What a year!

Unprecedented. Tragic. Pivot. New normal. Hopeful. These are just a few of the words that describe the year and several months we have all just been through. Looking back on the prior fiscal year of ICRI, we would be very remiss if we did not include three other words that come to mind: perseverance, gratitude, and commitment.

Perseverance: The concrete repair and restoration industry meets challenges head on. This past year plus is no different, with repair companies and professionals finding creative ways to get the job done in very challenging circumstances. This spirit runs through ICRI as well. As this State of the Institute shows, in some fundamental ways ICRI has come out of the pandemic era even stronger and better prepared for growth in the coming years. From the success of our virtual conventions to our improved learning management system, to our new product launch process, ICRI is poised to make an even bigger impact on behalf of the industry we care so much about.

Gratitude: We are so grateful to you, our ICRI members, for all that you do to make this such a unique and important organization. Through the most challenging of times, already dedicated volunteers stepped up even more—adapting to Zoom meetings both nationally and at the chapter level, ensuring continuity on a range of technical and administrative activities. Our incredible volunteers never missed a beat.

Commitment: In “membership speak,” ICRI has always had a strong retention rate. What that really means is that our members commit to the organization. From our Supporting and Company members to our individual members, ICRI members show their commitment by staying involved and engaged. While we have lost some members during the pandemic era, the vast majority have stayed with us. More on that in the report that follows.

We invite you to spend a few minutes reviewing some of the important accomplishments of ICRI over the past fiscal year and opportunities for continued growth in this year’s State of the Institute.

We welcome your input, comment, feedback, or ideas to make ICRI even stronger. Thank you again for your membership and dedication to ICRI!

INTRODUCTION AND OVERVIEW

Four key pillars anchor the work of ICRI: Organization Strength. Industry Leadership. Organization Credibility. Professional Development. We present the State of the Institute report guided by each of these four pillars.
ORGANIZATION STRENGTH
ICRI will have the resources, staff, and structures to fully support its strategic priorities.

Overall Financial Performance
Like everyone else, we entered the past fiscal year under a cloud of great uncertainty. Professional associations, which rely heavily on dues and in-person event revenue, faced their own unique headwinds. We conservatively budgeted, made some important staffing changes, and quickly adapted to online programs, not knowing how the year would turn out.

As the following charts show, we are very pleased to report that ICRI ended the fiscal year with a positive net income, instead of the expected budgeted loss. Although these are not the final audited results, we expect only minor changes to these figures.

Chart 1: Operating Revenue and Expense

Chart 2: Net Income Trend Line

Chart 3: Major Program Drivers

Major Program Drivers
The following chart, developed for ICRI’s new organizational dashboard, provides a nice shorthand of the performance of non-convention program drivers—ICRI’s two certification programs, publications/product sales revenue, and revenue from CRB ad sales. Despite the pandemic, ICRI met or exceeded budget for the Concrete Surface Repair Technician (CSRT) and CRB advertising revenue. As a completely in-person training program held back by the pandemic, the Concrete Slab Moisture Testing (CSMT) program lagged budget, but we are very bullish on the future performance of this program with new programs already taking place or in the planning stages. In addition, publications net income was down due to a decrease in CSP chip sales coupled with an unbudgeted purchase of new inventory.

Chart 4: ICRI Reserves (ASAE Benchmark = 6-12 months)

Reserves
FY 20-21 represented an important milestone for ICRI’s reserve funds. For the first time in its history, ICRI invested its reserve funds in a conservative, professionally managed portfolio. This enabled the organization to take advantage of long-term market growth. With only five months fully invested as of June 30, 2021, ICRI saw a gain of approximately 7 percent. Combined with our year-end cash on hand, the institute increased its reserves from approximately 6 months to approximately 8 months.

ICRI Membership
Membership is something of a bad news, good news story for the prior fiscal. The bad news is that our previously reported membership numbers that exceeded 2,500 contained database errors, resulting in some double counting. This discovery led to an in-depth audit by Ewald Consulting.
staff to ensure accurate membership data and a much-improved membership reporting process. The following chart, from the most recent membership report, shows that overall membership is just shy of 2,000 members with net growth over the past several months.

