Trip Generation Memo Attachments

Olney Animal Boarding

Olney, Maryland

April 8, 2025

GOROVE SLADE
Transportation Planners and Engineers

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Trip Generation Rates (per pet)*

Category	AM Peak Hour			PM Peak Hour			Daily
	In	Out	Total	In	Out	Total	
Daycare	0.50 veh/hr	0.50 veh/hr	1.00 veh/hr	0.50 veh/hr	0.50 veh/hr	1.00 veh/hr	2.00 veh/hr
Extended Care	0.20 veh/hr	0.20 veh/hr	0.40 veh/hr	0.25 veh/hr	0.25 veh/hr	0.50 veh/hr	2.00 veh/hr

*Rates based on data collected at another animal boarding facility with similar characteristics and operation to the proposed facility

Trip Generation

Category	AM Peak Hour			PM Peak Hour			Daily	Pets	Staff
	In	Out	Total	In	Out	Total			
Daycare	6 veh/hr	6 veh/hr	12 veh/hr	6 veh/hr	6 veh/hr	12 veh/hr	24 veh/hr	12	-
Extended Care	4 veh/hr	4 veh/hr	8 veh/hr	5 veh/hr	5 veh/hr	10 veh/hr	40 veh/hr	20	-
Staff*	4 veh/hr	0 veh/hr	4 veh/hr	0 veh/hr	4 veh/hr	4 veh/hr	20 veh/hr	-	10
Shuttle**	2 veh/hr	1 veh/hr	3 veh/hr	1 veh/hr	2 veh/hr	3 veh/hr	12 veh/hr	30	-
Total	**16 veh/hr**	**11 veh/hr**	**27 veh/hr**	**12 veh/hr**	**17 veh/hr**	**29 veh/hr**	**96 veh/hr**	**62**	**10**

*2/5 staff arrive/depart during the peak hour.

**3 shuttle routes are executed. 2/3 shuttle routes run during the peak hour.

D. Happy Paws K-9 Trip Generation Memo

Technical Memorandum

To:	Marie Pham	Loudoun County DTCI
From:	Erin Steel, P.E. Portia Lartey	
Date:	January 22, 2024	
Subject:	Happy Paws K-9 SPEX – Trip Generation Memorandum	

Introduction

The following memorandum presents the findings of a trip generation for the SPEX (Special Exception) application for a kennel at the property located at 20492 Oatlands Chase Place in Loudoun County, Virginia. The subject property is located just east of Oatlands Chase Place and north of Oak Bucket Lane, in Loudoun County, Virginia. The site is located on one parcel of land and more particularly identified by Loudoun County PIN 277-46-8008. The site is currently zoned Agricultural Rural – 1 (AR-1) under the Revised 1993 Loudoun County Zoning Ordinance. Access to the site is through an entrance on Oatlands Chase Place. The Applicant is proposing a special exception (SPEX) for a kennel on the site to support the existing use. Due to the small number of trips the site generates, a trip generation memorandum has been prepared for the site as scoped with DTCI staff. The signed scoping document is provided as an attachment. The site location map is shown in Figure 1.

Figure 1: Site Location Map

Trip Generation

As noted earlier, the Applicant is seeking a special exception (SPEX) for a kennel on the site to support the existing use. ITE Trip Generation Manual was not used to project the proposed trips for the site as there is no applicable land use. Therefore, as discussed with DTCI at the scoping meeting, the trip generation is based on the anticipated occupancy and operations of the kennel. The kennel is equipped to care for up to 40 dogs daily. However, a typical day consists of approximately 25 dogs daily. The following assumptions were used to project trips and the trip generation table is shown in Table 1, based on a typical weekday of 25 dogs checked in or out on a given day on average:

- 10 dogs for daycare checked in in the morning and out in the afternoon/evening, 7 dogs checked in for extended stay and 8 dogs checked out after an extended stay. The daycare drop offs occur typically between 6-10am and pickups occur between 3-6pm; hence all do not fall within the same hour. The extended stay check in/check out are spread throughout the day.
- 5 caretakers/staff
- For AM peak hour trips, it was assumed 5 dogs would be checked in for daycare (10 trips), 2 dogs checked in for extended stay (4 trips), 1 dog checked out from extended stay (2 trips) and 2 staff arrive (2 trips).
- For PM peak hour trips, it was assumed 5 dogs would be checked out for daycare (10 trips), 2 dogs checked in for extended stay (4 trips) and 2 dogs checked out from extended stay (4 trips) and 2 staff depart (2 trips).
- The weekday daily trips were estimated as 4 times the PM peak.
- This totals to 18 AM peak hour trips, 20 PM peak hour trips and 80 weekday daily trips.

Table 1: Trip Generation Comparison

Land Use	ITE Code	------ Weekday ------						
		AM Peak Hour			*PM Peak Hour*			*Weekday*
		In	Out	Total	In	Out	Total	Total
Proposed Use								
Dog Kennel	N/A	10	8	18	9	11	20	80
Total Proposed Trips		**10**	**8**	**18**	**9**	**11**	**20**	**80**

Note:
ITE Trip Generation Manual, 11th Edition does not provide a Land Use Code for a Dog Kennel. See the section above for the assumptions used to estimate trip generation.

As shown in Table 1, the proposed kennel will generate approximately 18 weekday AM peak hour, 20 weekday PM peak hour trips, and 80 total weekday trips. The SPEX use is anticipated to have minimal impact on the surrounding transportation network as it is a low trip generating use.

ATTACHMENT – SCOPING DOCUMENT

Pre-Application Number: PMTG- 2023-0159 **Meeting Date: 1/17/2024 via email**
Application Name: Happy Paws K-9 SPEX
Attendees:
Applicant/Representative: Marcel Uttembergue (beatrizrubio@happypawsk9.com)
Consultant: Erin Steel (Gorove Slade), Morgan Hadlock (Walsh Colucci)
Loudoun County Staff: Enrique Gonzalez, Marie Pham
VDOT Staff: N/A

(1) **Project Description:** A description of the existing and proposed uses, as well as the size of the proposed development (i.e., square footage, acreage, etc.), shall be included in the traffic study. Additionally, the type of application (i.e., ZMAP, SPEX, ZCPA, STPL (Public Schools only), etc.), relevant previous site approvals, relevant previously approved proffers, and proposed project phasing shall be discussed. The proposed development program analyzed in the traffic study shall match the land development application being proposed at time of submittal, or as agreed to at the Scoping Meeting.

