



2018 BAC Membership Survey Results

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TABLE OF CONTENTS

1.	Executive Summary.....	1
2.	Introduction.....	3
2.1	Background.....	3
2.2	Objectives.....	5
3.	Methodology.....	5
4.	Profile of Respondents	5
5.	Detailed Findings.....	7
5.1	What do Members Value the Most About BAC.....	7
5.2	Why Members Don't Go on Rides.....	8
5.3	What types of rides do members go on and why.....	9
5.4	Why members do or do not lead rides.....	10
5.5	For those who have attended a Ride Leader Seminar, why haven't they led a ride as yet	10
5.6	Why elements of leading a ride are the most frustrating and what can the Board do to address these frustrations	11
5.7	How should costs be allocated to singles/solos when there may be limits on available accommodation	11
5.7.1	Singles.....	11
5.7.2	Solos	12
5.8	Other.....	13
6.	Conclusions.....	14
	Annex A: Final Survey Instrument.....	18
	Annex B: Membership Results- Frequency Counts.....	23
	Annex C: Cross Tabulations.....	39

Tables

Table 2-1: Turnover in BAC Membership to December 31, 2018	4
Table 4-1: Length of Time as a Member.....	6
Table 4-2: Location of Permanent Residence.....	6
Table 4-3: Participation in Rides.....	7
Table 4-4: Single and Dual Membership Numbers and Retention Rates.....	7
Table 4-5: Ride Leaders 2014-2019.....	7
Table 5-1: What do you value the most about BAC vs When did you join	8

Annex B: Membership Results--Frequency Counts

Table B-1: When Members Joined BAC.....	23
Table B-2: What is valued most about BAC?.....	23
Table B-3: How I participate in BAC rides	24
Table B-4: Level of Participation since January 1, 2014.....	24
Table B-5: Reasons for Not Participating in Rides.....	24
Table B-6: Types of Rides Participated In	25
Table B-7: Reasons for Not Participating in BAC Commercially Assisted Tours.....	25
Table B-8: Reasons for Participating in a BAC Commercially Assisted Tour	26
Table B-9: Leader or Co-leader of a BAC Trip.....	27
Table B-10: Participation in Ride Leader's Seminar	27
Table B-11: Reason's for Not Leading a Trip.....	28
Table B-12: Reasons for Not Leading a Trip After Attending Ride Leader Seminar.....	29
Table B-13: Number of Rides Led, Co-Lead or Planned	30
Table B-14: Reasons for Not Leading Trips Recently by Former BAC Ride Leaders.....	30
Table B-15: Reasons BAC Ride Leaders Lead Rides	31
Table B-16: Elements of Leading a Trip That Are Frustrating.....	32
Table B-17: Suggestions for Addressing Frustrating Elements of Leading a Ride	33
Table B-18: Pricing for Singles When Availability of Rooms with Two Beds is Limited/Not Available	34
Table B-19: Pricing for Solos When Room Availability Limited	35
Table B-20: Additional Information for Board to Consider.....	36
Table B-21: Respondent's Age in 2018.....	38
Table B-22: Location of Respondent's Permanent Address	38

Annex C: Cross Tabulations

Table C-1: When did you join BAC vs Age in 2018.....	39
Table C-2: What do you value most about BAC vs Year joined.....	39
Table C-3: What do you value most about BAC vs Age in 2018.....	40
Table C-4: Why Haven't Participated in Rides vs Year Joined.....	41
Table C-5: Why Haven't Participated in Rides vs Age in 2018.....	43
Table C-6: Type of Rides Participated In vs Year Joined BAC	44
Table C-7: Type of Rides Participated In vs Age in 2018	44

Table C-8: Reasons for Not Participating in BAC Commercially Assisted Tours vs Year Joined	45
Table C-9: Reasons for Not Participating in BAC Commercially Assisted Tours vs Age in 2018	45
Table C-10: Reasons for Participating in a BAC Commercially Assisted Tour vs Age in 2018..	47
Table C-11: Reasons for Participating in BAC Commercially Assisted Tour vs Year Joined BAC	47
Table C-12: Reasons for Not Leading a Trip for Location of Permanent Residence	48
Table C-13: Pricing for Singles when Limited Rooms vs How Member Participates.....	50
Table C-14: Pricing for Solos vs How Member Participates.....	50
Table C-15: Pricing for Solos vs Number of Rides Led.....	51

1. EXECUTIVE SUMMARY

Introduction

Since the founding of the Bicycle Adventure Club in 1982, the scale of its operations has changed considerably. The Board is constantly receiving feedback from members through communications to the office or directly to individual Board members. For major changes in Club policy it is useful, however, to provide all members with an opportunity to provide input and a survey is the most practical tool for this purpose, thus leading to this survey.

All members of the Club as of November 1, 2018 were sent an email inviting them to participate. Nine hundred and thirty-nine responses were received for a response rate of 39.0 percent. This level of response is at the high end of the range typically seen for internal surveys and reflects how many members have a strong interest in the Club. There were some significant differences between the profile of respondents and the membership as a whole. Those who have joined in the past five years, and those who have a single membership were far less likely to respond than those who have been members longer or are part of a dual membership. In recent years, thirty percent or more of new members never renew their membership and single members are less likely to renew their membership year after year in comparison to those in a dual membership. These may have been contributing factors to the lower response rates from these groups.

Key Findings and Action Items

The results of the survey and the analysis of the membership database provide useful information that should help inform future Board action with respect to:

- ***Policy/Procedures Development and Administration.***
 - Members value most the provision of quality, affordable tours of good value. The Board may wish to consider to what extent ride leaders need to demonstrate that their ride provides a good value.
 - While there are ongoing complaints about the number of commercially assisted tours, Club members as a whole are quite comfortable with them. They have also been part of BAC for a long time with the earliest dated record referencing them was a 1989 Board motion.
 - The Board may wish to review the amount permitted for the reimbursement of leadership costs¹.
 - Board should consider developing additional tools to assist ride leaders with the final accounting on rides.
 - Guidance should be provided to ride leaders on how to accommodate singles and solos when there are limitations on the number of available rooms.

¹ A Discussion Paper on this topic is under development.

- The Board needs to be more consistent in applying its policies with respect to ride approvals.
- **Member Communications**
 - The Board may wish to consider how to encourage members to consider rides to less popular locations or to waitlist themselves.
 - The Board should use the terms %ingles+and %olos+consistently and find ways to communicate this information to the membership on an ongoing basis.
 - The Board should utilize a variety of means to communicate that it doesn't create rides, members do and that ride leaders can use whatever criteria they want to determine who will go on a ride.
- **Prospective Ride Leader Communications**
 - The Board should consider how to convey to the membership and to prospective ride leaders during the Ride Leaders Seminar, the assistance that is available to new ride leaders to make the task less onerous
 - The Board should consider having its next Ride Leader Seminar in the Northeast or Southern USA.
- **Future Research**
 - Additional research involving those who have not renewed their membership and of single members may be useful to gain a better understanding of how the Club could better address their needs.

2. INTRODUCTION

2.1 Background

Since Bicycle Adventure Club ϕ (BAC) founding in 1982, the scale of its operations has changed considerably:

- There are now over 2400 members. There has been a steady increase in the membership since its founding with 25 members. It has roughly doubled over the past ten years and increased by over 350 members since 2013. There is a significant ongoing turnover in the membership (see Table 1 on the next page). In most years since 2013, roughly a third of new members never renew their original membership.
- In BAC ϕ 's first year of operation, seven rides were planned. The number of trips varied between 37-47 between 2003 and 2013, peaking in 2008 and reaching its lowest level in 2010².

There was no noticeable impact on the number of director led rides when the Board approved in the fall of 2007 to increase reimbursable costs for the Ride Director, Co-Director, and the van driver to up to 20 percent of the final price of the ride effective with rides in 2009 and later³. Prior to this change, ride leaders were entitled to reimbursement of the cost of the trip and some scouting costs on domestic rides⁴.

The number of trips increased by roughly 20 percent after the Board agreed that ride coordinators could be reimbursed up to the cost on one rider on the tour (to include the cost of the tour in 2013⁵) with all of that increase occurring with rides outside the US and Canada. The number of commercial rides quickly increased although it dropped in 2018 when there were more director led rides than commercially assisted tours. The current schedule for 2019 shows slightly more commercially assisted tours than director led outside the US and Canada.

- When the Club started all communications with the membership were by mail or by telephone. Now the website and email have become the primary vehicles for making information available to the membership.
- The use of credit cards to collect all ride fees was launched in December 2016. Previously this had been the responsibility of ride leaders. Over \$4 million flowed through the Club ϕ books in 2018, most of it associated with rides.

² Based on an analysis of information available on past rides from the BAC website.

³ Minutes of Meeting of Board of Directors, October 26, 2007

⁴ Minutes of Meeting of Board of Directors, March 3, 2007

⁵ Minutes of Meeting of Board of Directors, March 12, 2013

Table 2-1: Turnover in BAC Membership to December 31, 2018

Year Joined	Number Joined	Non-Renewal of Membership						Current Number Members	Percentage Still Members
		2013 ⁶	2014	2015	2016	2017	2018		
2002 ⁷	1557	(1,070)	(39)	(22)	(39)	(37)	(31)	319	20.5%
2003	285	(211)	(5)	(3)	(6)	(8)	(3)	49	17.2%
2004	283	(198)	(8)	(13)	(4)	(4)	(7)	49	17.3%
2005	323	(229)	(11)	(5)	(7)	(5)	(6)	60	18.6%
2006	343	(242)	(8)	(4)	(8)	(3)	(8)	70	20.4%
2007	249	(162)	(13)	(6)	(5)	(3)	(6)	54	21.7%
2008	298	(184)	(7)	(9)	(11)	0	(13)	74	24.8%
2009	216	(110)	(3)	(6)	(8)	(3)	(16)	70	32.4%
2010	253	(111)	(8)	(13)	(8)	(14)	(11)	88	34.8%
2011	288	(130)	(10)	(10)	(6)	(16)	(11)	105	36.5%
2012	323	(107)	(31)	(19)	(13)	(10)	(20)	123	38.1%
2013	309	0	(71)	(46)	(42)	(24)	(14)	112	36.2%
2014	432	0	0	(157)	(50)	(22)	(26)	177	41.0%
2015	345	0	0	0	(117)	(47)	(38)	143	41.4%
2016	412	0	0	0	(2)	(128)	(100)	182	44.2%
2017	417	0	0	0	0	0	(147)	270	64.7%
2018	392						0	392	100.0%
	6,725	(2,754)	(214)	(313)	(326)	(324)	(457)	2,337	

There are messages that the Board hears regularly from Club members and ride leaders:

- It is difficult to get on rides;
- There aren't enough rides;
- There are too many commercially assisted rides;
- More of the ride leaders' costs need to be covered more quickly.

