Dog Walking and Pet Sitting Business Worked Case

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All people, animals, measurements, evidence, prices, permissions and outcomes are fictional teaching examples, not actual care or a field validation.

Case P Three households one complete first route cycle

The order and what it does not cover

Case P is a fictional first booked cycle for three suitable households in Portland, Oregon. Juniper receives one individual 30-minute outdoor walk at $66, Milo one owner-home 25-minute cat-care routine at $63, and Scout one individual 20-minute outdoor walk at $66. Each household separately accepts a $35 onboarding service, making invoices $101, $98 and $101 and total revenue $300. The example uses 0% general sales tax in Oregon. Every price is invented, not market research or proof of demand. In particular, $66 per walk is not a market benchmark or a recommended price.

The route is daytime only. Family members cover all remaining care intervals. There is no boarding, group/off-leash service, medication, sold pet transport, overnight stay or continuous monitoring. Sidewalk routes and owner grounds are assessed in the paper case; paid park use is excluded until authorization is established. Every permission, demonstration, measurement and outcome below is fictional and creates no real authorization.

Inquiry suitability and accepted plans

The sitter spends 10 minutes per household on inquiry and quote work. The questions identify the exact pet, routine, address area, windows, health/behavior information, access and other caregivers. The households are introduced through unpaid personal recommendations. Separate marketing pilot M is not claimed as their source and its $45 spend is not inserted into the route ledger.

Prior owner-present introductions take 20 minutes per household plus 50 minutes total introduction travel. Fictional observations support the proposed handling within assumed demonstrated competence. Juniper and Scout use owner-supplied Ruffwear Front Range harnesses with assessed nonretractable leashes, with the manufacturer's back V-ring selected for their routine. Milo can be located without forced handling. A request for an unfamiliar additional dog is declined. A real learner must obtain actual observed competence, not inherit these paper results.

Owners approve dated care instructions, appropriate weather alternatives, tested entry/exit procedures, emergency contacts/authority and an approved capable backup. Clinic acceptance and payment arrangements must be confirmed for a real booking. Secret addresses, numbers and access codes are intentionally omitted. The fictional accepted plan dated 2026-11-16 records $300 revenue, 360 owner minutes and $230.549 total economic cost, before $10 reserve designation. It is frozen as values.

The three individual routines

Juniper's window is 10:00-10:15. At 10:00 the sitter completes secure entry, condition and equipment checks. The walk runs 10:05-10:35. Return placement, water and security take five minutes, with the report completed 10:45. Total property work is 45 minutes. No new concerning behavior or condition is observed in the fictional base case.

Milo's window is 11:00-11:20. Entry and quiet location take five minutes. From 11:05-11:30 the sitter serves the owner's labeled premeasured portion, refreshes the existing water bowls, scoops the designated litter box and offers quiet interaction. The cat is visually observed and chooses whether to approach. Secure exit is complete 11:35 and reporting 11:40. Total property work is 40 minutes. No medication or forced handling occurs. The owner-specified portion is not a general nutrition recommendation.

Scout's window is 11:55-12:20. Entry and preparation take five minutes, the individual walk runs 12:00-12:20, return and security finish 12:25 and the report 12:30. Total property work is 35 minutes. The route avoids a fictional construction block. These care durations are case facts, not universal welfare prescriptions. Any significant change would stop routine delivery and trigger the agreed appropriate response.

Route time and actual closeout

Daily preparation is 15 minutes. Route travel is 20 minutes to Juniper, 15 to Milo, 15 to Scout and 20 home, for 70 minutes. Property work is 45+40+35=120 minutes. Actual office closeout is 20 minutes and later owner follow-up 10 minutes. Recurring owner work is 235 minutes. Add 30 minutes of inquiry/quotes and 110 minutes of prior introductions/travel to obtain 375 minutes for the first complete cycle. Only 75 minutes are core walking/cat-care activity.

The accepted plan allowed 15 fewer closeout minutes, so actual labor is 375 rather than 360 minutes. The business keeps 30 separate unsold contingency minutes around the block; they are not charged as labor when unused. An initial 15-minute delay fits the fictional windows, but a further 15-minute start delay misses Juniper's latest arrival. Capacity and window compliance must both pass; a reserve cell cannot excuse a missed care window.

