

**CHAPTER
ONE**

**Bed and Breakfast Defined:
Basic Principles**

BED AND BREAKFAST is now a household term. It started as a grassroots movement that has taken off across our country, gaining acceptance in many different kinds of communities and providing accommodations for an ever-increasing number of people who, for one reason or another, don't want or need to stay in the more traditional hotels and motels that dot the countryside. But what is Bed and Breakfast? Where did it come from? How will you know if Bed and Breakfast is for you?

INTERNATIONAL ORIGINS

Bed and Breakfast is a generic term for accommodations offered in private homes rather than commercial facilities such as hotels or motels. It began in Britain after World War II, when American soldiers were waiting for troop carriers to ship them back home. Many waited weeks for their turn to come and chose to use their extended leave to see a little of the country they had just helped. The courageous women who had gone to work in the airplane factories now were called upon to open their homes to these young men because there was far too little hotel space left standing to go around. The soldiers were charmed by these women, who shared with them stories about their locale, steered them to out-of-the-way restaurants and places of interest, and often called on friends or relatives in other parts of England to open their homes to these guests.

The women, in turn, enjoyed befriending these appreciative young men, and the few dollars that they were paid to offer a pleasant guest room and hearty morning meal were a way to buy luxuries long unavailable during wartime. They repaired and spruced up their homes, and many continued to offer B&B long after the soldiers had gone home and were replaced

by American tourists. The tourists, who had been unable to travel during the war, flocked to England in large numbers.

Because B&B accommodations were initially made available at the request of the government, regulations were initiated. Once a B&B host was approved, a little sign went up outside the home so that travelers could easily find a place to stay. Not all hosts wished to have strangers ring the bell without warning, however, and many of the finer places became affiliated with booking agencies that matched appropriate guests and hosts and otherwise protected the hosts' privacy.

Even castles are sometimes available through such agencies—taking in B&B guests helps the owners pay their taxes. In Great Britain today, as many as 40 percent of all overnight stays are spent in Bed and Breakfasts. Although literally a cottage industry, this is no small business.

WHY NOT AMERICAN BED AND BREAKFAST?

Popular plays in London are usually seen on Broadway within two years, and anything Princess Diana wore could be bought at major department stores practically the next day. But the Bed and Breakfast concept took forty years to become popular in America. It spread rapidly as *pensiones* in Italy, *Zimmer frei* in Germany, and under many other names throughout Europe, but not in the United States. Many people ask why. The answer, I believe, lies in the system of supply and demand. In America, there used to be tourist homes in every village, often big old houses where the elderly owner took in boarders or roomers and also let rooms by the night to travelers passing through.

As our modern road system took shape, motor hotels or motels sprang up close to highway exits. Motorists could pull off when they became tired, knowing that they would find a clean, comfortable room at a reasonable price. Over time, the tourist homes deteriorated because fewer patrons drove through on local roads and the owners of tourist homes could no longer afford to keep up their places. The small mom-and-pop motels charged low rates and used the profits to support mom and pop rather than reinvest in the maintenance of their structures.

Motel chains sprang up. They promised no surprises, and that's what they gave you. At first, this was good. The American public liked the idea of uniform standards and patronized these motels in huge numbers. By the time most Americans can drive, they can close their eyes and describe the

average chain motel, even down to the color of the bedspreads. The chains set up central booking agencies with toll-free 800 telephone numbers and did everything possible to attract the consumer. They were successful, but the ever-rising hotel/motel costs began to turn some patrons away.

FIGHTING THE PLASTIFICATION OF AMERICA

In the late sixties, many American young people were tremendously dissatisfied with the way our culture was heading. As a reaction to being overprocessed, turned out by machine, and identified by numbers instead of being seen as individuals, people turned to organic foods, homemade meals, and handicrafts, and away from synthetic materials, artificial coloring, and plastic. In the seventies and eighties, as the hippies became the yuppies and the average age of Americans rose, a demand developed for rediscovering the enriching travel that our grandparents enjoyed, travel that allowed you to get to know the people in other parts of our country, not just see the monuments. People who were struggling to restore historic houses yearned to really talk with others who had fought and won many of the same battles against years of past neglect. Those who live most of the year in a high-rise apartment building want to experience life on a farm or a yacht or in an old country house in the mountains; suburban families want to live for a few days in an apartment in a fast-paced city. By the early eighties, these factors combined with the dramatic jump in hotel prices to create the demand for Bed and Breakfast.