The Board tries to balance the preferences of the members and ride leaders with the legal and operational framework within which it must operate. It can be challenging. Input from the membership is usually anecdotal. Few members send comments to the office and when they do it is usually a complaint about something; less than half the membership participates in a ride in a year. A survey of the membership provides a mechanism for all members to have an opportunity to provide input on a range of issues that the Board is currently considering.

⁶ No non-renewals are recorded in the membership database prior to 2013. Memberships prior to that date were all renewed at the end of the year.

⁷ Anyone who was a member as of December 31, 2002 was recorded in the membership database as having a December 31, 2002 join date.

2.2 Objectives

This survey was designed to provide the Board with information on:

- What do members value the most about BAC;
- Why members don't go on rides;
- What types of rides do members go on and why;
- Why members do or do not lead rides;
- For those who have attended a Ride Leader Seminar, why haven't they led a ride as yet;
- Why elements of leading a ride are the most frustrating and what can the Board do to address these frustrations; and
- How should costs be allocated to singles/solos when there may be limits on available accommodation.

Additional information about the membership and its makeup was gleaned through an analysis of a download of the membership database from January 30, 2018 which included information on all active and non-active members since 2002..

3. METHODOLOGY

A web-based instrument was employed to administer the survey. A download of the membership database November 1, 2018 was used as the source for members' email addresses. Duplicates, individuals for whom there was no email address, and individuals who were included in the database solely for administrative purposes were deleted. Two thousand, four hundred and sixteen emails were sent out on November 6, 2018. Only six emails were not successfully delivered. A reminder notice was sent November 10, 2018 and the survey was closed to further responses on November 20, 2018.

Nine hundred and thirty-nine responses were received from members who answered all of the mandatory questions for a response rate of 39.0 percent from those who received the survey or 38.9 percent response rate from those who were sent the survey. This level of response is at the high end of the range typically seen for internal surveys and reflects how many members have a strong interest in the Club.

Additional information was obtained from the Club's membership records, trip information available from the BAC website, and the minutes of Board meetings.

4. PROFILE OF RESPONDENTS

On several different measures, different subgroups were either under or over represented amongst those who responded to the survey based on a comparison with a version of the

membership database that was created January 30, 2019. The differences between the database used for the survey and the one created January 30th are not considered material.

Those who have been members for less than five years were underrepresented amongst those who responded to the survey. Based on the membership churn highlighted in Table 2-1, in the first couple of years of membership, it is not surprising that newer members were less inclined to participate in comparison to those who have been members longer.

Table 4-1: Length of Time as a Member

Joined BAC	Survey Results		Membership Database	
	Count	Percentage	Count	Percentage
Between 2014 and 2018	380	40.5%	1,164	49.8%
Between 2009 and 2013	248	26.4%	498	21.3%
Prior to 2009	311	33.1%	675	28.9%
	939	100.0%	2,337	100.0%

There is some variation between the location of respondents' permanent residence and the location of members' permanent residence but it is not considered material.

Table 4-2: Location of Permanent Residence

Location	Survey Results		Membership Database	
	Count	Percentage	Count	Percentage
Midwest (Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota or Wisconsin)	85	9.1%	180	7.7%
Northeast USA (Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, or Vermont)	114	12.2%	301	12.9%
Southern USA (Alabama, Arkansas, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, or West Virginia)	131	14.0%	333	14.2%
Western USA (Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington or Wyoming)	528	56.4%	1366	58.5%
Canada	57	6.1%	124	5.3%
Other	21	2.2%	33	1.4%
	936		2,337	

The number of singles who responded to the survey was significantly underrepresented in comparison to the number of single members in the Club. Based on the information available

from the membership database, less than 30 percent of the memberships were singles in 2003. As of December 31, 2018, over 37 percent of the memberships were singles and over the past five years, almost half of all new members who have joined have been singles. The retention rate for singles, however, has lagged in comparison to that for dual members.

Table 4-3: Participation in Rides

	Survey Results		Membership Database	
With a partner/Dual memberships	575	61.2%	1468	62.8%
As a single/Single memberships	224	23.9%	869	37.2%
Both with a partner and as a single	140	14.9%	-	-
	939		2,337	

Table 4-4: Single and Dual Membership Numbers and Retention Rates⁸

	Dual Memberships			Single Memberships		
	Joined	Still a Member	Retention Rate	Joined	Still a Member	Retention Rate
2013	184	68	37.0%	125	44	35.2%
2014	228	110	48.2%	204	67	32.8%
2015	182	78	42.9%	163	65	39.9%
2016	208	102	49.0%	204	80	39.2%
2017	228	152	66.7%	189	118	62.4%
2018	178	178	100.0%	214	214	100.0%

Individuals who were ride leaders over the period 2014-2018 and/or who have a planned ride for 2019 were represented in the survey at essentially the same rate as the overall response rate.

Table 4-5: Ride Leaders 2014-2019

Participated in Survey	106
Led ride 2014-2019 or have ride planned for 2019 (from BAC website)	264
Response rate	40.2%

5. DETAILED FINDINGS

5.1 What do Members Value the Most About BAC

BAC has identified nine attributes that it values. Only three of them were identified as being valued by over half the survey participants:

⁸ As of December 31, 2018

- The provision of quality, affordable tours of good value (84.5%);
- The %adventure+of bicycle touring (72.2%);
- The social interaction among ride participants (56.8%)

Others that were identified by at least a third of respondents were:

- The way participants of a ride help to make the ride enjoyable and successful for everyone (43.5%); and
- Our independence and self-reliance on tours (36.4%).

There was significant variation in the importance of these attributes based on how long someone has been a member.

Those who joined between 2014 and 2018 were 10-15 percent less likely to value the social interaction among ride participants, the way participants of a ride help to make the ride enjoyable and successful for everyone; and our independence and self-reliance on tours in comparison to those who joined prior to 2009. A similar difference exists between those who joined between 2014 and 2018 and those who joined between 2009 and 2013 except with respect to independence and self-reliance on tours where the difference was about five percent.

Table 5-1: What do you value the most about BAC vs When did you join

Q2. What do you value the most about BAC?	Q1. When did you join BAC?			
	Between 2014 and 2018	Between 2009 and 2013	Prior to 2009	Total
The social interaction among ride participants.	187 (49.3%)	154 (62.1%)	191 (61.6%)	532 (56.8%)
The way participants of a ride help to make the ride enjoyable and successful for everyone.	131 (34.6%)	121 (48.8%)	156 (50.3%)	408 (43.5%)
Our independence and self-reliance on tours.	113 (29.8%)	88 (35.5%)	140 (45.2%)	341 (36.4%)
Total	379	248	310	937

5.2 Why Members Don't Go on Rides

Among those who responded to the survey, 110 or 11.7 percent of all respondents indicated that they hadn't participated in any rides since January 1, 2014 and weren't signed up for any future rides. Reasons provided included:

- Health/mobility issues for myself or a family member;

- Have recently joined;
- Can't commit to a ride 12-16 months in advance;
- Too busy with other commitments;
- Haven't been accepted on any rides I've tried to sign up for;
- Haven't been any rides at a time of year that is convenient for me.

Those who joined BAC in the last five years were the most likely to indicate that they hadn't participated in any rides for the reasons identified above except for health/mobility issues which was most likely to be identified by someone who has been a member since before 2009. No one indicated that they hadn't participated in any rides because they were unable to find a roommate as a single or because the rides seemed too expensive.

5.3 What types of rides do members go on and why

Of those who have participated in BAC rides, over ninety percent have participated in directed rides where a BAC member is responsible for developing the routes, arranging for meals, happy hours, accommodation, etc. Less than half the respondents have only participated in directed rides while just over six per cent have only participated in commercially assisted tours.

The longer one has been a member, the more likely he or she has participated in a commercially assisted tour- over 70% of respondents who have been members for ten years or more have participated in a commercially assisted tour. A similar relationship is seen with age. The highest levels of participation in commercially assisted tours were reported by respondents between 65 and 79 where over half reported participating.

Reasons given for participating in commercially assisted tours included:

- The ride was to a location where BAC is unlikely to have a leader led trip (57.7%);
- The timing was convenient (46.6%);
- The price seemed reasonable (45.5%);
- I've been on previous rides with the Coordinator and I like his/her rides (34.0%);
- I wanted the level of support available (e.g., sag wagon, presence of cycle guides trained in basic repair and First Aid) (28.6%)

Of the slightly less than 50 percent of respondents who have only participated in directed rides, reasons provided for not participating in a commercially assisted tour included:

- There hasn't been one that appealed to me at a time I wanted to travel (55.2%);
- I believe that a commercially assisted ride is inconsistent with BAC's raison d'être (17.0%);
- I can duplicate a commercially assisted ride myself at a lower cost than what is offered by BAC (15.1%). A further ten respondents indicated in a narrative response that the price was too high;

- I can duplicate a commercially assisted ride myself at a more convenient time (12.4%);
- I have no interest at this time in rides outside the USA or Canada (8.5%)

The longer one has been a member, the more likely he or she are to indicate that they believe that a commercially assisted ride is inconsistent with BAC's raison d'être. Amongst all individuals who responded to the survey, less than seven percent were of this perspective.

5.4 Why members do or do not lead rides

Amongst respondents who reported as having participated in a ride in 2014 or later or are signed up for a ride in 2019, less than 20 percent indicated that they had led a BAC ride at some point in time or are scheduled to in the future. Reasons for not leading trips included:

- Too busy with other commitments
- Don't want the responsibility;
- Seems like too big a task;
- Don't have experience in organizing activities; and
- Ride Leader seminar hasn't been held in a location that is convenient for me. On a percentage basis this response was received most often from those who live in the Northeast USA, Southern USA and Canada.

