

# ICRI'S NEW STRATEGIC VISION AND PLAN

BY GARTH FALLIS, CHRIS LIPPMANN, AND KELLY M. PAGE

In 2013, ICRI celebrated its 25th Anniversary. As we looked back over the last 25 years, from where we started in 1988 to where we are today, it was heartening to see the growth that has occurred. Through the many products we have produced, such as our surface profile chips, and programs we have initiated, such as Certification, ICRI has developed into a recognized, respected organization. Our fantastic growth over the last 25 years has been due to the dedication of the many Officers, Board members, Chapter leaders, Committee members, and other volunteers who have given so much to bring ICRI to where we are today.

The leaders of the association, looking ahead to the next 25 years, wanted to take a hard look at our policies and programs to see if there were ways to better serve our industry and improve benefits to members while performing the important work set out in our mission. These discussions led to the formation of the Strategic Vision and Plan Ad-Hoc Task Group. The Task Group, led by Past President Garth Fallis, was formed with experienced and active members, some other recognized leaders in our industry, and staff who represented a cross section of our membership and geographic areas.

To assist ICRI and the Task Group in the development of the plan, Jon Hockman, an expert in strategic planning for trade associations and nonprofits, was brought in to help facilitate our meeting. He led the group in a 2-day session over the summer, systematically looking at our industry and how we fit into it, and leading us to see where we best fit with a new vision and plan for ICRI. This process started from the realization that we were open to change (whatever that meant). Each and every product, program, and policy was on the table, giving the group complete freedom in moving forward.

As part of the process, to be equipped with the information needed, a survey was developed before the group met face-to-face to gather data from both members and nonmembers concerning ICRI. Between the two groups, we received around 700 responses. When we saw the results of the surveys, it was amazing how the two things that came through strongest in the responses were the same for both groups. It was clear both groups believed that ICRI should offer more education and certifica-

tion, and the thing people liked most and found extremely valuable about ICRI was the networking opportunities we offered at both the national and local chapter levels.

Starting with these two main concepts in mind, Hockman led the Task Group through a process that was exciting, beneficial, eye-opening, and occasionally frustrating. Brainstorming led to many ideas, new products, new programs, and new areas of focus laid out in what seemed like hundreds of Post-it® notes around the room. Hockman helped the group bring these all together into goals and objectives that supported our new Vision Statement and updated Mission.

Developing ICRI's new Vision, which is "ICRI will be the center for repair leadership supporting a profession built on science and craftsmanship—making the built world safer and longer lasting," helped the group update our Mission to support that vision. The new mission is "ICRI provides education, networks, and leadership to improve the repair, restoration, and protection/preservation of concrete and other material systems."

As you take a look at the plan laid out over the next couple of pages, you will see that the mission is accomplished by four strategic priorities:

1. Industry Leadership;
2. Professional Development;
3. Organization Strength; and
4. Organization Credibility.

With the momentum, energy, and clarification of their discussions, the group then went on to develop goals and objectives to achieve each of these priorities. Through the diligence and thoroughness of the process, the plan was finalized to the Task Group's satisfaction. It was then presented to the Board of Directors, first via a GoToMeeting conference, and then at the recent ICRI 2014 Fall Convention in Kansas City, MO. After much discussion during both meetings, the plan was approved by the Board of Directors.

The Task Group consisted of Chair Garth Fallis, Jacques Bertrand, Katherine Blatz, Rick Edelson, Peter Emmons, Mark Lemay, Chris Lippmann, Tracy Marcotte, and Tony Nanni, and staff members Ken Lozen, Kelly Page, and Dale Regnier. After the Board approved the plan, they formally thanked all of the committee members for their

hard work and dedication, and then disbanded the Ad-Hoc Group.

Now that ICRI has an approved Strategic Plan, the next step is to develop an implementation or “action” group to help achieve these goals and objectives. To this end, the Board created the newly formed Ad-Hoc Strategic Plan Implementation Committee and elected Chris Lippmann as Chair. This committee held an open meeting at the convention in Kansas City, with a lot of good ideas generated. Their next meeting will be a 1-1/2-day session in Chicago, IL, in February, again facilitated by Jon Hockman. The Board is anticipating seeing a preliminary plan at the

upcoming ICRI 2015 Spring Convention in New York, NY, with a final plan to be voted on at the ICRI 2015 Fall Convention.

The ICRI Strategic Plan is laid out on the following pages. Please have a good look at it and if you have any comments or questions, please do not hesitate to contact the authors of this article. As we progress, there will be many more developments coming that will benefit both our members and the concrete repair industry. The Board and the Committee are very excited about developing these new directions and initiatives, and we plan on keeping the membership informed of the progress over the next few months.