Stock purchases use and inventory

The sitter buys one 120-bag pack at $12.99, one 30-liner pack at $7.50 and one 50-use hygiene supply at $5, paying $25.49 cash. Ten bags are used and two lost, three liners used and six hygiene units used. Remaining units are 108, 27 and 44. Full-precision consumption is 12×12.99/120+3×7.50/30+6×5/50=$2.649, shown as $2.65 when money is displayed. Product suitability and actual label directions must be checked; these are fictional inventory units, not a cleaning or dosing recipe.

Job cash is $10 fuel and $3 parking, not including stock purchases. The economic vehicle allowance of $12 is additional nonfuel vehicle use, avoiding a second fuel charge. Reusable equipment is purchased for $70 cash, with a $4 economic allocation charged to this route. Overhead allocation is $9. Neither allocation is paid a second time in the route cash ledger. These are selected teaching budgets and do not represent a complete startup budget or actual vendor quotes.

Receipts economic result and cash

Three gross payments are $101, $98 and $101. The hypothetical 3% plus $0.30 per payment produces fees $3.33, $3.24 and $3.33, total $9.90. All receipts are received in the base case; no refund, tax collection/remittance or owner draw occurs. The assumed processor retains original fees if a later refund occurs and charges no additional invented refund fee.

Owner labor value is 375/60×$30=$187.50. Total economic cost is $187.50+$13+$2.649+$12+$4+$9+$9.90=$238.049. The management remainder is $61.95 before reserve and $51.95 after designating $10 business reserve. The original estimate's after-reserve result was $59.45, so actual performance is $7.50 lower. This is not accounting net income, personal spendable pay or an after-income-tax claim.

Bank cash reconciles $750 opening+$300 receipts-$25.49 stock purchases-$70 equipment purchase-$13 job cash-$9.90 fees=$931.61. The $10 reserve designation leaves $921.61 before other commitments. Stock consumption and allocations do not leave the bank again. The reserve is money set aside within cash, not an expense or automatic funding. A real business must account separately for other paid overhead, business and personal tax obligations and personal living reserves.

Repeat route and adverse decisions

Repeating only the care route produces $195 service revenue and 235 owner minutes, with no repeated inquiry/onboarding. Keep the same job cash, stock, vehicle, equipment and overhead inputs for this comparison. Three payments incur $6.75 fees; owner value is $117.50. The result is $30.10 before reserve and $20.10 after it. An extra 30 owner minutes reduces the after-reserve result to $5.10. A $45 backup charge with no time replacement reduces it to negative $24.90; together the two adverse costs produce negative $39.90. If backup replaces work, remove only the actual owner time avoided and add coordination time.

A separate late cancellation of Milo's $63 visit would produce $31.50 under the fictional accepted 50% policy, if applicable and lawfully enforceable. It is a cancellation, not completed care, and does not appear in the base route. An additional unfamiliar dog is declined; urgent welfare concerns activate appropriate help before billing discussions. The lesson is to price and schedule repeat care on its own merits rather than rely on one-time onboarding revenue or sell all contingency capacity.

Three filled household estimates and simulated confirmations

Teaching records only: provider is Fictional Sitter P, Portland teaching zone, with teaching-only reply email sitter-p@example.invalid (reserved nonworking address, no messages sent); clients are fictional Households J, M and S at coded Home J/M/S. Each estimate is issued 2026-11-16, valid through 2026-11-18, for one first cycle on 2026-11-20. The story assumes acceptance on 2026-11-16 for its frozen planning baseline; no signature, email approval, real booking or real payment has been obtained. The coded locations protect privacy but are not deliverable real addresses. An operational agreement must contain the actual protected service location and contacts.

QP-J: Household J / Juniper. One 30-minute individual leashed walk on 2026-11-20; arrival window 10:00-10:15. Care line $66.00; one owner-present suitability/onboarding meeting before the service date, including allocated preparation/travel, $35.00. Net $101.00; general sales tax 0%, $0.00; gross due $101.00. Report by the end of the planned property cycle at 10:45 if the visit starts at 10:00; an arrival within the later agreed window shifts the report accordingly. Routine report is factual, not a health guarantee.

QP-M: Household M / Milo. One 25-minute owner-home cat drop-in on 2026-11-20; arrival window 11:00-11:20. Serve the labeled premeasured portion, refresh agreed water bowls, scoop the designated litter box, quietly confirm the cat and offer chosen interaction. Care line $63.00; one prior owner-present suitability/onboarding meeting including allocated preparation/travel $35.00. Net $98.00; general sales tax 0%, $0.00; gross due $98.00. Planned report at 11:40 for an 11:00 start, with actual timing recorded.