Chart 5: June 2021 Membership Report

<table>
<thead>
<tr>
<th>Membership Breakdown</th>
<th>21 Apr</th>
<th>21 May</th>
<th>21 June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Membership</td>
<td>1943</td>
<td>1960</td>
<td>1999</td>
</tr>
<tr>
<td>United States</td>
<td>1648</td>
<td>1673</td>
<td>1704</td>
</tr>
<tr>
<td>Canada</td>
<td>215</td>
<td>206</td>
<td>210</td>
</tr>
<tr>
<td>International</td>
<td>80</td>
<td>81</td>
<td>85</td>
</tr>
<tr>
<td>Company Membership</td>
<td>392</td>
<td>400</td>
<td>411</td>
</tr>
<tr>
<td>Supporting Membership</td>
<td>36</td>
<td>37</td>
<td>39</td>
</tr>
<tr>
<td>Individual Members</td>
<td>825</td>
<td>849</td>
<td>867</td>
</tr>
<tr>
<td>Educators</td>
<td>54</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>Government Members</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Retired Members</td>
<td>19</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>Student Members</td>
<td>41</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>Honorary Members</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Additional Company Members</td>
<td>342</td>
<td>325</td>
<td>330</td>
</tr>
<tr>
<td>Additional Supporting Members</td>
<td>209</td>
<td>214</td>
<td>217</td>
</tr>
<tr>
<td>Company Representative Member</td>
<td>395</td>
<td>400</td>
<td>411</td>
</tr>
<tr>
<td>Company Representative Member</td>
<td>37</td>
<td>37</td>
<td>39</td>
</tr>
</tbody>
</table>

Chart 6, below, shows the breakdown of ICRI company memberships. The continued decrease in the number of small company members (<$1 million in revenue) indicates the need to analyze the relative benefits of company membership at this level versus individual membership. This is an area for further evaluation by the Membership Committee.

Now, the good news. Despite the significant headwinds of COVID-19 and the database challenges, overall membership revenue slightly exceeded our budget projections ($662,730 v. $648,3750). Membership net income was down slightly from FY 19-20 ($693,026); however, during a global pandemic and a significant economic downturn, the single biggest contributor to ICRI’s bottom line held its own. That means that once again ICRI members continued demonstrating a high level of commitment to this organization. We could not be more grateful for that commitment during such a challenging period.

Chart 7: Membership Net Income by Month/Year

In addition, ICRI’s Membership Committee has launched several critical strategies to better coordinate and focus the institute’s membership retention and recruitment initiatives, including a new subcommittee focused on international membership development. There has never been a more important time for the work of ICRI and its members, so the efforts of the Membership Committee will be crucial to the future growth and impact of ICRI.
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.

ICRI Chapters
ICRI’s 39 chapters are vital to the success of ICRI. The past year saw a slight decrease in overall chapter membership, from 2,427 to 2,188. However, as described above, much of this “decrease” is due to data anomalies and double counting.

While Chapters remained mostly locked down due to pandemic concerns and the shuttering of most available venues, ICRI and chapters kept in touch with members and offered several virtual options.

ICRI organized two well-received virtual Roundtable events. Unlike regional in-person Roundtables, the virtual events were open to all chapters, leading to even more cross-chapter information sharing. With the pandemic loosening its grip, we are excited to see many chapters holding live events and planning more for the months ahead.

As the following chart shows, chapter membership has fallen off somewhat; however, the decrease in FY 20-21 is largely due to the database anomalies described above. Some members have fallen off, but we are confident that both chapters and national membership are poised for a rebound—with some initial indications that the tide is already turning.

![Chart 8: Chapter Membership Trends](chart.png)

Technical Activities
ICRI’s technical activities are central to ICRI’s mission and help to advance the industry. Here are some notable accomplishments over the past fiscal year:

ACI 562 Repair Code and Guide
- 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 (new guide published in Nov. 2020).

Technical Committees

Professors Workshop
We participated in the ACI/PCA virtual professors workshop in July 2020 attended by 59 professors and presented ICRI’s educational resources available for the training of students. Professors in attendance were offered complimentary 1-year individual memberships to access ICRI educational resources and member benefits.

The National Center for Construction Education and Research (NCCER) Training Curriculum
We provided subject matter expert members to develop a new Concrete Repair module for NCCER’s updated Concrete Construction Level 2 training curriculum published in late 2020. ICRI was recognized as a sponsor for the revision efforts. In addition, ICRI SME members provided support in updating existing training modules in both the Level 1 and 2 Concrete Construction curriculums.

ICRI Fall and Spring Conventions
ICRI’s two conventions each year provide unparalleled networking for concrete repair professionals. As the pandemic ground on, ICRI built on the experience of our “Virtual Vancouver” on-demand convention and launched two live virtual conventions in Fall of 2020 and Spring 2021.

The virtual conventions generated strong positive net income (Fall 2020: $45,000, Spring 2021: $29,000) and each attracted more than 200 attendees (Fall 2020: 285, Spring 2021: 207). Chart 9 shows that, while overall revenue was significantly lower than previous conventions, the quick pivot to virtual conventions by the ICRI staff and volunteers meant that almost all convention revenue added to the bottom line.
ORGANIZATION CREDIBILITY
ICRI will be a well-connected organization backed by a recognized and respected brand locally, nationally, and internationally.

New Product Launch Plan
To grow the reach of ICRI’s technical products, the Technical Activities Committee and the Marketing Committee identified a critical need to implement a comprehensive product launch plan for new and updated technical products of ICRI. The goal is to ensure that ICRI products are widely distributed to the right audience at the right time. The Ewald marketing and communications team took this guidance and built a comprehensive product launch process that can be adapted to any new ICRI product. In FY 20-21, ICRI launched the first product under this plan—ICRI’s New Guide No. 110.2-2020, Guide Specifications for Epoxy Injection.

