

# 2023 ICRI State of the Institute

by Eric Hauth, ICRI Executive Director, and Pierre Hébert, ICRI President

We write this annual report mid-year of ICRI's 35th anniversary year. What an incredible accomplishment! From its humble beginnings in a hotel conference room in Naperville, Illinois in 1988, ICRI has grown into an international brand recognized as the source for the highest quality guidelines, education, and networking for concrete repair professionals and companies.

With 39 chapters and approximately 2,200 members—including a record-high 47 Supporting Member companies—ICRI has reached this remarkable milestone because of the many current and past ICRI leaders, members, and volunteers who have invested their time, money, and talent in this great organization. There is simply no organization in our industry with a more passionate membership than ICRI!

And while it's important to celebrate what got us to this point, every organization needs to adapt to meet the opportunities of the future. Concrete repair professionals have never been more important to addressing the needs of aging infrastructure and realizing ICRI's mission "to make the built world safer and last longer." ICRI leadership firmly believes that this organization will grow in membership and impact if we're adaptable and relentlessly focused on the needs of our members. Over the past fiscal year, ICRI has embarked on a path to do just that through critical investments necessary to propel the organization forward.

These investments include:

- Identifying, selecting, and now building a powerful membership database platform through our vendor, Rhythm AMS, that will fuel ICRI's future growth.
- Contracting to build and launch a new, much more engaging website through our vendor, AS Creative.
- Building our first-ever online learning modules for the Concrete Slab Moisture Testing program (CSMT), allowing us to scale this signature ICRI program.
- Producing and launching ICRI's new promotional video (which by now you should see on our website and on social media).
- Completing ICRI's first technical app—an app designed to aid in the assessment of rebar cleanliness on the jobsite.

The first two are our biggest and most fundamental changes. They will ensure a much easier and more seamless membership experience; provide better support to ICRI chapters; create an easier way to join and stay an ICRI member; ensure a compelling website presence; and better integrate our membership platform with ICRI's learning management system.

In addition to charting this critically important pathway for ICRI, other notable accomplishments this past fiscal year include:

- Hiring ICRI's first full-time Marketing and Membership Manager, Marissa Esguerra.
- Growing overall ICRI membership by approximately 5 percent.
- Streamlining ICRI's administrative committees, including the merger of Education and Certifications into a new Professional Development Committee.
- Holding successful national conventions this past Fall (Atlanta) and Spring (Vancouver).
- Formally joining the National Concrete Bridge Council as a voting member, providing ICRI a unique opportunity to better connect with and support bridge repair professionals.

The following report highlights critical activities and accomplishments of ICRI over the past fiscal year (July 1, 2022 – June 30, 2023).

Four key pillars anchor the work of ICRI: **Organization Strength**, **Industry Leadership**, **Organization Credibility**, **Professional Development**. We discuss ICRI's latest initiatives guided by these pillars in the following report.



## ORGANIZATION STRENGTH

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

### Overall Financial Performance

ICRI is building a path for future growth. As detailed below, the organization has made several strategic investments over the past fiscal year including a significant investment in new core technology; investment in ICRI's first-ever digital app (Rebar Cleanliness

App); investment in creating new online learning modules for ICRI's Concrete Slab Moisture Testing program; and creating a new, professionally produced membership promotion video.

Three key factors most strongly influenced ICRI's overall year-end financial picture.

1. Significant, atypical investments in ICRI's future (noted above).
2. Greater than anticipated inflationary pressures impacting travel and convention costs.

Taken individually, ICRI would have likely ended the fiscal year on or ahead of budget. However, taken together, these factors resulted in a net income loss of approximately \$200,000. Given the anticipated expenses, ICRI leadership anticipated a net loss due to our strategic investments, pre-approving a draw on ICRI reserves up to \$150,000 as needed.

However, no one could have reasonably predicted the considerable inflation over the past year, especially in the hospitality arena. Significantly higher than expected expenses for convention food and beverage, audio visual, and staff travel all led to lower than expected net income for our Spring and Fall conventions.

In addition to growth strategies, early in the fiscal year, ICRI approved 7.5% dues increase (effectively July 1, 2023), a prudent but still relatively modest increase relative to overall inflation. This is the first dues increase since 2018. In addition, going forward we are analyzing and adjusting, as needed, our prices for certifications and conventions.

## ICRI Membership

In 2021, ICRI set an ambitious goal to grow membership by 50 percent by FY 26/27. Since establishing that goal, ICRI overall membership has grown nearly 10 percent (from 1,999 to 2,186 today). For the past fiscal year, ICRI membership has grown nearly 5 percent (Chart 1, below).