Reasons given for leading trips by those who have led trips over the past five years or are scheduled to lead a trip in the future include:

- Opportunity to give back to the Club;
- Club wouldn't continue to exist unless members step up to lead trips;
- Leading trips is a way for me to share my love of cycling;
- Opportunity to see a part of the world I'm interested in; and
- Gives me something to do.

Those who indicated that they have led trips in the past but not in the past five years gave the following reasons:

- Health/mobility limitations/age
- Board policies/practices/support/direction
- Found leading trips was not for me
- Other Commitments

5.5 For those who have attended a Ride Leader Seminar, why haven't they led a ride as yet

Amongst those respondents who have taken the Ride Leader Seminar but not yet led a ride, the most frequent responses were:

- Too busy with other commitments
- Seems like too big a task
- Don't want the responsibility

5.6 Why elements of leading a ride are the most frustrating and what can the Board do to address these frustrations

The elements of leading a ride that were identified as the most frustrating by those who have led trips over the past five years include:

- The ride approval process (31.0%);
- Ride participants who don't come prepared (30.1%);
- Ride participants who don't follow instructions (26.6%)
- Final accounting (22.1%);
- Compensation that is insufficient to cover out-of-pocket expenses associated with organizing and running a ride (22.1%). This is a concern of both ride leaders (USA/Canada and overseas) and ride coordinators but heard most often from those leading directed tours overseas.

Solutions offered to address these frustrations included:

- Action required by the Board (simplify the approval process/be consistent/trust leadership/don't micromanage/recognize that one size doesn't fit all; shop for lower credit card processing fees);
- Need to permit a greater amount for leadership reimbursement of costs. Several Ride Coordinators indicated that they believe that their travel costs should also be part of the leadership cost reimbursement;
- Action required by ride leaders (better screening of participants; better communications with participants; make physical requirement clear; better food handling procedures at Happy Hour);
- Revise final accounting procedures (simplify; allow for special circumstances, solos, and cancellations)

5.7 How should costs be allocated to singles/solos when there may be limits on available accommodation

5.7.1 Singles

BAC has two classes of members- Individual Members and Dual Members. In Club publications, the term "singles" is used to refer to Individual members or one member in a Dual membership who wishes to participate in a ride on a double occupancy basis without their co-member. The availability of rooms with two beds to accommodate two singles can vary

depending on the community and the size of the hotel used. It can also be an issue when the number of singles on the ride exceeded the Ride Leaders expectations⁹.

The question then becomes how to handle the rooming arrangements where there are an insufficient number of rooms with two beds and if there is an additional cost, who should cover it. Almost 70 percent of respondents indicated that the singles should be charged extra to cover the cost. This response was greatest from those who generally participate on BAC rides with a partner. Over 60 percent of those who generally participate as a single or both with a partner and as a single also gave this response.

Other suggestions that were offered for dealing with this situation included:

- Find another location/split group in two if necessary;
- Split cost between the singles and group;
- Try to add a cot/roll out bed/couch/extra mattress;
- Share bed or have single absorb extra cost.

5.7.2 Solos

BAC has Individual Members or one member in a Dual membership who choose not to have a roommate when they go on a ride and pay extra for this privilege. Usually the extra cost only covers the extra cost of the accommodation. In some situations, the Ride Leader is limited in the number of rooms available at one or more locations being used. By accepting a solo-rider in these situations, the total number of riders that can be accepted will be reduced by one, and thus also the number of people to share the fixed costs of the ride (e.g., leadership reimbursement costs, van, and gas).

The question then becomes how to allocate the costs when the number on the ride has been reduced because of the participation of a solo rider. No response received support from at least fifty percent of respondents. Forty-seven percent indicated that the solo should just be charged for the extra cost of the accommodation (i.e., an amount equal to cost of accommodation charged to all other participants). This perspective was over fifty percent amongst those who ride as a single.

Other suggestions for dealing with this situation included:

- Limit the number of solos on the trip/don't accept any solos (don't see people precluded from participating when there is space for more)
- Up to the Ride Leader (need to make requirements clear in ride description)
- Ask solos to double up at locations where there is insufficient space

⁹ On one 2018 ride in Europe there were three couples, 14 singles and two solos. A second hotel had to be used in one location when the number of required rooms with two beds exceeded the number available in the first hotel.

- Try to make other hotel arrangements
- Split the extra cost between the participant and the rest of the group
- Charge all costs only if specific conditions occur (e.g., minimum number not reached/space otherwise would have been filled)
- Accept solos only if no one else is signing up and there is still unfilled space

Amongst ride leaders, the most active ride leaders are more likely to not accept solos as all or charge an amount that includes a share of the trip costs that would have been covered by an extra participant on the trip. Caution needs to be taken in using the results, however, for decision making purposes as the number of respondents who fell into this category was quite low.

5.8 Other

Almost 15 percent of respondents took the opportunity to provide additional narrative comments for the Board's consideration. The comments were grouped to the extent possible into common themes. Comments were received on the following in order of frequency:

- **Types of trips** (want more fixed base, more 6-7 day rides; more 1A tours, more short rides, rides shorter than 2 weeks, easier rides, 3-4 day weekend; rides with a mix of couples, singles, and solos; rides just for solos, singles, couples, etc.; smaller groups (more than 20-25 is too many); too many commercial trips; allow sag support.
- **Deciding who gets to go on a Ride** (limit the number of trips any single member can participate in a year; give ride leaders priority for other rides; accept participants first come first in; disappointing when rides are filled by outsiders; improve fairness of access to oversubscribed tours. consider a lottery; eliminate practice of denying tour participation based only on previous BAC tour levels
- **Board Nomination/Composition** (have more candidates to vote for than positions available; Board is stodgy and stuck in the past; more transparency from Board; make being Ride Director a prerequisite for Board membership)
- **Commercial tours** (concern about the extent of commercial tours especially in English speaking countries and how it is changing the nature of the club; lack of significant discount in pricing; exploring exotic areas of the world using commercial companies should be encouraged)
- **On the Ride** (retain Happy Hour but explore other options; make sure no one rides alone if they don't want to; make more e-bikes available, don't ban them; need for support on rides; ensure available transportation to local villages; don't have dinner right before bedtime; include Ride with GPS mentoring on rides; provide bail-out information (trains, taxis) rather than you're on your own)

- **Singles** (need to consider mechanisms for singles to find roommates- web page, put on waitlist till they can partner up, offer a roommate, more help from RL; continue to encourage participation by solo/single participants; provide more incentives to RL to choose single/solo riders; worry about signing up as a single as I'm slow and am afraid I will be left behind)
- **Termination of Membership of a Member in 2018** (very upset; may not renew my membership; recognize your strong leaders)
- **Ride Processes** (require a full accounting complete with receipts; provide guidance on what to do with local BAC members wanting to ride along for the day; require an honest ride rating which is reviewed for accuracy; allow addition RL on CAT for larger groups; are minimum performance levels/benchmarks for RLs required and known; require RL to truly scout routes)
- **Ride Description** (make clear the planned level of accommodations; rating should include a column indicating a commercial tour; consider rating mountain bike rides differently from road rides; add to the rating another letter indicating if the trip is for road, hybrid or mountain bike; don't state solo spots available if you will not accept any; make optional reliable bike rentals available for all tours)
- **Cost of trips** (RC can do a better job of negotiating price with tour operators; don't need to stay in fancy hotels; cost of foreign trips have skyrocketed; if costs less than budgeted refunds should be made rather than spending funds on ~~extras~~)
- **Cost reimbursement for ride leaders** (increase level of reimbursement; maintain spirit of volunteerism and don't increase ride leader reimbursement; offer stipend to develop new rides)
- **Thank-you** (appreciation for the Club and what its volunteers (RLs and Board) do)

6. CONCLUSIONS

The results of the survey and the analysis of the membership database provide useful information that should help inform future Board action with respect to

- **Policy/Procedures Development and Administration.**
 - The overwhelming **priority of members** is the provision of quality, affordable tours of good value. The Board may wish to consider to what extent ride leaders need to demonstrate that their ride provides a good value. This may be more an issue with commercially assisted tours where some respondents noted that it appears that the ride leader simply accepted the rack rate without obtaining a significant group discount.

- While there are ongoing complaints from some members about the **number of commercially assisted tours** offered (seven and a half percent of survey respondents who have been on a ride in the last five years see it as being inconsistent with the Club's raison d'être), the longer someone has been a member of BAC the more likely they will have participated in such a tour.

As a group, Club members have made it clear that commercially accepted tours are acceptable. They have been part of BAC for a long time. In 1989 the Board approved a motion indicating that a member had to be involved in all details of a trip when a commercial tour operator was engaged¹⁰. An undated Statement of Purpose for the Club indicated that Members were dedicated to the proposition that most tours be organized and led by member-volunteers with a view to holding costs to a reasonable minimum.+ Roughly a quarter who participate in commercially assisted tours do so in part because of the level of support provided on the ride.

- The Board may wish to review the amount permitted for the reimbursement of leadership costs recognizing that whatever it does, some will continually believe that they should receive more and that there was no noticeable impact on the number of director-led rides when reimbursement costs were increased effective 2009.
 - The Board should consider developing an automated tool that would more easily address cancellations, solos and other special circumstances, to assist ride leaders with the **final accounting** on rides.
 - The Board should provide guidance to ride leaders that when there are an insufficient number of rooms with two beds to provide for singles on a trip and additional costs need to be incurred as a result, this cost should be borne by the singles and not the group as a whole.
 - The Board should encourage ride leaders to consider a variety of alternatives when deciding how and if to accommodate solos when the number of rooms is limited at one or more locations such as having solos share a room at some location and, using another hotel.
 - The Board needs to ensure that it is consistent in applying its policies with respect to ride approvals and not try to micromanage ride leaders.
- **Member Communications**
 - While none of the responses to the question about **why respondents hadn't participated in any rides** since January 1, 2014 received more than twenty percent of the total, it may be appropriate for the Board to consider how it can encourage

¹⁰ Minutes, Board of Directors meeting, October 28, 1989

members to consider rides to less popular locations or to waitlist themselves. Spots on many rides become available in the two months leading up to a ride.

