

2024 ICRI State of the Institute

by Eric Hauth, ICRI Executive Director

INTRODUCTION AND OVERVIEW

The first half of the fiscal year which began on July 1, 2023, and ended on June 30, 2024, was a time to celebrate ICRI's 35th anniversary. Throughout the year, we took stock of ICRI's many contributions to the concrete repair industry, culminating in a truly inspiring Fall Convention at St. Pete's Beach in Florida.



On the beach celebrating ICRI's 35th Anniversary!

That convention also saw a record number of first-time convention attendees – no doubt including some future ICRI leaders!

We thank all the countless volunteers throughout the years for their many contributions and incredible commitment to ICRI!

The work of ICRI is grounded in its four organizational pillars – **Industry Leadership. Professional Development. Organizational**

INDUSTRY LEADERSHIP

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

- Develop industry professionals
- Professional networks
- Champion innovation and safety

PROFESSIONAL DEVELOPMENT

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

- Expand certification
- Quality programs and products
- Enhanced product program services



ORGANIZATION STRENGTH

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

- Engage members
- Strengthen chapters
- Grow staff capacity and capabilities
- Serve members

ORGANIZATION CREDIBILITY

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

- Strengthen strategic partnerships
- Strengthen brand
- Engagement of diverse participants

ICRI Strategic Pillars

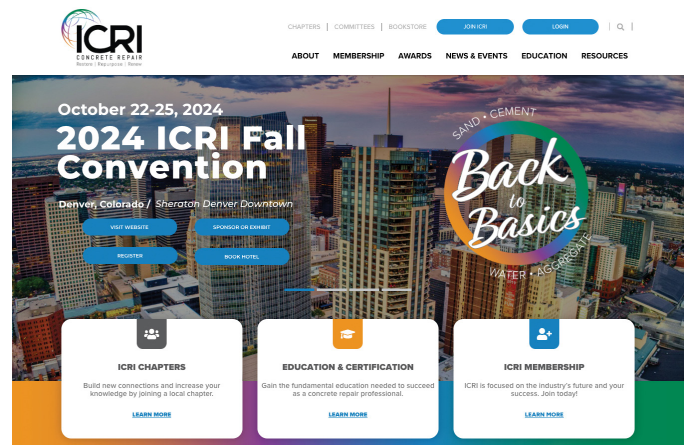
WWW.ICRI.ORG

Strength. Organizational Credibility. Like many structures on the jobsite, pillars sometimes require shoring, strengthening, and repair to ensure they remain strong and sustainable.

In addition to the many regular activities under each of these pillars, ICRI leadership and staff put a special focus over the past year on strengthening our organizational foundation for the future.

By far the single biggest initiative – both in terms of financial investment and staff time – entailed a wholesale upgrade of ICRI's core membership database and a simultaneous build-out of a new, more flexible WordPress-based website.

We committed to this initiative at the start of the fiscal year, with a goal to launch the system in time for World of Concrete (WOC) 2024. And despite inevitable bumps along the way, we did it! I compare this accomplishment to running a popular restaurant and replacing the entire kitchen without shutting the restaurant down. Some toast may have gotten a little burned, but the restaurant stayed open, meals were served, and the guests left happy!



ICRI's new and improved website!

What we saw at WOC was a glimpse into what's possible with a more flexible and advanced technology platform. For the first time, the ICRI team could sign up new members onsite, in real-time.



ICRI Booth at WOC 2024

More recently, we've utilized the system to significantly improve the submission of projects under consideration for ICRI's Project Awards, submissions of abstracts for convention presentations, and promotion of sponsorship opportunities. That's the kind of user experience members and prospective members deserve. There's still work to be done to roll out all the available features on our new system, but it's a huge step forward for the organization.

FY 23/24 KEY PERFORMANCE MEASURES

Even with the significant investments in our new technology platforms, ICRI mostly held its own throughout the year, in terms of overall budget performance and membership. We fell slightly short on net income, driven primarily by significant inflation, especially convention-related costs (e.g., A/V, food and beverage).