THE COUNTRY INN FANTASY

Country inns have long appealed to the traveler for their old-fashioned hospitality. Think “country inn,” and what comes to mind is a sprawling older home in New England set back on a tranquil country lane. Ask any group of six people and you are likely to find that five will admit to fantasies of giving up their present way of life to run a country inn.

But fantasies are not reality. Few people actually relocate to live their idyllic dreams. To begin with, most people are unable to make such a drastic change in lifestyle. Moreover, a country inn is a serious commercial business. Success depends on good organization, substantial capital, publicity, promotion, advertising, and the ability to manage a staff, maintain buildings, and run a restaurant. There is considerable turnover in the country inn

business. All too soon it can become apparent to an enthusiastic beginner that keeping the occupancy rate high and the guests and the staff happy leaves little time for personal pursuits. This is certainly not consistent with the fantasy of living a relaxing, and simpler, life in the country.

THE COMMERCIAL INN

A commercial inn is a place that is open to the public, has a sign outside, may be privately or corporately owned, and usually has more than twelve rooms, sometimes more than twenty. It is in an area that is either unzoned or commercially zoned and is usually required to be licensed by the state. A commercial inn must have approval and regular inspections by the health department and is subject to all aspects of the state's fire and safety regulations and restaurant code. It usually has a restaurant that may be open for dinner and lunch as well as breakfast and that takes reservations from people who are not staying at the inn as well as from guests. An inn has a large staff, cleans its rooms and changes its linens on a daily basis, is open day and night to receive guests, and commits large amounts of time and money to promotion and advertising. In order to increase business, many inns also cater parties and weddings and are constantly on the lookout for other ways to keep their occupancy rate as high as possible.

PRIVATE-HOME BED AND BREAKFAST

Private-home Bed and Breakfasts are very different from commercial inns. Generally, they are located in residentially zoned areas, offer from one to five rooms, and have no sign outside. Usually, they belong to a reservation service through which they find many of their guests. They leave promotion and advertising to their reservation service, along with the screening of the guests and the collecting of deposits. As a rule, there is no staff to manage other than an occasional gardener, housekeeper, or serviceperson. The hosts have very different expectations and much less stress related to carrying on the business. They meet people from many cultures, earn extra income, and enjoy the tax advantages of using their homes for a business, but they do it at their own convenience. They take guests when they want, and although they enjoy the extra income, they don't expect to support themselves from it.

A private-home B&B is primarily a private home. It is a home where some business is done, not a place of business where people live. This may sound like a mere semantic distinction, but think for a moment of the implications. In a private home, the host and hostess are using their assets (extra bedrooms and genial personalities) to meet interesting people and earn some extra money. They can decide which types of guests they will enjoy being around and which they won't. If smokers or toddlers drive a host to distraction, he or she can restrict guests to nonsmokers or children over six. Naturally, such restrictions reduce the pool from which guests come and lower potential volume. But hosts who do not rely on B&B for a living can afford to do this. A commercial inn, which needs a certain occupancy rate to stay alive, cannot afford to be so choosy.

My classic response to those who want to know the difference between a private-home B&B and an inn is that it is similar to the difference between being a gourmet cook and a chef.

Staff and Overhead

In a commercial inn, the occupancy rate is crucial because a certain amount of business is necessary to show a profit. Overhead is considerable, and there are few ways to lower it in proportion to the decrease in business during seasonally slow periods. Staff laid off may not be available when they are needed again. Training new staff is costly, and most businesses strive to keep turnover as low as possible. The rule of thumb is that for each five rooms one staff member is necessary.