These are encouraging numbers and trending in the right direction. But we know we can do even better. The scope and scale of the repair industry in North America and throughout the world—coupled with the tools, resources, and networking opportunities offered by ICRI—strongly point to significant growth potential. ICRI's leadership is focused on several key initiatives (detailed in this report) to provide even greater value for current members and those considering ICRI membership.

Chart 1: Year-Over-Year June 2023 Membership Report

Membership Breakdown	June-22	June-23	% Growth
Overall Membership	2,088	2,187	4.7%
United States	1,794	1,900	5.9%
Canada	204	208	2.0%
International	90	78	-13.3%
Company Membership	378	401	6.1%
Supporting Membership	40	47	17.5%
Individual Members	998	1,028	3.0%
Government Members	20	24	20.0%
Retired Members	22	22	0.0%
Student Members	50	85	70%
Honorary Members	5	6	20.0%
Additional Company Members	299	356	19.1%
Additional Supporting Members	240	217	-9.6%

Chart 2: Membership Income by Year

	Budget	Actual	Net Actual to Budget
FY 21/22	\$692,500	\$679,930	-\$12,570
FY 22/23	\$700,000	\$717,249	\$17,249
Net Year to Year		\$37,319	

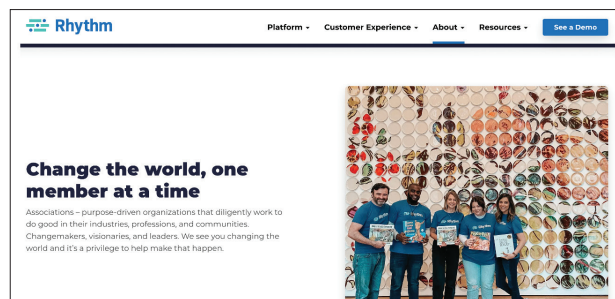
## ICRI's Technology Strategy

In the influential book on associations, *Race for Relevance*, the authors state: "Associations must have a comprehensive technology plan for several reasons. First, the role of technology is increasingly critical to an association's relevance and importance. Second, the rate of technological advances continues to accelerate...(finally), the associated exposure to risk will increase. These conditions will be very unkind to an unprepared association."

ICRI has been utilizing technology that is simply unable to keep up with the growing needs of this organization. For ICRI to serve its members and chapters, things needed to change. Over the past year, ICRI has taken critical steps to pivot from our current technology to new systems that enable the organization to fully meet the needs of our members. Chart 3, presented to the Board of Directors earlier this year, compares our current association technology with the new platform (Rhythm AMS) that we're in the process of implementing, with expected launch in January 2024.

Chart 3: Core Technology Today (Current) vs. Future (Rhythm) Core Technology Today (Current) vs. Future

Requirements	Current	Future	Impact
Single sign on regardless of membership type	No	Yes	Improvement from current; eliminates dual logins for "included individuals," improving member experience and reducing staff time assisting on this issue. Future allows use of other logins to access portal (e.g., LinkedIn).
Easy, complete, and flexible membership data reporting	Yes/No	Yes	Current allows basic membership reporting. Rhythm offers much better, more intuitive member portal; appropriate data fields (e.g., phone, company name); does not "expire" data once lapsed.
Single sign on across AMS, LMS, Causeway	No	Yes	Easier use of LMS and Causeway; significant staff time savings; better member experience.
Complete Engagement History	Yes/No	Yes	Current history is limited; Future allows committee history and complete product purchase history with ICRI (certifications, webinars, etc.).
API Data Integration with LMS	No	Yes	Future bi-directional data flow.
API Data Integration with Causeway	No	Yes	Future bi-directional data flow.
Integrated Website	Yes	No	Future: No integrated website; requires securing 3rd party developer.
Flexible Website Design	No	Yes	Outside, 3rd party required (WordPress site) providing greater flexibility; significant new investment but significant upgrade in ICRI online presence.
Non-Member Admin	No	Yes	Future allows non-member admins to administer company memberships.
Direct Chapter Membership Reporting	No	Yes	Future allows designated chapter reps to easily run real-time membership reports.
Chapter Event Registration Option	No	Yes	Future gives ICRI national ability to offer chapters event register, enabling integration with national database and visibility into non-member registration data.
Integrated Email	Yes	No	Future requires 3rd party platform; however, these are typically easier/improved over current.



ICRI's New Vendor – Rhythm AMS

Together, with a new, more engaging, and responsive website, ICRI is adopting a "technology first" approach to ensure that we have the "structures to fully support its strategic priorities."