The following summarizes key performance measures for the past fiscal year.

Net Income

| | Budget | FY 23/24 Actual | Variance |
|-------------------|-----------------|------------------|------------------|
| Revenue | \$2,342,575 | \$2,148,818 | -\$193,757 |
| Expenses | \$2,346,480 | \$2,193,678 | -\$152,802 |
| Net Income | -\$3,905 | -\$44,860 | -\$40,955 |

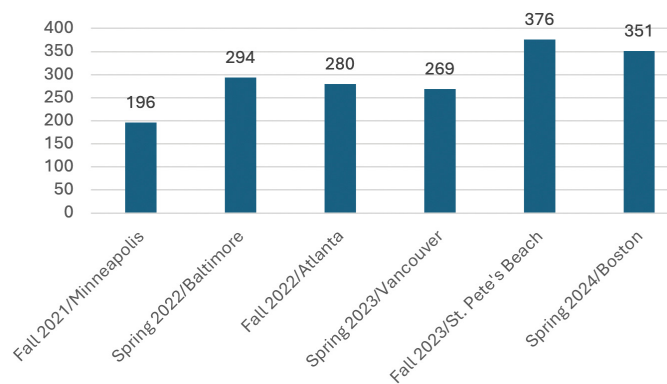
Investment Reserves

| | |
|---------------|-----------|
| June 30, 2023 | \$659,032 |
| June 30, 2024 | \$575,155 |

ICRI leadership leveraged reserves in FY 23/24 to partly fund the investment in the new database system and website, drawing \$100,000 from the fund. Positive market performance allowed the fund to regain a portion of this draw, as noted.

| | Jun-23 | Jun-24 |
|------------------------------|--------------|--------------|
| Total ICRI Membership | 2,186 | 2,188 |
| Membership Retention | 87% | 89% |

| Free Download | Sold | Total | Title |
|---------------|------|-------|--|
| 95 | 482 | 577 | 310.2R - Selecting and Specifying Concrete Surface Preparation GUIDE ONLY |
| 83 | 107 | 190 | 310.1R - Surface Preparation: Repair of Deteriorated Concrete |
| 102 | 59 | 161 | 110.1 - Guide Specifications for Structural Concrete Repair |
| 56 | 33 | 89 | 210.1R - Verifying Field Performance of Epoxy Injection of Concrete Cracks |
| 24 | 26 | 50 | 320.6 - Evaluation and Repair of Unbonded Post-Tensioned Concrete Structures |
| 0 | 25 | 25 | 710.2 - Horizontal Waterproofing of Traffic Surfaces |
| 54 | 24 | 78 | 210.3R - Using In-Situ Tensile Pulloff Tests to Evaluate Bond of Concrete |
| 57 | 24 | 81 | 210.4 - Nondestructive Evaluation Methods for Concrete Structures |
| 54 | 23 | 77 | 320.2R - Selecting and Specifying Materials for Repair of Concrete Surfaces |
| 45 | 20 | 65 | 130.1R - Guide for Methods of Measurement and Contract Types |



ICRI Convention Registrations

Membership

Overall membership ended the year basically where we started, with slight growth over the past two years. ICRI continues to see a high overall retention rate, growing slightly from an already high 87% to 89%.

Technical Publications

The following chart presents the top 10 technical publications by download and purchase from ICRI's bookstore over the course of the last fiscal year, representing approximately 74% of all document purchases/downloads.



Field Applicator Classroom Instruction



Training on Mock-Up Slabs – Raleigh, NC

ICRI Convention Performance

This past fiscal year saw some of our largest attendance ever at conventions. ICRI knocked it out of the park for our 35th Anniversary convention in St. Pete's Beach last fall, both in attendance and net income of \$131,731. Our Spring Convention in Boston nearly matched Fall Convention registrations, but fell short financially, with net income of \$39,530 – a reflection of significant, historic inflation in hotel costs, especially food and beverage.