In a private home, little to no staff is necessary. Overhead costs for the family to reside there are raised only slightly by having extra guests. Yet a portion of those costs will be legitimate business expenses.

Guests' Expectations

In many respects, the difference in service between a B&B and a commercial facility is reflected in the rates charged. If you start charging luxury rates, guests will expect luxury service, too.

In a commercial inn, guests pay luxury prices and expect to be pampered, with telephones and televisions in their rooms and a maid waiting each morning to clean and to make up the bed. No matter when guests arrive, someone is expected to be waiting to greet them. In a private home,

guests realize that host families have full and interesting lives outside of the home and that it is necessary to call in advance to arrange a mutually convenient arrival time. If they fail to do this, they may arrive to find a note on the door letting them know that the family is attending a child's soccer game and will return in a few hours.

Guests, too, behave differently toward the staff at a commercial inn and the hosts of a Bed and Breakfast. The less commercial the place, the more the hosts will be treated as new friends. Many times, private-home guests help to clear the breakfast table, share interesting recipes, and send thank-you notes or even presents. I know hosts who have received theater tickets from happy guests who couldn't use their subscription seats, pot-holders appliquéd with the host's name, and a variety of other creative thank-yous for warmth and hospitality.

Time Commitments

People who run a country inn or hotel know that theirs is a full-time job. Often, it seems like time and a half. B&B hosts commit only as much time to their business as they want to. Some B&Bs are open only during a particular season, on weekends, or for a certain number of days each week or month. Guests don't usually come to sit around the house. They arrive with a list of places they want to see, usually too numerous to cram into the limited time they have. Others are visiting family or hospitalized friends or relatives, attending weddings, or house hunting. Once breakfast is over, guests disappear and may not be seen again until they come back to change for the evening. A few moments of consultation about making dinner reservations and plotting the route to the restaurant and they are off again.

Guests receive a key to the home and come and go at will. No one has to stay around twenty-four hours a day to baby-sit for the house. All guests come by advance reservation, and hosts have the opportunity to make sure that the larder is stocked for the expected arrivals and that the home and guest rooms are sparkling and ready for company. This leaves the hosts free to enjoy the other aspects of their lives.

It certainly helps to be a morning person because morning is the most important time of the day for the hosts. That is when breakfast is prepared and served. And that is usually when guests avail themselves of the hosts' expertise about the area and plan their day. It is up to the host to decide

whether breakfast is served at fixed hours or according to when the guests want to eat. But it is fairly safe to assume that by 11:00 A.M. on weekends, and earlier during the week, a host's breakfast responsibilities are over.

An Opportunity to Get to Know Each Other

In a private-home Bed and Breakfast, interaction with guests varies depending on personal taste. Often, the type of guests who seek out your home have a lot in common with you and have chosen your place because of that. Breakfast style is more varied than in a commercial setting. Sometimes, guests eat in the kitchen while you prepare the meal; other times, they may join you on the porch or alongside the pool. Or if you're in the mood, you may serve breakfast in the dining room on fine china. You have ample opportunity to relax and get to know your guests. Taking care of two couples or even four couples at the breakfast table is relatively easy and is very different from trying to serve different dishes to more than twenty at different times, as the commercial innkeeper must do.

THE BED AND BREAKFAST INN

So far, I have described differences between a private-home B&B and a commercial inn. In many states, there is something in between: the B&B inn. Usually, this is a place with four to twelve rooms, generally in a very tourist-oriented area with few zoning restrictions. It may have a sign outside, and the hosts will often belong to a reservation service but also promote their business themselves. They will serve breakfast, but to their guests only, not to people from the outside. Because of the larger number of rooms, they attempt to keep their occupancy rate high enough to contribute substantially to their income and do regard this as one or both of the hosts' main occupation. It is financially feasible only if the state they are in permits this many rooms without major structural changes to conform to fire and safety codes and the area attracts a high volume of guests with little seasonal variation. Many people who own such inns are retired or semiretired and combine their B&B income earned with pension and investment income.

