Dog Walking and Pet Sitting Business Complete Course

Work, Money & Place | Local review edition | November 20, 2026

Begin with the five-step route and keep fictional examples separate from your own evidence.

Five steps to a readiness decision

1. Define one narrow offer — L01 / F01. A suitable individual walking/drop-in offer with explicit limits; defer unresolved competence.

2. Check local conditions and demand — L02, L03 / F02, F03. Actual permission/coverage checks and a small measurable demand test; prices remain hypotheses until evidenced.

3. Rehearse safe delivery — L04, L05, L06, L07, L08, L09, L10, L11 / F04, F05, F06, F07, F08, F09, F10, F11. Pet-specific suitability/access, immediate emergency route, approved backup and a timed whole route.

4. Prepare the customer estimate — L12, L13 / F12, F13, F14. A filled household estimate with net/tax/gross, scope, dates/windows, funding and change terms.

5. Make the readiness decision — L14 / F14, F15. Release only against actual competence, authority, care, route, demand and cash evidence; name unresolved actions.

Stop at missing conditions or evidence. The route is a study order, not permission to sell or perform unverified work.

Individual leashed walks for suitable assessed dogs and agreed dog/cat drop-in visits at the owner's home. One household at a time; a documented individual care routine, functioning access, emergency authority and confirmed backup are prerequisites.

Study the written lessons in order, then use the blank forms and your own-business planner inputs. Exercises include reasoned worked answers. A paper course is not a credential or practical qualification.

Allow about 10 hours for the written lessons and exercises plus individual research, real practical training and permitted supervised rehearsal. Actual training and launch time depends on existing ability, local requirements and client suitability.

How to begin

Begin with Lesson 1 and F01 before spending on equipment or promoting the service. This course produces a narrow offer, a viability decision, original working records, a complete paper route and a formula planner. Reading does not establish practical handling ability.

Read the lessons in order the first time. Complete the named form after each task, check your reasoning against the exercise answer, then use Case P to trace the entire owner cycle. Blank forms and separate filled examples are learning tools; real emergency and service agreements need actual owner, clinic and local review.

Case P is entirely fictional and set in Portland, Oregon. Every price, observation, consent, permission, route time and outcome is a teaching assumption. No customer was contacted, no animal handled and no permission or insurance approval obtained to create this course.

The written course contains all required learning. Earlier companion video materials are optional source history; present public video availability is not asserted. Browser answers and progress remain on the device unless exported; they do not synchronize with Word or Excel. Keep a blank master and dated own-business copies.

First action: Write your narrow offer and list the handling skills, local permissions, suitable households, complete travel times and backup evidence still needed before a purchase or booking.

Estimate before actual accounting

Use the independent Estimate sheet before setting a price or receiving money. Every required driver must be known, including confirmed numeric zero. Its conservative arithmetic floor includes a fee-rounding allowance; it is not a market price or readiness proof. Keep the accepted plan in a dated Baseline, then record Quantity, Stock, Your order and one-order Cash actuals separately. Your order C39 links the independent estimate and never requires actual price, receipts or refunds. Marketing ratios require all three matching funnel counts. Earlier-order refunds need their own dated order record; never charge them to this order.

L01 Choose a service you can deliver safely

Choose a lawful workable offer. Practice allowance 45 minutes.

Produce: A narrow offer and a written decision to practice, investigate, proceed or stop before buying equipment.

Use forms F01.

Begin with an assessed animal and an achievable routine

This course prepares an owner-operated service for individual leashed walks and agreed dog or cat drop-in visits at the client's home. Start with animals whose needs you can meet within demonstrated handling ability. Offer one household at a time. Boarding, daycare, group walks, off-leash activity, behavior modification, medication administration, specialist care, pet transport as a sold service, and overnight or continuous supervision are outside this starter offer. A customer may need those services, but their need does not make you qualified to supply them.

Knowing your own dog is useful experience, but it does not establish competence with an unfamiliar animal in an unfamiliar home. Before taking paid responsibility, obtain appropriate practical handling and pet emergency training, then demonstrate the tasks you intend to sell with permission and capable supervision. Keep a record of what was observed, what you could do independently, and what still needs work. A certificate, business registration and insurance answer different questions. Reading this course does not certify practical ability or qualify you for every animal.

Test the complete service before committing money

Draw a small proposed service area around where you can actually work. For several willing prospective households, investigate the pet's routine, realistic arrival windows, entry requirements, route conditions and customer willingness to pay for the exact assessed offer. These are research conversations, not confirmed bookings. Ask whether a 30-minute walk means 30 minutes outdoors or a 30-minute appointment that also includes entry and reporting. Write your definition clearly. A visit duration is a commercial description, not a veterinary exercise recommendation.

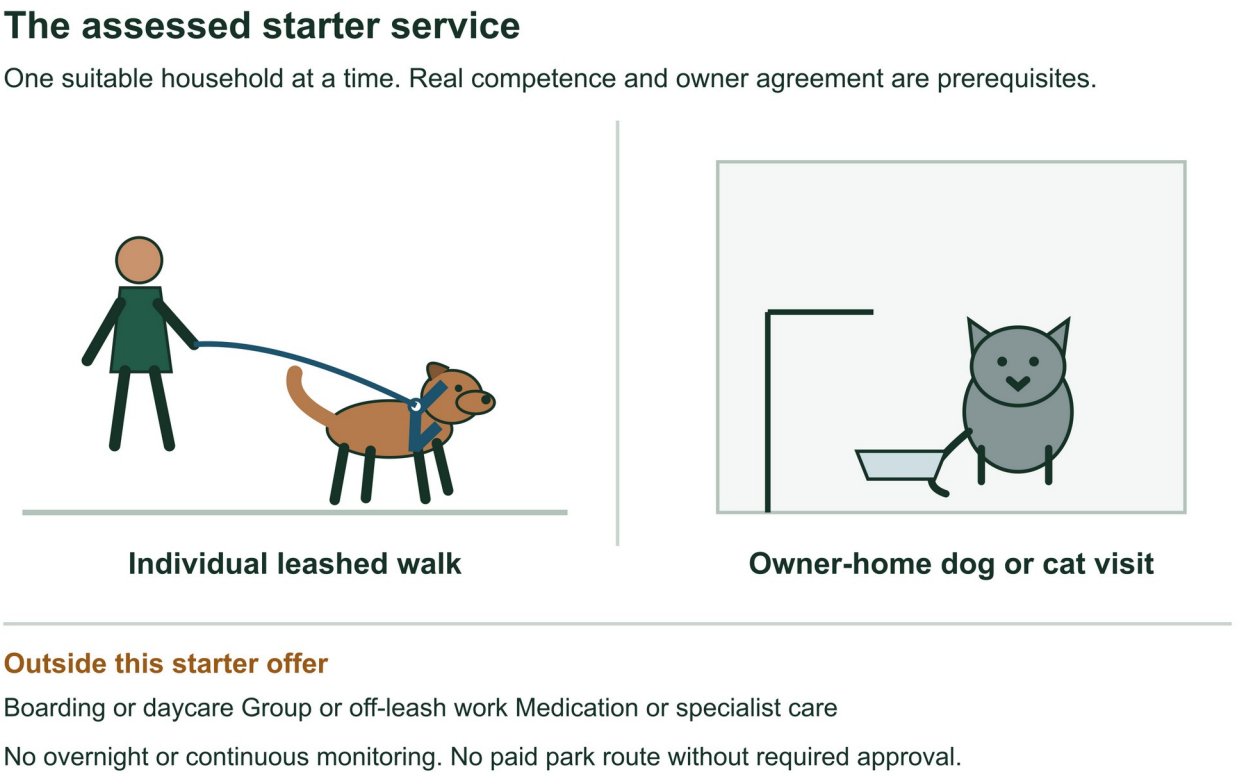
Walk or travel the proposed connections without customer animals, at the relevant time of day, where lawful. Record observed travel and parking separately from estimates. Obtain actual insurance and

training quotes and identify a capable backup. Compare the price customers would consider with a model that values the whole owner cycle. If access, animal suitability, required authority, backup or affordable pricing remains unresolved, stop the purchase decision. Another service area or a smaller offer may work; a cheaper leash will not resolve an impossible care schedule.

Use Case P as a rehearsal

The worked route follows Juniper, a suitable dog; Milo, an indoor cat; and Scout, a suitable dog. All people, pets, observations, prices, permission records and outcomes are invented. Their care times are individual case facts. None is a recommended universal visit frequency or exercise duration. The example is in Portland, Oregon and uses assessed neighborhood sidewalks and owner premises. It does not assume permission for paid park use. Complete F01 with your own evidence before treating any example as your business plan.

Start with the five-stage short route: define the narrow offer (L01/F01), check local conditions and test demand (L02-L03/F02-F03), rehearse safe delivery and the complete route (L04-L11/F04-F11), prepare the estimate (L12-L13/F12), then decide readiness from evidence (L14/F14-F15). Case P's $66 walk and every alternative price are fictional calculation choices, not local market benchmarks. Replace them with your own whole-cycle costs and evidence of customer willingness.



Original teaching diagram. Scope choices do not establish real animal suitability or permissions.

Practice

A prospect offers $20 for a dog that pulls hard and asks you to use a busy off-leash park. You have only walked your own calm dog. What must happen before a booking?

Worked answer

Decline that requested scope. The starter offer excludes off-leash work and you have not demonstrated handling competence for this dog. Explain the boundary without diagnosing behavior. The owner can seek an appropriately qualified professional. Do not accept payment, buy stronger gear or treat a waiver as a substitute for competence. Continue researching suitable individual leashed work.

Sources: S16, S20, S05. Full links and limits are in the source register.

L02 Check authority and coverage for the actual operation

Choose a lawful workable offer. Practice allowance 40 minutes.

Produce: An activity-specific permissions and insurance record with unresolved questions identified.

Use forms F02.

Work through a local example

Portland, Oregon is the teaching jurisdiction. Oregon's Secretary of State says the state does not issue a general business license and directs owners to activity-specific and local requirements. That is not permission to begin every business. Check your business name or entity registration, home office rules, service locations and actual animal activities. A home used only for administration is different from a place receiving clients' animals. Record the agency, exact activity described, response, date and retained document rather than writing simply "licensed."

Portland's Revenue Division says businesses operating in Portland or Multnomah County must register for a tax account within 60 days. Registration, filing an exemption and owing tax are separate decisions. Check current city, county and Metro rules for your entity and gross receipts; this course does not compute those income taxes. Oregon has no general sales tax, so Case P uses a confirmed 0% customer sales-tax rate. This says nothing about a sitter working in Washington or another state. The planner's business reserve is not a substitute for personal estimated income-tax planning.

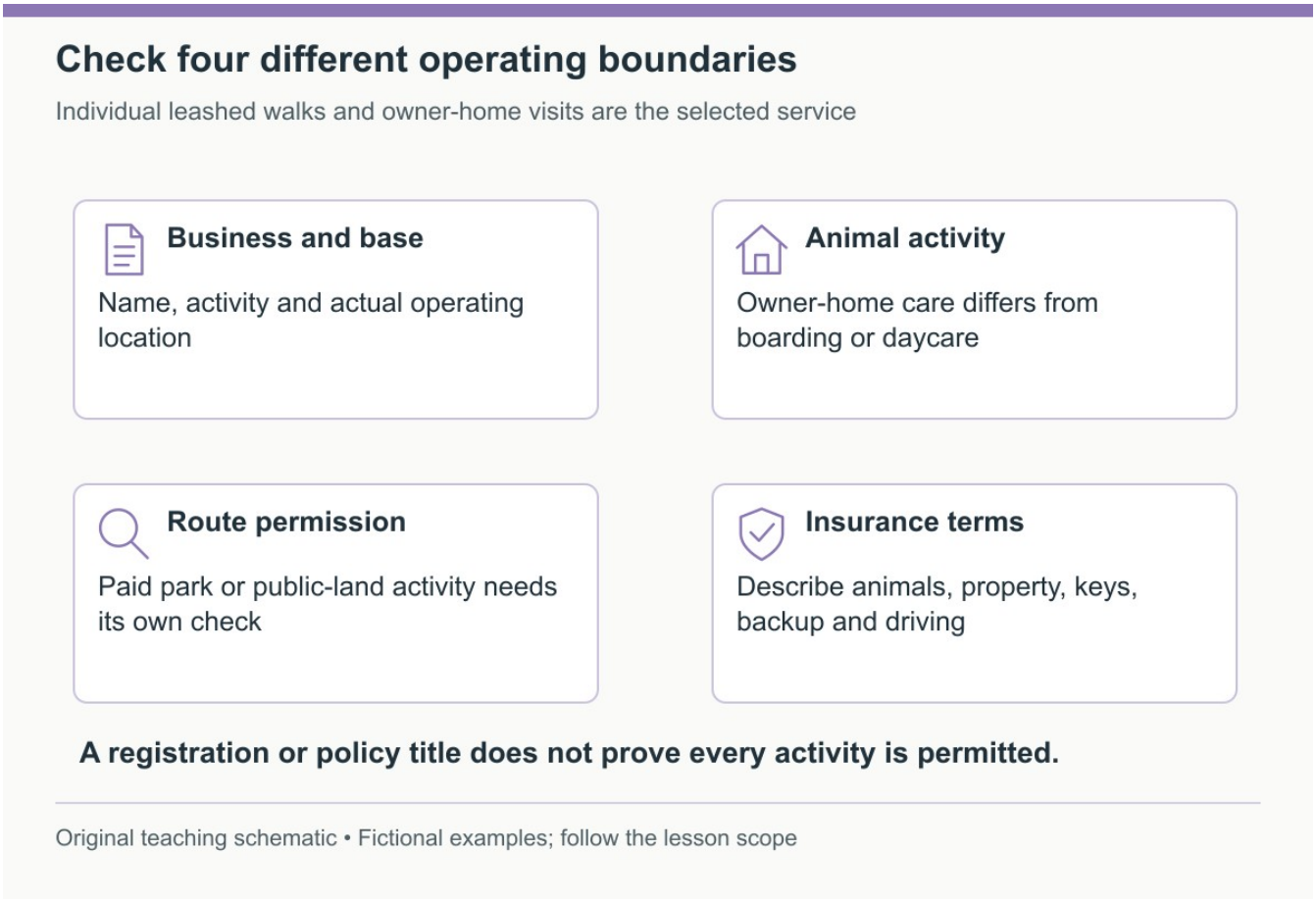
Check animal and route permissions separately

Multnomah County's facility-licensing page includes boarding, training and daycare within its animal-facility program. The starter offer does not provide those activities. The page does not establish that every mobile sitter has no permit obligations. Describe your exact home-visit operation to the relevant authorities and resolve any classification question before work. Check requirements for the animals themselves and have the owner address license or vaccination issues with the proper authority or veterinarian.

Portland Parks lists commercial paid activity among uses needing permission and prohibits conducting business without a permit. Dogs being allowed in a park does not automatically authorize a paid walking business there. Case P stays on assessed neighborhood sidewalks and owner grounds. Before adding a park, confirm the particular route, commercial-use approval, dog restrictions, current closures and rules with Portland Parks. Do not copy an unpaid personal route into a paid service without this check. Outside parks, check applicable leash, waste and right-of-way requirements for each location.

Describe risks in plain language to an insurer

Request written terms for individual dog walks and owner-home dog and cat visits, including animals in your care, client property, lost keys, an escape, a bite, an approved backup and your actual vehicle use. Ask which care, custody and control exposures are covered and what limits, exclusions, deductibles and reporting deadlines apply. General liability, bonding, a background check and auto coverage are different protections. Do not advertise any of them until true and current. If hiring or paying backup workers, investigate worker classification, required coverage and state obligations; an "independent contractor" label does not decide the legal relationship. F02 should show pending items as pending, with a launch decision tied to their resolution.