QP-S: Household S / Scout. One 20-minute individual leashed walk on 2026-11-20; arrival window 11:55-12:20. Care line $66.00; one prior owner-present suitability/onboarding meeting including allocated preparation/travel $35.00. Net $101.00; general sales tax 0%, $0.00; gross due $101.00. Planned report at 12:30 for an 11:55 start, with actual timing recorded. Three records reconcile: net $300.00 + tax $0.00 = gross $300.00. Later repeat care alone would total $195.00 if separately booked; these records do not create a subscription.

Terms included in all three teaching records: current individual F05 care plan, F06 access record and F07 emergency plan EP-P dated 2026-11-20 are attached story assumptions. Owner-supplied assessed

equipment, portions and supplies are used as specified; family covers every other care interval. Hazardous weather may use only the individually agreed suitable brief toileting/indoor-care alternative, with actual tasks/duration reported. An apparent emergency activates immediate veterinary care and parallel notice, not a routine change approval queue. No group/off-leash work, additional unassessed animal, medication, behavior treatment, boarding, overnight/continuous care, paid park route or sold transport is included. Veterinary services and actual emergency/backup costs are outside the quoted routine-care price and follow the advance funding/authority plan; no veterinary price is promised.

Illustrative payment terms: each household pays its own gross invoice after the visit on 2026-11-20; the base ledger assumes all three receipts that day, with no added customer processing charge. One factual visit report plus brief same-day clarification is included; continuing monitoring is excluded. Cancellation example, subject to actual lawful agreement: at least 24 hours before the visit, no care fee; later, 50% of that household's care line ($33.00 / $31.50 / $33.00); already completed onboarding remains payable. Business-caused nondelivery and any refund are resolved separately, without calling undelivered care completed. Changes require reassessment and written price/scope agreement before changed routine work; the additional unfamiliar dog is declined. These filled teaching terms are not a legally reviewed contract.

Separate emergency rehearsal EP P Milo cannot pass urine

This is a hypothetical alternative to the uneventful base visit, not another event in its timeline. All route, contact, availability and acceptance facts here are invented. No illness, emergency transport, backup charge or veterinary cost occurs in the base $300/375-minute case. The rehearsal tests a plan rather than certifying clinical competence.

Before the fictional service, Owner P-M and Adult P-M have supplied protected reachable contacts and a written authority/payment plan discussed with Emergency Hospital E and alternative Emergency Hospital A. The story assumes suitable direct-payment arrangements accepted by both; no real clinic or authorization is represented. The route card is Home M -> sitter's suitable approved vehicle -> E patient entrance, estimated 12 minutes from Home M; A is the preidentified appropriate open alternative, estimated 18 minutes from Home M. These are schematic paper estimates, not mapped destinations or promised travel times. Milo's accessible ventilated secure carrier and low-stress loading method were practiced at introduction; a capable Transport Helper P is available if the sitter cannot load safely. A real plan needs actual addresses, entrance/hours, working numbers and lawful insured arrangements, rechecked before each care period.

At 11:07 in the alternative rehearsal, the sitter observes Milo repeatedly trying to urinate with little/no urine. The routine stops immediately for suspected obstruction; the sitter does not diagnose, press his abdomen, medicate, force fluids or wait for another attempt. Safe emergency transport preparation starts at once. While that occurs, Helper P calls E, reports the onset/observations, confirms current reception and entrance instructions, and relays that the animal is coming. If E diverts or cannot be reached, the plan does not wait on the line: proceed toward the preidentified appropriate open emergency alternative/current clinical direction. The exact safe departure/arrival time depends on events and must be logged, not inferred from the estimate.

Owner P-M and Adult P-M receive the same brief factual urgent notice in parallel. Silence from either does not delay care. Approved Professional Backup P is activated for Scout's 11:55-12:20 window, with explicit acceptance, secure access and a completion report confirmed. Juniper's completed visit remains documented. If backup cannot accept, immediately use the separately approved alternate-care arrangement and tell Scout's owner/alternate; the endangered cat is not held while the sitter seeks permission or tries to finish the route. The emergency plan cannot be sold as ready unless this alternative coverage is real.