The following table will give you an idea of the differences between a private-home B&B, a B&B inn, and a commercial inn.

DIFFERENT TYPES OF FACILITIES

	<i>Private-Home B&B</i>	<i>B&B Inn</i>	<i>Commercial Inn</i>
Number of rooms	1 to 5	4 to 12	Over 12
Open to public	No	Sometimes	Yes
Sign outside	No	Sometimes	Yes
Commercially zoned	No	Sometimes	Yes
Belongs to reservation service	Yes	Yes	Sometimes
Restaurant	No	Guests only	Public
Serves other meals	Not usually	Sometimes	Yes
Has a check-in desk	No	Sometimes	Yes
Must be licensed by state	Not always	Usually	Always
Conforms to restaurant code	Not usually	Sometimes	Always

For those who have the country inn fantasy but don't want the full-time occupation of owning a country inn, becoming a private-home Bed and Breakfast host may be the answer. Although it is comforting to hear that the average guest will be a middle- to upper-middle-class tourist or business person, hosts often experience some trepidation before their first guest actually walks through the door. But being a B&B host is a far cry from being a hotelier, an altogether different mentality. Remember that it is the private-home ambiance that appeals to the B&B guest. It is the quality of the private home that sets this form of accommodation apart from all others and makes each B&B a unique experience. From a strictly business point of view, operating privately allows hosts to run their business as they wish—picking and choosing guests according to their own standards, selecting dates to take or not take guests, setting house rules, and ultimately deciding how well they wish to get to know their guests.

THE FUTURE

More and more people calling me for advice are looking to be owners of B&B inns in the eight-to-twelve-room range. They want to be able to fully earn their living from the inn without additional income from outside, but don't want the responsibilities of running a restaurant or the staffing requirements of a full commercial inn. Because Americans want more and more

amenities, including private attached baths, phone, and TV, the initial outlay can be considerable. To have a reasonable return on investment and enough time off to have a personal life, as well as a business one, owners need full-time, live-in innkeepers to work with them. They need to take advantage of the time-saving computerized systems, which address bookkeeping, reservation management, and Internet access. Constant maintenance of the physical property and grounds as well as the interior are important. The financial rewards can be satisfying, but are proportionate to the amount of energy and vigilance invested in the venture. Innkeepers must remember that the difference between a B&B at any level and a luxury small hotel is owner involvement and personal contact with the guests.



QUESTION: *If I offer B&B in my home, how do I respond to criticism that I am weakening the position of area hotels and motels or competing unfairly with them because I don't have to follow the same rules (such as a restaurant health code)? I wouldn't want to start something that could lead to a decline in local business.*

ANSWER: Although you and the public establishments in your area both provide accommodations for paying guests, lumping together what you do and what they do is neither accurate nor fair. You provide personal hospitality on a prearranged basis. You do not serve the general public. In most states your operation usually does not fall within the purview of the hotel-motel-restaurant code for the simple reason that you are not in that business. With the possible exception of the most popular cities and tourist attractions (where B&B can approach a full-time commitment for a host), you provide accommodations on a limited schedule when it is convenient for you.

Jean Brown, founder of Bed and Breakfast International, San Francisco, America's first reservation service for private homes, stresses to hosts in her network that what they really offer is community service. The benefits to both host and guest extend to the community at large.

The publicity B&B receives may encourage travel to an area because it describes friendly hospitality and offers a greater variety of options for people with special needs and interests. It also enables more people to attend events when local hotels are full.

Beyond this, short-term accommodation in private homes is a needed innovation that many states and local governments encourage because of the economic benefit it brings. The state of Maine, for example, has made a videotape showing how to become a B&B host. Architectural preservationists support B&B as a way to achieve restoration and maintenance of existing dwellings that might otherwise become dilapidated due to the rising cost of keeping them in good condition. This is especially true of houses of past eras. There are millions of Americans interested in preserving our unique residential architectural heritage. Older people who may not be physically capable of performing routine maintenance themselves and cannot afford to pay someone else to do it for them, and younger people who find the need for extra income, use B&B to pay for restoring an older house they'd love to own and live in. All of this activity adds up to keeping America's older neighborhoods in excellent shape and owner-occupied. B&Bs generate fewer occupants and cars than would be the case if a room were permanently rented to a boarder or if a large house were subdivided or turned into condos.