- There appears to be considerable confusion with the terms singles and solos. As a minimum the Board needs to use these terms consistently. It may be useful to have a Frequently Asked Question (FAQ) section on the website where these terms could be defined.
- The Board needs to find a variety of means to regularly communicate to members that:
 - the types of rides available at any point in time on the schedule depend on individual members taking the time to organize them.
 - Individual ride leaders determine who will go on their rides using whatever criteria they wish although first come first served is strongly encouraged.
- **Prospective Ride Leader Communications**
 - Amongst those who haven't attended the Ride Leaders' Seminar and ***haven't led a tour***, about a quarter indicated that one of the reasons was because it seems like too big a task. It may be appropriate for the Board to give consideration to how it can convey to the membership the assistance that is available in a variety of forms to make the task seem less formidable.
 - Amongst those who have attended the Ride Leaders' Seminar but haven't yet led a tour, just over a quarter indicated that one of the reasons was because it seems like too big a task. It may be appropriate for the Board to give consideration to how it can convey in the seminar the assistance that is available for new ride leaders to make the task less onerous.
 - Amongst those who ***haven't attended the Ride Leader's seminar*** and haven't led a tour, about twelve percent indicated that the location of recent Ride Leaders' seminars was a factor. This response was most often given by those who live in the Northeast USA, Southern USA and Canada. The seminar has never been held in the Northeast USA. Canadian members could most easily access a seminar in the Northeast USA or the Western USA (e.g., Washington or Oregon) depending on whether they live in the east (Ontario, Quebec) or the west (British Columbia, Alberta).
- **Future Research.**
 - ***New Members.*** Those who have joined in the past five years have a much different perspective on key values than those who have been members much longer in particular with respect to the social interaction on rides; making the ride enjoyable and successful for everyone; and the degree of independence and self-reliance on a tour. These different perspectives may be contributing to the degree of membership churn in the first year or two someone is a member or it may simply be a reflection of

poor communications about what BAC is and is not. A survey of individuals who did not renew their membership may be necessary in future to gain a better understanding of why individuals choose not to renew.

- **Single Members.** A growing proportion of BAC's members are single members. These members have different needs and expectations of the club. Additional research and/or effort may be necessary to address the reasons for the lower retention levels amongst these members.

ANNEX A: FINAL SURVEY INSTRUMENT

The BAC Board is seeking your input as it contemplates the future direction of the Club and potential changes to its policies. Your responses will help inform the Board's decision making.

1. When did you join BAC? If you can't remember, view your profile on the BAC website.
 - a. Between 2014 and 2018
 - b. Between 2009 and 2013
 - c. Prior to 2009

2. What do you value the most about BAC? (please indicate those items that are most important to you)
 - a. The "adventure" of bicycle touring.
 - b. The social interaction among ride participants.
 - c. The way participants of a ride help to make the ride enjoyable and successful for everyone.
 - d. The provision of quality, affordable tours of good value.
 - e. Riding safely and politely on all tours.
 - f. The respect our members show for other cultures.
 - g. Our environmental stewardship while cycling.
 - h. The transparency and open communication in the management of our organization.
 - i. Our independence and self-reliance on tours.
 - j. Other (Please specify)

3. I generally participate in BAC rides
 - a. With a partner
 - b. As a single
 - c. Both with a partner and as single

4. How many BAC rides have you participated in since January 1, 2014 and are signed up for in 2019? If you can't remember, view My Rides on the BAC website.
 - a. Ten or more
 - b. Six to nine
 - c. Three to five
 - d. One or two
 - e. None

5. Please indicate why you haven't participated in any rides since January 1, 2014 or signed up for any future rides [Ask question if response to Q4 is "none", otherwise skip to Q6. After question is answered go to Q18]
 - a. Haven't been any rides to a location I'm interested in visiting
 - b. Haven't been any rides at a time of year that is convenient for me
 - c. Haven't been accepted on any rides I've tried to sign up for

- d. Am single and haven't been able to find a roommate
 - e. I find I can't commit to a ride 12-16 months in advance
 - f. Health/mobility issues
 - g. Too busy with other commitments
 - h. Rides seem too expensive
 - i. Other (Please specify)
6. What type of rides have you participated in
- a. Directed (BAC member responsible for developing routes, arranging for meals, happy hours, accommodation, etc.)
 - b. Commercially assisted tour
 - c. Both
7. I have not participated in a BAC commercially assisted tour because (select all that apply): [Ask question if response to Q6 is ~~No~~Directed, otherwise skip to Q8. After question is answered go to Q9.]
- a. I have no interest at this time in rides outside of the USA or Canada
 - b. I can duplicate a commercially assisted ride myself at a more convenient time
 - c. I can duplicate a commercially assisted ride myself at a lower cost than what is offered by BAC
 - d. I believe that a commercially assisted ride is inconsistent with BAC's raison d'être
 - e. There hasn't been one that appealed to me at a time I wanted to travel
 - f. Other (Please specify)
8. I've participated in a commercially assisted tour because (check all that apply)
- a. The timing was convenient
 - b. The price seemed reasonable
 - c. I've been on previous rides with the Coordinator and I like his/her rides
 - d. The ride was to a location where BAC is unlikely to have a leader led trip
 - e. I wanted the level of support available (e.g., sag wagon, presence of cycle guides trained in basic repair and First Aid)
 - f. Other (Please specify)
9. Have you ever been the leader or co-leader for a completed or an approved BAC trip?
- a. Yes
 - b. No
10. Have you participated in the Ride Leader's Seminar? [Ask question if response to Q9 is ~~No~~, otherwise skip to Q13.]
- a. Yes
 - b. No
11. Please indicate the reasons you haven't led a trip (select all that apply) [Ask question if response to Q10 is ~~No~~, otherwise skip to Q12. After question is answered, go to Q18]

- a. Too busy with other commitments
 - b. Don't want the responsibility
 - c. Seems like too big a task
 - d. Haven't gone on any BAC tours as yet
 - e. Don't know what would be required
 - f. Ride Leader seminar hasn't been held at a time of year that is convenient for me
 - g. Ride Leader seminar hasn't been held at a location that is convenient for me
 - h. Don't have experience in organizing activities
 - i. Compensation is insufficient to cover out-of-pocket expenses associated with organizing and running ride
 - j. Other (Please specify)
12. Please indicate the reasons you haven't led or proposed a trip as yet (select all that apply) [Ask question if response to Q10 is ~~No~~ Yes, After question is answered go to Q18]
- a. Too busy with other commitments
 - b. Don't want the responsibility
 - c. Seems like too big a task
 - d. Haven't gone on any BAC tours as yet
 - e. Compensation is insufficient to cover out-of-pocket expenses associated with organizing and running ride
 - f. Other (Please specify)
13. How many rides have you led or co-led for BAC over the past five years (2014 or later) or have proposed for 2019?
- a. None
 - b. One or two
 - c. Three to five
 - d. Six to ten
 - e. Eleven or more
14. Please indicate why you haven't led any trips over the past five years. [Ask if response to Q13 is ~~No~~ None, otherwise skip to Q15. After question is answered go to Q18.]
- a. Found leading trips was not for me
 - b. Health/mobility limitations
 - c. I won't be reimbursed sufficiently to cover my out-of-pocket expenses to scout and lead the trip
 - d. Disagree with current direction of the Club
 - e. Other (Please specify)
15. Please indicate your reasons for leading rides (please select all that are applicable).
- a. Opportunity to give back to the Club
 - b. Club wouldn't continue to exist unless members step up to lead trips
 - c. Opportunity to see a part of the world I'm interested in
 - d. Opportunity for a holiday

- e. Leading trips is a way for me to share my love of cycling
 - f. Gives me something to do
 - g. Other (Please specify)
16. What elements of leading a trip are the most frustrating (please select all that are applicable)?
- a. Ride approval process
 - b. Final accounting
 - c. Ride participants who don't come prepared
 - d. Ride participants who won't follow instructions
 - e. Compensation is insufficient to cover out-of-pocket expenses associated with organizing and running ride
 - f. Other (Please specify)
17. How would you make those elements you identified above less frustrating?
18. Over a third of BAC members are singles and many of those in a dual membership, participate in rides as a single. The BAC Board strongly encourages Ride Leaders to accept singles on their ride. What should the ride leader do when one or more hotels don't have more than one bed in a room?
- a. Assign singles to a room of their own in those locations where there is only one bed in a room and spread the extra cost across all participants on the trip.
 - b. Assign singles to a room of their own in those locations where there is only one bed in a room and charge the singles extra to cover the cost of the room.
 - c. Don't accept singles on the ride.
 - d. Other (Please specify)
19. On many rides, members pay extra so that they may have a hotel room to themselves throughout the trip. What should the ride leader do when the number of rooms available is limited and by accepting a solo participant, the maximum number who can participate will be reduced by one?
- a. Just charge the solo for the extra cost of the accommodation, i.e., solo supplement will equal the cost of accommodation charged to all other participants
 - b. Charge a solo supplement that includes a share of the trip costs that would have been covered by an extra participant on the trip, i.e., van rental and gas, trip leaders' expenses including scouting, etc.
 - c. Don't accept solos on the trip
 - d. Other (Please specify)
20. Please add any additional information that you think the Board should consider as it moves forward.

21. Age in 2018

- a. Under 50
- b. 50 to 54
- c. 55 to 59
- d. 60 to 64
- e. 65 to 69
- f. 70 to 74
- g. 75 to 79
- h. 80 or older

22. Location of permanent residence.

- a. Midwest USA (Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota or Wisconsin)
- b. Northeast USA (Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, or Vermont)
- c. Southern USA (Alabama, Arkansas, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, or West Virginia)
- d. Western USA (Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington or Wyoming)
- e. Canada
- f. Other (Please specify)

ANNEX B: MEMBERSHIP RESULTS—FREQUENCY COUNTS

Table B-1: When Members Joined BAC

Q1. When did you join BAC?							
	Between 2014 and 2018		Between 2009 and 2013		Prior to 2009		Total
Responses Received	380	40.5%	248	26.4%	311	33.1%	939

Table B-2: What is valued most about BAC?