The graphic summarizes questions from the selected jurisdiction example. It grants no permit, insurance coverage or authority to add boarding.

Practice

You registered a business name and bought general liability insurance. Can you advertise boarding and run paid park walks now?

Worked answer

No. Neither document establishes authorization or coverage for those activities. Boarding is outside the course and can trigger facility and land-use requirements. Paid park activity needs its own permission check. Ask the relevant agencies and insurer about the exact proposed service and retain the answers before adding it.

Sources: S01, S02, S03, S04, S05, S18. Full links and limits are in the source register.

L03 Find clients with a small measurable experiment

Choose a lawful workable offer. Practice allowance 45 minutes.

Produce: A specific service description, two-week outreach plan and matching-population acquisition calculation.

Use forms F03.

Make the offer useful to the right household

An effective first profile explains service, area, suitability and next step. Draft: "Individual leashed dog walks and planned dog or cat visits in a small Portland service area. I meet you and your pet before accepting care, agree on the routine and arrival window, and send a factual visit report. No boarding, group walks, medication service or overnight supervision. Contact me to discuss your pet's routine and arrange an assessment." Add genuine experience, training and current coverage only when supported. Replace the service area and availability with your actual facts. Do not claim a perfect safety record when you have no business history.

Show an anonymized sample report and an original practice route worksheet. Label practice and fictional examples clearly. A pet photograph requires the owner's permission and careful framing that does not expose an address, key, alarm panel or travel schedule. Do not imply that an illustrative picture shows a client or that a vet, trainer or apartment manager endorses you without explicit permission. Explain why the offer is narrow: reliable individual care requires the right pet, access and timing, rather than accepting every inquiry.

Use local channels with permission

Start with existing contacts who have agreed to hear about your service, neighborhood noticeboards that allow commercial posts, and businesses that explicitly permit a small information display. A veterinary practice or pet shop is a potential introduction channel, not an assumed referral partner. Ask the manager about their policy before leaving material. A useful unsent introduction is: "I am preparing a small individual-walk and home-visit service nearby. May I send a one-page description for you to review against your noticeboard policy? I am not requesting a medical endorsement or access to client details."

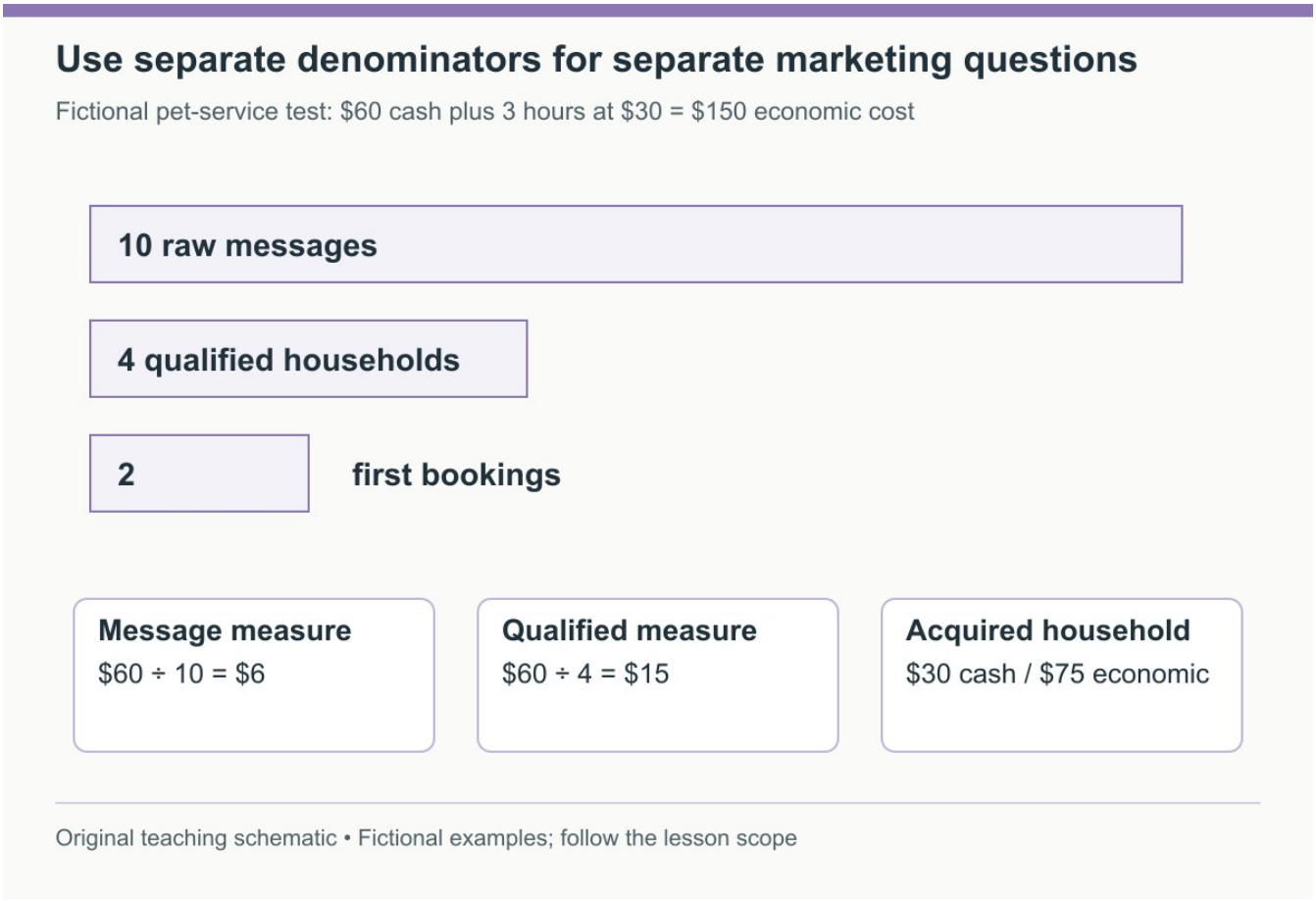
For a person who has asked about care, use: "Thanks for asking about weekday care. Which pet, neighborhood, dates, arrival windows and normal routine are involved? Before quoting, I arrange a home meeting and handling assessment. Please do not send keys or access codes in this message." Follow up once within the agreed contact channel: "Would you like to arrange the assessment we discussed? If your plans changed, no reply is needed and I will close this inquiry." These are adaptable examples, not messages sent by WMP. Do not purchase lists or send unsolicited bulk messages.

Run a two week test and decide what to change

Days 1 and 2: finish scope, permissions questions and the service description. Days 3 and 4: ask a few appropriate local display owners about their rules and invite willing existing contacts to share the description. Days 5 through 9: record every unique inquiry, fit decision, meeting, quote and outcome. Days 10 through 12: follow up only as agreed, assess possible route clusters and revise unclear wording. Days 13 and 14: compare qualified inquiries, paid first bookings, full acquisition cost and route contribution. This is a work plan, not a quota or promised response rate.

The separate fictional pilot spends $45, produces six unique qualified inquiries and three paid first bookings: $7.50 per qualified inquiry and $15 cash cost per acquired customer. If outreach took 120 owner minutes valued at $30 per hour, the same pilot's economic acquisition cost is ($45 + $60) / 3 =

$35 per acquired customer. Do not divide cost by visits, count the same household twice or treat interest as a booking. With no bookings, cost per acquired customer is unavailable, not zero. Case P's households came from unpaid introductions; this pilot is not charged again in its route ledger. Compare acquisition cost with realistically expected contribution before expanding spend.



All test counts and costs are fictional. Acquisition cost must be compared with the same households' actual economics before scaling.

Practice

A $60 test attracts ten messages, four qualified unique households and two first bookings. Outreach takes three hours at $30 per hour. What are the useful costs?

Worked answer

$6 per raw message is a channel measure; $15 per qualified household is the useful qualification measure. Cash CAC is $60 / 2 = $30 per acquired household. Including $90 of owner time gives economic CAC of $75 per acquired household. These populations must remain separate. Revenue and margin from those same households determine whether the test is affordable.

Sources: S15, S16, S19. Full links and limits are in the source register.

L04 Screen the inquiry and meet the pet before booking

Assess the household and arrange care. Practice allowance 45 minutes.

Produce: A documented suitability decision based on owner information and a real observed meeting.

Use forms F04.

Qualify needs before quoting a routine

Begin with the required dates, household location, pet identity, actual care needed and how long the owner expects to be away. Ask about handling, fear, bite or escape history, interactions with strangers and other animals, health concerns, veterinarian directions, and what usually happens at the door. Ask who else will be entering during service, including family, cleaners and contractors. The answer can change escape prevention and responsibility. Do not accept a booking merely because the calendar looks empty.

A new inquiry is not a diagnosis session. Record what the owner reports in their own words and distinguish it from what you later observe. "Owner says the dog has never bitten" is information, not a guarantee. Ask what the pet does when the owner leaves, how equipment is put on, where the pet rests and which situations require avoidance. If the needs exceed your demonstrated ability, explain that limit promptly. A dog that requires behavior treatment or a pet requiring medical monitoring needs a different provider rather than a discounted experiment.

Make the introduction a controlled assessment

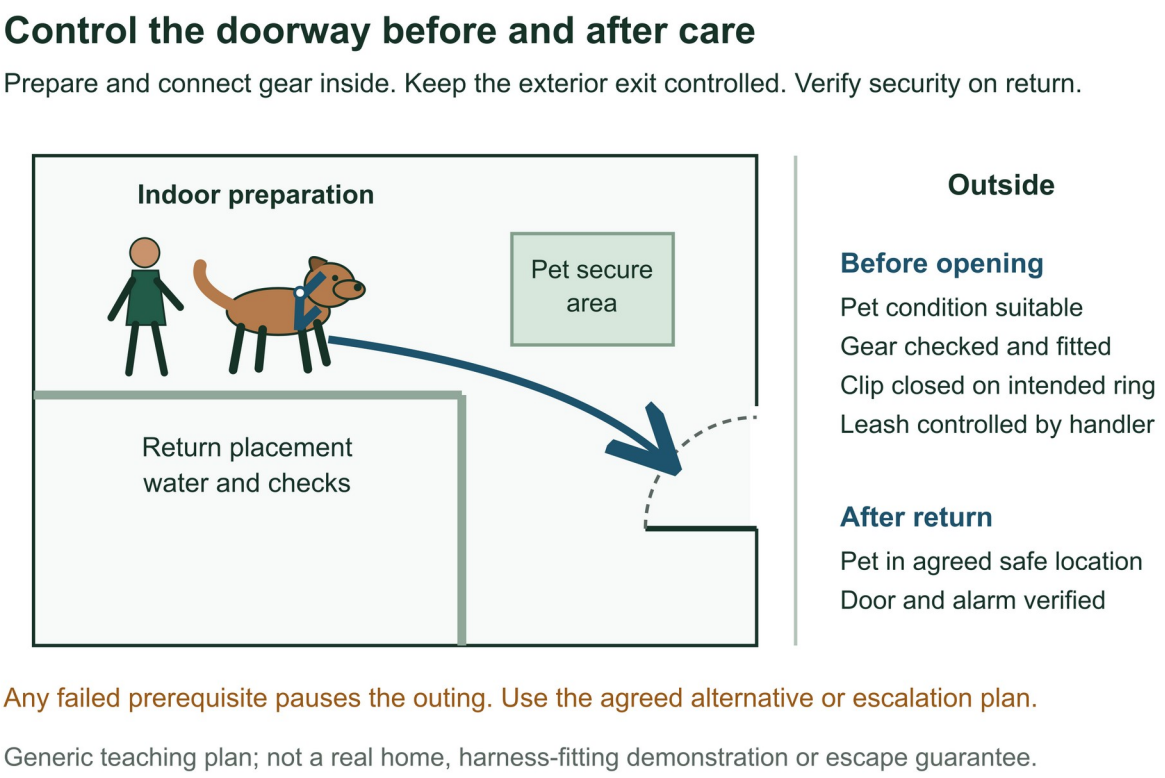
Meet at the home before responsibility transfers. Agree how the animal will be secured when you enter. Let the owner demonstrate the regular entry, equipment and care routine. Avoid crowding, staring, grabbing or forcing contact. Watch the whole animal and the situation. A wagging tail alone does not establish friendliness. Stiffness, freezing, avoidance, growling or escalating distress calls for more space and a pause, not a test of whether you can overpower the animal. A written page cannot teach all body-language interpretation; obtain practical instruction and stay within what you can reliably recognize.

For a dog, practice only the proposed handling and a short controlled route with the owner present when suitable and permitted. Identify how to return inside without an escape and whether you can maintain attention and control around likely distractions. For a cat, locate normal hiding places with the owner and agree how you can verify presence without pulling the cat out. Check that essential care can be completed without forcing interaction. The meeting should answer an operational question: can you carry out this pet's agreed routine safely in this home? It does not prove the pet will behave identically next time.

Record one of three decisions

Write accepted, deferred pending a specific condition, or declined. An accepted decision still depends on current instructions, functioning access and the pet's condition at each visit. A deferral needs an owner, required evidence and a review point: for example, a damaged clip must be replaced and the equipment routine rechecked before service. Declining unfamiliar reactivity is a sound scope decision, not an animal diagnosis.

In fictional Case P, Juniper and Scout complete suitable owner-present introductions, while Milo can be visually located without forced handling. No medications or transportation are required. A fourth prospect requiring two unfamiliar dogs together is declined under the single-household individual-walk offer. Record this as a fictional decision only. Your F04 should contain actual observations and consent when used in practice. If a meeting uncovers missing essential care, stop the quote and revise the service rather than assuming another household member will fill the gap.



Generic physical sequence to support practical instruction; not a real floor plan or harness fit verification.

Practice

At the home meeting the owner says the dog is friendly, but the dog freezes, turns away and growls when you reach toward its harness. How do you record and act?

Worked answer

Stop the reach, increase space and let the owner safely manage the dog. Record the observed sequence without diagnosing it or asserting that the dog is safe. Defer or decline because the proposed handling has not been demonstrated as suitable within your competence. A promise to "be firm" or a signed waiver does not solve the assessment.

Sources: S07, S16, S20. Full links and limits are in the source register.

L05 Turn owner instructions into an individual care plan

Assess the household and arrange care. Practice allowance 40 minutes.

Produce: A pet-specific routine that another authorized, competent caregiver can follow without guessing.

Use forms F05.

Convert general requests into observable instructions

"Feed the cat and make sure he is okay" leaves important decisions unmade. Record the pet's normal food, the exact owner-approved serving and measuring tool, food location, water locations, waste routine, allowed rooms, approved activities, normal behavior and what changes should trigger contact.

Ask the owner to demonstrate the measure instead of guessing whether "a scoop" means a cup. An owner-directed serving is a case instruction, not nutritional advice. Do not add treats or change food because you think the animal looks hungry.

Confirm the entire period of absence. A route containing one daytime visit at a home does not show that all care needs for 24 hours are covered. Record which person covers each remaining interval and what happens if the owner is delayed. Essential feeding, toileting and observation must have an agreed responsible person. Do not prescribe a universal number of visits for every dog or cat. Discuss the actual pet's needs and relevant veterinary guidance, and decline a schedule that leaves a care gap you cannot resolve.