## 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

Our 39 chapters continue to be the heartbeat of this organization. Most are continuing to produce a variety of in-person meetings, events, and social outings to ensure they are meeting the needs of their local membership. In addition, chapters like Arizona and Connecticut have made strides toward revitalization. This past year saw another significant gain in chapter membership as the number for 2023 soared past 2,600 for the first time. The growth from 2,378 in 2022 to 2,618 in 2023 is an increase of 10.1%.

Chart 4: Chapter Membership Trends



### Technical Activities

With respect to technical activities, ICRI launched the following technical products in the past fiscal year, designed to advance the quality of repair across the industry:

- Guideline 210.3R-2022, *Guide for Using In-Situ Tensile Pull-off Tests to Evaluate Concrete Surface Repairs and Bonded Overlays*.
- Guideline 210.5-2023, *Guide for Selecting and Specifying Reinforcing Bar Cleaning Levels*.

In addition, we updated the following important guidelines:

- Guideline 320.3R-2022, *Guideline for Inorganic Repair Material Data Sheet Protocol*.
- Guideline 710.2R-2023, *Guide for Horizontal Waterproofing of Traffic Surfaces*.
- Guideline 710.3-2022, *Guide for the Mitigation of Moisture in Concrete Floor Slabs*.

### Technical Tools

FY 23/24 saw the beta launch of ICRI's first digital app. The app (image right), with expected launch this fall, is a field-based tool based on the recently released ICRI 210.5R-2023, *Guide for Selecting and Specifying Reinforcing Bar Cleaning Levels*. ►

This project—a real first for ICRI—will put an important tool in the hands of professionals on the jobsite. It also points the way to new approaches to deploy actionable tools that benefit the industry. Well-deserved kudos go to Committee 210 for their work in the development of this important guideline and their insights that guided the development of this new, exciting tool.

### National Concrete Bridge Council (NCBC)

As noted elsewhere in this publication, earlier this spring, the ICRI Board of Directors unanimously endorsed joining NCBC.

The council consists of allied industry organizations dedicated to:

- Promoting quality in concrete bridge construction.
- Gathering and disseminating information on design, construction, and condition of concrete bridges.
- Establishing communication with federal and state departments of transportation, city and county public works departments, and consulting engineers.
- Providing information on behalf of the concrete industries to codes and standards groups.

ICRI is very proud to participate in this important collaboration (see page 10 for more information).

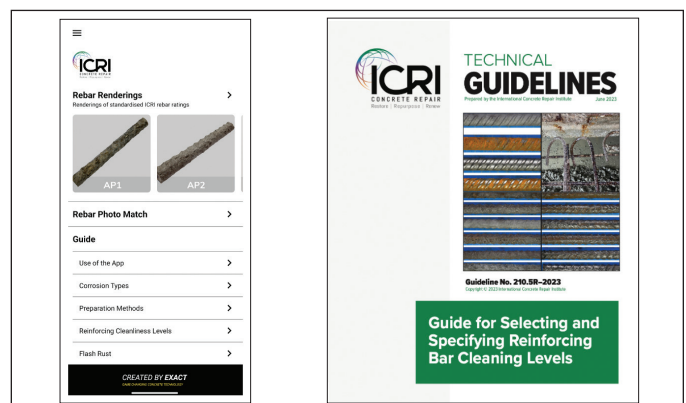
### ACI 562 Repair Code Adoption Efforts

ICRI continued working with ACI and other partners throughout the last fiscal year on the critically important work of further code adoption of ACI 562. Significantly, this past year saw the adoption of new language in revisions to the International Existing Building Code (IEBC) referencing ICRI's Concrete Surface Repair Technician (CSRT) program, including this certification program in permissive code language (although not mandatory). ICRI will continue its efforts to promote code adoption throughout the U.S. in collaboration with ACI.

### Fall and Spring Conventions

As the world continued to return to normal following the COVID-19 pandemic, ICRI conventions continued to get back on track. The Fall 2022 Convention in Atlanta attracted 280 registrants, while the Spring 2023 Convention in Vancouver (rescheduled from the pandemic cancellation in 2020) brought in 247 registrants, as well as 32 student registrations from local students organized by the ICRI BC Chapter.

However, while both conventions saw a positive net income, neither met net income expectations, due to significantly higher than expected onsite costs (e.g., food and beverage and A/V). ICRI is keeping an eye on these costs and evaluating approaches to ensure that our conventions continue to contribute to the overall financial health of the organization.