Q2. What do you value the most about BAC?		
The provision of quality, affordable tours of good value.	792	84.5%
The "adventure" of bicycle touring.	676	72.2%
The social interaction among ride participants.	532	56.8%
The way participants of a ride help to make the ride enjoyable and successful for everyone.	408	43.54%
Our independence and self-reliance on tours.	341	36.4%
The transparency and open communication in the management of our organization.	262	28.0%
Riding safely and politely on all tours.	256	27.3%
The respect our members show for other cultures.	224	23.9%
Our environmental stewardship while cycling.	140	14.9%
Other (Please specify)	42	4.5%
Total Responses	937	

Other

Haven't been on a BAC tour as yet or have only been on one. Can't say as yet what I value most.	11	1.2%
Tour leaders (take an active role of leadership and organization; dedication and effort put forth; concept of volunteers (unpaid) leading rides for friends; key to a successful ride; ability to find tiny roads with no traffic)	11	1.2%
Unique and/or exotic destinations (gone to places on my bike I wouldn't otherwise; ability to share my part of the country with others; availability of fixed base tours)	9	1.0%
Question the whole premise of the stated value of transparency and open communication in the management of our organization	4	0.4%
Member-organized/led rides with no one making a profit	2	0.2%
Use of tour companies when overseas to get the best of the local culture	1	0.1%

Monthly Update keeps me in touch, lets me follow the growth of the organization	1	0.1%
Can't agree to valuing any of these since tour demands far exceed offerings	1	0.1%
No explanation provided	2	0.2%
Total	42	

Table B-3: How I participate in BAC rides

Q3. I generally participate in BAC rides							
	With a partner		As a single		Both with a partner and as single		Total
Responses Received	575	61.2%	224	23.9%	140	14.9%	939

Table B-4: Level of Participation since January 1, 2014

Q4. How many BAC rides have you participated in since January 1, 2014 and are signed up for in 2019?											
	Ten or more		Six to nine		Three to five		One or two		None		Total
Responses Received	131	14.0%	142	15.1%	267	28.4%	289	30.8%	110	11.7%	939

Table B-5: Reasons for Not Participating in Rides

Q5. Please indicate why you haven't participated in any rides since January 1, 2014 or signed up for any future rides		
Health/mobility issues for myself or a family member	21	19.1%
Have recently joined	21	19.1%
I find I can't commit to a ride 12-16 months in advance	20	18.2%
Too busy with other commitments	14	12.7%
Haven't been accepted on any rides I've tried to sign up for	12	10.9%
Haven't been any rides at a time of year that is convenient for me	7	6.4%
Rides are mostly full or don't learn of it soon enough	7	6.4%
Haven't been any rides to a location I'm interested in visiting	3	2.7%
Planned ride cancelled due to fire issues	1	0.9%

Q5. Please indicate why you haven't participated in any rides since January 1, 2014 or signed up for any future rides		
Concern about the availability of mechanical support	1	0.9%
Single, hard to commit so far in advance	1	0.9%
Live in the UK and can't participate in US trips	1	0.9%
Have a noncycling spouse; do my rides with another organization and pay the solo supplement	1	0.9%
Total	110	

Table B-6: Types of Rides Participated In

Q6. What type of rides have you participated in							
	Directed (BAC member responsible for developing routes, arranging for meals, happy hours, accommodation, etc.)		Commercially assisted tour		Both		Total
Responses Received	382	46.1%	51	6.2%	396	47.8%	829

Table B-7: Reasons for Not Participating in BAC Commercially Assisted Tours

Q7. I have not participated in a BAC commercially assisted tour because:	Responses Received	
There hasn't been one that appealed to me at a time I wanted to travel	201	55.2%
I believe that a commercially assisted ride is inconsistent with BAC's raison d'être	62	17.0%
I can duplicate a commercially assisted ride myself at a lower cost than what is offered by BAC	55	15.1%
I can duplicate a commercially assisted ride myself at a more convenient time	46	12.4%
I have no interest at this time in rides outside of the USA or Canada	31	8.5%
Other (Please specify)	65	17.9%
New member	13	
Scheduled for a commercially assisted tour in future	10	
Price is too high	10	
Hasn't fit schedule/issues with signing up	8	

Q7. I have not participated in a BAC commercially assisted tour because:	Responses Received	
Haven't seen one that appealed	6	
Full by the time I wanted to register	5	
Not familiar with format	3	
Issues with format (want fixed base/want more breaks, more time in each location)	2	
Are too old to travel by bike	1	
Want higher quality accommodation for overseas tours	1	
Medical and health issues	1	
Prefer independent tours	1	
Feel that using a commercially assisted tour is simply a way for the tour organizers to get a free tour without doing the research, etc.	1	
No explanation provided	3	
Total	364	
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.		

Table B-8: Reasons for Participating in a BAC Commercially Assisted Tour

Q8. I've participated in a commercially assisted tour because:	Responses Received	
The ride was to a location where BAC is unlikely to have a leader led trip	256	57.7%
The timing was convenient	207	46.6%
The price seemed reasonable	202	45.5%
I've been on previous rides with the Coordinator and I like his/her rides	151	34.0%
I wanted the level of support available (e.g., sag wagon, presence of cycle guides trained in basic repair and First Aid)	127	28.6%
Other (Please specify)	62	14.0%
Specifics of the ride (location, ride length, was able to get onto it, ability to sign up for back to back tours)	17	
Knowledge of guides/more cultural activities	12	
No particular reason, was a ride they could get onto	7	
Availability of support/bikes	4	

Friends were on the ride/recommended by local Club	4	
Ride Coordinator	3	
Type of opportunity not normally available	3	
Bike and barge opportunity	3	
Participated in non BAC CAT tours (easier to book with less advance planning; able to share rooms with others on a rotating basis; guide for a tour operator for two summers)	3	
Would do again/no value added provided by BAC	2	
Haven't done a BAC ride as yet	2	
Never rode with anyone else	1	
Since BAC no commercial tours!	1	
Total	444	
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.		

Table B-9: Leader or Co-leader of a BAC Trip

Q9. Have you ever been the leader or co-leader for a completed or an approved BAC trip?					
	Yes		No		Total
Responses Received	153	18.5%	676	81.5%	829

Table B-10: Participation in Ride Leader's Seminar

Q10. Have you participated in the Ride Leader's Seminar? [asked of those who answered No to Q9]					
	Yes		No		Total
Responses Received	95	14.05%	581	85.95%	676

Table B-11: Reason's for Not Leading a Trip

Q11. Please indicate the reasons you haven't led a trip [asked of those who answered No to Q10]		
	Responses Received	
Too busy with other commitments	258	45.0%
Don't want the responsibility	229	39.9%
Seems like too big a task	154	26.8%
Haven't gone on any BAC tours as yet	34	5.9%
Don't know what would be required	31	5.4%
Ride Leader seminar hasn't been held at a time of year that is convenient for me	34	5.9%
Ride Leader seminar hasn't been held at a location that is convenient for me	68	11.9%
Don't have experience in organizing activities	82	14.3%
Compensation is insufficient to cover out-of-pocket expenses associated with organizing and running ride	23	4.0%
Other (Please specify)	109	19.0%
Too new to BAC	22	
Don't have the skill/personality/interest	20	
Too many other commitments at this time	12	
Too old	6	
Been there/done that (want to sit back and let others lead)	5	
Lead for local club/other organizations	5	
Health issues	4	
Spousal support lacking	4	
Perceived Board issues	4	
Issue with where I live (not conducive to tour; live outside US)	4	
Responsibility/hassle of being a ride leader	3	
Don't have a potential route/area in mind	3	
Plan to later	2	
Too difficult (compliance over the top)	2	
Issue with RLS (location/getting accepted)	2	
Need to find someone to lead with	2	
Expectations of membership of ride leaders	1	
Concerns over adequacy of compensation	1	

Q11. Please indicate the reasons you haven't led a trip [asked of those who answered No to Q10]		
	Responses Received	
Working on it	1	
Don't have time/money to do necessary scouting	1	
Haven't looked into it	1	
Denied permission to lead developed rides	1	
Concerns with pricing of BAC CAT supported trips	1	
No reasons provided	2	
Total	574	100.0%
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.		

Table B-12: Reasons for Not Leading a Trip After Attending Ride Leader Seminar

Q12. Please indicate the reasons you haven't led or proposed a trip as yet [asked of those who answered yes to Q10]		
	Responses Received	
Too busy with other commitments	46	48.42%
Don't want the responsibility	18	18.95%
Seems like too big a task	26	27.37%
Haven't gone on any BAC tours as yet	2	2.11%
Compensation is insufficient to cover out-of-pocket expenses associated with organizing and running ride	7	7.37%
Other (Please specify)	36	37.89%
Just took the seminar	9	
Working on a proposal	6	
Health/age issues	4	
Have proposed a ride but had to cancel due to lack of registration	3	
Board concerns/hassles	3	
Don't have the skills/personality for it	3	
Need a coleader	2	

Q12. Please indicate the reasons you haven't led or proposed a trip as yet [asked of those who answered yes to Q10]		
	Responses Received	
Haven't got a ride in mind to lead/my area is already saturated with rides	2	
Still working, don't have time	1	
Want to do a CAT which I understand isn't permitted the first time	1	
Support spouse who leads CAT	1	
Concerned about liability; heard support and quality of coaches varies	1	
Total	95	100.0%
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.		

Table B-13: Number of Rides Led, Co-Lead or Planned

Q13. How many rides have you led or co-led for BAC over the past five years (2014 or later) or have proposed for 2019? [Answered Yes to Q9]											
	None		One or two		Three to five		Six to ten		Eleven or more		Total
Responses Received	27	17.65%	64	41.83%	43	28.10%	11	7.19%	8	5.23%	153

Table B-14: Reasons for Not Leading Trips Recently by Former BAC Ride Leaders

Q14. Please indicate why you haven't lead any trips over the past five years. [Answered "None" to Q13]		
	Responses Received	
Health/mobility limitations/age	9	34.6%
Board policies/practices/support/direction	6	23.1%
Found leading trips was not for me	5	19.2%
Other Commitments	4	15.4%
Have not attended RLS	2	7.7%

Q14. Please indicate why you haven't lead any trips over the past five years. [Answered "None" to Q13]		
	Responses Received	
I won't be reimbursed sufficiently to cover my out-of-pocket expenses to scout and lead the trip	0	0%
Total	26	100.0%

Table B-15: Reasons BAC Ride Leaders Lead Rides

Q15. Please indicate your reasons for leading rides (please select all that are applicable).		
	Responses Received	
Opportunity to give back to the Club	100	79.4%
Club wouldn't continue to exist unless members step up to lead trips	93	73.8%
Leading trips is a way for me to share my love of cycling	63	50.0%
Opportunity to see a part of the world I'm interested in	41	32.5%
Gives me something to do	14	11.1%
Opportunity for a holiday	8	6.4%
Other (Please specify)		15.1%
Let me showcase an area I love	7	
Enjoy the planning/challenge/keeps me sharp	6	
Was asked (to be coleader/to fill in due to health issues)	2	
By leading, guarantee participation	1	
Support from mentor	1	
Enjoy riding my bike	1	
Organized trips for BAC as the owner of a tour company	1	
Total	126	100.0%
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.		