Keep the care plan distinct from health decisions

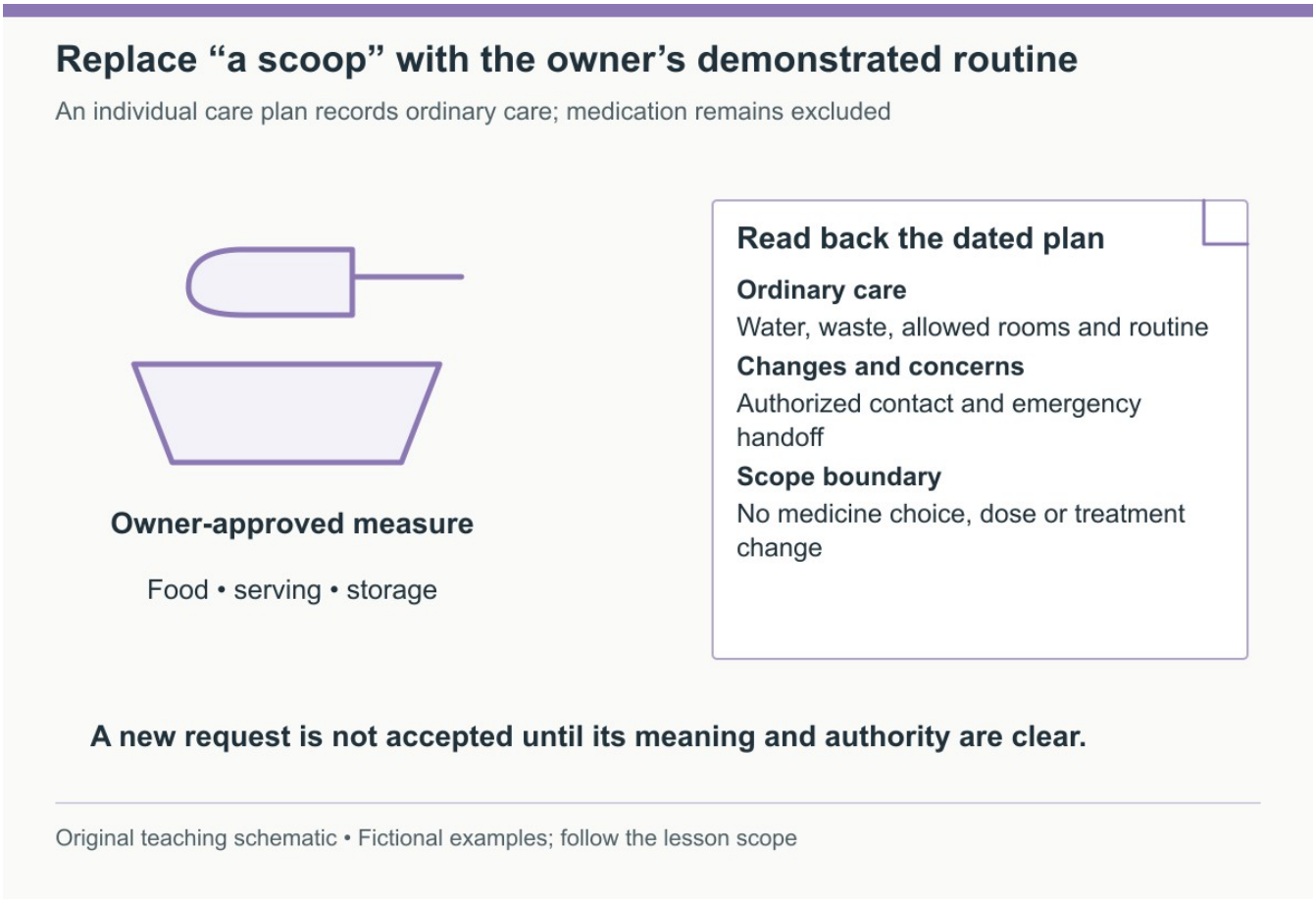
The starter offer excludes medication administration, injections, wound care and clinical monitoring. Record relevant health information so you can recognize a concern and communicate, but do not diagnose or change treatment. A request to hide a pill in food is still a medication task and is outside this offer. FDA explains that drug directions and responses to missed or spat-out doses are medicine-specific. Do not assume an owner text authorizes you to improvise a dose or repeat it.

Before accepting a pet with changing health needs, establish that ordinary care is appropriate for the visit schedule and your ability. New vomiting, unusual weakness, apparent pain, inability to complete the usual routine or another significant change requires prompt appropriate veterinary guidance under the emergency plan. Do not wait for a fixed time threshold in a general article when the situation is concerning. Your task is to observe, protect from immediate hazards where safe, communicate facts and obtain suitable help.

Read back and control changes

Read the key instructions back to the owner and have them correct the record. Use a dated version and define how updates are accepted before the next visit. A vague voice message while driving is not a reliable replacement for a documented plan. Pause consequential changes until you understand them. Identify who is authorized to give instructions when more than one adult is involved, and how conflicting directions will be resolved. The owner should know that a message is not accepted until acknowledged through the agreed channel.

Case P's Juniper has a 30-minute individual walk if conditions and behavior remain suitable, then water according to the existing household setup. Scout's assessed routine is a 20-minute individual walk. Milo's visit includes the owner's premeasured food portion, fresh water, litter scooping and quiet observation or play if Milo chooses. Other family members cover the rest of each day. These invented instructions are not care recommendations for another animal. F05 asks for an owner-approved alternative for weather and a clear escalation contact, so the field operator is not forced to invent the plan at the door.



Conceptual owner-home care illustration. No food quantity, drug dose, diagnosis or veterinary procedure is supplied.

Practice

The owner texts, "Milo seems off. Give half of my other cat's medicine and check tomorrow." What is your response?

Worked answer

Do not administer or calculate the medicine. It is outside the starter scope and is not a veterinary instruction for Milo. Contact the owner promptly and arrange appropriate veterinary guidance, escalating urgent concerns under the existing emergency plan. Record the request, response and handoff without delaying needed care until tomorrow.

Sources: S11, S14, S13. Full links and limits are in the source register.

L06 Control home access and protect client information

Assess the household and arrange care. Practice allowance 35 minutes.

Produce: A tested access plan, coded key record and secure check-in and check-out routine.

Use forms F06.

Test authorized entry before the owner leaves

Agree who may enter, which door to use, how the animal is secured, where you may go and what to do if access fails. Test the actual key or authorized access method with the owner present, including relocking and the alarm sequence. Confirm any concierge, building or parking requirements. Do not assume a copied key works because it turns once. A locked interior door can still prevent access to the animal, food or carrier. Identify an authorized alternative contact and decide when to activate it.

Discuss household cameras and other people entering during the visit. Ask which cameras cover work areas and whether anyone may appear unexpectedly. Your policy should protect both worker and household privacy while recognizing the owner's legitimate security interests. Never disable a camera, alarm or lock without explicit authority and a clear, lawful reason. Do not enter if the situation suggests a break-in, threatening person or another immediate hazard. Move to safety, contact the appropriate emergency service if needed, and inform the owner under the agreed plan.

Use codes without putting secrets on routine forms

Give a physical key a random identifier such as P-A, not the owner's name or street address. Store it securely and keep the mapping separately in restricted records. The ordinary course form records the access method, key identifier, approved people and location of the protected instructions. It does not ask you to put alarm codes or actual lockbox combinations into a publicly visible workbook or visit report. Limit access to people who need it and who the owner has approved.

Protect phone and computer records with suitable account security and device locking, and keep backups you can restore. Collect only information necessary for the service and retain it under a stated policy that also respects record and insurance requirements. Photos should show the care task without revealing entry codes, mail, medical documents or home layout unnecessarily. Do not post the fact that the owner is away. FTC guidance supports minimizing and restricting sensitive information; the particular coded-key workflow is an original WMP operating example, not a guarantee against loss.

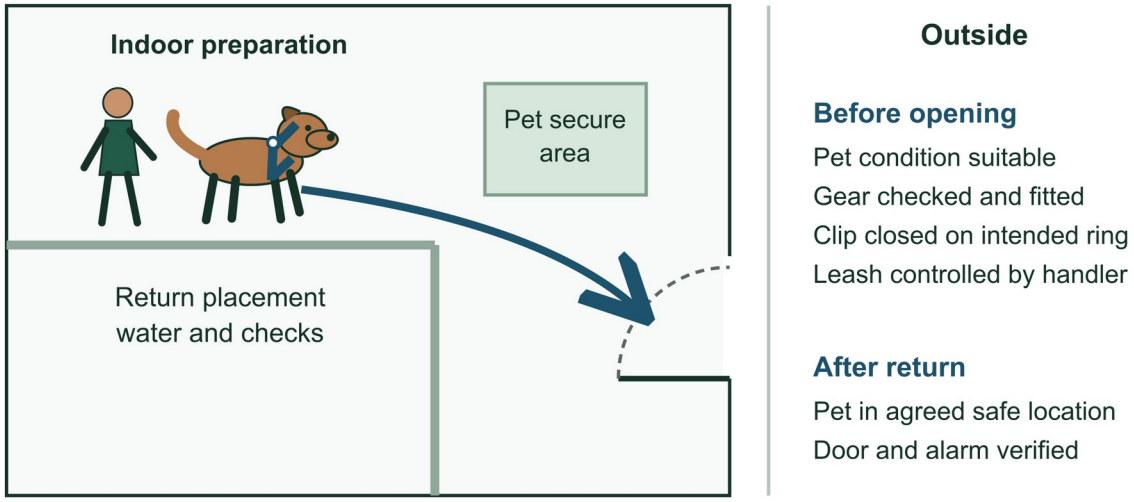
Close the access loop

At each departure, complete the agreed pet placement, doors, gates, windows and alarm routine. Physically verify the designated exit is secured using the owner-approved method. Report a fault rather than writing "all secure" when you could not verify it. Record the key's custody at the start and end of the day. If it is missing, notify the owner promptly and follow the agreed security and insurer process; do not wait to see if it turns up before reporting a meaningful risk.

Case P's key identifiers P-A, P-B and P-C are fictional labels. Their examples deliberately omit addresses and actual codes. The owner-approved backup has controlled access only when activated. At the end of the assignment, return or securely retain the key according to the written agreement and record acknowledgment. If a code should be removed from your records, complete that task and retain only the nonsecret audit entry needed. A repeat client still needs periodic access checks, especially after a lock change, building-policy change or new pet.

Control the doorway before and after care

Prepare and connect gear inside. Keep the exterior exit controlled. Verify security on return.



Any failed prerequisite pauses the outing. Use the agreed alternative or escalation plan.

Generic teaching plan; not a real home, harness-fitting demonstration or escape guarantee.

Generic physical sequence to support practical instruction; not a real floor plan or harness fit verification.

Practice

A key fails while the owner is flying. Can you ask a neighbor to let you in or force the rear window?

Worked answer

Use only the previously authorized backup access process. Do not enlist an unapproved person or force entry. Record attempts and times, contact the owner and authorized backup, assess the care urgency and obtain appropriate emergency assistance if the animal may be in danger. Tell affected clients if the delay threatens their arrival windows.

Sources: S15, S16, S12. Full links and limits are in the source register.

L07 Arrange emergency authority and dependable backup

Assess the household and arrange care. Practice allowance 45 minutes.

Produce: A tested communication and coverage plan that can operate when the owner or sitter is unavailable.

Use forms F07.

Build the plan before there is a problem

Record the owner's reachable contact and time zone, another person authorized to make decisions, the regular veterinarian and a suitable emergency veterinary route. The owner should discuss notification, treatment authority and payment arrangements with the relevant clinic before leaving. A signed sitter form does not compel a clinic to accept a particular instruction, payment method or spending limit. Make

the plan practical: who can authorize, who can pay, how the animal can be transported appropriately, and who covers other booked pets while an emergency is managed?

AAHA's senior-care guidance recommends written decision authority, contacts and payment arrangements when a primary caregiver is away. This course adapts that planning principle to routine sitter preparation; it does not import medical protocols or promise legal enforceability. Do not store a client's full card number in the workbook. Let the owner establish an acceptable payment arrangement directly with the clinic. A budget cap is a communication instruction, not permission to withhold urgent help when a call cannot immediately reach the owner. Clarify that conflict in advance with the owner and clinic.

Immediate veterinary action has its own route

Collapse, difficulty breathing, severe heat illness, and a cat repeatedly trying to urinate with little or no urine are immediate veterinary emergencies. Stop routine care and activate urgent veterinary transport now. Suspected urinary blockage cannot be ruled out by a sitter; a few drops do not make it safe to wait. Do not wait for a second visit, an owner reply, a routine report, a photograph, a price discussion or a diagnosis. These examples are not an exhaustive emergency checklist. Cornell identifies collapse and breathing difficulty as emergency signs, treats serious heatstroke as life-threatening, and explains that suspected feline urinary obstruction needs immediate treatment.

Prepare before booking: identify the nearest appropriate open emergency hospital and an alternative for each part of the route; verify current entrances, hours, how arrivals are handled, transport and payment arrangements. A regular veterinarian is the first destination only if immediate emergency reception is confirmed. At the event, someone can alert the receiving hospital and check its current ability to receive the animal while transport is being prepared or underway. AAHA directs sustained breathing trouble straight to an emergency hospital. A phone queue, unreturned call or pending owner consent must not become a waiting stage. If the planned hospital is closed or diverts arrivals, use the preidentified open alternative or the emergency team's direction immediately.

Use the pet-specific transport plan within demonstrated competence and actual legal/insurance arrangements. Have an accessible suitable carrier for the cat and an appropriate secured vehicle arrangement for the dog. Use the handling and loading method practiced for that animal; illness or injury can make normal handling unsafe. Ask the emergency team for immediate moving/transport guidance if safe loading is uncertain, and activate the prearranged capable transport helper. Do not improvise lifting, restraint, cooling procedures, CPR, medication, bladder pressure or forced food/water. This course supplies a decision and coordination plan, not treatment or capture training. The exclusion of a sold pet-transport service does not remove the need to arrange appropriate emergency transport in advance.

1. Stop the routine, reduce avoidable exertion and keep yourself, the affected pet and other animals as safe as possible. State observed signs, onset, location and known history to the emergency team without trying to diagnose.

2. Start the prearranged immediate veterinary route. Bring readily available care/authority information and identification; do not delay departure to find paperwork or obtain images. Never leave a sick pet unattended in a vehicle.

3. In parallel, alert the owner and authorized alternate and activate the approved backup for other booked pets. If alone, use the fastest safe brief notification or delegate calls; never text or handle calls while driving. Do not wait for those replies before urgent veterinary care.

4. A helper checks the receiving clinic's current arrival instructions and acceptance while safe transport proceeds. If unavailable or diverting, use the planned appropriate open alternative without a serial chain of waiting calls.

5. At handover, give factual observations, times, known history and owner/alternate details. Veterinary staff decide assessment and treatment under their own consent/payment requirements. Log transport, accepted coverage and later follow-up, then reconcile actual time and costs. Routine visits resume only when appropriate coverage and a revised safe plan are established.

Keep other escalation decisions distinct

An unclear portion label, a missing supply or a nonurgent routine question still needs resolution with the appropriate contact before guessing. It does not use the same decision sequence as the immediate emergencies above. Conversely, an owner's request to wait does not make an apparent emergency ordinary care. Clarify emergency authority and funding with the owner and clinic before accepting responsibility; a budget cap must not create a delay while the sitter searches for permission.

For a human life-threatening emergency, call 911. Seek medical advice after a bite or significant scratch and follow local reporting. Multnomah County's current page directs reporting of dog, cat and ferret bites that break skin to Animal Services during open hours. Its emergency-response page has different daytime and after-hours routes; verify them in the real plan. Veterinary care, animal-control reporting and a lost-pet report have different purposes.