The capable driver follows the veterinary team's specific transport directions and goes directly to reception, without unrelated stops, unsafe phone use or leaving Milo unattended. At handover the sitter states 11:07 onset, observed attempts/output, known history and current care, plus owner/alternate, authority and payment information already available. Staff determine triage and treatment. The sitter confirms who has custody, passes updates to the decision contacts, records all actual transport/coordination minutes and confirms Scout coverage, then arranges continuing care only under the resulting appropriate plan. No treatment steps or outcome are invented.

Reconcile this alternative separately after care: actual veterinary bill/payer unknown; the invented $45 backup fee is incurred only if the replacement visit actually occurs. Do not add $45 to the base ledger, claim the $10 reserve covers it, retain owner labor avoided by replacement, or assume the emergency lasts only 12 travel minutes. Add actual preparation, transport, waiting/handover, coordination and follow-up work; subtract only actual owner route work not performed. Collapse, breathing difficulty or severe heat illness would activate the same immediate route with relevant professional guidance; owner/backup notice and reception checking remain parallel, never prerequisites.

Separate lower price dense route hypothesis P D

P-D is a new fictional pricing and route hypothesis, not a market finding or a replacement for base actuals. Individual care stays 30/25/20 minutes and property cycles stay 45/40/35. Fictional lower care prices are Juniper $55, Milo $52 and Scout $55: $162 recurring service revenue. The invented $35 onboarding per household adds $105 once, so first-cycle net $267, tax $0 and gross $267. Household first-cycle totals are $90/$87/$90. Neither these prices nor the base $66 walk validate local willingness to pay.

Full recurring time: preparation 15 + outbound travel 10 + Juniper property 45 + travel 5 + Milo property 40 + travel 5 + Scout property 35 + return travel 10 + office closeout 20 + later follow-up 10 = 195 owner minutes. Each property cycle still includes five minutes entry, the stated care, five minutes exit/return-security and five minutes reporting. Waiting is assumed zero in this particular hypothesis and must be added if it occurs. First-only inquiry/quote 30 + introductions 60 + introduction travel 50 = 140 additional minutes, for 335 first-cycle minutes. No saving is claimed in prior-introduction work. Thirty unsold contingency minutes remain separate from unused labor.

The required new fictional arrival windows are Juniper 10:00-10:10, Milo 10:50-11:00 and Scout 11:35-11:45; they need their own explicit agreement. Preparation 9:35-9:50, travel 9:50-10:00, Juniper 10:00-10:45, travel to Milo 10:45-10:50, Milo 10:50-11:30, travel to Scout 11:30-11:35, Scout 11:35-12:10, return 12:10-12:20, closeout 12:20-12:40, then ten actual later follow-up minutes. No simultaneous care or group walk is assumed. The original base windows are not silently reused. Verify actual access, route permissions, traffic, parking and client windows before treating geographic density as capacity.

Hold the base nonlabor assumptions unchanged as a conservative controlled comparison: job cash $13, stock consumption $2.649, nonfuel vehicle allocation $12, equipment allocation $4, overhead $9. Lower travel does not automatically prove lower fuel or vehicle costs. Owner value stays $30/hour, reserve $10, and three payments use the same invented 3% + $0.30 fee. First cycle: labor $167.50; fees $8.91; total economic cost $217.059; result $49.94 before reserve and $39.94 after. Repeat: labor $97.50; fees $5.76; total economic cost $143.909; result $18.09 before reserve and $8.09 after. These management figures are before other obligations and personal taxes.

Sensitivity on P-D repeat care: another 30 owner minutes, including travel/waiting/access/admin, costs $15 and leaves negative $6.91 after reserve; it may also miss a window. A separate $45 backup charge with no owner-time replacement leaves negative $36.91; both together leave negative $51.91. If the three invented care prices fall another $10 each to $45/$42/$45, receipts are $132, fees $4.86, economic cost $143.009 and after-reserve result negative $21.01. At 195 minutes and otherwise

unchanged assumptions, the planner's conservative pre-quote floor is $153.68 in aggregate receipts, including its fee/tax-rounding allowance. Three cent-rounded modeled receipt fees are $5.52 at that price, leaving $0.011 before display rounding, or $0.01 after reserve. The unrounded-fee algebraic threshold is not a usable quoted cent minimum: $153.66 would leave negative $0.009 once the three fees are rounded. This is only an internal arithmetic threshold; it is not a market price, viable personal wage or guarantee.