Table B-16: Elements of Leading a Trip That Are Frustrating

Q16. What elements of leading a trip are the most frustrating (please select all that are applicable)?		
	Responses Received	
Ride approval process	35	31.0%
Final accounting	25	22.1%
Ride participants who don't come prepared	34	30.1%
Ride participants who won't follow instructions	30	26.6%
Compensation is insufficient to cover out-of-pocket expenses associated with organizing and running ride	25	22.1%
Other (Please specify)	40	35.4%
Ride participants/club member expectations	8	
Ride logistics (hotel reservations, bike rentals, happy hour, shuttles)	8	
Uncontrollables (weather/accidents)	5	
Club policy practices (credit card fee/micromanagement/assistance for new ride leaders/consider review of expenses demeaning)	4	
Cancellations	3	
Compensation	2	
Singles (providing lodging/finding replacements)	2	
Low level of signups	1	
Can be exhausting	1	
None of significance	7	
Total	113	100.0%
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.		

Table B-17: Suggestions for Addressing Frustrating Elements of Leading a Ride

17. How would you make those elements you identified in Q16 less frustrating?		
	Responses Received	
Action required by the Board (simplify approval process/be consistent/trust leaders/don't micromanage/recognize that one size doesn't fit all; shop for lower credit card processing fees)	21	29.2%
Need to permit a greater amount for leadership reimbursement of costs	15	20.8%
Action required by Ride Leaders (better screening of participants; better communications with participants; make physical requirements clear; better food handling procedures at happy hour)	8	11.1%
Revise final accounting processes (simplify; allow for special circumstances, solos, cancellations)	7	9.7%
Collection of participant information (age, participant rating)	3	4.2%
More assistance for Ride Leaders (mentorship)	2	2.8%
Don't provide full refund for cancellation unless sickness, death in family (charge a cancellation fee)	2	2.8%
Action by participants (bring rain gear; don't expect 5 star amenities when you are paying for 1 star)	2	2.8%
Limit participants' expectations (services provided aren't at the level of a commercial tour operator)	1	1.4%
Nothing that can be done	12	16.7%
Total	72	100.0%
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.		

Table B-18: Pricing for Singles When Availability of Rooms with Two Beds is Limited/Not Available

Q18. Over a third of BAC members are singles and many of those in a dual membership, participate in rides as a single. The BAC Board strongly encourages Ride Leaders to accept singles on their ride. What should the ride leader do when one or more hotels don't have more than one bed in a room?		
	Responses Received	
Assign singles to a room of their own in those locations where there is only one bed in a room and charge the singles extra to cover the cost of the room.	639	68.9%
Assign singles to a room of their own in those locations where there is only one bed in a room and spread the extra cost across all participants on the trip.	175	18.9%
Don't accept singles on the ride.	12	1.3%
Other (Please specify)	101	10.9%
Find another location/split group in two if necessary	17	
Split cost between the singles and group	9	
Try to add a cot/roll out bed/couch/extra mattress	9	
Share bed or have single absorb extra cost	5	
Charge singles the extra cost	4	
Split cost across all participants	4	
Leave it up to the ride leader	2	
How this will be handled should be clear in the ride description	1	
No opinion	11	
Didn't understand question/didn't answer question/Confusion between the meaning of singles and solos	39	
Total	927	100.0%

Table B-19: Pricing for Solos When Room Availability Limited

Q19. On many rides, members pay extra so that they may have a hotel room to themselves throughout the trip. What should the ride leader do when the number of rooms available is limited and by accepting a solo participant, the maximum number who can participate will be reduced by one?		
	Responses Received	
Just charge the solo for the extra cost of the accommodation, i.e., solo supplement will equal the cost of accommodation charged to all other participants	433	47.2%
Charge a solo supplement that includes a share of the trip costs that would have been covered by an extra participant on the trip, i.e., van rental and gas, trip leaders expenses including scouting, etc.	332	36.2%
Don't accept solos on the trip	53	5.8%
Other	99	10.8%
Limit the number of solos on the trip/don't accept any solos (don't see people precluded from participating when there is space for more)	14	
Have the group cover the cost/only charge extra for the cost of accommodation	13	
Up to the Ride Leader (need to make requirements clear in ride description)	9	
Ask solos to double up at locations where there is insufficient space	9	
Try to make other hotel arrangements	8	
No opinion/no idea	7	
Solo covers full cost/need to make requirement clear in ride description	7	
Split the extra cost between the participant and the rest of the group	3	
Charge all costs only if specific conditions occur (e.g., minimum number not reached/space otherwise would have been filled)	2	
Accept solos only if no one else is signing up and there is still unfilled space	2	
Partner with a roommate for the trip	1	
When I go solo I will not share a room/if it is too expensive won't sign up	1	
Response didn't address question/didn't understand the question	23	
Total	917	100.0%

Table B-20: Additional Information for Board to Consider

20. Please add any additional information that you think the Board should consider as it moves forward.	Responses Received
<p>Types of trips (want more fixed base, more 6-7 day rides; more 1A tours, more short rides, rides shorter than 2 weeks, easier rides, 3-4 day weekend; rides with a mix of couples, singles, and solos; rides just for solos, singles, couples, etc.; smaller groups (more than 20-25 is too many); too many commercial trips; allow sag support)</p>	27
<p>Deciding who gets to go on a Ride (limit the number of trips any single member can participate in a year; give ride leaders priority for other rides; accept participants first come first in; disappointing when rides are filled by %nsiders+; improve fairness of access to oversubscribed tours- consider a lottery; eliminate practice of denying tour participation based only on previous BAC tour levels)</p>	17
<p>Board Nomination/Composition (have more candidates to vote for than positions available; Board is stodgy and stuck in the past; more transparency from Board; make being Ride Director a prerequisite for Board membership)</p>	14
<p>Commercial tours (concern about the extent of commercial tours especially in English speaking countries and how it is changing the nature of the club; lack of significant discount in pricing; exploring %xotic+areas of the world using commercial companies should be encouraged)</p>	12
<p>On the Ride (retain Happy Hour but explore other options; make sure no one rides alone if they don't want to; make more ebikes available, don't ban them; need for support on rides; ensure available transportation to local villages; don't have dinner right before bedtime; include Ride with GPS mentoring on rides; provide bail-out information (trains, taxis) rather than %ou're on your own+)</p>	11
<p>Singles (need to consider mechanisms for singles to find roommates- web page, put on waitlist till they can partner up, offer a roommate, more help from RL; continue to encourage participation by solo/single participants; provide more incentives to RL to choose single/solo riders; worry about signing up as a single as I'm slow and am afraid I will be left behind)</p>	11
<p>Termination of Membership of a Member (very upset; may not renew my membership; recognize your strong leaders)</p>	9
<p>Ride Processes (require a full accounting complete with receipts; provide guidance on what to do with local BAC members wanting to ride along for the day; require an honest ride rating which is reviewed for accuracy; allow addition RL on CAT for larger groups; are minimum performance levels/benchmarks for RL's required and known; require RL to truly scout routes)</p>	8
<p>Ride Description (make clear the planned level of accommodations; rating should include a column indicating a commercial tour; consider rating mountain</p>	7

20. Please add any additional information that you think the Board should consider as it moves forward.	Responses Received
bike rides differently from road rides; add to the rating another letter indicating if the trip is for road, hybrid or mountain bike; don't state solo spots available if you will not accept any; make optional reliable bike rentals available for all tours)	
Cost of trips (RC can do a better job of negotiating price with tour operators; don't need to stay in fancy hotels; cost of foreign trips have skyrocketed; if costs less than budgeted refunds should be made rather than spending funds on %extras+)	6
Cost reimbursement for ride leaders (increase level of reimbursement; maintain spirit of volunteerism and don't increase ride leader reimbursement; offer stipend to develop new rides)	6
Thank-you (appreciation for the Club and what its volunteers (RLs and Board) do)	5
Training for Ride Leaders (provide training and tools for Ride Leaders on how to manage ride finances; leaders should have to attend RLS before leading a trip)	2
Membership Cost- consider a discounted inactive/social membership status with no voting privileges for those not riding	1
Ride leader retention- why and what can you do to reduce leader churn	1
Rating of Ride Participants- like Airbnb rate the participants as well as those providing the service	1
Socialization on Rides- seems to be less camaraderie now than twenty years ago	1
Van Drivers- database or list of members who would be willing to be a van driver	1
Website- get rid of the moving photos on the home page and replace with a clickable gallery	1
Misunderstood question (commented on solo/single pricing which immediately preceded question)	32
Too new to BAC to Comment	4
Survey design (space insufficient for comment)	3
Total	178

Table B-21: Respondent's Age in 2018

Q21. Age in 2018		
	Responses Received	
Under 50	5	0.54%
50 to 54	27	2.89%
55 to 59	92	9.86%
60 to 64	202	21.65%
65 to 69	226	24.22%
70 to 74	209	22.40%
75 to 79	130	13.93%
80 or older	42	4.50%
Total	933	100.0%

Table B-22: Location of Respondent's Permanent Address

Q22. Location of permanent residence.		
	Responses Received	
Western USA (Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington or Wyoming)	528	56.4%
Southern USA (Alabama, Arkansas, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, or West Virginia)	131	14.0%
Northeast USA (Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, or Vermont)	114	12.2%
Midwest USA (Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota or Wisconsin)	85	9.1%
Canada	57	6.1%
Other (Please specify)	21	2.2%
Total	936	100.0%

ANNEX C: CROSS TABULATIONS

Table C-1: When did you join BAC vs Age in 2018

	Q21. Age in 2018								
Q1. When did you join BAC?	Under 50	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 or older	Total
Between 2014 and 2018	3 60.0%	18 66.7%	56 60.9%	112 55.4%	108 47.8%	58 27.8%	19 14.6%	2 4.8%	376 40.3%
Between 2009 and 2013	2 40.0%	6 22.2%	17 18.5%	57 28.2%	61 27.0%	70 33.5%	27 20.8%	8 19.0%	248 26.6%
Prior to 2009	0 0%	3 11.1%	19 20.7%	33 16.3%	57 25.2%	81 38.8%	84 64.6%	32 76.2%	309 33.1%
Total	5	27	92	202	226	209	130	42	933