Respond if a pet escapes or cannot be found

Agree an escape and missing-pet response with the owner before care begins. Keep a current identifying photo, description, collar/tag and microchip information, relevant behavior cautions and reachable contacts in protected records. Know who is authorized to submit a lost report and share a photo if the owner is unreachable. For an indoor cat not in its usual place, check the agreed indoor locations and secure exits without forced handling; an uncertain location must not be recorded as a confirmed sighting.

If a pet escapes, stop the routine. Secure any remaining pets and exits if you can do so safely. Observe from a safe position and record the last-seen time, precise location, direction of travel and identifying details. Do not chase, enter traffic, trespass or attempt an unsafe capture. Multnomah County specifically cautions against trying to capture a frightened stray. Immediately call the owner or authorized alternate and the approved backup; do not wait until the visit report. Activate approved coverage for other booked pets, confirm who has accepted each visit, and keep those owners informed if a window is threatened.

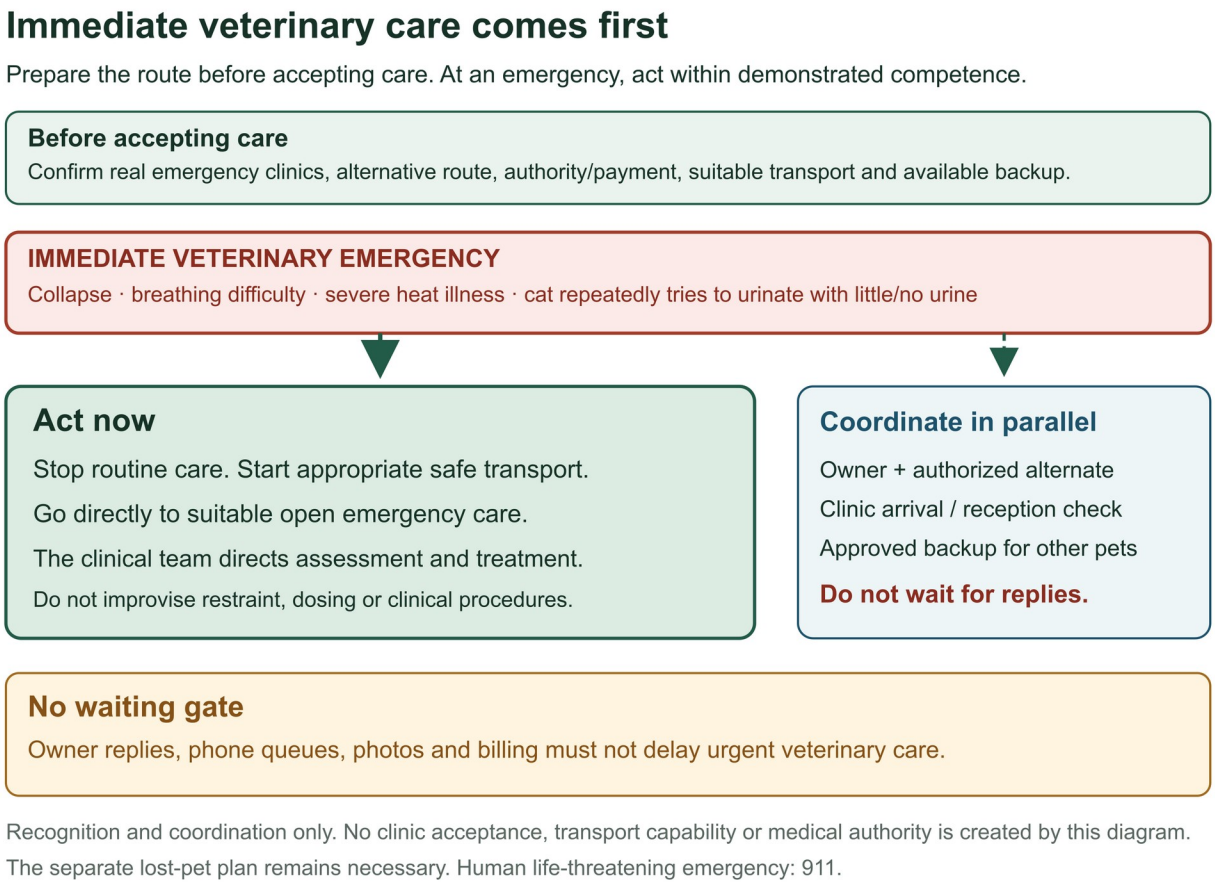
Use the current Multnomah Animal Services lost-pet page to search found reports and, if no match is found, submit a lost report with a clear photograph and last-seen details under the agreed authority. Have the owner check license and microchip contact information and arrange continued report/shelter checks. For immediate danger, use the county emergency-response route appropriate to the situation and current hours; use 911 for a human life-threatening emergency or the animal emergency categories the county lists. An ordinary lost report does not itself establish a 911 emergency. Keep an incident log of sightings, calls, reporting and care coverage. A safe recovery is followed by an appropriate condition check, veterinary guidance if indicated, owner notification, report closure and reassessment of equipment/access before any further routine outing. This is an original planning sequence informed by the county pages, not capture training or a recovery guarantee.

Make backup an arrangement rather than a name

The approved backup must be willing, competent for the particular pets, legally and appropriately covered, familiar with the current care and access instructions, and actually available in the agreed windows. Confirm these facts before booking, then recheck availability. The client must know how

activation and information sharing work. Worker classification, payment and insurance need review for the actual relationship. Do not promise that anyone with a spare key can step in.

In Case P, a fictional approved professional backup is available subject to direct confirmation, at a fictional all-in $45 for one replacement visit. No payment is incurred in the base route. The business designates $10 of bank cash as a reserve, so it still needs additional liquidity for a $45 event; designation does not create money. If the sitter becomes ill before the route, activate the agreed coverage, verify completion, notify owners and record the actual cash and owner coordination time. If no suitable coverage can be established, do not sell capacity dependent on an untested promise. Plan for owner travel delays as well as your own absence.



Recognition and coordination only. Arrange real clinics, funding and suitable transport before booking. Owner replies and reception calls must not delay urgent veterinary care.

Practice

Milo repeatedly strains in the litter box and produces only drops. His owner has not answered, and the routine report is due in 20 minutes. What happens first, and who handles Scout?

Worked answer

Treat suspected urinary obstruction as an immediate veterinary emergency. Activate the prearranged safe emergency transport route now; an owner reply and routine report are not prerequisites. Clinic arrival/acceptance coordination and owner/alternate notice run alongside transport. Activate the approved capable backup, confirm acceptance of Scout's window and later completion, and escalate the care gap if no one accepts. Do not press Milo's abdomen, give medicine, force fluids or wait to see whether another attempt succeeds. The separate Case P rehearsal shows the coordination; the base case contains no emergency.

Sources: S12, S13, S17, S18, S16, S23, S08, S24, S25, S26. Full links and limits are in the source register.

L08 Prepare equipment and leave the home under control

Deliver the individual visit. Practice allowance 40 minutes.

Produce: A repeatable predeparture check and a decision to walk, pause or activate the agreed alternative.

Use forms F08.

Prepare the small kit around the actual task

Carry the owner-approved walking equipment, waste bags, suitable hand-hygiene supplies, a charged phone, accessible care and emergency contacts, and weather or visibility items appropriate to the visit. A light and a paper fallback contact card can help when electronics fail. Keep client access information protected. Use separate clean and soiled storage. Ask the owner what the dog already uses and have the fitting and handling assessed in person before service. Avoid adding unfamiliar retractable, corrective or complex equipment as a shortcut for a dog you cannot comfortably handle.

Case P specifies an owner-supplied Ruffwear Front Range harness for Juniper and Scout, with its back aluminum V-ring used for the agreed routine, and an assessed nonretractable leash. The manufacturer's current product page identifies that back ring for everyday walking and gives a model-specific fitting guide. Its adjustment sheet separates the shoulder and girth straps. Use the instructions for the actual version and have fit and application demonstrated with the owner and a competent instructor as needed. Do not transfer this model's adjustment steps to every harness. This named example is not a recommendation for every dog or an escape-proof claim.

Check the animal gear and doorway in that order

Confirm identity and normal appearance on arrival. A significant new health or behavior concern changes the plan before equipment goes on. Inspect the leash, stitching, clip, harness straps, buckles and attachment point for damage, looseness or failed closure. Verify that the agreed equipment fits this animal as assessed and that you can apply it without distress. If anything is uncertain, keep the pet safely inside under the agreed routine and contact the owner. Do not repair critical equipment with a knot, improvise a neck loop or test a damaged clip outdoors.

Apply and connect equipment inside the secure area used at the introduction. Confirm the clip is fully closed on the intended attachment point and the buckles are properly engaged. Keep attention on the dog and control of the leash before opening the exit. Do not wrap the leash around your fingers, attach it to a stroller or bicycle, tie the dog outside while you prepare, or rely on a door being closed by somebody else. Body position and leash handling require hands-on practice. If you cannot manage the actual entry without an escape risk, defer the walk rather than attempting it for the first time alone.

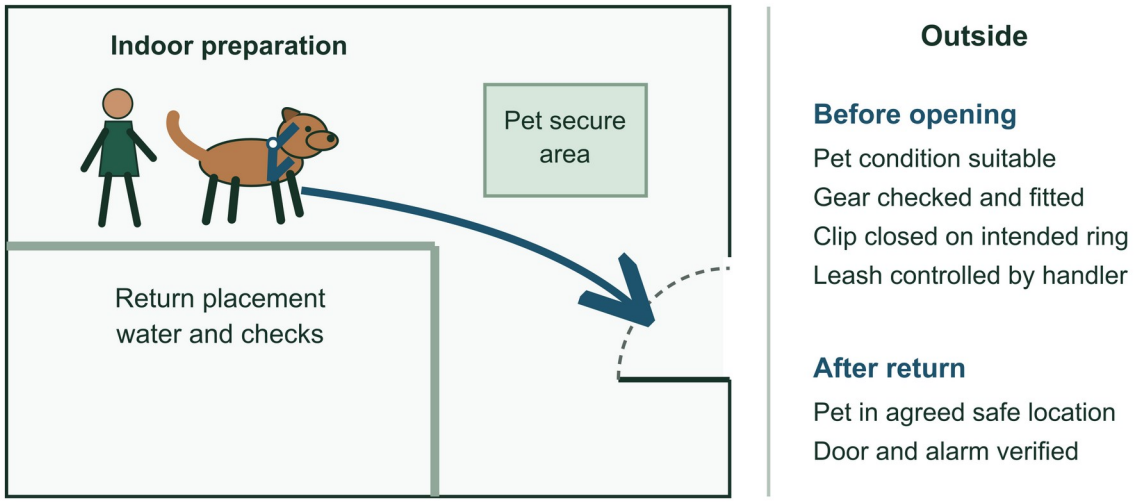
Use a positive departure decision

The departure check is complete only when pet condition, handling suitability, functioning equipment, route conditions and your own ability all support the outing. One failed prerequisite keeps the outing pending. Use the owner-approved indoor or short toileting alternative only if it is appropriate for this animal, within your competence and actually agreed. If essential care cannot be delivered, use the escalation plan. An alternative must never be invented to conceal an omitted walk.

In fictional Case P, Juniper's 30 minutes outdoors begins after five minutes of entry and equipment preparation. The report and return-home work occur afterward. The client pays for the described service, including those commitments. A gear-check diagram shows where decisions occur; it does not verify the fit of a real harness. F08 deliberately asks for the actual model, instructions reviewed, inspection result and action so a learner cannot mark departure complete by merely owning the listed equipment.

Control the doorway before and after care

Prepare and connect gear inside. Keep the exterior exit controlled. Verify security on return.



Any failed prerequisite pauses the outing. Use the agreed alternative or escalation plan.

Generic teaching plan; not a real home, harness-fitting demonstration or escape guarantee.

Generic physical sequence to support practical instruction; not a real floor plan or harness fit verification.

Practice

The harness buckle closes but a strap is frayed. The owner says it was fine yesterday. What happens now?

Worked answer

Do not leave on the walk with suspect equipment. Keep the dog secure, notify the owner and follow the agreed alternative or obtain suitable replacement equipment that can be assessed. Yesterday's use does not establish present serviceability. Record the failed check and revised service honestly.

Sources: S21, S22, S20. Full links and limits are in the source register.

L09 Walk with attention and change the plan when conditions change

Deliver the individual visit. Practice allowance 40 minutes.

Produce: A route and weather decision followed by an accurately timed, observed individual walk.

Use forms F09.

Assess the route from the animal and handler perspective

Before leaving, look at weather, surfaces, visibility, construction, traffic, loose dogs and any route restrictions. Choose a route you can manage with this animal and where paid access is allowed. Prefer places that allow distance from distractions and a safe return home. Do not assume a route remains suitable because it was quiet last week. Scout's case routine avoids a noisy construction block and an off-leash area; those choices are fictional assessed conditions, not a public route recommendation.

Maintain attention on the dog and surroundings rather than reading messages or listening through isolating headphones. Allow space around unfamiliar people, animals and wildlife. Do not arrange greeting experiments to "socialize" a client's dog. If a distraction develops, use the avoidance and return method practiced for this animal. Stop if you cannot maintain safe control. Ordinary walking does not include behavior modification, separating fights, entering traffic to retrieve an animal or forcibly restraining an unfamiliar dog.

If the dog gets loose, use the L07 escape plan immediately: observe the last-seen position safely, avoid chasing or unsafe capture, notify owner and approved backup, and arrange coverage for other booked pets. Follow the agreed lost-report and immediate-danger routes; do not continue the ordinary walk schedule as though the pet were secure.

Use individual weather decisions

Heat, humidity and exertion can combine dangerously. Cornell's veterinary guidance notes that risk differs with the animal and conditions. Cold tolerance also varies with health, age, coat and acclimation. There is no single safe temperature, pavement touch test or standard exercise duration that makes every walk suitable. Check the particular animal's plan, current conditions and your ability to return safely. An owner cannot authorize you to ignore an apparent welfare emergency.

Agree weather alternatives before booking. For Case P, ordinary rain alone is not an automatic cancellation, but a storm, hazardous surface, concerning animal response or another significant risk can change the service. The approved alternative may be a suitable brief toileting opportunity plus indoor care, with the actual care and duration reported. This is an example of a decision structure, not a

prescription for how long any dog should be outdoors. Serious heat-related signs such as breathing difficulty, marked weakness, confusion or collapse trigger immediate veterinary action. Stop exercise and start the L07 emergency route; do not finish the paid walk or wait to see whether a shorter visit solves the problem. No animal waits unattended in a vehicle while you serve another home.

The immediate route applies to collapse, difficulty breathing, severe heat illness, or a cat repeatedly trying to urinate with little/no urine discovered during a combined care day. Appropriate transport to emergency veterinary care starts without waiting for an owner reply. A helper or backup can check clinic reception and notify the owner/alternate in parallel; an unanswered clinic call must not hold up departure. Ordinary weather alternatives apply only while the animal's condition remains suitable. Do not improvise a clinical treatment or cooling recipe from this course.

