102,085 sessions, an 18.40% increase over the previous year’s 86,221

Many reputable sites are referring to ICRI, which increases credibility and builds brand awareness. These are the 5 non-search referrals that drew the most users to ICRI’s website.

Chart 9: Top Website Referral Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>Users</th>
<th>Sessions</th>
</tr>
</thead>
<tbody>
<tr>
<td>concretenetwork.com</td>
<td>395</td>
<td>422</td>
</tr>
<tr>
<td>rampart-hydro.com</td>
<td>104</td>
<td>115</td>
</tr>
<tr>
<td>icri-quebec.org</td>
<td>95</td>
<td>137</td>
</tr>
<tr>
<td>graco.com</td>
<td>74</td>
<td>85</td>
</tr>
<tr>
<td>icri-ny.org</td>
<td>70</td>
<td>93</td>
</tr>
</tbody>
</table>
Overall, the ICRI website is performing well, especially considering we did not receive the expected spike in visitors with the cancellation of the Spring Convention in 2020.

The largest segment of users come to the ICRI website from organic searches, indicating that the continued work done throughout the year on Search Engine Optimization (SEO) and meta-tags is helping drive relevant traffic to the ICRI website without spending advertising dollars.

As we continue to update the ICRI website with new information, improved navigation, and Calls to Action (CTAs) we expect to see traffic improve.

Social Media Performance
- Social media referrals increased compared to the previous report for both LinkedIn and Twitter. Facebook fell in FY19-20 as the primary source of social referrals.
- LinkedIn was the biggest winner for ICRI in FY19-20 driving 1,202 sessions and 2,573 pageviews.
- Overall, there was an increase of 32.14% of sessions via social referral when compared to the previous period.

Professional Development
ICRI will develop and deliver programs, products, and services that provide knowledge, build skills, and validate expertise.

Professional development presents one of the biggest areas of growth for ICRI and our members. Improving our processes and capacity for online professional development has been a significant focus for ICRI over the past year.

Certification Programs
CSRT—Pending widespread adoption of the ACI 562 repair code, ICRI realized that separately promoting the Concrete Surface Repair Technician (CSRT) five-module, online Education Course as distinct from the full Certification Course presents a significant opportunity to reach a variety of audiences looking for fundamental knowledge of concrete surface repair. To that end, ICRI has invested considerable time and energy during the past year to unleash the full potential of the CSRT Education course. Specifically, ICRI:

- Performed significant program updates and improvements, focusing on the online Education course, for re-launch of the program on a new Learning Management System (LMS)
- Eliminated the Tier 1/Tier 2 designations, replacing them with Education and Certification courses
- Repriced the CSRT Education course to make it even more attractive as a stand-alone offering
- Added student pricing to the program
- Offered 40 Under 40 award recipients complimentary CSRT Education course

We are also creating a comprehensive new marketing plan to take advantage of this improved offering on ICRI’s new Learning Management System (LMS).

Two live performance exam classes were conducted with ICRI chapters with 23 individuals certified, including 8 students. Although COVID-19 temporarily put the live on-site performance exam classes on hold, the program managed to realize $16,380 in net income versus a budgeted net income of $2,008. Sixty-six individuals were certified this fiscal year of the 105 certified since the launch in 2016.

CSMT—Before COVID-19, ICRI’s Concrete Surface Moisture Testing (CSMT) program was off to another great year, with growing demand for this in-person education and certification program. Although COVID-19 temporarily put the live, onsite program on hold, the program managed to realize $53,098 in net income versus a budgeted net income of $50,280. Additional achievements include:

- Average class size increased and a total of 102 individuals were certified/recertified
- Established policy and procedures for second recertification candidates
- Developed website updates eliminating Tier 1/Tier 2 designations, replacing them with Education and Certification courses
- Added student and bundle pricing to the program

Anticipating popular demand for this program, we are preparing for the time when live programs can resume by initiating a training program for qualified individuals who can assist in the execution of the certification classes.

Webinars
Online webinars present a significant opportunity to meet the educational needs of our members. We saw clear indications of the demand from two webinars that attracted 259 and 299 registrants, respectively:

- Specifying Concrete Repair (Committee 110) live webinar on 7/31/19 (recorded on-demand webinar available)
- In-situ Pull-off testing (Committee 210) live webinar on 1/22/2019 (recorded on-demand webinar available)
To grow our offerings, ICRI undertook several critical steps:

- √ Education subcommittee began developing a webinar policy and procedures
- √ TAC produced a review policy for different webinar types
- √ Marketing Committee finalized standardized PPT template for webinars from technical presentations

ICRI is now much better positioned to develop and offer new educational webinars on a consistent basis, to meet the needs of those in the industry—especially during a time requiring distance-based learning opportunities.

**Conclusion**

This past fiscal year has been characterized by adaptation and preparation. ICRI’s board, committees, and staff have worked hard to adapt to these unprecedented circumstances imposed by COVID-19. At the same time, this organization has dedicated itself to preparing for a brighter future, identifying and addressing opportunities to strengthen ICRI’s strategic pillars so that we come through this period better positioned to meet the needs of ICRI members and the industry as a whole.

None of this would be possible without the incredible commitment of our many volunteer leaders—especially our Board of Directors and committee members internationally and at the chapter levels. ICRI is powered by the dedication and commitment of so many volunteers who believe deeply in this organization. For that, we are truly grateful.

Today’s adversity has, in some critical ways, helped to strengthen ICRI. The Institute is well positioned to build on this challenging year and help our members continue to grow and thrive in the months and years ahead.

I welcome your thoughts on this report and suggestions on how we can continue to improve and meet the needs of our members. Please do not hesitate to reach out to me anytime at erich@icri.org. As always, thank you for your membership in ICRI!

Sincerely,

Eric Hauth, M.S.
ICRI Executive Director