

# South Paw Acres LLC

## Business Plan 2023

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Presented to

Boone County Resource Management

By Faye Nowell

5550 W. Gillespie Bridge Rd.

Columbia, MO 65203

573-864-8280

April 24, 2023

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## Executive Summary

South Paw Acres LLC Boarding and Daycare for Dogs (SPA) answers the ever-growing demand for quality pet care services in mid-Missouri. With veterinary clinics closing down their boarding services to healthy dogs, that demand has increased significantly. Opened in the summer of 2001, SPA was Columbia's initial introduction to the concept of "dog day care". Based on a 4.31 acre tract of land just outside of Columbia city limits, SPA offers naturally open outdoor play areas, and climate-controlled indoor spaces. The animals are screened for socialization and temperament, and are cared for with specific treatment plans created by their owners and the staff of SPA. Group play and socialization is encouraged, as well as individual attention from the staff.

Facilities for SPA include a retrofitted two-car detached garage, complete with noise-dampening materials to maintain ordinary noise levels in the neighborhood. Landscaping has been designed to keep the animal area virtually hidden from neighbor's views. Waste removal is done in accordance with the Department of Natural Resources and Columbia City/County Health Department regulations. Five-foot chain link fence surrounds the animal area, and gates are locked at all times. Animals are also under constant supervision by SPA employees whenever they are outside of their individual pens. Customers are only allowed on the property by appointment, typically during normal business hours.

Owners are required to sign a contract for services, including their liability limits, before using SPA services. A veterinarian's proof of rabies and other vaccinations is also required for each and every dog.

South Paw Acres is inspected and licensed yearly by the Missouri Department of Agriculture's [Animal Care Facilities Act Program](#), and follows the Boone County regulations concerning dogs. All required licenses and inspections are continually maintained. Yearly ACFA inspections have consistently graded the facility and operations as satisfactory or better.

South Paw Acres has been in the business of quality care of companion dogs for over 22 years. The owner and staff are well-versed in the logistics of good animal management and strive to maintain South Paw Acres as a good neighbor to all.

# South Paw Acres Business Plan 2023

## Mission

The mission of South Paw Acres is to provide therapeutic and personalized care for beloved companion animals when their owners cannot be with them. We have proudly been carrying out this mission since we opened in 2001.

## Company History

For the past 22 years, South Paw Acres (SPA) has operated as a customized boarding facility that caters to the needs and desires of pets and their owners. Each animal has an individualized care plan for their stay in the facility, and are encouraged to play, swim, and run with other social animals, exercise with toys, and interact with well-trained staff.

## Location

South Paw Acres is located at 5550 West Gillespie Bridge Road in Columbia, Missouri. It comprises approximately 1.5 acres of a 4.31 acre tract of land.

## Company Size and Set-Up

South Paw Acres is a small, family-owned facility. Staff to dog ratios are kept very low to keep everyday stress-free for both humans and dogs. The large play areas are also conducive to this, providing ample room to run and plenty of breathing space for the dogs to relax.

## Services Provided

South Paw Acres provides a healthy, therapeutic short-term living environment for dogs that are used to a pampered lifestyle. When owners must be away from home for lengthy periods, this facility cuddles, cares for, and protects their beloved furry friends. The usual services provided by the average boarding kennel are included, but in a home-like setting, to reduce the animal's anxiety of being away from their owners. Amenities include dog cots with blankets for snoozing, a safe open floor area to romp indoors, music for relaxation, appropriate toys for individual or group play, and personal time with the staff for pampering. In addition, animals are encouraged to play and rest together under careful supervision. If multiple pets come together from the same home, they will be housed together in the same area. Personal interviews with both pet and owner are conducted prior to bookings, and individualized care plans are adhered to for each animal at SPA. A veterinarian's proof of vaccinations are required for each and every dog, and all dogs must be spayed or neutered to use SPA's services. This ensures that only healthy, well socialized animals are admitted to the facility. Optional services may be available for an additional cost, including bathing, nail trims, basic training -private, board and train, or group class-, pickup and drop-off taxi services, and pet portraits.