One example of how this works comes immediately to mind. We visited a seventy-three-year-old prospective host, who owned a beautiful home. However, she was beginning to neglect it. Her yard was becoming an eyesore in the neighborhood, and she complained that she could no longer garden because of her arthritis. We sent her guests about eight nights a month. At \$30 a night, she earned \$240, enough to hire a gardener and do some household repairs. She had reason to keep her house clean as she looked forward to her guests. Her life took on new meaning. On our return visit, she showed us thank-you letters from people all around the world who had stayed with her.

We believe that the B&B movement is a useful and beneficial development in this country. It is an extension of traditional home hospitality and is a property right of the homeowner. City councils, planning boards, and the travel industry should encourage this use of private homes.

Jean takes great pains to distinguish private-home B&B from the operation of a public guesthouse or inn operating illegally in a residential zone. Private-home B&B is self-limiting, she explains, because there are only a

few people in each community who have both the interest and the space available to offer the service.

Another factor that keeps B&B a unique and special business is the time-consuming nature of making custom reservations that match specific hosts with guests who have special needs.

Meeting the needs of people in transition at an affordable cost is a hallmark of B&B everywhere. Here are just a few of the situations in which Bed and Breakfast has eased a stressful time for people pulling up their roots.

- A single manager was transferred by her company to the Albany area. She stayed at a Bed and Breakfast for several months while she started her new position, got oriented to the area, hunted for a house, and waited to move into it.
- A European scientist came to America to work on a short-term project for a Rockland County, NY, chemical plant. We arranged a stay for him in an apartment in a two-family house owned by one of our hosts. This gave him the convenience of having his own place. His hostess lived in the other part of the house and was available to answer questions about how to get places. When his family came to visit, he used his network membership to stay with them at Bed and Breakfasts in other parts of America.
- An English banker came for a two-month stay in New York City. He called us from a \$270-a-night hotel. We found him an unhosted garden apartment on the same street as his hotel for \$75 a night. His bank saved almost \$200 a day, and this guest was much more comfortable.
- The Japan Travel Bureau sent a new employee to one of our B&Bs so that he would be forced to speak more English. His hosts eased his learning of the language and even helped him get his driver's license.
- A sales representative who travels 75 percent of the time started using B&Bs. Here is her reaction to her first experience: "I felt so welcome and comfortable in this home. It was the first time I was away that I didn't spend the bulk of the evening on the phone to my family. I sat down to chat with my hosts, got involved in a game of Scrabble, and suddenly it was time for bed. I felt safe and wondered how I had spent so many years staying in cold, impersonal commercial places."
- A married lawyer started a new position and needed a place to stay while he worked four days a week and began to look for a house. He went

home to his family on the weekends. This continued until the end of the school term, when his wife and child were able to join him.

- A California contracting firm was able to submit a lower bid and consequently win a job in Westchester County, New York, because they housed their people at nearby B&Bs, saving close to \$350 per week per person over housing them at a conventional \$150-a-night hotel.

For many women traveling alone or with children, B&Bs are a welcome alternative to hotel accommodations. Women appreciate the security, warmth, and friendliness. This may include a light snack before retiring, a friendly chat after a hectic day out, a list of baby-sitters the hosts have used, some special bath salts, an ironing board set up for touching up clothes, laundry facilities, a hall closet well stocked with extra personal grooming and hygiene items, or simply a needle and thread to sew on a stray button. I have often lent my computer to a guest with last-minute changes to make in an important presentation or needing to check her e-mail. Although they generally seem more resigned to the inconvenience of traditional forms of travel, men, too, are reporting that B&B makes their time on the road less stressful.