Additional Guidance: All traffic study graphics should show the locations of the proposed site driveways and an outline of the project site location. The traffic study should include the parcel(s) pin number, address, policy area, and a description of all roadways in the study area including speed limits, VDOT route numbers, number of lanes, CTP classification, CTP ultimate conditions, bicycle and pedestrian facilities, and transit stops. Include a graphic depicting the existing lane configurations and traffic control devices for all roadways/intersections in the traffic study area. The traffic study should also include a conceptual layout of the proposed development (if available) and description and map of nearby land uses.

Comments: The site is located at 20492 Oatlands Chase Place, just east of Oatlands Chase Place and north of Oak Bucket Lane, in Loudoun County, Virginia. The site is located on one parcel of land and more particularly identified by Loudoun County PIN 277-46-8008. The site is currently zoned Agricultural Rural – 1 (AR-1) under the Revised 1993 Loudoun County Zoning Ordinance. Access to the site is through an entrance on Oatlands Chase Place. The Applicant is proposing a special exception (SPEX) for a kennel on the site to support the existing use.
A trip generation memorandum is proposed due to the small number of trips the site generates. An aerial map of the site is shown in Figure 1.

(2) **Traffic Study Area and Traffic Count Locations:** Roadways and intersections internal or adjacent to the development site shall be included in the traffic study. The traffic study area shall be defined at the Scoping Meeting in consultation with staff and as a guideline traffic count locations should include intersections adjacent to the project's frontage and other external roads to the extent that the project's generated traffic is anticipated to exceed 10 percent of the road's current/existing traffic volumes (at the time of application). Refer to the VDOT Updated Administrative Guidelines for the Traffic Impact Analysis Regulations (VDOT Traffic Study Regulations) for additional guidance regarding traffic study area limits.

Comments: N/A

(3) **Data Collection:** All traffic data, including, but not limited to, peak period traffic counts at study intersections and twenty-four hour weekday traffic counts adjacent to the project that are needed to prepare the traffic study shall be collected/provided by the County and forwarded to the applicant within six (6) weeks after the date the Scoping Document is finalized. Upon receiving the traffic data from the County, the applicant shall review it and notify the County of any data discrepancy within five (5) working days. The County will re-collect the traffic data at locations where any data discrepancy is identified and send it to the applicant within two (2) weeks of notification of such data discrepancy (weather permitting). This traffic data shall be used by the applicant to prepare the traffic study. For other external roads and segments, the average daily traffic estimates (based on the application of historical VDOT 'k' factors to peak hour traffic volumes) shall be provided in the report. In the event that during an active land development application process, there is a change to the proposed development program that triggers the need for additional traffic counts, additional data collection shall be required. In the event that the County cannot provide the data within these timelines, the applicant may use their own data to prepare the study. The traffic counts shall not be more than twelve (12) months old at the time of the application submission.

Additional Guidance: Traffic counts should be collected from 6:30 to 9:30 AM and 4:00 to 7:00 PM, unless otherwise agreed upon, on Tuesdays, Wednesdays, or Thursdays during the school year (early September through early June), excluding federal holidays and the remainder of the week surrounding the holiday. Traffic counts on Saturdays and Sundays should generally be collected between 11:00 AM and 1:00 PM, unless otherwise discussed and agreed upon due to the specifics of a land development proposal. Pedestrian, bicycle, and truck counts should be collected at the same time as vehicular counts. Pedestrians and bicycles should be included in the analysis but not be treated as vehicles. Existing traffic count worksheets should be included in the appendix.

Comments: N/A

(4) **Trip Generation, Internal Capture, and Pass-By Trips:** As a general guide to vehicle trip generation, rates or equations published in the latest editions of the Institute of Transportation Engineer's (I.T.E.) Trip Generation Manual and the ITE Trip Generation Handbook shall be used to estimate the trips generated from the proposed development. In determining which trip generation process (equation or rate) may be used, refer to the VDOT Traffic Study Regulations and the ITE Trip Generation Handbook. If the applicant and the County agree to use an alternate trip generation methodology, such as using a local rate from a local trip generation count at a similar facility, such trip generation methodology shall be documented in the Scoping Document prior to being used in the traffic study. The County shall collect the local trip generation data and the applicant will estimate the local trip generation rate and send it to the County for review and approval prior to using it in the traffic study. Methodologies for trip reductions associated with pass-by trips and internal capture shall be discussed and agreed upon at the Scoping Meeting. Refer to the VDOT Traffic Study Regulations and the ITE Trip Generation Handbook for appropriate pass-by and internal trip reduction methodologies. The traffic study shall include a comparison of trip generation for existing and approved uses with trips generated by the proposed development program.

Additional Guidance: The traffic study should clearly state whether rates, equations, observed counts, local rates, or other sources were used to determine trip generation and the information should be presented in the report in the trip generation table. The most current edition of the ITE

Trip Generation Manual and Trip Generation Handbook should be used. Internal capture and pass-by reduction rates information should also be presented in the traffic study in the trip generation table. The calculations or additional information associated with trip reductions should be included in the appendix of the traffic study.

Comments: ITE Trip Generation Manual will not be used to project the proposed trips for the site as there is no applicable use. Therefore, assumptions will be made to project trip generation based on the anticipated occupancy and operations of the kennel.
The kennel is equipped to care for up to 40 dogs daily. However, a typical day consists of approximately 25 dogs daily.
The following assumptions were used to project trips and the trip generation table is shown in Table 1, based on a typical weekday of 25 dogs checked in or out on a given day on average:

- 10 dogs for daycare checked in in the morning and out in the afternoon/evening, 7 dogs checked in for extended stay and 8 dogs checked out after an extended stay. The daycare drop offs occur typically between 6-10am and pickups occur between 3-6pm; hence all do not fall within the same hour. The extended stay check in/check out are spread throughout the day.
- 5 caretakers/staff
- For AM peak hour trips, it was assumed 5 dogs would be checked in for daycare (10 trips), 2 dogs checked in for extended stay (4 trips), 1 dog checked out from extended stay (2 trips) and 2 staff arrive (2 trips).
- For PM peak hour trips, it was assumed 5 dogs would be checked out for daycare (10 trips), 2 dogs checked in for extended stay (4 trips) and 2 dogs checked out from extended stay (4 trips) and 2 staff depart (2 trips).
- The weekday daily trips were estimated as 4 times the PM peak.
- This totals to 18 AM peak hour trips, 20 PM peak hour trips and 80 weekday daily trips.