This more disciplined product launch approach will be applied going forward to all major technical products developed by ICRI, helping to ensure widespread adoption of ICRI best practices and recognition of the incredible ICRI volunteers that make these products possible.

Women in ICRI
If you have read the CRB lately, no doubt you have seen prominent profiles of women difference-makers in concrete repair in recent issues. Women in ICRI are leading the way in helping ICRI realize a critical element of this pillar—stronger engagement of diverse participants. We will continue to build on this work to ensure that ICRI broadens its reach and appeal to diverse communities.

Website Reach
ICRI invested considerable time and energy during the previous FY enhancing its website, improving the user experience and access to critical content. Despite decreases in traffic—especially due to the suspension of in-person events that drive considerable traffic—the ICRI website is performing well.

The largest segment of users come to the ICRI website from organic searches (21,774 users), 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 focus ICRI marketing, membership, and education efforts we expect to see traffic continue to improve.

Many reputable sites are referring to ICRI, which increases credibility and builds brand awareness. Table 1 shows the 5 non-search, non-ICRI owned channel referrals that drew the most users to ICRI’s website.

Importantly, the virtual experience led to two new innovations:

1. Going virtual enabled us to record and capture technical presentations for on-demand access on ICRI’s learning management system. From these two virtual conventions alone, ICRI gained more than 30 new educational offerings that members and non-members can access. Going forward, we hope to capture many more technical presentations through video presentations of their live sessions and continue to grow our on-demand library for use by members and non-members.

2. For the first time in ICRI’s history, virtual sparked the opportunity to coordinate, obtain, and showcase company video product demonstrations presented during both the Fall and Spring Conventions. This was a significant new undertaking that creates a springboard to build this offering into live conventions and offer these product videos year-round in a new ICRI Concrete Repair Solutions Center, to be launched in FY 21-22.
PROFESSIONAL DEVELOPMENT
ICRI will develop and deliver programs, products, and services that provide knowledge, build skills, and validate expertise.

Webinars
Over the past year, ICRI made continued strides in live webinar offerings. Specifically, ICRI offered 7 live webinars, including two solicited presenters and a 5-part series on moisture mitigation.

The latter, designed to continue the pre-pandemic momentum seen in the Concrete Slab Moisture Testing (CSMT) program, was the first ICRI webinar series and certificate program with a digital badge. Registration across the series averaged approximately 200 attendees, with total revenue of almost $19,000.

Certification Programs
Not surprisingly, the pandemic proved challenging for both of ICRI’s certification programs, which include major in-person training components. Despite these challenges, creative decision-making and determination by staff and volunteers ensured important continuity and some notable accomplishments, including successes providing virtual recertifications to existing certification holders.

Concrete Slab Moisture Testing (CSMT)
- Conducted 1 in-house class in Columbus, Ohio (America’s Floor Source), resulting in a total of 15 certified and 19 re-certified.
- Did not conduct other classes or participate in WOC or TISE West in Las Vegas, Nevada, due to Covid (recertifications conducted virtually helped with revenue and net income).
- Continued developing a plan for a future class in Australia.
- Organized a class at the National Wood Flooring Association (partner) Expo in Orlando, which took place in July 2021.
- Planned for Fall 2021 classes in Baltimore and Minneapolis (in conjunction with ICRI Fall Convention)

Concrete Surface Repair Technician (CSRT)
- 113 total certified since launch in 2016—No live performance exams during FY 20-21 due to COVID.
- Total participation of 467 since launch in 2016—113 new participants this fiscal year (63 Education and 50 Certification)—shows significant growth in program participation as compared to 44 in FY 19-20.
- Net income of $32,114 exceeds budget of $21,938, due to increase in overall program participation, especially in the Education Course.
- 40 under 40 recipients and student members offered complimentary CSRT Education course.
- Benefit to supporting members includes complimentary CSRT Certification Courses.
- Planning live 2021 CSRT performance exam classes in Baltimore in September and Minneapolis in October.

SUMMARY AND CONCLUSION
It has been said that there is no growth in the comfort zone. That has never been truer for ICRI than the past two years. The incredible combined effort of our many volunteers, supporting, company, and individual members and a dedicated staff team has allowed us to weather a very challenging period and come through this past fiscal year in a better position on many fronts than we even anticipated.

Like any “growth opportunity,” it has not been easy. But it has been worth it. The task ahead is to take the lessons learned and the progress made to grow ICRI’s capacity for the opportunities ahead.

We are tremendously grateful for your membership in and dedication to ICRI and look forward to getting back together again in Minneapolis at the Fall Convention and at future chapter events in the months ahead. For now, we wish you safety and great success!