Both men and women appreciate the unpressured environment of a private home. Some women, however, find it especially desirable. They may be worried that in a hotel they will be harassed or receive second-class service in bars or dining rooms. Rather than run that risk, they may wind up ordering meals from room service and watching television, not a pleasant prospect. Often, their families feel better knowing that they are safe and secure in a cozy family home. In my experience, businesswomen report that staying at B&Bs makes working away from home much easier. Communities where such accommodations are available are high on preferred assignment lists with executive and management women. As one suburban hostess commented, "B&B here is a women's network. A lot of valuable information is exchanged around my kitchen table over a late-night cup of tea." Looked at in this light, an area's Bed and Breakfast network is an important community asset, an enterprise that attracts people to the area who are likely to explore it while they are there, generating increased revenues for all sorts of businesses.

In an area where there is considerable seasonal fluctuation (such as the skiing or hunting season), there may not be enough off-season business to make a commercial establishment feasible. During the busy season, the B&B network provides an attractive community service, but a host might

see only an occasional guest the rest of the year. In other words, Bed and Breakfast complements the rest of the travel industry; it does not supplant it.

CONSULTANTS

A number of folks with considerable expertise are available for consultation and seminars. Some also offer “innternships” where you can apprentice at their inn, trying out your skills as innkeeper for a short time. Some of the best known follow. See also chapter 2 for more on specific innternships.

Carl Glassman, Wedgwood Inn School, 111 W. Bridge St., New Hope,

PA 18938; (215) 862-2570

Web site: www.new-hope-inn.com

e-mail: stay@new-hope-inn.com

Carl offers seminars and consulting. Seminars are two days, one night’s lodging included, and begin Sunday at 2:00 P.M. and end Monday at 5:00 P.M. They include one breakfast and one lunch as well as a coffee break, but dinner is on you. Cost: \$275 per person double occupancy or \$499 for single occupancy. He does these seminars about four times a year. See his site for dates. For graduates of his or other recognized seminars, he offers a one-to-four-week internship. The program allows prospective innkeepers to experience firsthand the various inn functions. Cost: \$300 plus lodging.

Barbara Notarius, Alexander Hamilton House, 49 Van Wyck St.,

Croton-on-Hudson, NY 10520; (914) 271-6737

Web site: www.alexanderhamiltonhouse.com

e-mail: alexhous@bestweb.net

I offer weekend seminars, which begin Friday at 7:00 A.M. and go through to Sunday afternoon. We cover a wide variety of innkeeping issues from having realistic goals to finding and creating your inn, start-up, marketing, record keeping, operations, food and beverage management, financing, and personnel. Cost: \$400 single and \$500 double plus lodging. Seminars are held three or four times a year. See the Web site for dates. Private one-day seminars can be arranged at the same cost throughout the year. Internships last a week and allow the prospective innkeeper to experience running an eight-guest-room B&B inn. Cost: \$250 single or \$350 double plus lodging; breakfast and lunch are included, plus one dinner.

David Caples and Helen Cook, Lodging Resources, 98 S. Fletcher Ave.,
Amelia Island, FL 32034; (904) 277-4851, fax: (904) 277-6500
Web site: www.lodgingresources.com
e-mail: lodging@worldnet.att.net

Their seminars include three days of instruction, two nights' lodging, breakfast and lunch on days two and three, and a 250-page manual of pertinent industry information. Cost: \$695 for one or \$985 for a couple. They also offer customized apprenticeships and B&B Bootcamp, a "hands-on" experience for prospective innkeepers. This includes three days of innkeeping at \$300 a day.

Greg Brown, New England Consultants, RR1, Box 41A, Whitefield, NH
03598; (603) 837-9320
Web site: www.nebbc.com
e-mail: nebbc@ncia.net

Greg offers consulting services and seminars about eight times a year. Weekend seminars include two nights' lodging, plus the seminar and materials. Cost: \$425 single and \$450 double. Greg charges \$60 an hour for consulting plus expenses if he has to come to you. Seminar graduates get a discount of \$10 an hour. He has an "inns for sale" database available too, at no charge.