(5) **Traffic/Trip Distribution:** Directional trip distribution information shall be provided for project entrances and intersections on collector and arterial roads within the traffic study area for each phase and category (e.g., residential, office, retail, industrial, institutional, etc.) of the proposed development.

Additional Guidance: Percentage distribution graphics should be included in the traffic study and depict percentages of site traffic turning at each intersection and site driveway. Separate graphics should be provided for primary and pass-by trips distributed throughout the traffic study area. Some mixed-use land development proposals may require multiple distributions for each land use and peak hour period. Generally, each traffic study should take a "fresh look" at the distribution of trips based on population, employment, and retail centers, as well as the existing and future transportation network. Existing traffic patterns at intersections, existing directional splits on roadways, regional travel patterns and assumptions from previously analyzed nearby developments should help aid in the development of a distribution but should not be the only factors considered.

Comments: N/A

(6) **Traffic Volume Projections:** The traffic study shall provide existing and projected traffic volumes, with and without the subject project, for Average Daily Traffic, as well as AM and PM peak hours and weekend peak periods, if necessary, for the agreed upon phasing program and build-out years. For sites generating less than 500 peak hour trips, traffic volume projections shall be made for each expected phase and bult-out year. For sites generating 500 or more peak hour trips, traffic volume projections shall be made for each expected phase, build-out year, and six (6) years after build-out or to an agreed upon forecast year. The peak hour of the project/individual land use(s) (as given in the ITE Trip Generation Manual) should be added to the corresponding AM/PM existing peak hour of the adjacent roadway traffic volumes to show the 'worst case' scenario. The existing peak hour of traffic on the roads adjacent to the subject project site shall be identified. These traffic volumes shall be provided at roadway intersections and commercial or private accessways/entrances within the traffic study area.

Comments: N/A

(7) **LOS Analyses:** Level of Service (LOS) calculations, including vehicular delay, for existing and projected conditions, with and without the subject project, for highway segments, intersection legs, and entrances shall be provided. Calculations shall be in accordance with the latest edition of the Highway Capacity Manual (HCM). Traffic analysis software, including the Highway Capacity Software (HCS), Synchro plus SimTraffic, SIDRA, VISSIM, CORSIM, and PC-Warrants, may be used as agreed at the Scoping Meeting. Traffic volumes and level of service information shall be provided for each phase of development, to include conditions at date of project completion. Traffic counts and LOS worksheets and projected traffic volume LOS analyses, using agreed upon analysis techniques, including existing AM/PM peak hour signal timing, shall be included as a part of the traffic study. Electronic files associated with the LOS worksheets shall be provided to the County with traffic study.

Additional Guidance: Default software inputs should be used unless otherwise discussed and agreed upon. A minimum peak hour factor (PHF) of 0.85 should be used for existing conditions (unless it is the average of three counts). For future conditions, the minimum PHF may be adjusted up to 0.92. No other adjustments should be made to PHFs in the analysis unless discussed and agreed upon. The PHF utilized in the traffic analysis should be documented in the traffic study for both existing and future conditions. Heavy vehicle factor calculated from the collected traffic count should be used in the analysis. For future conditions analysis with development traffic, the existing heavy vehicle factor should be adjusted if needed based upon the nature of the traffic being generated by the development. The analysis should also include pedestrian and bicycle counts if significant movement exists. Document the reason if a software package other than Synchro was used. An electronic version of the traffic study including capacity analysis worksheets should be provided.

Comments: N/A

(8) **Minimum Roadway/Intersection LOS Standards:** Recommendations for phased improvements to the road network links in order to maintain an acceptable level of service (minimum LOS "D," where applicable per the Countywide Transportation Plan (CTP)) shall be provided. For each phase up to and including build-out, a minimum approach and overall LOS "D"

(where applicable per the CTP) at intersections shall apply. Levels of service, including vehicular delay, at study intersections shall be presented by lane group in traffic study tables and graphics.

Comments: N/A

(9) **Background Traffic and Roadway Assumptions:** Assumptions which determine projected background traffic, including through traffic growth rate to be applied on roadway links, shall be confirmed at the Scoping Meeting. The sources for determining future traffic projections will include one or more of the following:

- Loudoun County Demographic Estimates & Forecasts or similar documents from Loudoun County.
- The Loudoun County transportation model which incorporates COG's Cooperative Forecasts for Loudoun County.
- Historical daily traffic counts published annually by VDOT or compiled through other approved traffic studies and sources.
- Approved development in the vicinity of the proposed development.

Specific other approved development names and respective development square footage or residential units used in the study shall be provided. Assumptions for the anticipated roadway network at each phase of development shall be discussed and agreed upon at the Scoping Meeting.

Additional Guidance: Include a graphic showing the locations of background developments. Include graphics that show the distribution of trips for each background development, or the rerouting of trips based on roadway network/land use changes. Generally, growth rates above 2% should not be used unless otherwise discussed and agreed upon. Growth rates should be compounded annually and applied to all movements, not just through volumes, unless otherwise discussed and agreed upon. Provide clear justification for inclusion of background roadway improvements (i.e., County CIP, VDOT SYIP, proffered improvement) and provide details of the programming of the assumed background improvement in the traffic study.

Comments: N/A

(10) **Safety Locations:** Road safety hazards as identified at the Scoping Meeting, within the traffic study area, shall be analyzed for all roadway links and intersections in the traffic study. Analyses requested by the County in the traffic study could include discussion of sight distances, three-year summary of crash data at potential problem intersections, vertical and horizontal roadway alignments, signal warrants, turn lane warrants, speed studies, and/or queuing studies.

Additional Guidance: Crash data should be obtained from VDOT for the most recent three-year period. Crash history at each study intersection and roadway segment should be summarized in a table format in the traffic study and should include crash types, severity, and crash rate. Queuing analyses should include a side-by-side comparison of 50% and 95% queue and storage lengths in table format (ideally in a single table for all study scenarios). If a traffic signal is recommended as a mitigation measure in the traffic study, a preliminary traffic signal warrant analysis assessment

with a preliminary roundabout feasibility as well as other innovative intersection control analysis should be provided in the traffic study report. Traffic signal and turn-lane warrant worksheets should be included in the appendix of the traffic study. Sight distance evaluation and measurement or calculation should be provided. If a multi-way stop control (MWSC) intersection is recommended as a mitigation measure in the traffic study, a preliminary MWSC warrant analysis assessment should be provided in the traffic study report. Additional sensitivity analysis may be required to indicate the triggers at which a traffic signal or a MWSC would be necessary. Include discussion of traffic calming, design of internal streets, and cut-through traffic for residential rezonings and applications for other development proposals in established neighborhoods. Include discussion of a transportation operations and parking plan (TOPP) for proposals that generate a significant amount of traffic on an irregular basis (e.g., sports stadium).