Decision: the dense route saves 40 recurring owner minutes ($20 of owner value) while these lower service prices remove $33 of recurring revenue; fee savings recover $0.99, leaving $12.01 less than the base recurring after-reserve result of $20.10. The $8.09 dense-route margin is thin. Run a small local demand test with the exact offer and windows, rehearse the full route, and revise or defer if willingness, travel reliability, safe care or required return fails. Never compress the animal's appropriate care or remove access/report time merely to make a price appear viable.

Full owner cycle

Stage	Minutes	Evidence
Inquiries and quotes for three households	30	10 minutes per household, before acceptance.
Prior home introductions	60	20 minutes per household; fictional assessment.
Travel for prior introductions	50	15 outbound+10+10 between+15 home; separate from service-day travel.
Daily preparation	15	9:25-9:40.
Travel to Juniper	20	9:40-10:00.
Juniper property cycle	45	5 entry+30 walk+5 return/security+5 report.
Travel Juniper to Milo	15	10:45-11:00.
Milo property cycle	40	5 entry+25 care+5 exit+5 report.
Travel Milo to Scout	15	11:40-11:55.
Scout property cycle	35	5 entry+20 walk+5 return/security+5 report.
Travel home	20	12:30-12:50.
Office closeout	20	12:50-13:10; 15 minutes above accepted estimate.
Later owner follow-up	10	Brief clarifications later that day; actual work.

Total owner minutes: 375. Contingency capacity is separate unless actually used.

Complete financial reconciliation

Measure	USD
Service price	$300.00
Gross invoice	$300.00
Assumed payment fees	$9.90
Owner time value	$187.50
Job cash excluding purchases	$13.00

Measure	USD
Consumed and lost stock	$2.649
Nonfuel vehicle use	$12.00
Equipment allocation	$4.00
Overhead allocation	$9.00
Total management cost	$238.049
Result before reserve	$61.95
Separate business reserve	$10.00
Remainder after reserve	$51.95

Amounts are fictional teaching assumptions. Stock and total management cost show up to six decimals to expose allocation precision. Final results use full-precision costs and round half up to cents. Reserve is a cash designation, not an expense. Owner value and allocations are not bank payments. Other taxes and actual business-level overhead remain separate.

Changes and stop decisions

An unfamiliar additional dog is requested

Decline under the assessed individual starter scope; no added revenue or unassessed handling.

$0 added in base case.

Milo cancellation inside 24 hours in a separate scenario

Record cancellation, apply accepted lawful 50% policy if applicable, do not report completed care.

$31.50 care cancellation example; not in base case.

A replacement visit is required

Confirm approved competent backup and actual remaining owner work; inform owner and verify completion.

Fictional $45 all-in backup; no payment in base case. Reserve $10 does not itself fund entire event.

Collapse breathing difficulty severe heat illness or repeated feline urination attempts with little no urine

Immediate veterinary transport/care under F07; clinic reception check and owner/alternate+backup notice occur in parallel and must not delay care. Separate EP-P rehearsal only; no base emergency.

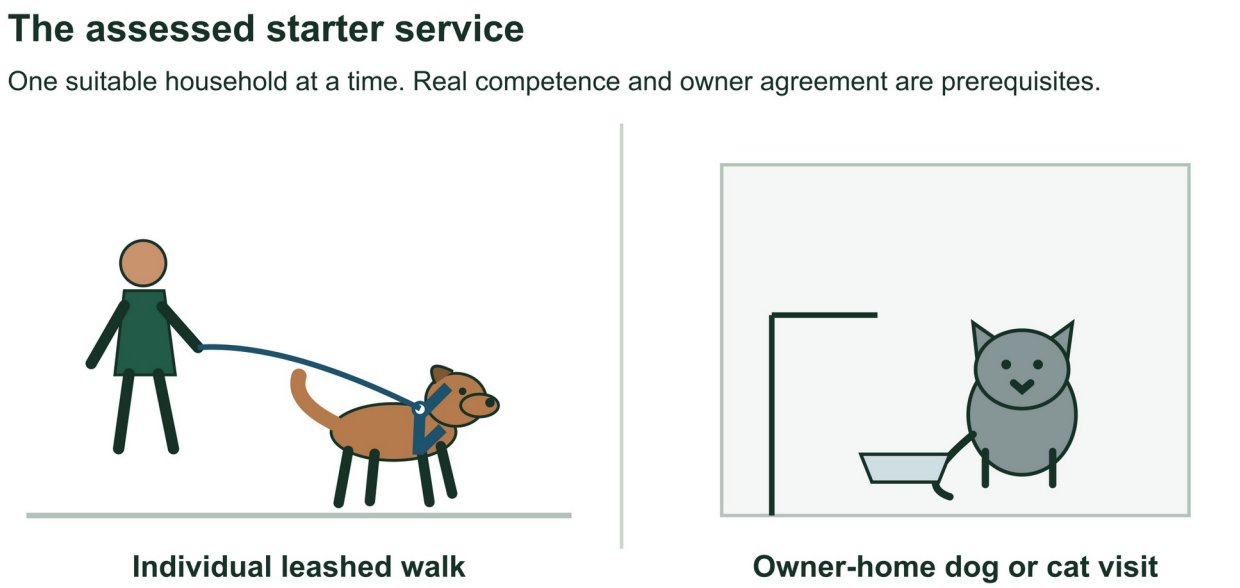
Actual veterinary/transport/coverage costs and actual changed owner time reconciled separately afterward; no invented veterinary bill or base charge.