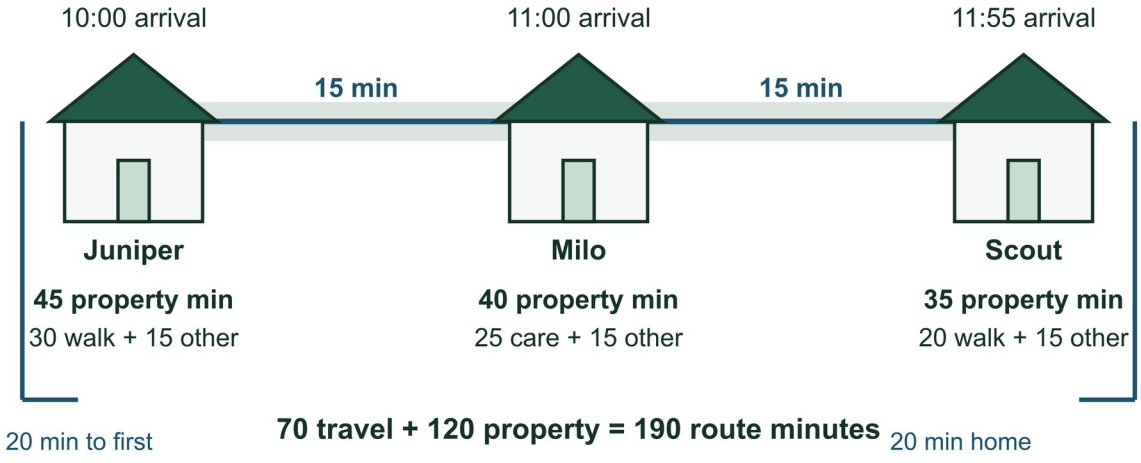
Return and report what happened

Pick up waste promptly and use a permitted disposal location. Carry enough bags for the animal's needs and a spare; a bag is not a substitute for hand hygiene. CDC recommends washing hands after animal, supply and waste contact. Keep waste away from food and clean gear, and follow the household's agreed cleanup arrangement. Never leave filled bags beside a path intending to collect them later.

Note actual start and finish, route changes, toileting observations and anything different from the pet's normal routine. Observations such as "stopped twice and would not continue on the usual block" are more useful than a diagnosis or "perfect walk." Return through the secure sequence practiced at the introduction, confirm the pet's agreed placement and water, then complete the property checks. If the walk ended early, say why and what care was delivered. The report should support the next caregiver and the owner's decision, while any urgent concern is communicated immediately instead of waiting for the routine update.

Case P Route day and full owner cycle

Fictional route: every travel leg and all property work are included.



Recurring owner cycle	190 route + 45 prep, office and follow-up = 235 min
First booked cycle	235 + 30 inquiry + 110 meetings and travel = 375 min

30 unsold contingency minutes remain separate from actual labor. Locations are not a map.

All times and locations are fictional. Travel is estimated, not map-measured. Held capacity is not labor.

Practice

A dog begins unusually heavy panting and appears weak halfway through the booked walk. You have 15 paid minutes left. What matters?

Worked answer

Stop exercise and activate immediate veterinary care under L07 for possible serious heat illness. Use the prearranged safe transport; clinic coordination and owner/backup notice run in parallel and must not delay it. Do not wait for the report, complete the paid minutes, diagnose, improvise treatment or leave the dog in a vehicle. Billing and actual time records follow care and safety.

Sources: S08, S09, S10, S05, S06, S17, S23, S24, S25, S26, S12. Full links and limits are in the source register.

L10 Deliver a dog or cat drop in without guessing

Deliver the individual visit. Practice allowance 40 minutes.

Produce: A complete entry, observation, food, water, waste, interaction and exit record for the agreed visit.

Use forms F10.

Use the individual plan inside the home

A drop-in is a defined care visit at the owner's home. It is not boarding, an overnight stay or continuous monitoring. Begin with the secure entry and a check that the expected animal is present and appears consistent with the known routine. Note anything unusual before moving bowls or supplies. Confirm which rooms and areas are authorized. A sitter should not search private belongings or perform unrelated household tasks because they are already inside.

Follow the current owner-approved instructions for food, water and waste. Use the demonstrated measure or preportioned container, confirm the correct animal and prevent access by other household animals where the plan requires it. Do not change food, add unapproved treats, move a litter box or use a new cleaning product on your own initiative. If supplies are missing or directions conflict, contact the owner or authorized decision-maker and resolve the issue. Record any owner-approved change rather than treating a text as a new permanent routine automatically.

Observe a cat without forcing social contact

For Milo, the fictional owner has identified normal hiding places and a quiet way to confirm his location. The sitter sees Milo under the open bedroom chair from a distance, then allows him to choose whether to approach. Pulling a hiding cat out to obtain a report photograph is outside the care plan. If the cat cannot be located, follow the agreed search and escalation process while maintaining exit security. Do not report "seen and well" when you have not observed the animal.

Check and refresh the agreed water locations, provide the owner's labeled portion, scoop the litter according to the established household method and observe the animal's response. Keep the food area and waste tools separate. A changed litter-box routine may have a medical cause; report observations rather than diagnosing behavior. A cat making repeated attempts to urinate but producing little or no urine needs immediate emergency veterinary care for possible obstruction. Do not confuse this pattern with an ordinary untidy litter box or wait for a fixed number of hours. Cornell's feline guidance treats suspected obstruction as an emergency.

Collapse, difficulty breathing and severe heat illness also use the immediate L07 veterinary route during a drop-in. Start appropriate safe transport now. Clinic arrival/acceptance checking, owner/alternate notification and backup coverage happen in parallel and must not delay urgent care. Use the accessible owner-approved carrier and practiced loading arrangement only while safe; if handling has become unsafe, obtain immediate emergency-team moving guidance and the prearranged capable helper. Do not press a cat's bladder, force handling for a photograph, give a medication dose or force fluids. Do not claim that ordinary drop-in competence authorizes clinical care.

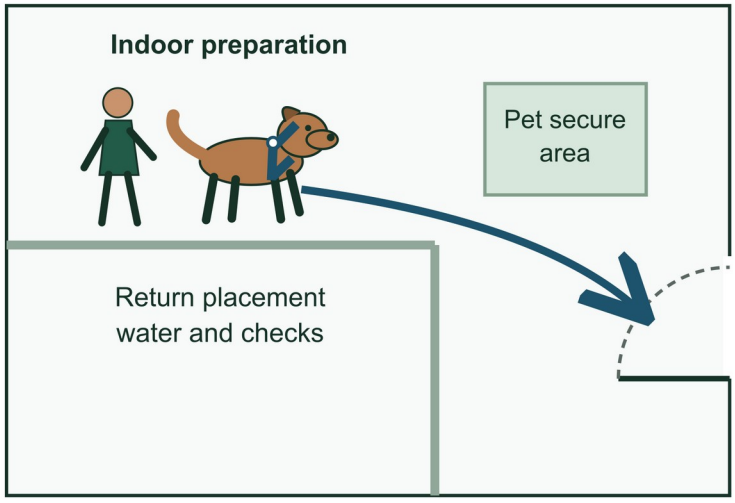
Finish the care before closing the visit

For a dog drop-in, include only the agreed feeding, water, suitable interaction and toileting arrangement. A yard does not remove the need for supervision or a secure boundary assessment. Do not leave a dog outside while you clean indoors. A different animal, unexpected visitor, broken gate or new household hazard can make the planned routine unworkable. Stop and resolve the issue with the appropriate contact. The scope does not include managing unfamiliar animals that happen to be present.

Complete the pet placement and property security checks and record what you actually did. In Case P, Milo receives 25 minutes of care, plus five minutes each for entry, secure exit and reporting, for 40 property minutes. The visit is one part of a family-covered day. The report notes the food served, water refreshed, litter observation, visual confirmation and chosen interaction without a health guarantee. F10 separates planned tasks, completed tasks and exceptions. A task left blank is unknown; a confirmed "not requested" or "not applicable" is a real decision that should be explained. Do not mark the visit finished until essential omissions have a named follow-up owner.

Control the doorway before and after care

Prepare and connect gear inside. Keep the exterior exit controlled. Verify security on return.



Outside

Before opening

Pet condition suitable
Gear checked and fitted
Clip closed on intended ring
Leash controlled by handler

After return

Pet in agreed safe location
Door and alarm verified

Any failed prerequisite pauses the outing. Use the agreed alternative or escalation plan.

Generic teaching plan; not a real home, harness-fitting demonstration or escape guarantee.

Generic physical sequence to support practical instruction; not a real floor plan or harness fit verification.

Practice

The cat stays hidden, the food bowl is untouched and you cannot visually confirm the cat. Can you send "all good" with a picture of the bowl?

Worked answer

No. Record that the cat was not visually confirmed and that the food appeared untouched. Follow the agreed low-stress search and contact process promptly. Escalate concerning changes appropriately without forcing handling. A bowl photograph does not establish the animal's condition or completion of the observation task.

Sources: S11, S10, S16, S24, S25, S26, S12. Full links and limits are in the source register.

L11 Build a route that fits arrival windows and backup capacity

Schedule price agree and reconcile. Practice allowance 45 minutes.

Produce: A timed route including all owner work, each travel leg and separate contingency capacity.

Use forms F11.

Schedule the whole commitment

Write each client's permissible arrival window and the actual care task first. Add entry, equipment preparation, return-home work, secure exit and reporting. Then add travel before, between and after homes, parking and the owner's preparation and administration. A 30-minute outdoor walk can occupy 45 minutes at the property and more time in the business. Do not sell the reporting time twice by promising it is both inside the appointment and extra free capacity.

Check each transition, not just total daily minutes. A route can fit a four-hour block and still miss a client's narrow arrival window. Test the proposed order against realistic travel at that time of day and confirm the start definition with the customer. Use a window you can reliably meet, not a vague promise of "midday" that each person interprets differently. If two suitable pets require the same unworkable window, decline or arrange lawful, approved, competent coverage rather than taking both and hoping traffic is light.

Follow the fictional route in sequence

Case P uses preparation from 9:25 to 9:40, 20 minutes to the first home, Juniper from 10:00 to 10:45, 15 minutes to Milo, Milo from 11:00 to 11:40, 15 minutes to Scout, Scout from 11:55 to 12:30 and 20 minutes home. Office closeout takes 20 minutes, with a further ten minutes of owner follow-up later. These recurring activities total 235 owner minutes. They contain 120 property minutes, 70 route-travel minutes and 45 preparation, administration and follow-up minutes. Only 75 minutes are the three core care activities: 30 walking, 25 cat care and 20 walking.

The first booked cycle adds 30 minutes for three inquiries and quotes and 110 minutes for prior home introductions and their travel, producing 375 actual owner minutes. The accepted estimate had allowed 360 minutes; extra closeout work adds 15 minutes. Keep onboarding cost visible instead of spreading it across repeat visits that may never happen. Case arrival windows are 10:00-10:15, 11:00-11:20 and 11:55-12:20. Those are invented negotiated limits, not a local norm. They must be rechecked when the route order changes.

Reserve capacity without pretending it is work

The sitter holds 30 unsold contingency minutes around the working block. This is capacity, not 30 minutes of labor automatically performed or a separate customer fee. The arrival windows still need their own delay test. A 15-minute initial delay moves the nominal arrivals to 10:15, 11:15 and 12:10 if all else remains unchanged, within the case windows. A further 15-minute delay would put Juniper outside its window, so a total-minute reserve alone cannot justify the route. Notify the owner and activate the agreed plan when a window is at risk.

Keep a daily check-in arrangement for your own safety, and leave capacity for an incident rather than booking every visible gap. Measure actual travel and property time after real permitted practice, then update future estimates. Do not shorten another animal's essential care to recover a late schedule silently. Your F11 needs planned arrivals, latest permitted arrivals, each travel leg, actual times and the action for a delay. A full calendar is useful only when each commitment remains deliverable.

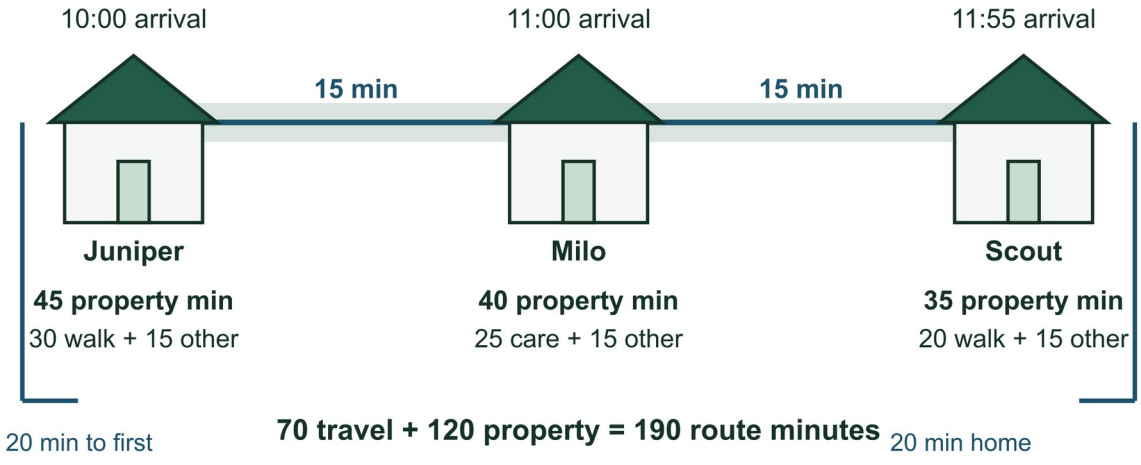
Test a denser route without hiding time

Case P-D in the case chapter keeps the same individual care and property tasks while reducing only the assumed service-day travel from 70 to 30 minutes. It also requires different explicitly agreed arrival windows. Preparation, entry, exit, reporting, closeout, follow-up and first-time introductions remain counted. A map cluster does not establish legal access, reliable travel or client willingness. Do not use an unverified dense route to sell additional appointments.

The comparison reduces recurring owner work from 235 to 195 minutes, a 40-minute saving worth $20 at the assumed owner value. Its separate $55/$52/$55 care prices total $162, rather than $195. The resulting after-reserve remainder is only $8.09; another 30 owner minutes makes it negative $6.91 and may also break the arrival windows. Time and money must pass independently.

Case P Route day and full owner cycle

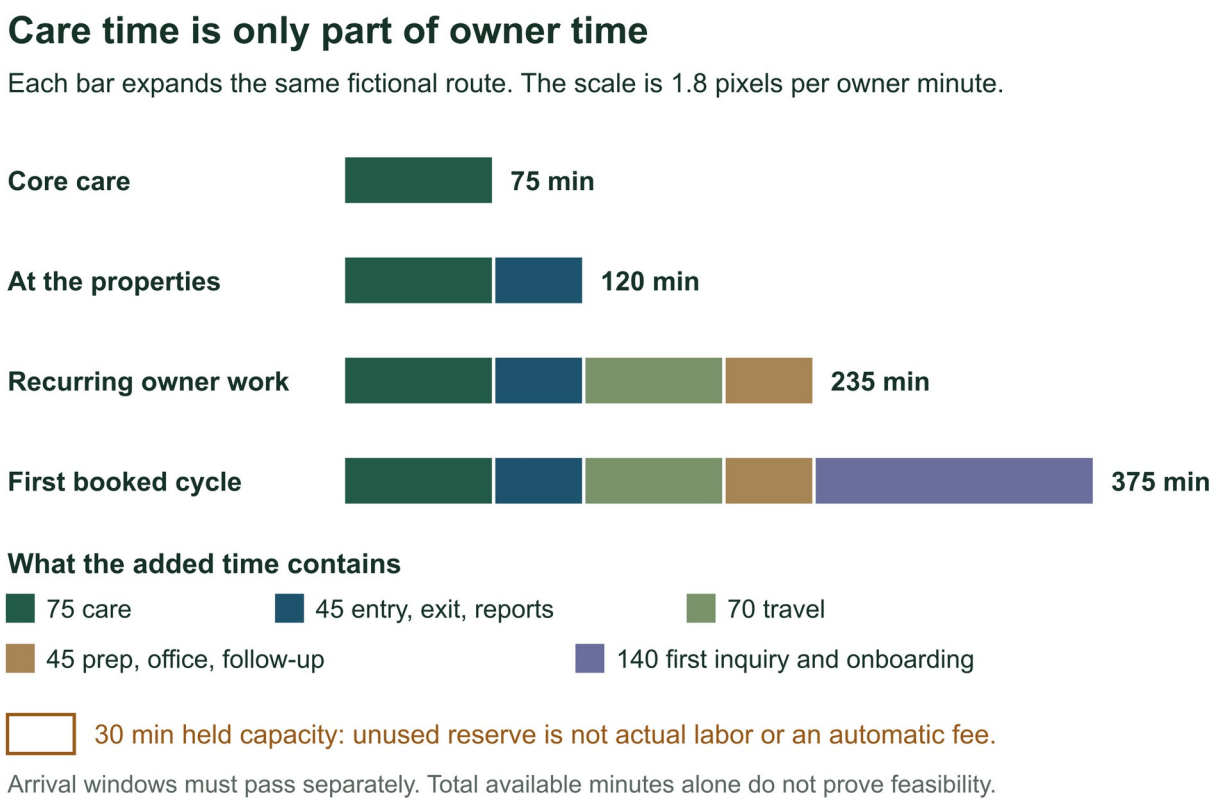
Fictional route: every travel leg and all property work are included.