Comments: N/A

(11) **Trip Reduction Factors:** If vehicle trip reduction factors are used in the traffic study based on transit access from a proposed development and/or Transportation Demand Management (TDM) measures, factors necessary at each phase of development to implement the vehicle reduction shall be specified, and supporting documentation (e.g., Loudoun County CTP, COG model, WMATA, VDOT, USDOT, ULI, ITE, etc.) and studies of similar cases shall be provided.

Additional Guidance: Sources of information for trip reductions assumed should be included in the appendix of the traffic study.

Comments: N/A

(12) **Bicycle, Pedestrian, and Transit Facilities:** When bicycle and pedestrian accommodations are used to reduce anticipated traffic volume, a description of the physical and functional characteristics of the existing and proposed bicycle and pedestrian facilities shall be provided. If such separate bicycle accommodations (e.g., striped lanes or multi-purpose trails) are anticipated, they shall also be identified. A description of the functional characteristics shall be provided to identify the transportation options that these accommodations provide (e.g., pedestrian access to retail center, safe bicycle route to elementary school, inter-parcel connections to adjacent neighborhoods, access to W&OD trail, etc.). Existing and future transit facilities, including, but not limited to, bus stops, service, and routes; park and ride lots; and Metrorail stations proximate to the study area should be documented in the traffic study.

Additional Guidance: If a marked crosswalk is recommended at an uncontrolled location, a preliminary crosswalk warrant analysis assessment should be provided in the traffic study report.

Comments: N/A

(13) **Access Management and Circulation:** VDOT requirements, including access management, intersection spacing, inter-parcel connections, and internal circulation shall be provided, as necessary, in the traffic study.

Comments: N/A

(14) Additional Discussion / Concerns / Assumptions / Considerations:

Comments: N/A

DTCI Staff Signature: **Enrique Gonzalez, DTCI** **Date:** **January 18,2024**

Consultant Signature: Erin B. Stal **Date:** **1/17/2024**

Please include a signed copy of this document with accompanying graphics in the appendix of the traffic report.

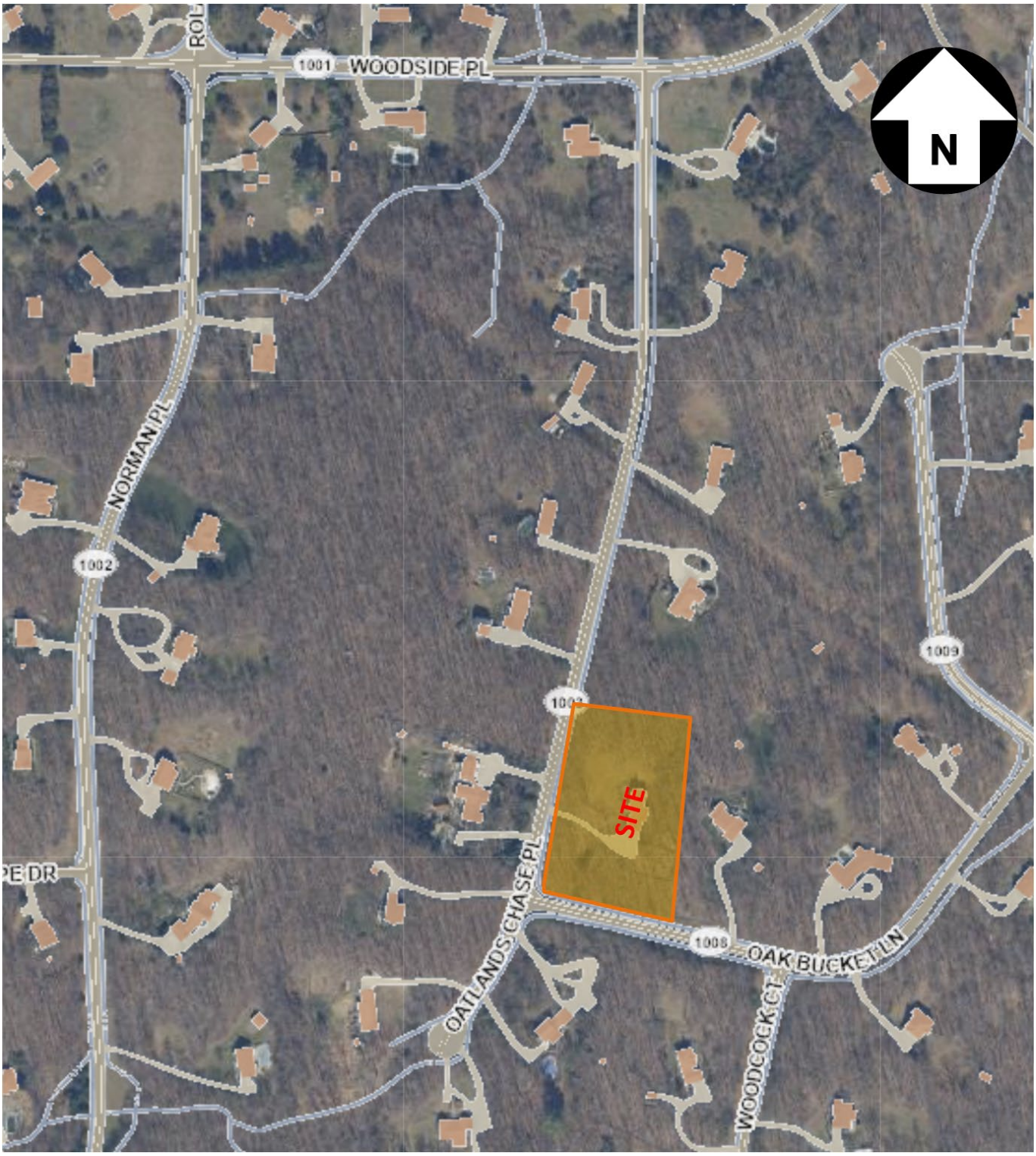


Figure 1: Site Location Map

Table 1:Trip Generation

Land Use	ITE Code	------ Weekday ------						
		AM Peak Hour			*PM Peak Hour*			*Weekday*
		In	Out	Total	In	Out	Total	Total
Proposed Use								
Dog Kennel	N/A	10	8	18	9	11	20	80
Total Proposed Trips		**10**	**8**	**18**	**9**	**11**	**20**	**80**

Note:
ITE Trip Generation Manual, 11th Edition does not provide a Land Use Code for a Dog Kennel.
See Section 4 description for the assumptions used to estimate trip generation.