A lower local price and denser service area are being considered

Use separate P-D full-cycle hypothesis, new agreed windows and local demand evidence; do not alter base actuals or use $66 as a market benchmark.

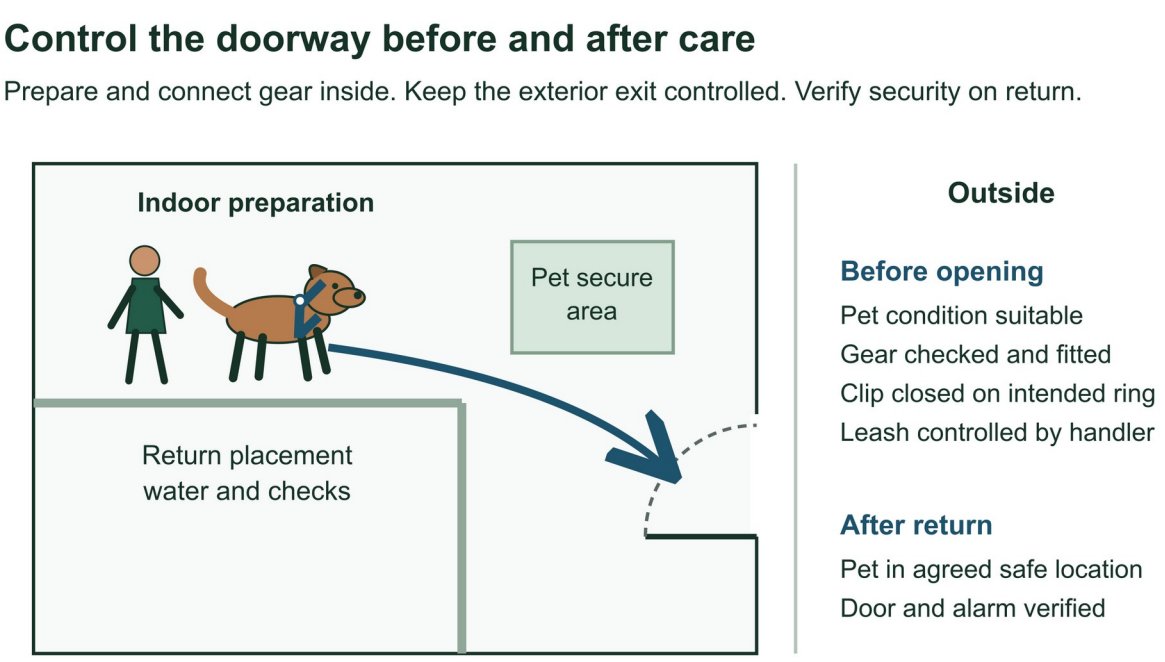
Invented first $267/335 min -> $39.94 after reserve; repeat $162/195 min -> $8.09. Extra 30 min -> -$6.91.