## Personal Experience and Training

**Faye Nowell, founder and current owner of South Paw Acres LLC**, has more than 40 years of related experiences and training with regard to companion animals. She served a three year term as a member of the Central Missouri Humane Society Board of Directors, was an active member of the CMHS Financial Development Committee, and supervised the Volunteer Program for the shelter. Prior to opening South Paw Acres in 2001, Faye often cared for other people's pets on an as-needed basis, both in her home and at the pet owner's residence. She currently serves on the board of the No-Kill Columbia Spay Neuter Project, which advocates for the spaying and neutering of companion animals as well as feral cats to curb the overpopulation of unwanted animals in our community.

**South Paw Acres' manager, Robin Diebold**, is a professional dog trainer, certified in dog behavior modification and obedience since 2017, and created Dogwarts LLC in 2019, a dog training company in Columbia, MO. Dogwarts services include private training, group classes, pet sitting, and dog walking. Robin has also been working in the dog daycare and boarding industry since 2017. While living in Hiroshima, Japan between 2015-2016, Robin volunteered at Peace Wanko (a dog shelter), gaining plenty of relevant experience in screening dogs for sociability. Robin has worked at South Paw Acres for over three years, much of that time in a top management position, overseeing the myriad of daily details that keep SPA running smoothly and efficiently. Using this extensive experience in dog behavior and office management, Robin helps the staff learn all about canine behavior and communication, how to work well with clients, and what it takes to run a successful business.

**Other members of South Paw Acres' Staff** include University of Missouri Veterinary students and students of the University's Natural Resource Program - all with excellent skills to provide for the needs of our clients' beloved pets.

**Linda Munden (projected new owner of this dog business)** is a life-long animal lover of all animals she's had, including rescues. She brings to the operation years of business management, administrative and legal experience. She became acquainted with South Paw Acres when she rescued her dog 'Jersey' from the Central Missouri Humane Society, over 10 years ago. Linda quickly realized socialization and healthy exercise would be key to her dog's physical and mental health while she was at work. The care and training 'Jersey' has received from the staff at South Paw Acres has been instrumental in allowing her to enjoy the city's dog parks, and most especially, the off-leash experience in Capen Park. Having watched the transformation of this formerly abandoned dog in the short time it took, Linda has become a staunch believer and supporter of the benefits that South Paw Acres provides. Her excitement to be a significant part of this transition with Faye, Robin and SPA staff continues to grow. Within the legal limits of what is allowed in the operation of this doggie daycare and boarding business lies an opportunity to ensure every dog that SPA serves will be well-cared for, trained and given an opportunity for their owners to enjoy their pet to the fullest.

## **Management Practices**

### **Boarding, Daycare, and Training Only**

Clients are encouraged to spay or neuter their animals, provided they are not puppies. Intact animals are not allowed to socialize with other animals if they are capable of breeding. No breeding, raising, or selling of animals will occur. Overbooking is not tolerated.

### **Interviewing Clients**

All prospective clients and their pets are given a tour of the facility, and a personal interview and evaluation of the animal's health and temperament are conducted. Proof must be provided showing that the animal's vaccinations are current from a certified veterinarian. Boarded animals must be flea and tick free and in overall good health. Only social pets are booked for boarding and daycare. No aggressive animals are allowed on the property.

### **Service Agreements / Liability Contract for Pet Owners**

Pet Owners are asked to read and sign a service agreement outlining methods of payment, expected care of the animal, the rights of the owner / manager, emergency procedures, liability of both parties, etc.

### **Supervision of Animals / Security of Property**

Animals are under constant supervision by SPA employees whenever they are outside. Inside the facility, animals are supervised when in group play, or otherwise not secured in a kennel (cage) or other enclosed space. The kennel and outside play area are surrounded by five-foot chain link fence. Gates are locked at all times. At night, the building is locked as well. The owner or a staff person stays on the property overnight.

### **Emergency Procedures**

A plan of action is outlined in the service agreement with each pet owner for their preferred methods of treatment in the event of an injury to their pet. Emergencies arising on the premises and other situations are handled as deemed appropriate by calling 9-1-1, the vet on call, etc. Should an emergency arise that requires the manager to leave the premises, all animals are secured in their kennels before leaving. The entire facility is linked to ACC Security Systems for mitigation of potential fires or break-ins that may occur on the property.