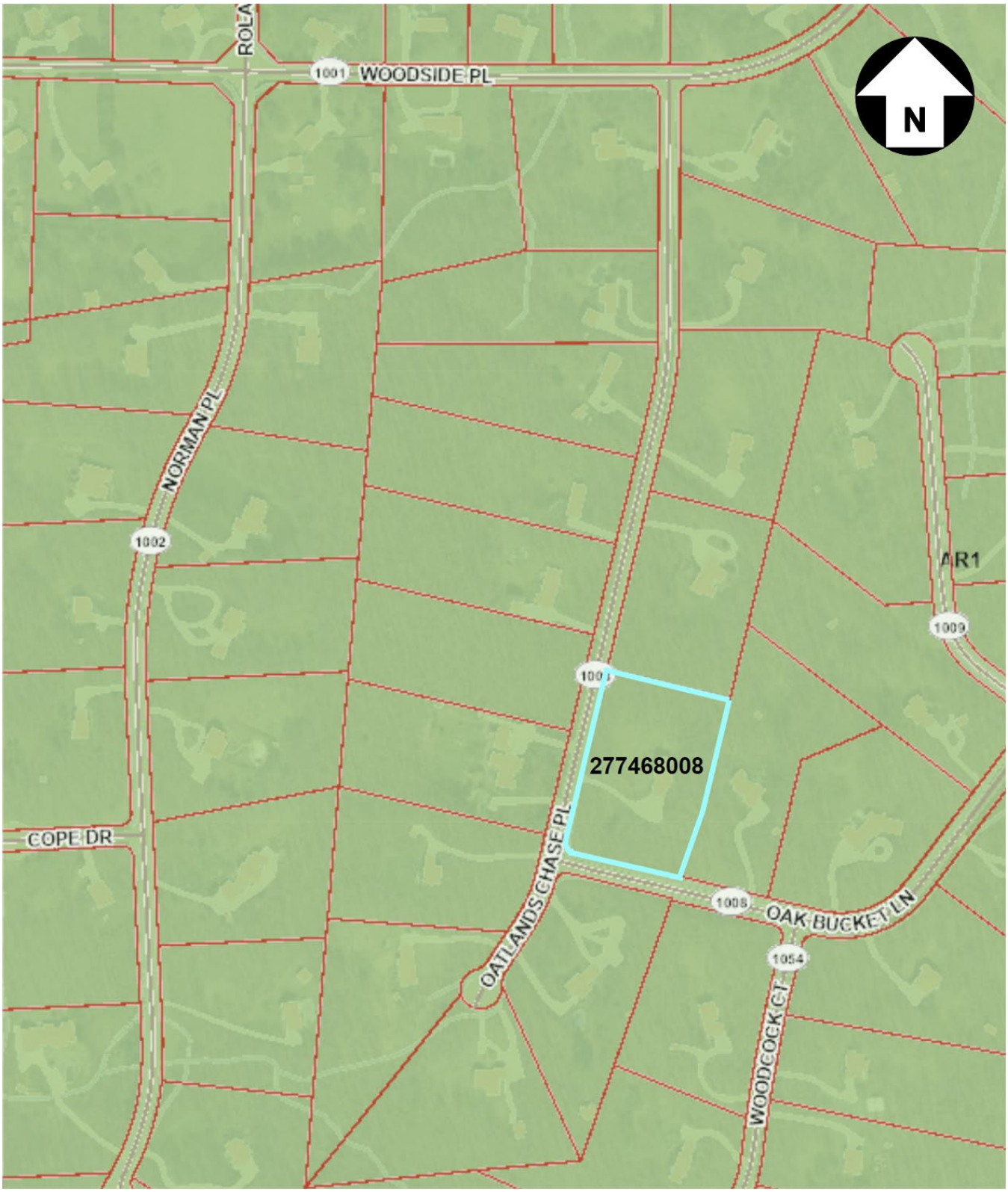


Figure 2: Tax Map

E. Happy Paws K-9 Operations and Scheduling Email

Outlook

Fw: Happy Paws K-9 LLC SPEX | Gorove Slade Introduction

From Lauren Buford <lsb@goroveslade.com>
Date Wed 3/19/2025 2:57 PM
To Lauren Buford <lsb@goroveslade.com>

From: Beatriz Rubio Uttembergue <beatrizrubio@happypawsk9.com>
Sent: Thursday, January 11, 2024 2:33 PM
To: Tushar Awar <tushar.awar@goroveslade.com>
Cc: Erin B. Steel <erin.steel@goroveslade.com>; Hadlock, Morgan E. <mhadlock@thelandlawyers.com>
Subject: Re: Happy Paws K-9 LLC SPEX | Gorove Slade Introduction

Hi Tushar,

Thanks for the explanation, makes sense.

In terms of traffic volume/number of dogs checking in and out in a given day, it varies a lot. We typically care for 8-25 dogs per day and we have capacity for up to 40 dogs (this happens very rarely though, usually in high seasons like Xmas, Spring break, etc).

We do daycare and boarding. We have circa 12 parking spots but our clients never come all at the same time, the movement is spread out through the day - we rarely have more than 2-3 cars/clients arriving or leaving at the same time. Typically is one client at a time.

Dogs that come for daycare usually check in between 6am and 10am and they check out between 3pm to 6pm.

For boarding, they usually check in between 6am and 2pm and they check out between 11am to 6pm.