Table C-2: What do you value most about BAC vs Year joined

	Q1. When did you join BAC?			
Q2. What do you value the most about BAC?	Between 2014 and 2018	Between 2009 and 2013	Prior to 2009	Total
The provision of quality, affordable tours of good value.	312 (82.3%)	214 (86.3%)	266 (85.8%)	792 (84.5%)
The "adventure" of bicycle touring.	276 (72.8%)	183 (73.8%)	217 (70.0%)	676 (72.1%)
The social interaction among ride participants.	187 (49.3%)	154 (62.1%)	191 (61.6%)	532 (56.8%)
The way participants of a ride help to make the ride enjoyable and successful for everyone.	131 (34.6%)	121 (48.8%)	156 (50.3%)	408 (43.5%)
Our independence and self-reliance on tours.	113 (29.8%)	88 (35.5%)	140 (45.2%)	341 (36.4%)
The transparency and open communication in the management of our organization.	106 (28.0%)	67 (27.0%)	89 (28.7%)	262 (28.0%)
Riding safely and politely on all tours.	92 (24.3%)	72 (29.0%)	92 (29.7%)	256 (27.3%)
The respect our members show for other cultures.	75 (19.8%)	63 (25.4%)	86 (27.7%)	224 (23.9%)

	Q1. When did you join BAC?			
Q2. What do you value the most about BAC?	Between 2014 and 2018	Between 2009 and 2013	Prior to 2009	Total
Our environmental stewardship while cycling.	52 (13.7%)	37 (14.9%)	51 (16.5%)	140 (14.9%)
Other (Please specify)	19 (5.0%)	12 (4.8%)	11 (3.5%)	42 (4.5%)
Total	379	248	310	937

Table C-3: What do you value most about BAC vs Age in 2018

	Q21. Age in 2018								
Q2. What do you value most in BAC?	Under 50	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 or older	Total
The provision of quality, affordable tours of good value.	5 (100%)	20 (74.1%)	72 (78.3%)	169 (83.7%)	194 (85.8%)	177 (85.1%)	115 (89.1%)	34 (81.0%)	786 (84.4%)
The "adventure" of bicycle touring.	3 (60.0%)	19 (70.4%)	70 (76.1%)	148 (73.3%)	165 (73.0%)	146 (70.2%)	90 (69.8%)	29 (69.0%)	670 (71.6%)
The social interaction among ride participants.	3 (60.0%)	7 (25.9%)	53 (57.6%)	111 (55.0%)	130 (57.5%)	126 (60.6%)	72 (55.8%)	28 (66.7%)	530 (56.9%)
The way participants of a ride help to make the ride enjoyable and successful for everyone.	2 (40.0%)	8 (29.6%)	40 (43.5%)	84 (41.6%)	101 (44.7%)	90 (43.3%)	59 (45.7%)	23 (54.8%)	407 (43.7%)
Our independence and self-reliance on tours.	3 (60.0%)	10 (37.0%)	32 (34.8%)	62 (30.7%)	81 (35.8%)	82 (39.4%)	55 (42.6%)	14 (33.3%)	339 (36.4%)

	Q21. Age in 2018								
Q2. What do you value most in BAC?	Under 50	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 or older	Total
The transparency and open communication in the management of our organization.	2 (40.0%)	9 (33.3%)	30 (32.6%)	55 (27.2%)	56 (24.8%)	53 (25.5%)	36 (27.9%)	18 (42.9%)	259 (27.8%)
Riding safely and politely on all tours.	2 (40.0%)	6 (22.2%)	25 (27.2%)	46 (22.8%)	64 (28.3%)	60 (28.8%)	35 (27.1%)	15 (35.7%)	253 (27.2%)
The respect our members show for other cultures.	1 (20.0%)	6 (22.2%)	25 (27.2%)	41 (20.3%)	52 (23.0%)	50 (24.0%)	37 (28.7%)	10 (23.8%)	222 (23.8%)
Our environmental stewardship while cycling.	1 (20.0%)	2 (7.4%)	10 (10.9%)	23 (11.4%)	30 (13.3%)	37 (17.8%)	24 (18.6%)	11 (26.2%)	138 (14.8%)
Other (Please specify)	0 (0%)	2 (7.4%)	2 (2.2%)	7 (3.5%)	13 (5.8%)	9 (4.3%)	6 (4.7%)	3 (7.1)	42 (4.5%)
Total	5	27	92	202	226	208	129	42	931

Table C-4: Why Haven't Participated in Rides vs Year Joined

	Q1. When did you join BAC?			
Q5. Please indicate why you haven't participated in any rides since January 1, 2014 or signed up for any future rides	Between 2014 and 2018	Between 2009 and 2013	Prior to 2009	Total
Health/mobility issues	1 1.5%	2 18.2%	18 60.0%	21 19.1%
Have recently joined	21 30.4%	0 0%	0 0%	21 19.1%
I find I can't commit to a ride 12-16 months in advance	13 18.8%	4 36.4%	3 10.0%	20 18.2%

	Q1. When did you join BAC?			
Q5. Please indicate why you haven't participated in any rides since January 1, 2014 or signed up for any future rides	Between 2014 and 2018	Between 2009 and 2013	Prior to 2009	Total
Too busy with other commitments	7 10.1%	3 27.3%	4 13.3%	14 12.7%
Haven't been accepted on any rides I've tried to sign up for	7 10.1%	2 18.2%	3 10.0%	12 10.9%
Haven't been any rides at a time of year that is convenient for me	7 10.1%	0 0%	0 0%	7 6.4%
Rides are mostly full or don't learn of it soon enough	7 10.1%	0 0%	0 0%	7 6.4%
Haven't been any rides to a location I'm interested in visiting	3 4.4%	0 0%	0 0%	3 2.7%
Planned ride cancelled due to fire issues	1 1.4%	0 0.0%	0 0.0%	1 0.9%
Concern about the availability of mechanical support	0 0.0%	0 0.0%	1 3.3%	1 0.9%
Single, hard to commit so far in advance	1 1.4%	0 0.0%	0 0.0%	1 0.9%
Live in the UK and can't participate in US trips	0 0.0%	0 0.0%	1 3.3%	1 0.9%
Have a noncycling spouse; do my rides with another organization and pay the solo supplement	1 1.4%	0 0.0%	0 0.0%	1 0.9%
Total	69	11	30	110

Table C-5: Why Haven't Participated in Rides vs Age in 2018

	Q21. Age in 2018								
Q5. Please indicate why you haven't participated in any rides since January 1, 2014 or signed up for any future rides	Under 50	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 or older	Total
Haven't been any rides to a location I'm interested in visiting	0 0%	0 0%	0 0%	1 3.7%	1 4.2%	0 0%	0 0%	0 0%	2 1.9%
Haven't been any rides at a time of year that is convenient for me	0 0%	0 0%	1 12.5%	3 11.1%	1 4.2%	2 11.8%	0 0%	0 0%	7 6.6%
Haven't been accepted on any rides I've tried to sign up for	0 0%	2 33.3%	1 12.5%	1 3.7%	2 8.3%	3 17.7%	2 14.3%	0 0%	11 10.4%
Am single and haven't been able to find a roommate	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
I find I can't commit to a ride 12-16 months in advance	0 0%	0 0%	2 25.00%	7 25.9%	5 20.8%	3 17.7%	2 14.3%	1 11.1%	20 18.9%
Health/mobility issues	0 0%	0 0%	0 0%	1 3.7%	2 8.3%	1 5.9%	6 42.9%	6 66.7%	16 15.1%
Too busy with other commitments	0 0%	3 50.0%	1 12.5%	3 11.1%	2 8.3%	3 17.7%	1 7.1%	1 11.1%	14 13.2%
Rides seem too expensive	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
Other (Please specify)	1 100.0%	1 16.7%	3 37.5%	11 40.7%	11 45.8%	5 29.4%	3 21.4%	1 11.1%	36 34.0%
Total	1	6	8	27	24	17	14	9	106

Table C-6: Type of Rides Participated In vs Year Joined BAC

Q6. What type of rides have you participated in	Q1. When did you join BAC?			
	Between 2014 and 2018	Between 2009 and 2013	Prior to 2009	Total
Directed (BAC member responsible for developing routes, arranging for meals, happy hours, accommodation, etc.)	183 58.8%	117 49.4%	82 29.2%	382 46.1%
Commercially assisted tour	43 13.8%	6 2.5%	2 0.7%	51 6.2%
Both	85 27.3%	114 48.1%	197 70.1%	396 47.8%
Total	311	237	281	829

Table C-7: Type of Rides Participated In vs Age in 2018

Q6. What type of rides have you participated in	Q21. Age in 2018								
	Under 50	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 or older	Total
Directed (BAC member responsible for developing routes, arranging for meals, happy hours, accommodation, etc.)	2 50.0%	14 66.7%	46 55.4%	91 52.3%	88 43.6%	74 38.5%	48 41.7%	18 54.5%	381 46.2%
Commercially assisted tour	1 25.0%	0 0%	8 9.6%	13 7.5%	14 6.9%	11 5.7%	1 0.9%	1 3.0%	49 5.9%
Both	1 25.0%	7 33.3%	29 34.9%	70 40.2%	100 49.5%	107 55.7%	66 57.4%	14 42.4%	394 47.8%
Total	4	21	83	174	202	192	115	33	824

Table C-8: Reasons for Not Participating in BAC Commercially Assisted Tours vs Year Joined

Q7. I have not participated in a BAC commercially assisted tour because (select all that apply):	Q1. When did you join BAC?			
	Between 2014 and 2018	Between 2009 and 2013	Prior to 2009	Total
I have no interest at this time in rides outside of the USA or Canada	7 4.1%	15 13.0%	9 11.5%	31 8.5%
I can duplicate a commercially assisted ride myself at a more convenient time	15 8.8%	23 20.0%	8 10.3%	46 12.6%
I can duplicate a commercially assisted ride myself at a lower cost than what is offered by BAC	24 14.0%	19 16.5%	12 15.4%	55 15.1%
I believe that a commercially assisted ride is inconsistent with BAC's raison d'être	17 9.9%	26 22.6%	19 24.4%	62 17.0%
There hasn't been one that appealed to me at a time I wanted to travel	100 58.5%	62 53.9%	39 50.0%	201 55.2%
Other (Please specify)	40 23.4%	17 14.8%	8 10.3%	65 17.9%
Total	171	115	78	364