The assessed starter service



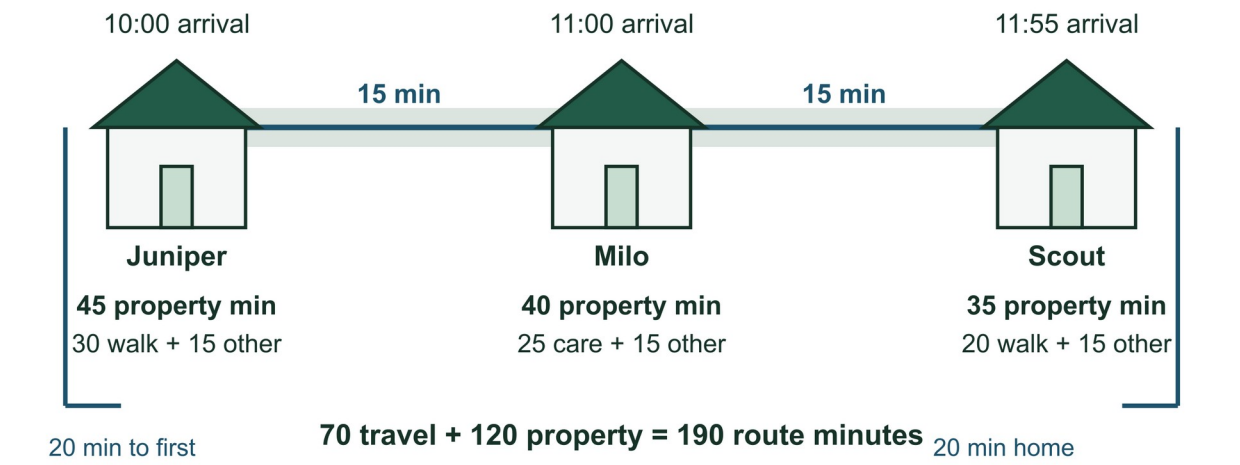
Original teaching diagram. Scope choices do not establish real animal suitability or permissions.

Control the doorway before and after care



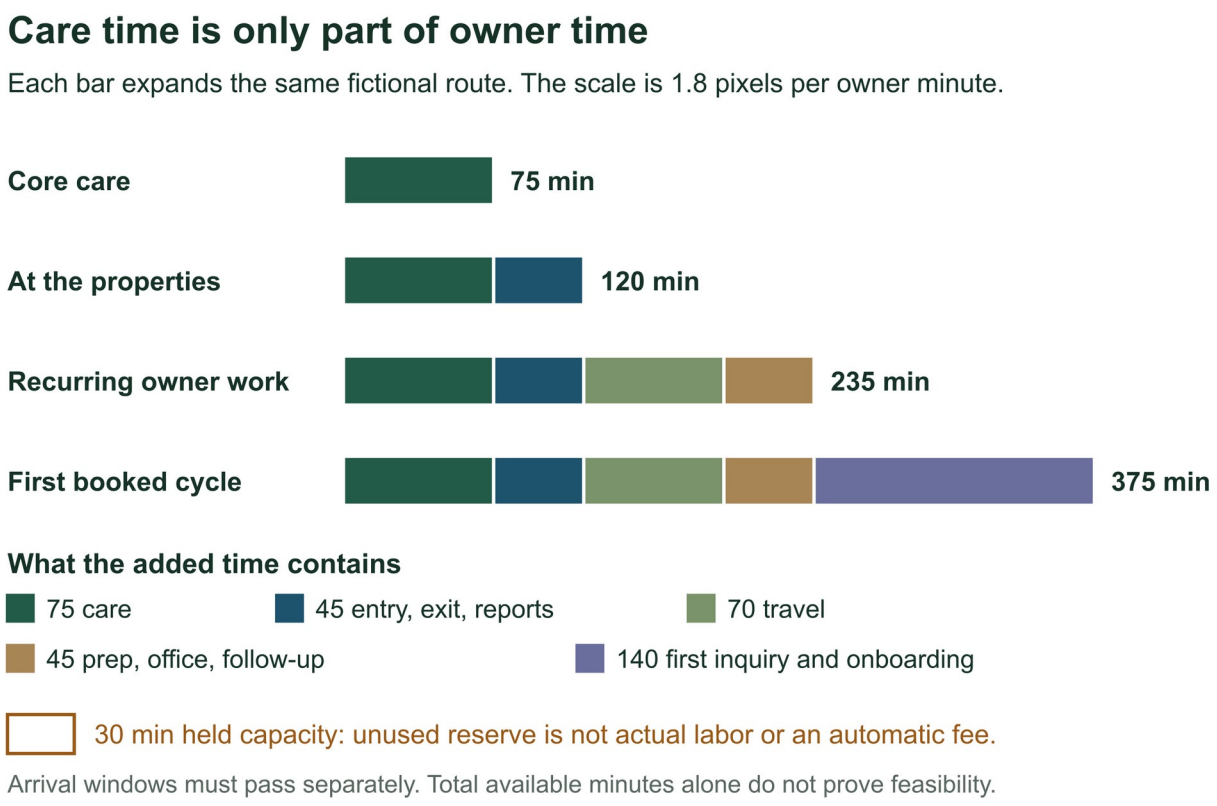
Generic physical sequence to support practical instruction; not a real floor plan or harness fit verification.