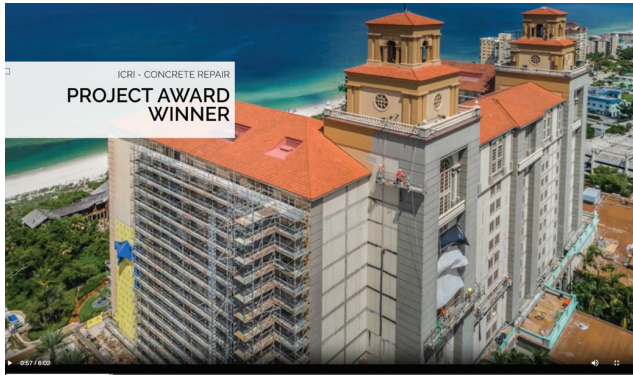
## ORGANIZATION CREDIBILITY

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

### New Promotion and Membership Video

The 35th anniversary of ICRI provided a perfect catalyst to heighten awareness about the organization and promote membership in this great organization. After extensive discussion and planning by the ICRI Marketing Committee, we've just launched a new, professionally produced video that tells the story of ICRI and the "why" of the organization (see the following screen shots from the video).

This important new promotion and recruitment tool is currently being promoted widely through our chapters, social media, and ICRI communications. We are grateful for the extensive efforts of the Marketing Committee and staff team who worked hard to get this video produced and launched. New ICRI video screenshots below. ▼



## PROFESSIONAL DEVELOPMENT

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

### Webinars

FY 2022-23 was a banner year for ICRI webinars. We held 10 professional development webinars on a wide range of concrete repair-related topics, surpassing our goal of 8 webinars for the year. Importantly, these webinars attracted a total of 1,192 registrants—consisting of 52 percent ICRI members and a remarkable 48 percent non-members. These numbers clearly show the demand across the industry for ICRI's high-quality content.

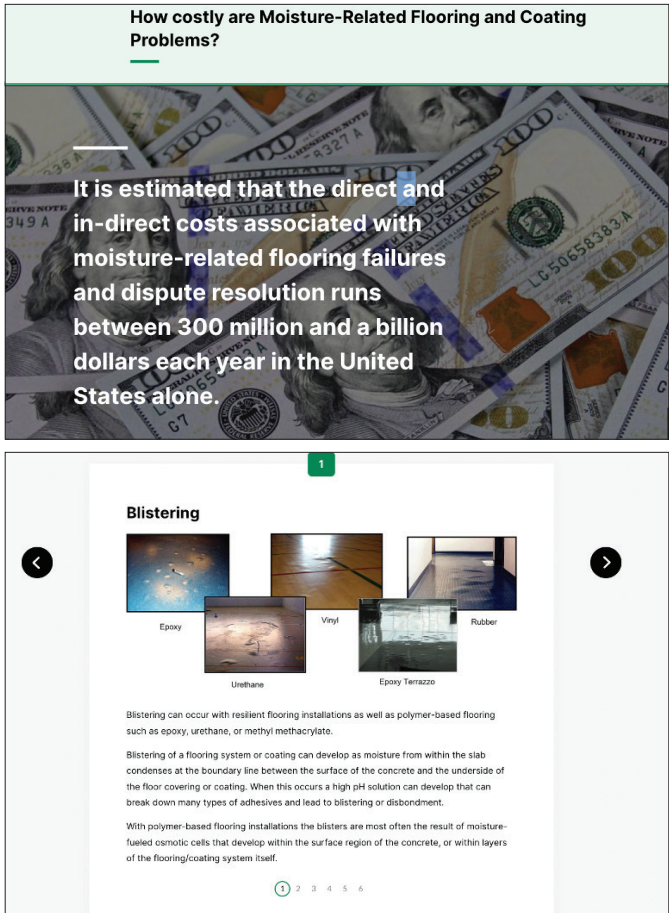
ICRI will continue offering technical webinars and working to convert as many non-member registrants to ICRI members as possible in the future.