Recurring owner cycle	190 route + 45 prep, office and follow-up = 235 min
First booked cycle	235 + 30 inquiry + 110 meetings and travel = 375 min

30 unsold contingency minutes remain separate from actual labor. Locations are not a map.

All times and locations are fictional. Travel is estimated, not map-measured. Held capacity is not labor.



Case P adds entry, exit, reports, travel, preparation, administration and prior onboarding.

Practice

You propose a fourth visit that adds 35 property minutes and 15 travel minutes. There are 30 unsold contingency minutes. Does it fit?

Worked answer

It adds at least 50 minutes and exceeds the held capacity by 20, even before any extra route-home travel or window conflict. It also consumes the reserve meant for uncertainty. Rebuild the route and every arrival window, price the complete added work and confirm backup before accepting; do not call the fourth visit free capacity.

Sources: S16, S12. Full links and limits are in the source register.

L12 Price the complete cycle and keep cash separate from profit

Schedule price agree and reconcile. Practice allowance 50 minutes.

Produce: A reconciled first-route quote, a repeat-route comparison and a cash plan using actual inputs.

Use forms F12, F14.

Build a price from defined work and costs

Case P charges $66 for Juniper's care, $63 for Milo and $66 for Scout, plus a separately agreed $35 onboarding charge for each household. Total service revenue is $300, with Oregon example sales tax confirmed at zero. The figures are fictional teaching inputs, not Portland market rates or proven

willingness to pay. The first cycle uses 375 owner minutes at a chosen $30 hourly labor value, or $187.50. This is the value of the owner's time, not a wage automatically transferred out of the bank.

Other economic costs are $13 of job cash for fuel and parking, $2.649 of consumed or lost stock, $12 economic vehicle use beyond the fuel already paid, $4 equipment allocation and $9 overhead allocation. The vehicle allowance is an invented economic cost, not an IRS mileage deduction. A hypothetical processor takes 3% of gross receipts plus $0.30 for each of three payments: $9.90. No processor is named or contracted. Total cost is $238.049, displayed as $238.05, leaving $61.95 before the $10 business reserve designation and $51.95 after it. This management remainder already values owner labor, but it is not accounting net income or after-tax household take-home pay.

Track purchases and consumption without paying twice

The example buys one 120-bag pack for $12.99, one 30-liner pack for $7.50 and one 50-use hygiene supply for $5.00, a $25.49 cash purchase. Ten bags are used and two lost, three liners used and six hygiene units used. At full-precision unit cost, economic consumption is $1.299 + $0.75 + $0.60 = $2.649. Remaining stock is 108 bags, 27 liners and 44 hygiene units. These invented pack sizes and prices are planning assumptions, not instructions for use, market quotes or disinfection claims. Replace them with actual suitable products and their directions.

Purchases reduce cash once; consumption reduces the economic job result. Do not subtract both as two expenses from the same margin. The same distinction applies to the $70 equipment purchase and $4 allocation for using reusable gear. Opening bank cash of $750 plus $300 received, less $25.49 stock purchase, $70 equipment purchase, $13 job cash and $9.90 fees, leaves $931.61. Designating $10 as business reserve leaves $921.61 free before other commitments. No owner draw, tax remittance or backup payment occurs in the base case. Existing tax or reserve balances must remain protected; a bank balance alone does not tell you what is free to spend.

Check recurrence and payment problems before approving the offer

A repeat of the same care route earns $195 and takes 235 minutes because inquiry and onboarding are not repeated. Keeping the other case costs unchanged and charging three payments gives $6.75 processing, $30.10 before reserve and $20.10 after it. Thirty extra owner minutes cut that remainder to $5.10. A separately incurred $45 backup visit without reducing the booked owner's actual time cuts it to negative $24.90. If backup replaces work, recompute the actual remaining owner time rather than counting both full routes automatically. Do not fund a fragile repeat route with onboarding fees that occur only once.

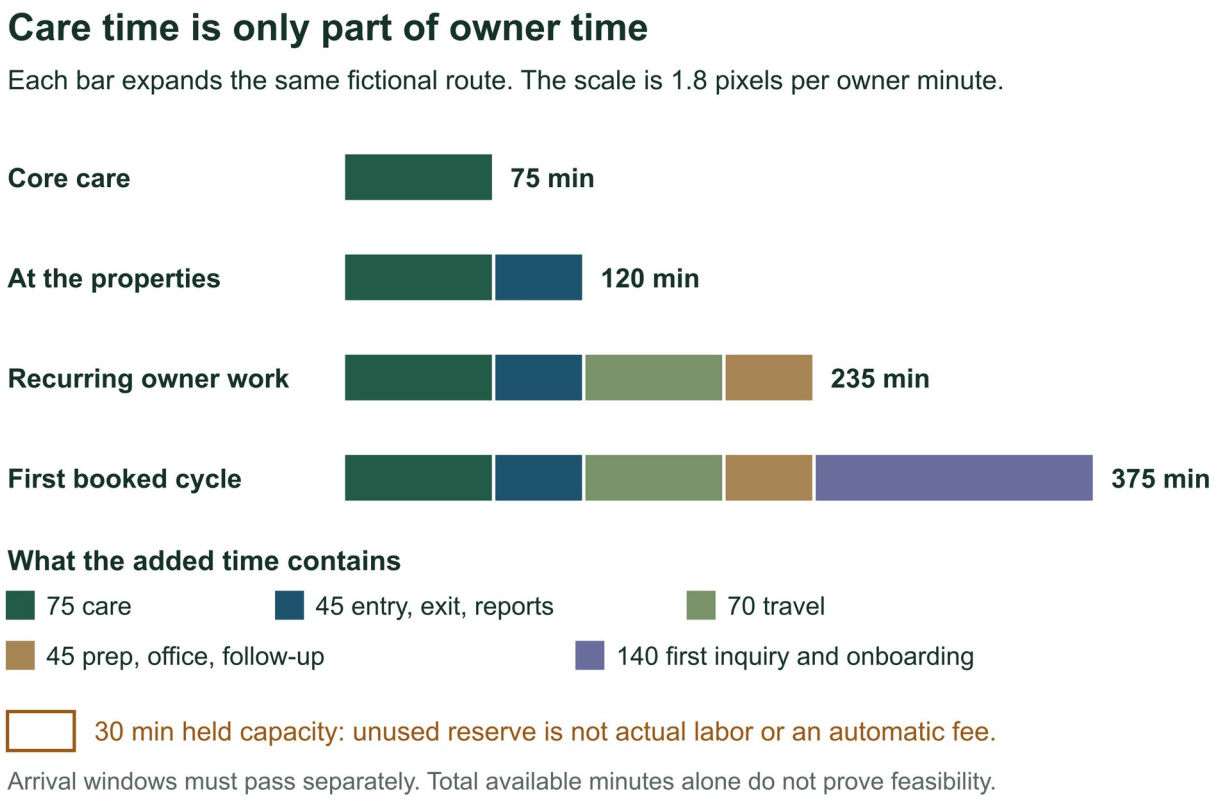
Save the accepted plan as dated values before later edits. The case baseline was $300, 360 owner minutes and $230.549 cost. Actual time adds $7.50 of labor value, reducing the after-reserve remainder from $59.45 to $51.95. Unpaid revenue is not cash: a $100 partial receipt incurs only its actual receipt fee and leaves a receivable. A refund reduces revenue and, where applicable, tax; the example assumes original processing fees are retained. Enter confirmed zero for a true zero and leave unknowns blank. Use the planner's separate own-business inputs, then test no revenue, late payment, a refund, longer time and actual backup costs before accepting your own price.

Compare a lower price with complete route economics

A $66 walk in Case P is an invented input, not a Portland benchmark, a recommended starting price or evidence that clients will pay it. Compare the separate Case P-D hypothesis: lower invented $55 Juniper/$52 Milo/$55 Scout care prices, with all care unchanged and only travel reduced. The first cycle is $267 and 335 owner minutes; repeat care is $162 and 195 minutes. After the same $10 reserve

designation, their management remainders are $39.94 and $8.09. These are separate scenarios, not a revision of the $300/375-minute base actual.

At the dense repeat assumptions, the conservative pre-quote floor is $153.68 in aggregate pretax service receipts. It includes the assumed 3% fee, three $0.30 fixed charges and the planner's fee/tax-rounding allowance; it can be a cent or more above the lowest fee-rounded price. It does not prove demand, provide a personal income target or include omitted obligations. The case shows lower-price, delay and backup sensitivities. If a locally supportable price cannot cover the complete cycle with suitable contingency, revise the service/route or defer the offer.



Case P adds entry, exit, reports, travel, preparation, administration and prior onboarding.

Practice

A repeat route takes 30 extra owner minutes and incurs a $45 backup charge, with no offsetting time reduction. What is the after-reserve result and the pricing implication?

Worked answer

The base repeat remainder is $20.10. Extra owner time costs $15 and backup costs $45, so the result is negative $39.90 after rounding. Reassess the service, price, route and backup design. This does not mean both costs always occur together; actual time replaced by backup must be removed when supported. Customer willingness still needs real evidence.

Sources: S01, S02. Full links and limits are in the source register.

L13 Agree the booking and close every visit honestly

Schedule price agree and reconcile. Practice allowance 45 minutes.

Produce: An accepted scope and policy record followed by a factual report, invoice and change record.

Use forms F12, F13.

Agree the service before responsibility transfers

Put the pets, dates, care tasks, arrival windows, duration definition, exclusions, access, emergency authority, backup, price, tax treatment, payment timing and follow-up limits in the agreement. Explain whether a first meeting is free, paid separately or included; Case P uses an accepted $35 onboarding charge per household. A completed learning form is a drafting aid, not a lawyer-approved contract or a veterinary authorization accepted by every clinic. Obtain appropriate local review for real business terms.

Cancellation terms should be stated before acceptance and applied consistently with applicable law and the actual agreement. The fictional course example allows a client to cancel a routine visit without a service charge at least 24 hours before the agreed arrival-window start; later cancellation is charged at 50% of the visit's service price, and an already completed onboarding service remains payable. This is an original policy example, not a legal rule or recommended market standard. A business-caused inability to provide care triggers communication and agreed replacement or refund, rather than automatically charging the client's cancellation fee. Never let a fee discussion delay essential care.

The case includes three fully filled fictional household booking records with care/onboarding line items, net price, tax and gross, date/windows, scope, exclusions and payment/cancellation assumptions. Use those records to check how one route produces three customer agreements. They contain no signatures or real acceptance: the paper story's accepted baseline is a stated assumption, not evidence of actual owner approval.

Treat changes as new decisions

A request for an additional pet, a different property, medication, an extra visit or an overnight stay changes scope. Reassess competence, care windows, permissions, insurance and cost before accepting. Explain the price and obtain agreement before nonurgent added work. If a pet is in immediate danger, follow the emergency plan and seek appropriate help rather than waiting for a routine change order. Record why the situation required escalation and who took responsibility.

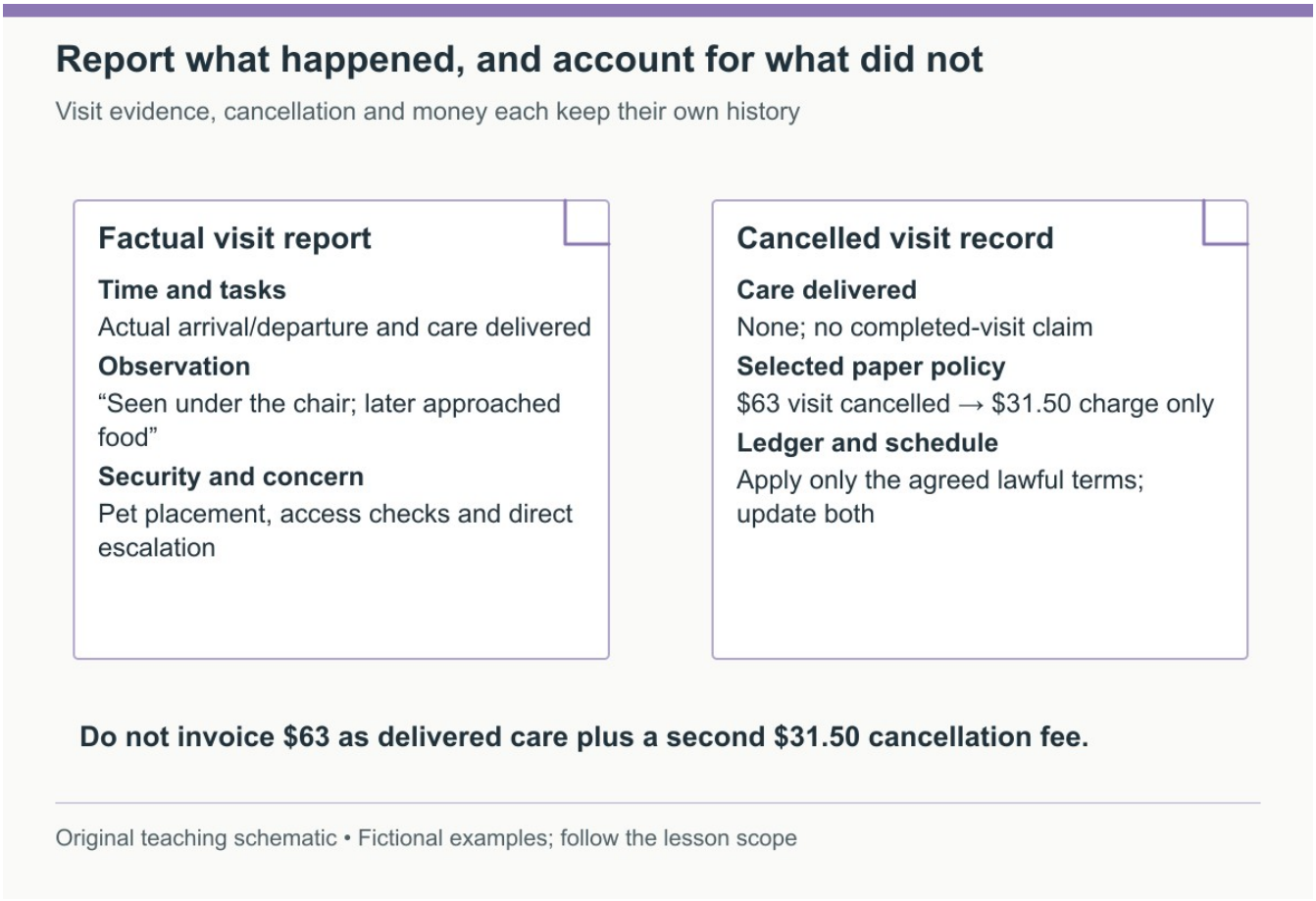
Case P's owners agree to individual daytime care and the approved weather alternative, with family covering other periods. The sitter declines a request to add a new unfamiliar dog to Scout's walk. A separate fictional cancellation of Milo's $63 visit inside 24 hours would be $31.50 under the stated policy if lawfully enforceable and applicable; it is not treated as a completed $63 visit. No cancellation or extra-pet revenue appears in the base case. The planner should use the actual revised revenue and work incurred, not a full-service assumption plus a cancellation fee on top.