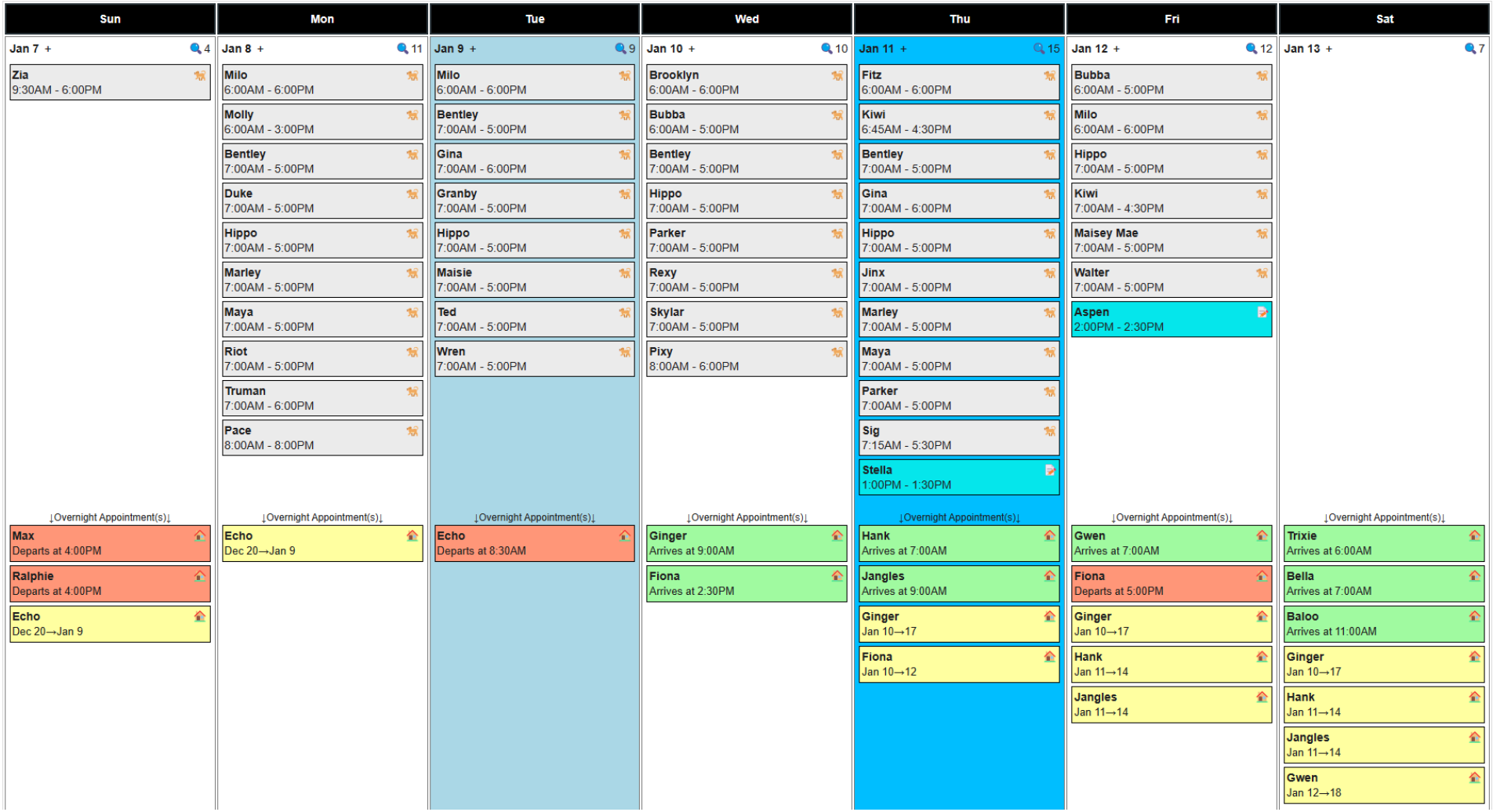
I would say our peak period is between 7-10am and then from 3-5pm. It varies a lot depending on the day and time of the year.

See below a couple of screen shots showing our typical week.
Color key: Grey (daycare), Green (boarding check in), Yellow (boarding stay - no check in or check out), Red (boarding check out), Blue (meet and greet - new clients tour).

Note that most of the times showed on the table don't necessarily reflect the real check in and check out times as most people don't give us precise info about their times.

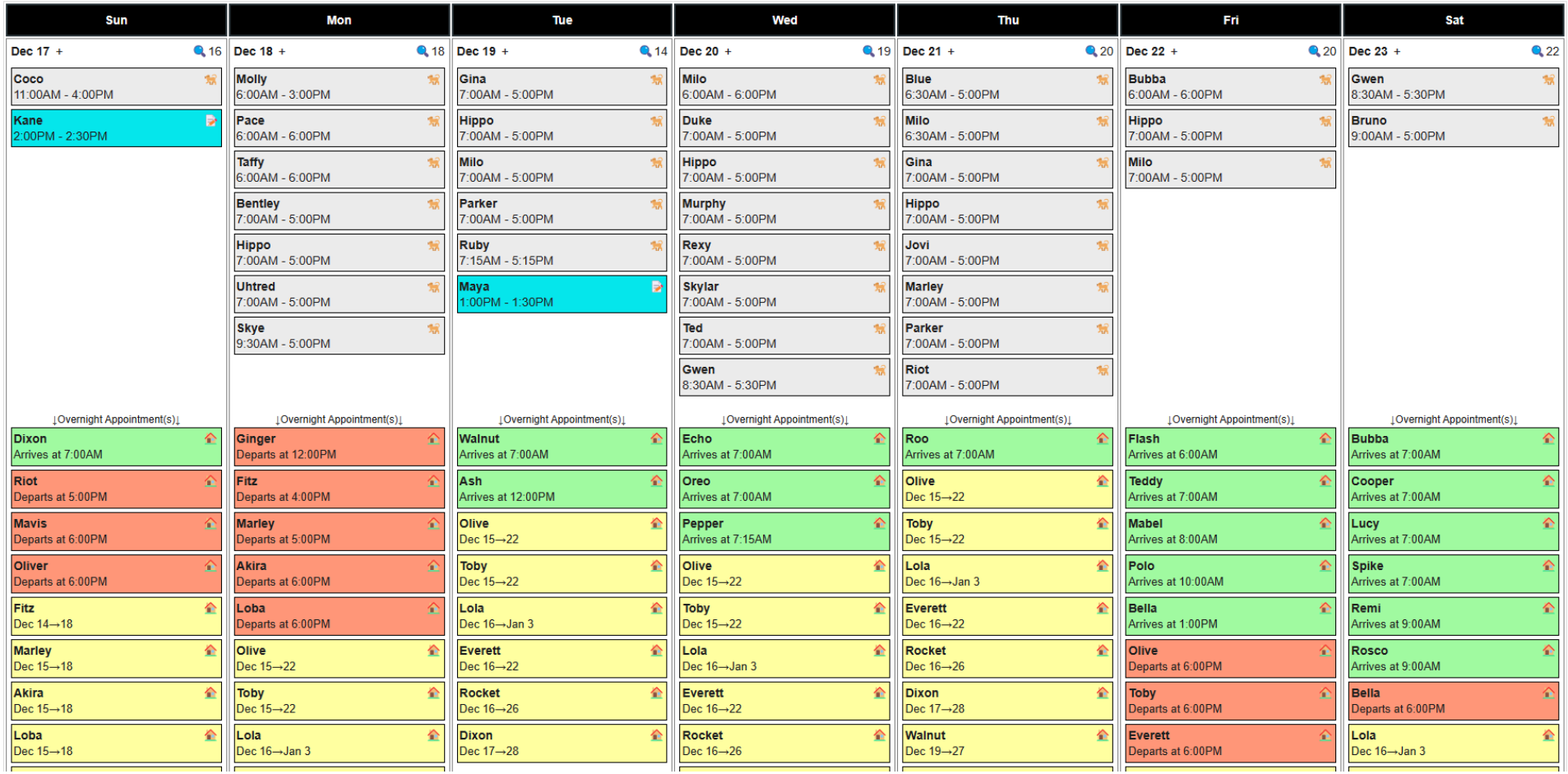
The number next to the magnifying lens indicates the total number of dogs for that day. For example, On Jan 7 we had 4 dogs, on Jan 8 we had 11 dogs, etc...