TECHNICAL HIGHLIGHTS

Field Applicator Training Program

Over the past year, ICRI was busy as always on the technical side, developing, updating, and scoping new technical documents to enhance concrete repair across the industry. In addition, staff and volunteers launched an exciting new pilot program specifically designed for field applicators – the *Field Applicator Training Program*.

With extensive support from our North Texas and Carolinas chapters, two pilot programs took place in Dallas, TX and Raleigh, NC. The goal from these two programs was simple: test the idea that contractors/applicators would benefit from ICRI's fundamental knowledge on concrete surface repair techniques and apply those fundamentals through hands-on training.

Based on the feedback received from participants, these pilot programs more than met that expectation! ICRI is planning to leverage this experience to grow the program in partnership with ICRI chapters and member companies starting this fiscal year.



New Rebar Cleanliness App

After extensive work by Committee 210 and ICRI staff over the past several years, we've just launched ICRI's first technical app for the jobsite – a process finalized in the last fiscal year.

Incorporating ICRI's industry-leading guideline 210.5 "Guide for Selecting and Specifying Reinforcing Bar Cleaning Levels," this innovative tool empowers contractors, design professionals, and manufacturers with new language and resources needed to accurately assess the required level of rebar cleaning using mechanical or abrasive methods. Available on both Google Play and Apple app stores, this new app is truly an innovation "first" for ICRI.

Technical Collaborations

ICRI is expanding and reaffirming commitments across the industry including the Association for Materials Protection and Performance (AMPP), Post-Tensioning Institute (PTI), National Concrete Bridge Council (NCBC), and the Japan Surface Treatment Association (JSTA). The relationships with AMPP and PTI are resulting in new revisions of the 710.1/SSPC-TR 5 and ICRI 320.6/DC80.3 coming to publication respectively. As the newest member of the NCBC, ICRI has joined the preeminent concrete bridge construction and stewardship organization and is participating in the creation of the NCBC Concrete Bridge Stewardship Resource Guide. Finally, as a showcase to the reach and importance of the work ICRI's committees produce, ICRI and JSTA are working to formalize an agreement that brings a translated version of the 310.2 guide to the Japanese market.

LOOKING AHEAD

Now that we're in the new fiscal year, it's time to look forward. So, while we updated the kitchen, none of that shiny new equipment matters without a great menu that keeps guests coming back for more. ICRI has a lot of great items on the menu today – from its many chapters to its industry-leading technical guidelines to its national conventions. But we know there are some areas that need a refresh if the organization is going to meet the changing needs of the industry, attract more members, and generate the income to thrive.

To tackle this challenge, ICRI's Executive Committee (EC) kicked off the new fiscal year with an in-depth planning retreat held in Minneapolis, Minnesota. For two days, the EC gathered to take a hard look at ICRI's menu of services and programs – guided by pre-reading an excellent book entitled *Road to Relevance: 5 Strategies for Competitive Associations*.

From those discussions and with the help of a great tool called the Vision/Traction Organizer™ (VTO) developed by Entrepreneurial Operating System (EOS) Worldwide, we are building a detailed roadmap for ICRI's future. When fully implemented, these objectives will strengthen our organizational pillars through a more disciplined and focused approach that leverages ICRI's core strengths. Under ICRI President Brian MacNeil's leadership, this vision has been endorsed by the EC and has been shared with the Board of Directors and every ICRI committee. Staff are already utilizing the VTO as the touchstone for our weekly meetings.

This tool will help us all stay aligned and focused, ensuring that we provide members and prospective members with the menu items that they want and need! For us to succeed, we need each of you to play your part. First and foremost, we need you as members and your help spreading the word about ICRI. We also need you as volunteers at your chapter and/or on a national ICRI committee. There's some exciting work ahead and we can't wait for you to be a part of it.

ICRI is, first and foremost, your organization. So don't hesitate to share your ideas to make it even better. Thank you for your continued commitment and passion for this great organization. Together, we will make an even bigger splash when we celebrate ICRI's 40th anniversary!