Kit Riley, Sage Blossom Consulting, P.O. Box 17193, Boulder, CO
80308; (303) 664-5857, fax: (303) 664-5359
Web site: www.sageblossom.com
e-mail: info@sageblossom.com

Kit does consulting and runs one-to-four-day seminars for aspiring innkeepers. In addition, Kit works with innkeepers to sell their B&Bs as well as with clients who want to purchase one. Seminars are scheduled periodically throughout the year and you can even make arrangement for a private seminar at the location of your choice. See her Web site for cost and schedules.

Kenneth I. Parker, 60 Union St., Nantucket, MA 02554; (508) 228-4886,
fax: (508) 228-4890
Web site: www.tuckernuckinn.com
e-mail: tuckinn@nantucket.net

Ken is a developer and former owner of a number of small inns, including the Tuckernuck Inn, Seven Sea Street, Nantucket Breeze Condomin-

iums, and the State House Inn in Providence, Rhode Island. Although still involved in the operation of his own inn, Tuckernuck, he now does consulting and offers occasional seminars at the Tuckernuck Inn. The seminar covers complete inn development, including property selection, economic feasibility, zoning, mortgage packaging, renovation/restoration, furnishing, marketing, staffing, and operations techniques. Additionally, he offers assistance in evaluating existing inns for sale. Cost: Three-day seminars are \$475 for one, \$675 for two (in the same room). Consulting is \$500 a day plus travel expenses.

Sallie and Welling Clark, 1102 W. Pikes Peak Ave., Colorado Springs,
CO 80904; (719) 471-3980, fax: (719) 471-4740

Web site: www.holdenhouse.com

e-mail: mail@holdenhouse.com

Sallie and Welling Clark have owned and operated the well-known Holden House Bed & Breakfast Inn in Colorado Springs since its establishment in 1986. They have been instructing approved seminars and doing B&B consultation since July 1989. The Clarks authored the book *Colorado's Bed & Breakfast Industry Survey and Marketing Analysis of a Small Inn* and have been involved in state and national B&B issues. In addition to being the founders of B&B Innkeepers of Colorado Association, the Clarks have served on the Professional Association of Innkeepers International (PAII) Advisory Board, the Colorado Hotel/Lodging Association, and the Colorado Tourism and Travel Authority. Seminars run September through April. Cost: One-day seminars are approximately \$60 per person and include refreshments and a seminar workbook. A 10 percent discount is extended to seminar attendees. Consultations cost \$50 an hour.

Lynn Mottaz, 10500 Noble Ave. North, Brooklyn Park, MN 55443;
(612) 424-8238

Web site: www.metromeadows.com

e-mail: lynn@metromeadows.com.

Lynn teaches a six-hour nuts-and-bolts class on innsitting. Contact her if you want more innsitting experience. She suggests innterns volunteer at an inn or up-and-running B&B, become a professional innsitter, and join the Professional Innsitters Association. She authored the book, *Innkeeper to Innsitter, a Professional Guide*, with Sallie Clark. It sells for \$19.95. Contact Lynn or Sallie (see above) to purchase one.

For those of you who would like to see a different slant on innkeeping, I suggest a paperback book by Ellen Ryan, titled *Innkeeping Unlimited*. It focuses on what guests want from an inn. Ellen is a travel writer and reviewer. She does an excellent job of reinforcing how to meet guests' needs and expectations. The writing is clear and concise, a nice addition to your preopening homework. Order from: Can Do Press, P.O. Box 10253, Rockville, MD 20849. The cost including shipping is \$17 in the United States. Maryland residents need to add \$.70 sales tax. For international buyers, send \$21.

This book deals with the most commonly asked questions and situations. It is a compendium of nineteen years' experience in setting up B&Bs and reservations services nationally. But, of course, each situation is unique. You will probably want to talk things over with your prospective reservation service well before you take any concrete steps toward opening for business.



A directory of reservation services, all of which adhere to high standards in conducting business and represent only homes that have been personally inspected by them, is found at the end of this book in appendix A.