Finish with evidence payment and a bounded follow up

Send a report promptly through the agreed channel. State arrival and departure, actual care, food and water or toileting observations, route or weather changes, pet placement and security verification. Report concerns directly when urgent. Use factual wording: "Milo was seen under the bedroom chair and later approached the food bowl" rather than "Milo was healthy and happy." If something could not be completed, name it and identify the next responsible person. Obtain photo permission separately and never make a photograph a condition that forces animal handling.

Issue a clear invoice for the accepted services and any separately authorized change, record each actual receipt and retained fee, and reconcile it to the bank. Case P receives three payments of $101, $98 and $101. State the agreed follow-up: the routine includes the report and a brief clarification of that

visit, not unlimited messaging or ongoing surveillance after departure. Ask the owner to confirm return and transfer of care when relevant. If travel is delayed, obtain a new workable plan before assuming coverage continues. Invite honest feedback without an incentive or a requested rating, then record a complaint and remedy according to facts rather than changing the report to protect a review score.



The cancellation amount is a fictional agreed-policy example, subject to applicable rights; no actual care, contract or health result is represented.

Practice

The owner cancels a $63 visit five hours before its window. You have not traveled or delivered care. May you report a visit and invoice $63 plus $31.50?

Worked answer

No. Record a cancellation, apply only the accepted lawful cancellation policy if applicable, and do not claim care was delivered. Under this fictional policy the charge would be $31.50, not a completed visit plus another fee. Update the schedule, expected costs, revenue and payment record accordingly.

Sources: S16, S19, S15. Full links and limits are in the source register.

L14 Reconcile the day and rehearse a launch decision

Schedule price agree and reconcile. Practice allowance 50 minutes.

Produce: A completed actual comparison, a corrected operating decision and one readiness rehearsal.

Use forms F14, F15.

Compare evidence with the accepted plan

Close the route by reconciling each visit report, time entry, receipt, stock movement and exception. Compare actual owner time and costs with the dated accepted plan, including work completed before the service day. Case P's planned 360 minutes became 375 because closing access-log questions took 15 minutes longer than estimated. The price did not change. The $7.50 extra labor value reduced the management remainder, so the next quote should allow realistic closeout time rather than silently rewriting the original plan to make it appear accurate.

Review quality separately from margin. A profitable route with an unverified door lock is not a completed safe handoff. An urgent animal concern is not resolved because the invoice was paid. Identify the fact, immediate action, person responsible and confirmation needed for each open item. Notify the insurer or authority when the actual event and policy require it. Preserve original records and add corrections transparently. Do not edit observations after a complaint to claim an action you cannot substantiate.

Use the workbook to test your own business

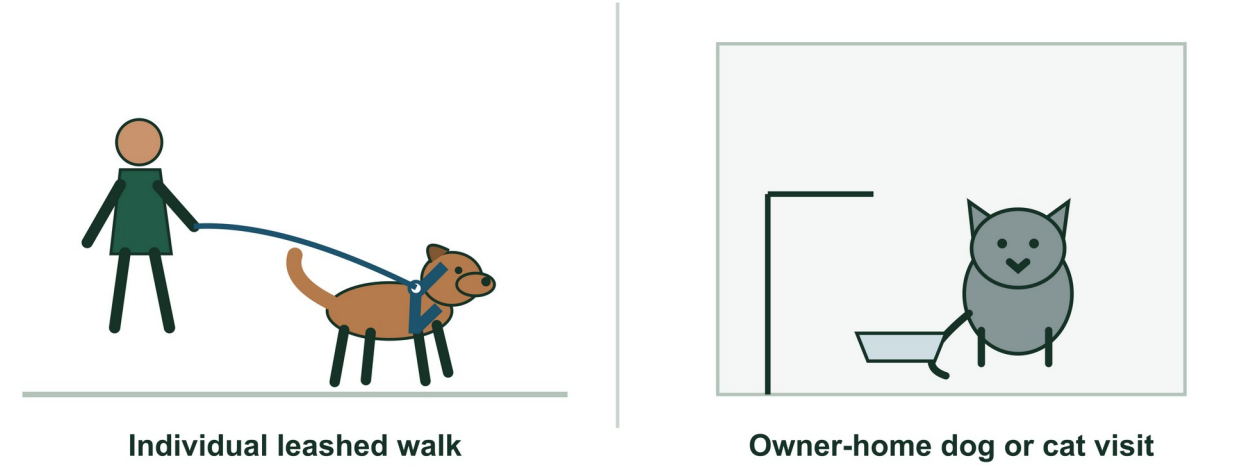
Keep the supplied filled example separate from a clean own-business copy. Enter actual scope, price, supported tax treatment, all owner minutes, suitable stock pack costs, actual job cash, expected payment count, fee assumptions and allocations. Unknown data should remain unknown. A confirmed zero can be legitimate, such as no sales tax in this Oregon example or no refund. Before relying on the model, test one partial payment, no payment, a refund, an added visit, a longer route and a backup event. Check that bank cash, tax held, reserve designation, receivable and economic result move for the right reason.

A viable quote still requires someone willing to purchase the same service. Do not interpret a positive cell as market validation. Compare a first cycle with a repeat route and a canceled day, and make sure ordinary overhead can be funded by plausible actual work. The $10 business reserve is an example amount, not advice about adequate emergency funding or the owner's personal living reserve. A $45 backup event immediately demonstrates why that distinction matters. Do not spend protected tax or client funds to create the appearance of profit.

Complete one practical readiness rehearsal

Use F15 for a single end-to-end rehearsal: inquiry, suitability meeting, care plan, tested access, emergency authority, confirmed backup, route with windows, complete quote, visit routine, report, payment and actual comparison. Describe what you can demonstrate and attach real evidence where appropriate. Do not mark hands-on handling complete because you read the answer key. Have a capable person review the routine and observe the practical tasks for the actual scope, with owner permission and appropriate conditions.

Launch only after the material prerequisites are resolved: lawful service, suitable animal and home, demonstrated competence, functioning equipment, agreed care and access, usable emergency plan, actual backup, funded price and feasible schedule. An open issue should lead to a specific action or a decision to defer. After initial permitted work, review whether time, client fit and acquisition assumptions matched reality before adding territory or services. Group walks, boarding and medication work are separate expansions needing new competence, permission, coverage and operating design. Completing this course produces a prepared business decision and working records, not proof of customer demand, an employment credential or a guarantee that an incident cannot occur.



Original teaching diagram. Scope choices do not establish real animal suitability or permissions.

Practice

All financial inputs are complete and the quote leaves a positive remainder. Emergency payment arrangements and backup availability are still unconfirmed. Is the route ready?

Worked answer

No. Positive pricing does not complete the care prerequisites. Resolve the clinic/owner payment and authority plan and obtain a suitable approved backup available in the actual windows. If these cannot be established, defer or decline the assignment. Keep the unresolved items visible in the readiness record.

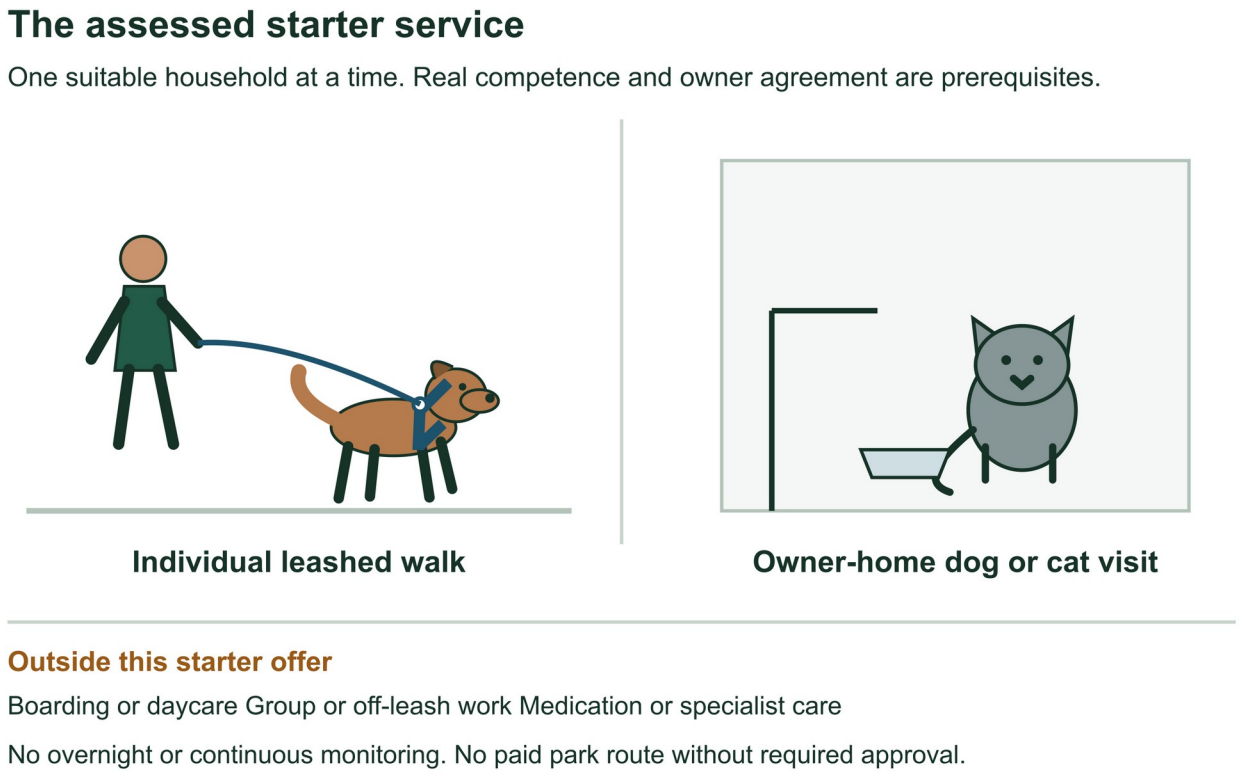
Sources: S16, S12, S13. Full links and limits are in the source register.

One complete readiness decision

- The exact starter activities and exclusions are understood and suitable for the actual pet and home.
- Practical handling and emergency readiness for the actual scope have been demonstrated; remaining gaps keep work deferred.
- Applicable business, animal, route and home-base permissions and real insurance terms have been resolved.
- Owner-approved individual care, other-care coverage, secure access and actual working equipment are confirmed.
- Emergency decision authority, clinic payment arrangements, appropriate transport and approved available backup are usable.
- Every arrival window and travel leg fits a realistic route with contingency capacity held separately.
- The quote values all owner work, stock, vehicle use, equipment, overhead, fees and actual cash needs; customer willingness is evidenced.
- The report, invoice, payment, cancellation and change processes are agreed before responsibility transfers.
- Actuals reconcile to a dated plan and unresolved welfare/security issues have a named responsible person.

Original visual reference

The assessed starter service

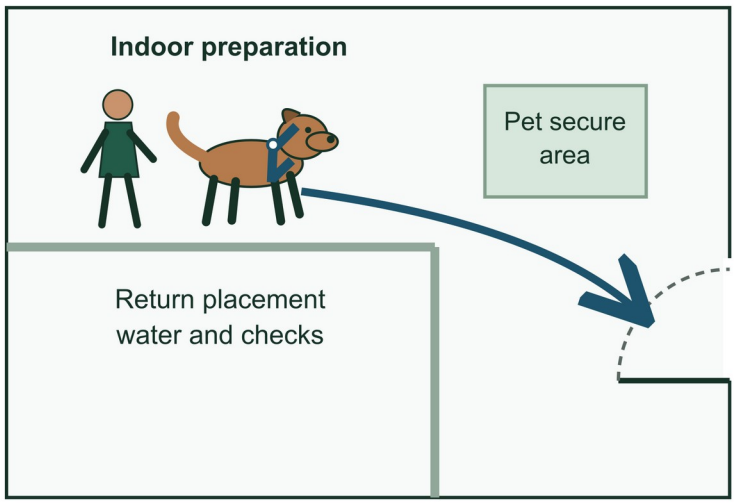


Original teaching diagram. Scope choices do not establish real animal suitability or permissions.

Control the doorway before and after care

Control the doorway before and after care

Prepare and connect gear inside. Keep the exterior exit controlled. Verify security on return.



Outside

Before opening

Pet condition suitable
Gear checked and fitted
Clip closed on intended ring
Leash controlled by handler

After return

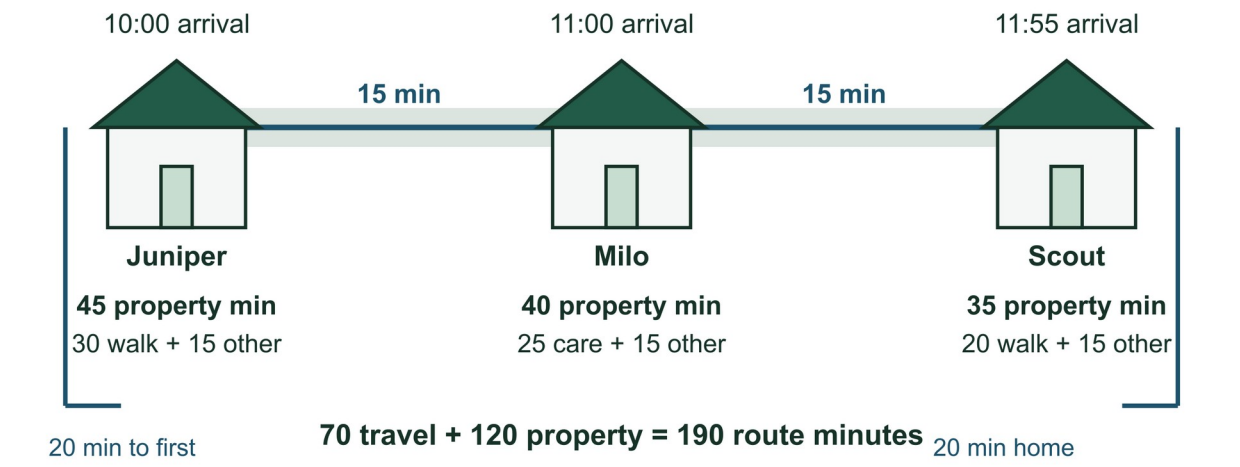
Pet in agreed safe location
Door and alarm verified

Any failed prerequisite pauses the outing. Use the agreed alternative or escalation plan.

Generic teaching plan; not a real home, harness-fitting demonstration or escape guarantee.