This week:



Sun	Mon	Tue	Wed	Thu	Fri	Sat
Jan 7 + 4	Jan 8 + 11	Jan 9 + 9	Jan 10 + 10	Jan 11 + 15	Jan 12 + 12	Jan 13 + 7
Zia 9:30AM - 6:00PM	Milo 6:00AM - 6:00PM	Milo 6:00AM - 6:00PM	Brooklyn 6:00AM - 6:00PM	Fitz 6:00AM - 6:00PM	Bubba 6:00AM - 5:00PM	
	Molly 6:00AM - 3:00PM	Bentley 7:00AM - 5:00PM	Bubba 6:00AM - 5:00PM	Kiwi 6:45AM - 4:30PM	Milo 6:00AM - 6:00PM	
	Bentley 7:00AM - 5:00PM	Gina 7:00AM - 6:00PM	Bentley 7:00AM - 5:00PM	Bentley 7:00AM - 5:00PM	Hippo 7:00AM - 5:00PM	
	Duke 7:00AM - 5:00PM	Granby 7:00AM - 5:00PM	Hippo 7:00AM - 5:00PM	Gina 7:00AM - 6:00PM	Kiwi 7:00AM - 4:30PM	
	Hippo 7:00AM - 5:00PM	Hippo 7:00AM - 5:00PM	Parker 7:00AM - 5:00PM	Hippo 7:00AM - 5:00PM	Maisey Mae 7:00AM - 5:00PM	
	Marley 7:00AM - 5:00PM	Maisie 7:00AM - 5:00PM	Rexy 7:00AM - 5:00PM	Jinx 7:00AM - 5:00PM	Walter 7:00AM - 5:00PM	
	Maya 7:00AM - 5:00PM	Ted 7:00AM - 5:00PM	Skylar 7:00AM - 5:00PM	Marley 7:00AM - 5:00PM	Aspen 2:00PM - 2:30PM	
	Riot 7:00AM - 5:00PM	Wren 7:00AM - 5:00PM	Pixy 8:00AM - 6:00PM	Maya 7:00AM - 5:00PM		
	Truman 7:00AM - 6:00PM			Parker 7:00AM - 5:00PM		
	Pace 8:00AM - 8:00PM			Sig 7:15AM - 5:30PM		
				Stella 1:00PM - 1:30PM		
↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓
Max Departs at 4:00PM	Echo Dec 20→Jan 9	Echo Departs at 8:30AM	Ginger Arrives at 9:00AM	Hank Arrives at 7:00AM	Gwen Arrives at 7:00AM	Trixie Arrives at 6:00AM
Ralphie Departs at 4:00PM			Fiona Arrives at 2:30PM	Jangles Arrives at 9:00AM	Fiona Departs at 5:00PM	Bella Arrives at 7:00AM
Echo Dec 20→Jan 9				Ginger Jan 10→17	Ginger Jan 10→17	Baloo Arrives at 11:00AM
				Fiona Jan 10→12	Hank Jan 11→14	Ginger Jan 10→17
					Jangles Jan 11→14	Hank Jan 11→14
						Jangles Jan 11→14
						Gwen Jan 12→18

Week of Dec 17 to Dec 23:



Sun	Mon	Tue	Wed	Thu	Fri	Sat
Dec 17 + 16	Dec 18 + 18	Dec 19 + 14	Dec 20 + 19	Dec 21 + 20	Dec 22 + 20	Dec 23 + 22
Coco 11:00AM - 4:00PM	Molly 6:00AM - 3:00PM	Gina 7:00AM - 5:00PM	Milo 6:00AM - 6:00PM	Blue 6:30AM - 5:00PM	Bubba 6:00AM - 6:00PM	Gwen 8:30AM - 5:30PM
Kane 2:00PM - 2:30PM	Pace 6:00AM - 6:00PM	Hippo 7:00AM - 5:00PM	Duke 7:00AM - 5:00PM	Milo 6:30AM - 5:00PM	Hippo 7:00AM - 5:00PM	Bruno 9:00AM - 5:00PM
	Taffy 6:00AM - 6:00PM	Milo 7:00AM - 5:00PM	Hippo 7:00AM - 5:00PM	Gina 7:00AM - 5:00PM	Milo 7:00AM - 5:00PM	
	Bentley 7:00AM - 5:00PM	Parker 7:00AM - 5:00PM	Murphy 7:00AM - 5:00PM	Hippo 7:00AM - 5:00PM		
	Hippo 7:00AM - 5:00PM	Ruby 7:15AM - 5:15PM	Rexy 7:00AM - 5:00PM	Jovi 7:00AM - 5:00PM		
	Uhtred 7:00AM - 5:00PM	Maya 1:00PM - 1:30PM	Skylar 7:00AM - 5:00PM	Marley 7:00AM - 5:00PM		
	Skye 9:30AM - 5:00PM		Ted 7:00AM - 5:00PM	Parker 7:00AM - 5:00PM		
			Gwen 8:30AM - 5:30PM	Riot 7:00AM - 5:00PM		
↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓
Dixon Arrives at 7:00AM	Ginger Departs at 12:00PM	Walnut Arrives at 7:00AM	Echo Arrives at 7:00AM	Roo Arrives at 7:00AM	Flash Arrives at 6:00AM	Bubba Arrives at 7:00AM
Riot Departs at 5:00PM	Fitz Departs at 4:00PM	Ash Arrives at 12:00PM	Oreo Arrives at 7:00AM	Olive Dec 15→22	Teddy Arrives at 7:00AM	Cooper Arrives at 7:00AM
Mavis Departs at 6:00PM	Marley Departs at 5:00PM	Olive Dec 15→22	Pepper Arrives at 7:15AM	Toby Dec 15→22	Mabel Arrives at 8:00AM	Lucy Arrives at 7:00AM
Oliver Departs at 6:00PM	Akira Departs at 6:00PM	Toby Dec 15→22	Olive Dec 15→22	Lola Dec 16→Jan 3	Polo Arrives at 10:00AM	Spike Arrives at 7:00AM
Fitz Dec 14→18	Loba Departs at 6:00PM	Lola Dec 16→Jan 3	Toby Dec 15→22	Everett Dec 16→22	Bella Arrives at 1:00PM	Remi Arrives at 9:00AM
Marley Dec 15→18	Olive Dec 15→22	Everett Dec 16→22	Lola Dec 16→Jan 3	Rocket Dec 16→26	Olive Departs at 6:00PM	Rosco Arrives at 9:00AM
Akira Dec 15→18	Toby Dec 15→22	Rocket Dec 16→26	Everett Dec 16→22	Dixon Dec 17→28	Toby Departs at 6:00PM	Bella Departs at 6:00PM
Loba Dec 15→18	Lola Dec 16→Jan 3	Dixon Dec 17→28	Rocket Dec 16→26	Walnut Dec 19→27	Everett Departs at 6:00PM	Lola Dec 16→Jan 3

Week of Dec 24 to Dec 30: as you can see, although we had like 23-31 dogs per day on that week it was actually very calm in terms of traffic as most of the dogs were staying with us as part of their long boarding periods.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
Dec 24 + 23	Dec 25 + 23	Dec 26 + 28	Dec 27 + 29	Dec 28 + 28	Dec 29 + 30	Dec 30 + 31
		Gina 7:00AM - 5:00PM	Bubba 7:00AM - 5:00PM Riot 7:00AM - 5:00PM Skylar 7:00AM - 5:00PM	Gina 7:00AM - 5:00PM	Bubba 7:00AM - 5:00PM Luna 8:30AM - 6:00PM	Bubba 7:00AM - 5:00PM
↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓	↓Overnight Appointment(s)↓
Finley Arrives at 6:00AM	Bubba Departs at 5:00PM	Loki Arrives at 6:00AM	Maho Arrives at 7:00AM	Bear Arrives at 7:00AM	Cooper Arrives at 7:00AM	Theo Arrives at 7:00AM
Milo Arrives at 6:00AM	Lola Dec 16→Jan 3	Mimzie Arrives at 6:00AM	Marley Arrives at 7:00AM	Milo Arrives at 7:00AM	Rylee Arrives at 7:00AM	Bucky Keckler Arrives at 8:00AM
Oakley Arrives at 6:00AM	Rocket Dec 16→26	Millie Arrives at 8:00AM	Walnut Departs at 5:00PM	Rufus Arrives at 7:00AM	Leo Departs at 6:00PM	Brisbee Arrives at 12:00PM
Hank Arrives at 7:00AM	Dixon Dec 17→28	Leo Arrives at 9:00AM	Pepper Departs at 5:00PM	Dixon Departs at 6:00PM	Lola Dec 16→Jan 3	Loki Departs at 10:00AM
Lola Dec 16→Jan 3	Walnut Dec 19→27	Piper Arrives at 11:45AM	Lola Dec 16→Jan 3	Lola Dec 16→Jan 3	Ash Dec 19→30	Bear Departs at 10:00AM
Rocket Dec 16→26	Ash Dec 19→30	Rocket Departs at 9:30AM	Dixon Dec 17→28	Ash Dec 19→30	Echo Dec 20→Jan 9	Rufus Departs at 10:00AM
Dixon Dec 17→28	Echo Dec 20→Jan 9	Oreo Departs at 12:00PM	Ash Dec 19→30	Echo Dec 20→Jan 9	Roo Dec 21→31	Ash Departs at 12:00PM
Walnut Dec 19→27	Oreo Dec 20→26	Finley Departs at 6:00PM	Echo Dec 20→Jan 9	Roo Dec 21→31	Flash Dec 22→31	Spike Departs at 5:00PM
Ash Dec 19→30	Pepper Dec 20→27	Lola Dec 16→Jan 3	Roo Dec 21→31	Flash Dec 22→31	Teddy Dec 22→Jan 4	Remi Departs at 6:30PM
Echo Dec 20→Jan 9	Roo Dec 21→31	Dixon Dec 17→28	Flash Dec 22→31	Teddy Dec 22→Jan 4	Mabel Dec 22→Jan 1	Rosco Departs at 6:30PM
Oreo Dec 20→26	Flash Dec 22→31	Walnut Dec 19→27	Teddy Dec 22→Jan 4	Mabel Dec 22→Jan 1	Polo Dec 22→31	Lola Dec 16→Jan 3
Pepper Dec 20→27	Teddy Dec 22→Jan 4	Ash Dec 19→30	Mabel Dec 22→Jan 1	Polo Dec 22→31	Cooper Dec 23→31	Echo Dec 20→Jan 9
Roo Dec 21→31	Mabel Dec 22→Jan 1	Echo Dec 20→Jan 9	Polo Dec 22→31	Cooper Dec 23→31	Lucy Dec 23→31	Roo Dec 21→31
Flash Dec 22→31	Polo Dec 22→31	Pepper Dec 20→27	Cooper Dec 23→31	Lucy Dec 23→31	Spike Dec 23→30	Flash Dec 22→31
Teddy Dec 22→Jan 4	Cooper Dec 23→31	Roo Dec 21→31	Lucy Dec 23→31	Spike Dec 23→30	Remi Dec 23→30	Teddy Dec 22→Jan 4

I hope this is helpful. Let me know if you have any questions.

Note: I have copied Morgan as some of this info might be helpful for her as well.

Thanks,

Marcel