Table C-9: Reasons for Not Participating in BAC Commercially Assisted Tours vs Age in 2018

Q7. I have not participated in a BAC commercially assisted tour because (select all that apply):	Q21. Age in 2018								
	Under 50	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 or older	Total
I have no interest at this time in rides outside of the USA or Canada	0 0%	0 0%	3 6.8%	7 8.1%	4 4.8%	8 11.3%	5 11.1%	4 22.2%	31 8.5%

	Q21. Age in 2018								
Q7. I have not participated in a BAC commercially assisted tour because (select all that apply):	Under 50	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 or older	Total
I can duplicate a commercially assisted ride myself at a more convenient time	1 50.0%	1 7.7%	7 15.9%	12 14.0%	9 10.7%	11 15.5%	4 8.9%	1 5.6%	46 12.7%
I can duplicate a commercially assisted ride myself at a lower cost than what is offered by BAC	0 0%	2 15.4%	6 13.6%	19 22.1%	8 9.5%	9 12.7%	8 17.8%	3 16.7%	55 15.2%
I believe that a commercially assisted ride is inconsistent with BAC's raison d'être	1 50.0%	2 15.4%	9 20.5%	15 17.4%	10 11.9%	13 18.3%	8 17.8%	4 22.2%	62 17.1%
There has not been one that appealed to me at a time I wanted to travel	1 50.0%	9 69.2%	17 38.6%	47 54.7%	50 59.5%	43 60.6%	26 57.8%	7 38.9%	200 55.1%
Other (Please specify)	0 0%	1 7.7%	13 29.5%	15 17.4%	18 21.4%	7 9.9%	7 15.6%	4 22.2%	65 17.9%
Total	2	13	44	86	84	71	45	18	363

Table C-10: Reasons for Participating in a BAC Commercially Assisted Tour vs Age in 2018

	Q21. Age in 2018								
Q8. I've participated in a commercially assisted tour because:	Under 50	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 or older	Total
The timing was convenient	1 50.0%	2 28.6%	16 43.2%	39 47.6%	54 47.8%	52 44.4%	35 52.2%	6 40.0%	205 46.59%
The price seemed reasonable	1 50.0%	2 28.6%	15 40.5%	40 48.8%	53 46.9%	54 46.2%	31 46.3%	4 26.7%	200 45.5%
I've been on previous rides with the Coordinator and I like his/her rides	1 50.0%	2 28.6%	7 18.9%	27 32.9%	42 37.2%	43 36.8%	24 35.8%	3 20.0%	149 33.9%
The ride was to a location where BAC is unlikely to have a leader led trip	1 50.0%	4 57.1%	22 59.5%	47 57.3%	58 51.3%	72 61.5%	40 59.7%	9 60.0%	253 57.5%
I wanted the level of support available (e.g., sag wagon, presence of cycle guides trained in basic repair and First Aid)	1 50.0%	2 28.6%	6 16.2%	20 24.4%	36 31.9%	35 29.9%	21 31.3%	4 26.7%	125 28.4%
Other (Please specify)	1 50.0%	1 14.3%	6 16.2%	12 14.6%	21 18.6%	15 12.8%	6 9.0%	0 0%	62 14.1%
Total	2	7	37	82	113	117	67	15	440

Table C-11: Reasons for Participating in BAC Commercially Assisted Tour vs Year Joined BAC

	Q1. When did you join BAC?			
Q8. I've participated in a commercially assisted tour because (check all that apply)	Between 2014 and 2018	Between 2009 and 2013	Prior to 2009	Total
The timing was convenient	51 40.2%	58 48.3%	98 49.7%	207 46.6%

	Q1. When did you join BAC?			
Q8. I've participated in a commercially assisted tour because (check all that apply)	Between 2014 and 2018	Between 2009 and 2013	Prior to 2009	Total
The price seemed reasonable	55 43.3%	57 47.5%	90 45.7%	202 45.5%
I've been on previous rides with the Coordinator and I like his/her rides	27 21.3%	45 37.5%	79 40.1%	151 34.0%
The ride was to a location where BAC is unlikely to have a leader led trip	70 55.1%	68 56.7%	118 59.9%	256 57.7%
I wanted the level of support available (e.g., sag wagon, presence of cycle guides trained in basic repair and First Aid)	48 37.8%	33 27.5%	46 23.4%	127 28.6%
Other (Please specify)	19 15.0%	19 15.8%	24 12.2%	62 14.0%
Total	127 100.0%	120 100.0%	197 100.0%	444 100.0%

Table C-12: Reasons for Not Leading a Trip for Location of Permanent Residence

	Q22. Location of permanent residence.						
Q11. Please indicate the reasons you haven't led a trip (select all that apply)	Midwest USA ¹¹	Northeast USA ¹²	Southern USA ¹³	Western USA ¹⁴	Canada	Other (Please specify)	Total
Too busy with other commitments	18 32.7%	38 48.1%	32 41.0%	150 48.2%	16 43.2%	4 28.6%	258 44.9%
Don't want the responsibility	20 36.4%	27 34.2%	30 38.5%	136 43.7%	13 35.1%	3 21.4%	229 39.9%
Seems like too big a task	11 20.0%	17 21.5%	20 25.6%	95 30.5%	8 21.6%	3 21.4%	154 26.8%

¹¹ Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota or Wisconsin

¹² Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, or Vermont

¹³ (Alabama, Arkansas, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, or West Virginia)

¹⁴ Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington or Wyoming

	Q22. Location of permanent residence.						
Q11. Please indicate the reasons you haven't led a trip (select all that apply)	Midwest USA ¹¹	Northeast USA ¹²	Southern USA ¹³	Western USA ¹⁴	Canada	Other (Please specify)	Total
Haven't gone on any BAC tours as yet	5 9.1%	2 2.5%	8 10.3%	17 5.5%	2 5.4%	0 0%	34 5.9% 100.0% 5.9%
Don't know what would be required	1 1.8%	4 5.1%	3 3.8%	16 5.1%	5 13.5%	2 14.3%	31 5.4%
Ride Leader seminar hasn't been held at a time of year that is convenient for me	2 3.6%	4 5.1%	4 5.1%	19 6.1%	3 8.1%	2 14.3%	34 5.9%
Ride Leader seminar hasn't been held at a location that is convenient for me	4 7.3%	13 16.5%	12 15.4%	26 8.4%	11 29.7%	2 14.3%	68 11.8%
Don't have experience in organizing activities	7 12.7%	10 12.7%	7 9.0%	51 16.4%	4 10.8%	3 21.4%	82 14.3% 100.0% 14.3%
Compensation is insufficient to cover out-of-pocket expenses associated with organizing and running ride	0 0%	4 5.1%	4 5.1%	15 4.8%	0 0%	0 0%	23 4.0%
Other (Please specify)	16 29.1%	10 12.7%	14 17.9%	57 18.3%	9 24.3%	3 21.4%	109 19.0%
Total	55	79	78	311	37	14	574

Table C-13: Pricing for Singles when Limited Rooms vs How Member Participates

	Q3. I generally participate in BAC rides			
Q18. Over a third of BAC members are singles and many of those in a dual membership, participate in rides as a single. The BAC Board strongly encourages Ride Leaders to accept singles on their ride. What should the ride leader do when one or more hotels don't have more than one bed in a room?	With a partner	As a single	Both with a partner and as single	Total
Assign singles to a room of their own in those locations where there is only one bed in a room and spread the extra cost across all participants on the trip.	98 17.3%	44 19.7%	33 23.9%	175 18.9%
Assign singles to a room of their own in those locations where there is only one bed in a room and charge the singles extra to cover the cost of the room.	410 72.4%	145 65.0%	84 60.9%	639 68.9%
Don't accept singles on the ride.	8 1.4%	2 0.9%	2 1.4%	12 1.3%
Other (Please specify)	50 8.8%	32 14.3%	19 13.8%	101 10.9%
Total	566	223	138	927

Table C-14: Pricing for Solos vs How Member Participates

	Q3. I generally participate in BAC rides			
Q19. On many rides, members pay extra so that they may have a hotel room to themselves throughout the trip. What should the ride leader do when the number of rooms available is limited and by accepting a solo participant, the maximum number who can participate will be reduced by one?	With a partner	As a single	Both with a partner and as single	Total
Just charge the solo for the extra cost of the accommodation, i.e., solo supplement will equal the cost of accommodation charged to all other participants	245 43.4%	121 55.5%	67 50.0%	433 47.2%
Charge a solo supplement that includes a share of the trip costs that would have been covered by an extra	225 39.8%	65 29.8%	42 31.3%	332 36.2%

participant on the trip, i.e., van rental and gas, trip leaders expenses including scouting, etc.				
Do not accept solos on the trip	41 7.3%	9 4.1%	3 2.2%	53 5.8%
Other (Please specify)	54 9.6%	23 10.6%	22 16.4%	99 10.8%
Total	565	218	134	917

Table C-15: Pricing for Solos vs Number of Rides Led

Q13. How many rides have you led or co-led for BAC over the past five years (2014 or later) or have proposed for 2019?						
Q19. On many rides, members pay extra so that they may have a hotel room to themselves throughout the trip. What should the ride leader do when the number of rooms available is limited and by accepting a solo participant, the maximum number who can participate will be reduced by one?	None	One or two	Three to five	Six to ten	Eleven or more	Total
Just charge the solo for the extra cost of the accommodation, i.e., solo supplement will equal the cost of accommodation charged to all other participants	11 42.3%	27 42.9%	23 54.8%	2 18.2%	0 0%	63 42.0%
Charge a solo supplement that includes a share of the trip costs that would have been covered by an extra participant on the trip, i.e., van rental and gas, trip leaders expenses including scouting, etc.	10 38.5%	21 33.3%	12 28.6%	3 27.3%	3 37.5%	49 32.7%
Do not accept solos on the trip	2 7.7%	4 6.3%	2 4.8%	1 9.1%	2 25.0%	11 7.3%
Other (Please specify)	3 11.5%	11 17.5%	5 11.9%	5 45.5%	3 37.5%	27 18.0%
Total	26	63	42	11	8	150