Chart 5: Summary of Webinar Registrations

Date	Webinar Title	Webinar Presenter(s)	Total Registrations	Members	Non-Members
7/12/2022	Specifying Clear Water Repellents	Andrew Jones	53	31	22
8/2/2022	Understanding Traffic Bearing Waterproof Membranes	Eric Muench, Dan Wald Dave Fuller (Mod)	77	42	35
9/6/2022	Troubleshooting Protective Coatings and Sealers for Concrete	Dave Fuller, Dan Wald (Mod)	86	60	26
10/4/2022	Panel Discussion: How ACI CODE 562-19 Impacts Stakeholders in the Concrete Repair Industry	Keith Kesner, Dave Tepke, John Landry, John McDougall, Aamer Syed Dave Fuller (Mod)	259	101	158
11/1/2022	Basics of Post-Tensioning Repairs for Restoration	Baruch Gedalia, Dave Fuller (Mod)	128	70	58
3/7/2023	Concrete Repair 101	Fred Goodwin, Dave Fuller (Mod)	161	82	79
4/11/2023	Corrosion in Concrete Structures	Jorge Costa, Dave Fuller (Mod)	79	51	28
5/9/2023	Understanding Cracks in Concrete, Preventing Their Occurrence, and Effectively Repairing Them	Rick First Dave Fuller (Mod)	139	63	76
6/13/2023	Understanding the Technology, Process, & Application of Using Hydro Demolition to Remove Concrete	Belin Wills, Ethan Namink Dan Wald (Mod)	97	54	43
7/11/2023	Concrete Repair: Exploring Effective Techniques, Materials, and Expert Insights	Peter Tarara Chris White	113	62	51
Total Participants			1,192	616	576

Self-Directed (Online) Learning

As noted above, ICRI invested significantly in building new, online modules for the Concrete Slab Moisture Testing (CSMT). Serving as an important adjunct to live training, these modules allow us to reach new audiences with easy to access online learning on this important topic. Marketing and promotion of this exciting new tool—which can be found on ICRI’s learning management system—is currently underway. CSMT Online Module Screenshots ▼



Certification Programs

The Concrete Surface Repair Technician (CSRT) online certification program has grown slightly in this fiscal year. The number entering the CSRT Online Certification program has grown slightly, with 17 becoming certified and another 31 somewhere in the process of completing the modules. For those seeking Education only, the number entering the modules has increased by almost 42 percent over last year with another 53 completing the modules and the number somewhere in the process also increasing by 63 individual participants.

On the CSMT front, staff and ICRI subject matter experts led by Peter Craig conducted a number of in-person programs across the country again in 2022–2023. This list includes successful programs at World of Concrete and The International Surfaces Event. ICRI has also collaborated with Ardex, which hosted programs in Texas and California. In addition, ICRI worked with the National Wood Flooring Association on a program in Milwaukee and hosted programs in Edmonton, Canada; St. Louis, Missouri; and Northbrook, Illinois.

Chart 6 and Chart 7, right, show the overall numeric impact of these efforts and total participation since program inception. ►

These programs represent one of ICRI’s biggest areas of opportunity and growth. With the continued adoption of ACI 562, CSRT provides an essential concrete 101 for professionals in the field and a great refresher for seasoned professionals.

CSMT has for years has been the gold standard training program for slab moisture testing with significant untapped growth. However, it should be noted that adoption of the CSRT program has not met recent projections. Further, post-COVID, we have seen class size for CSMT down, limiting net income and profitability of the program. Therefore, we will maintain our focus in the coming months on analyzing how best to promote and deliver these programs to even more professionals in the field.

Future Hands-On Applicator Training

Over the past year, ICRI identified a clear need for hands-on training for applicators, based on the fundamentals of concrete surface repair. Many professionals in the field are looking for this kind of training, and ICRI believes our practical approach to concrete repair represents a real opportunity to launch this new offering and partner with local ICRI chapters to scale it.

To realize this goal, a task group has led the effort to develop a pilot program, slated for launch in December of this year. ICRI will leverage the insights gained from this initial training program to improve it and deploy more broadly.

SUMMARY AND CONCLUSION

This is truly an exciting time for ICRI and the concrete repair industry! With the future launch of our new technology, more focused strategic initiatives, and greater support of chapters—coupled with ICRI’s incredible base of support and member involvement—the organization is poised for even greater growth and impact.

But we need you to help us get there. If you’re a chapter member, recruit others in your network to join ICRI. If you haven’t attended an ICRI convention, make that a priority in the future—you won’t regret it. If you’ve never participated on a national technical committee, we welcome your expertise—whether you’re an applicator/contractor, engineer, or material professional.

Chart 6: CSMT Program Dashboard

Newly Certified	Recertified	Total FY21-22 Impact	Number of Programs	Total Current Certified Since Inception
110	322	132	10	535

Chart 7: CSRT Program Dashboard

Net New Certifications	Net New in Certification Program	Total Certified Since Inception	Total in Certification Program
17	31	170	469
Net New Completed Education	Net New in Education Program	Total Completed Education Program	Total in Education Program
60	63	182	267