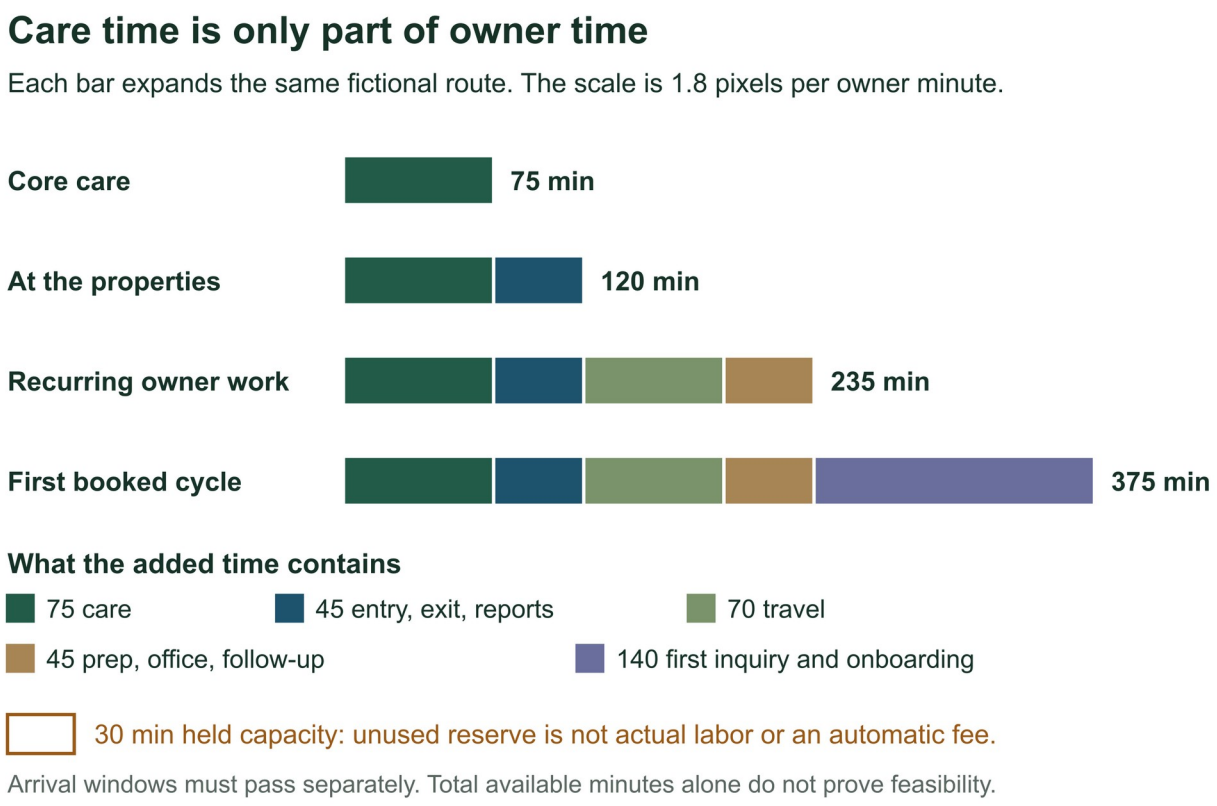
Generic physical sequence to support practical instruction; not a real floor plan or harness fit verification.

Case P Route day and full owner cycle



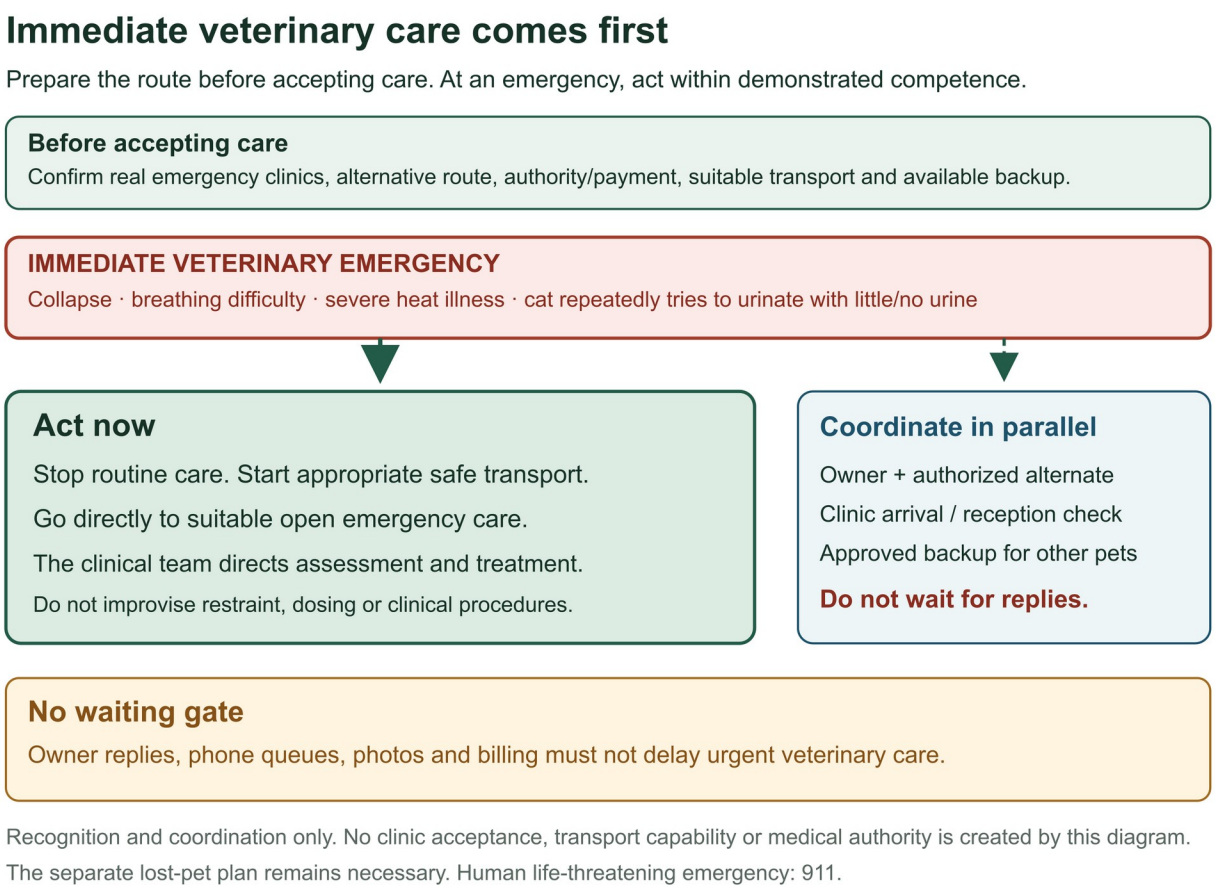
All times and locations are fictional. Travel is estimated, not map-measured. Held capacity is not labor.

Care time is only part of owner time



Case P adds entry, exit, reports, travel, preparation, administration and prior onboarding.

Immediate veterinary care and parallel communication



Recognition and coordination only. Arrange real clinics, funding and suitable transport before booking. Owner replies and reception calls must not delay urgent veterinary care.

One individual leashed walk



Original AI-generated teaching scene. The invented dog and handler are not client evidence, a model-specific harness fitting guide or proof of handling competence. Actual fit, equipment instructions and suitability require assessment.

Source register

These sources support the identified product, platform and jurisdiction only. Recheck changing rules and exact model instructions before work. Case evidence and illustrations are original fictional teaching material, not field validation.

S01 Sales Tax in Oregon

Oregon Department of Revenue. Checked 2026-11-20. Oregon has no general sales or use/transaction tax; supports 0% example.

Does not eliminate income or other taxes or determine another state's treatment.

https://www.oregon.gov/dor/programs/businesses/Pages/Sales-tax.aspx

S02 Business Tax Filing and Payment Information

City of Portland Revenue Division. Checked 2026-11-20. Business tax-account registration within 60 days and distinct filing/payment/exemption decisions.

Course does not calculate city/county/Metro income taxes or assume exemptions.

https://www.portland.gov/revenue/business-tax

S03 State License Requirements

Oregon Secretary of State. Checked 2026-11-20. No Oregon general business license; activity, local and zoning checks remain.

Not an exemption for mobile pet care; no actual authorization obtained.

https://sos.oregon.gov/business/information-center/Pages/check-state-license-requirements.aspx

S04 About Facility Licensing

Multnomah County Animal Services. Checked 2026-11-20. Facility program includes boarding/training/daycare; land use separate.

Does not settle every mobile sitting activity classification.

https://www.multcopets.org/about-facility-licensing

S05 Park Rules

Portland Parks and Recreation. Checked 2026-11-20. Commercial paid activity and business conduct may require park permission; some areas prohibit dogs.

No paid park route is included or claimed authorized.

https://www.portland.gov/parks/rules

S06 Park Rules for Dogs

Portland Parks and Recreation. Checked 2026-11-20. Leash and waste rules, prohibited dog areas and site-specific restrictions.

No off-leash or park commercial-use permission follows from dog access.

https://www.portland.gov/parks/dogs

S07 Dog Bite Prevention

ASPCA. Checked 2026-11-20. Body language in context, fear/aggression and avoiding forced interaction.

No behavior diagnosis, bite-free guarantee or treatment qualification.

https://www.aspca.org/pet-care/dog-care/dog-bite-prevention

S08 Summer heat safety tips for dogs

Cornell University College of Veterinary Medicine. Checked 2026-11-20. Individual heat risk; serious heat-related signs require immediate veterinary-hospital care, rather than completing routine exercise.

No universal safe temperature, exercise dose or cooling/treatment tutorial.

https://www.vet.cornell.edu/departments-centers-and-institutes/riney-canine-health-center/canine-health-topics/summer-heat-safety-tips-dogs

S09 Winter safety tips

Cornell University College of Veterinary Medicine. Checked 2026-11-20. Individual cold tolerance and surface/weather risk; veterinary help for serious concerns.

No universal cold cutoff, medication or treatment advice.

https://www.vet.cornell.edu/departments-centers-and-institutes/riney-canine-health-center/health-info/winter-safety-tips

S10 About Dogs

Centers for Disease Control and Prevention. Checked 2026-11-20. Handwashing, waste removal and bite/scratch concerns.

No disease-free guarantee or local reporting determination.

https://www.cdc.gov/healthy-pets/about/dogs.html

S11 General Cat Care

ASPCA. Checked 2026-11-20. Fresh water, litter care, gentle handling and veterinary concerns.

Course uses owner-specific routines and does not adopt blanket delayed-care thresholds or nutrition/dosing advice.

https://www.aspca.org/pet-care/cat-care/general-cat-care

S12 Be Prepared Pet Safety in Emergencies

Centers for Disease Control and Prevention. Checked 2026-11-20. Advance emergency contacts/identification/supplies and secure leash/carrier transport; reach veterinary care quickly without endangering people.

No clinical triage, capture or transport qualification; no universal shelter access.

https://www.cdc.gov/healthy-pets/emergency-preparedness/

S13 2023 AAHA Senior Care Guidelines for Dogs and Cats

American Animal Hospital Association. Checked 2026-11-20. Caregiver letter with contact/time zone, decision authority, payment and alternate decision-maker; relevant sitter paragraph.

Senior-care context; not legal form approval or a clinical protocol for sitters.

https://www.aaha.org/wp-content/uploads/2022/12/2023-aaha-senior-care-guidelines-for-dogs-and-cats.pdf

S14 Medications for Your Pet Questions for Your Vet

US Food and Drug Administration. Checked 2026-11-20. Product/animal-specific directions and veterinary guidance for missed/spat-out doses.

Starter offer excludes medication service; no dose or legal scope authorization.

https://www.fda.gov/animal-veterinary/animal-health-literacy/medications-your-pet-questions-your-vet

S15 Protecting Personal Information A Guide for Business

Federal Trade Commission. Checked 2026-11-20. Minimize sensitive data, restrict access and secure retained records.

Coded-key workflow is original application, not FTC approval or a security guarantee.

https://www.ftc.gov/business-guidance/resources/protecting-personal-information-guide-business

S16 Global Standards for Professional Pet Sitting and Dog Walking Businesses

Pet Sitters International. Checked 2026-11-20. Public 2025 association baseline on scope, meetings, care records, emergency readiness, keys, backup and communication.

Association guidance, not law, WMP certification, membership or endorsement; forms are original.

https://www.petsit.com/standards

S17 Emergency Response and Rescue

Multnomah County Animal Services. Checked 2026-11-20. Human emergencies, local animal emergency/bite reporting routes and caution against capturing a frightened stray.

Verify current hours and situation-specific route; no capture training or guarantee. Veterinary care differs from animal-control reporting.

https://www.multcopets.org/animal-rescue-emergency

S18 Independent contractor self employed or employee

Internal Revenue Service. Checked 2026-11-20. Actual control, independence and relationship determine federal tax classification.

Does not settle state labor/workers-compensation rules or classify a particular backup.

https://www.irs.gov/businesses/small-businesses-self-employed/independent-contractor-self-employed-or-employee

S19 Prohibited and restricted content

Google Maps User Generated Content Policy. Checked 2026-11-20. Genuine reviews; no incentives, discouraging negative reviews or selectively soliciting positive feedback.

No claim of platform eligibility, listing creation, category, ranking or leads; no paid platform recommended.

https://support.google.com/contributionpolicy/answer/7400114?hl=en

S20 New Pet Sitter Skills Assessment

Pet Sitters International. Checked 2026-11-20. Identify gaps in introductions, handling, equipment, basic care and recognizing concerns.

Not a qualification, assessment by WMP or guarantee of competence.

https://www.petsit.com/skills-assessment

S21 Front Range Harness

Ruffwear. Checked 2026-11-20. Current model has back aluminum V-ring for everyday walks and a model-specific fit guide.

Only a named fictional owner-supplied example; not suitable for every dog or escape-proof.

https://ruffwear.com/products/front-range-everyday-dog-harness

S22 How to Adjust the Front Range Harness

Ruffwear. Checked 2026-11-20. Model-specific distinction between shoulder and girth strap adjustment.

Do not apply to another model or replace hands-on assessment. No source illustration copied.

https://media.ruffwear.com/m/790b6ecf193cb4b8/original/How-To-Adjust-Front-Range-Harness.pdf

S23 Lost a Pet

Multnomah County Animal Services. Checked 2026-11-20. Search found reports, submit lost report with photo, check license/microchip contact information and continue shelter/report checks.

Reporting is not a recovery guarantee or emergency dispatch. Owner authority, current reporting route and safe observation remain necessary.

https://www.multcopets.org/lost-pet

S24 Emergency and Critical Care emergent conditions

Cornell University College of Veterinary Medicine. Checked 2026-11-20. Emergency service identifies collapse and difficulty breathing as emergent signs and directs immediate emergency-clinic care for life-threatening emergencies.

Supports recognition/escalation only. Cornell is in New York, not a case destination or a verified Portland provider. No diagnosis, treatment instructions or local reception guarantee.

https://www.vet.cornell.edu/hospitals/services/emergency-and-critical-care-0

S25 Feline Lower Urinary Tract Disease

Cornell University College of Veterinary Medicine, Cornell Feline Health Center. Checked 2026-11-20. Repeated urination attempts producing little/no urine can indicate obstruction; suspected obstruction requires immediate veterinary care.

Sitter cannot identify the cause or rule out blockage; no waiting interval, palpation, medication or treatment procedure imported.

https://www.vet.cornell.edu/departments-centers-and-institutes/cornell-feline-health-center/health-information/feline-health-topics/feline-lower-urinary-tract-disease

S26 Recognizing Respiratory Distress in Pets

American Animal Hospital Association. Checked 2026-11-20. Sustained breathing trouble warrants direct emergency-hospital presentation; a telephone call must not delay it. Cat open-mouth panting is an emergency sign.

Owner-facing recognition guidance, not a diagnosis or first-aid qualification. The course deliberately omits numeric self-triage thresholds and treatment methods; clinic coordination is parallel to urgent transport.

https://www.aaha.org/wp-content/uploads/2024/05/Respiratory-distress-in-pets.pdf