Case P Route day and full owner cycle



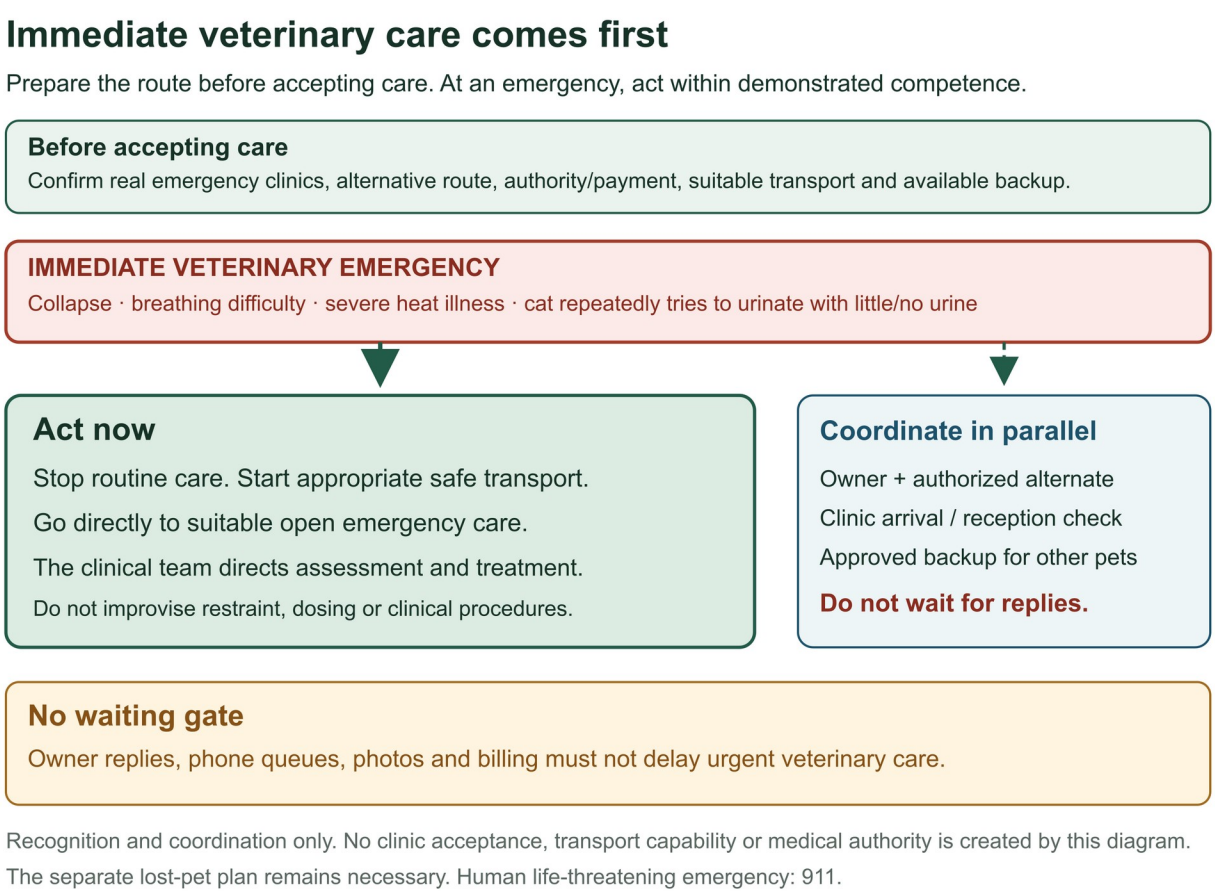
All times and locations are fictional. Travel is estimated, not map-measured. Held capacity is not labor.

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.