**Garth Fallis** is a Professional Engineer and Vice President with the Vector Construction Group, a specialized concrete restoration and protection contractor. Fallis has been in the concrete repair industry for over 30 years. A Past President of ICRI, he is also on several committees, including ICRI Committee 330, Strengthening and Stabilization. He is also active in the American Concrete Institute (ACI) on several committees, including ACI Committees 440, Fiber-Reinforced Polymer Reinforcement; 549, Thin Reinforced Cementitious Products and Ferrocement; 562, Evaluation, Repair, and Rehabilitation of Concrete Buildings; and Joint ACI-ASCE Committee 423, Prestressed Concrete. Fallis is also actively involved in the Post-Tensioning Institute, where he is Chair of Committee DC-80, Repair and Rehabilitation.



**Chris Lippmann** is the Director of Business Development for Kenseal Construction Products. Since graduating with a BA in business management from Curry College, Milton, MA, Lippmann has been servicing the waterproofing and concrete/masonry repair markets for over 23 years. He is a Past President of the ICRI Delaware Valley Chapter and has served on the ICRI Board of Directors for 5 years. Most recently, Lippmann was elected to the Executive Committee as the new Treasurer of ICRI for 2015.



**Kelly M. Page** is the Executive Director of ICRI, beginning in 2001. She joined the organization as a member in 1991, and is also a Past President of the ICRI Chicago Chapter. She received her BS in civil engineering from Marquette University, Milwaukee, WI.



INTERNATIONAL  
**CONCRETE REPAIR**  
 INSTITUTE

# STRATEGIC FRAMEWORK

2015-2017

## OUR IMPACT | ICRI'S VISION

ICRI will be the center for repair leadership supporting a profession built on science and craftsmanship—making the built world safer and longer-lasting.



## OUR BUSINESS | ICRI'S MISSION

ICRI provides education, certification, networks, and leadership to improve the quality of repair, restoration, and protection/preservation of concrete and other material systems.

## OUR SUCCESS | KEY PERFORMANCE INDICATORS

**Member Satisfaction**



**Fiscal Performance**



**Organization Reputation**



## Industry Leadership

Strategic Driver	Goals	Objectives
ICRI will be a state-of-the-art, trusted, and reliable source of delivering best industry practices and professional networks in the repair industry.	Develop an industry of professionals	Establish credentialing initiative
		Create ICRI CEUs
		Develop university seminar material/content
		Partner with CPI to provide/support field schools
	Build a clearinghouse for delivering best industry practices	Create a portal that speaks to being an educational institute
		Customized concierge service
		Develop packaging of portal-ready content
	Expand the scope of repair	Integrate preservation and repair
		Integrate affiliated materials and systems into our industry deliverables
	Enhance and expand forums for professional industry networks	Create one new platform for networking
		Create more effective networking at conventions
	Champion innovation	Executive forums on business issues
	Champion safety	Disseminate pertinent information to member/customer base
		Overlay safety in all activities

## Professional Development

Strategic Driver	Goals	Objectives
ICRI will develop and deliver programs, products, and services that provide knowledge, build skills, and validate expertise.	Expand certification	Create three new certifications that each certify 100 people/year
	Enhance and expand content of programs and products	Make 17 videos (one per guideline)
		Three tracks—contractors, engineers, suppliers
		Three levels—gold, silver, bronze
	Improve delivery of programs, products, and services	Web hit data collection mechanism
		Two new products launched

## Organization Strength

Strategic Driver	Goals	Objectives
ICRI will have the resources, staff, and structures to fully support its strategic priorities.	Serve and engage members and customers	Enhance member benefits
		Increase customer contact through specific staff assignment
		Develop technology for customer/member engagement
	Grow financial resources	Creation of new programs with positive ROI
		Maintain 6-month reserve fund
		Increase non-dues revenue by 15% in 3 years
	Strengthen chapters	Strengthen national involvement with chapters through development of products and programs for chapters to deliver
		Maintain chapter roundtable
		Enhance engagement/commitment of members/directors of chapters at national level
	Enhance staff and volunteer capacity and capabilities	Increase staff for program development and delivery
Organize committees for program development		

## Organization Credibility

Strategic Driver	Goals	Objectives
ICRI will be a well-connected organization backed by a recognized and respected brand locally, nationally, and internationally.	Strengthen the ICRI brand	Establish presence in social media platforms
		Establish exhibit presence at targeted events
		Get ICRI to first in search engines related to repair
		Distribute electronic version of <i>CRB</i>
		Publicize local activities to minority-serving organizations
	Utilize strategic partnerships	Identify and leverage partnerships with pertinent associations/organizations
		Provide website links with targeted associations/organizations
		Advertise and publicize in targeted association/organization publications
	Deepen relevance to and engagement of diverse industry participants	Address diversity in all ICRI promotional materials, magazine, and website
		Establish scholarships for minorities supported by industry
		Engage ICRI members with organizations representing minorities