### **Liability Coverage**

SPA is currently covered by Governor's Insurance Company, which caters specifically to kennel operators. This coverage includes liability insurance of up to \$1 million. Required homeowner's insurance covers some additional aspects of the business.

### **Business Organization**

SPA currently operates as a limited liability company (LLC), under sole proprietorship. At transfer of ownership, a new business name and legal status may be implemented.



## Licensure

South Paw Acres is inspected and licensed on a yearly basis by the Missouri Department of Agriculture, specifically by the Animal Care Facility Program. This boarding and day care facility has met or exceeded all requirements of the AFCA every year, since opening in 2001. According to Columbia / Boone County Animal Control, animals at boarding facilities must provide proof of rabies vaccinations, but do not need any other tags or identification. There is no leash law for the county, but animals must be confined and under control. Boone County has no limit on the number of animals allowed on private property, but South Paw Acres strictly follows the 15 dog maximum outlined in our current Boone County Conditional Use Permit.

## Quality of Services

Given the type of person attracted to an ancillary service such as dog day care or personalized boarding, it is imperative that the facility be of top-notch quality and appearance. Management offers the very best in equipment, decor, and other amenities to gain the confidence and trust of pet owners. The overall feel of SPA is "upscale."

## The Facilities

SPA is housed in an office attached to a single family residence and a two-car detached garage. The garage has been retrofitted to meet ACFA and Boone County Planning and Zoning standards for a boarding kennel. The dog area is surrounded with a 5 foot chain link fence, and gates are locked at all times. Landscaping has been designed to keep the animal area virtually hidden from neighbor's views, and natural woods surround the property, which cannot be seen from the road. Animals are also under constant supervision by SPA employees whenever they are outside of their individual pens. Other specifications are outlined individually below.

## Noise Reduction

The biggest area of concern to anyone living near a boarding facility is the potential noise level. High quality noise-dampening insulation has been installed in the kenneling areas at South Paw Acres. Landscaping also minimizes the conduction of noise. But more importantly, it must be emphasized that a well exercised and happy dog is generally a quiet dog. This is the whole idea behind SPA, to see that the animals are well cared for and loved while away from their home. Any dog barking at SPA will receive immediate attention and be taught how to stay quiet when triggers reappears, cultivating calmness and disinterest in movement outside of the property.

## Waste Removal

The Department of Natural Resources has the definitive answer to what constitutes proper disposal of solid and liquid waste in a kennel setting. According to a DNR representative, Shelly Jackson, in Jefferson City, 10 dogs equals one animal unit. DNR only requires waste removal plans in situations involving 750 or more animal units. That would be 7,500 dogs! Hence, no specific waste removal system is required for SPA by DNR. Even so, an appropriate waste removal plan has been implemented to assure proper disposal of gray water and other waste materials.



## **Appendix**

1. South Paw Acres' New Client & Dog Registration Requirements
2. South Paw Acres' Boarding Agreement Form
3. South Paw Acres' Temperament Screening Checklist
4. South Paw Acres' Area Photos, including Buildings, Play Areas and Floor Plans
5. South Paw Acres' Property Lines and Aerial View of Business Layout
6. South Paw Acres' 2022 Missouri Department of Agriculture Inspection Report
7. South Paw Acres' Current License by Department of Agriculture for Animal Care Facilities

# South Paw Acres

[Home](#) [About](#) [Our Services](#) [Registration](#) [Videos!](#) [FAQ](#) [Resources](#) [Home Services](#)

## Registration

*Thank you for your interest in South Paw Acres!*

We have an interview process that must be completed before we will schedule any daycare or boarding appointments.

### Is Your Dog...

- Four months old or older?
- Spayed or neutered?
- Current on all vaccinations?
- Social with other dogs and people? ([How social is my dog?](#))
- Free of excessive anxiety?
- Non-aggressive about toys or food?
- Free of parasites / in overall good health?
- Comfortable around strangers?
- Non-anxious when left alone?
- Micro-chipped? (recommended)\*

The interview with you and your dog takes about a half hour and costs \$15.00. You will get a full tour, and see your dog meet and greet some of the SPA family! If your dog passes the interview, a trial day will be scheduled for a day other than the interview day to see how well your dog does without you there.

### Paperwork to Complete Before Your Interview:

- Read and review the [FAQ page](#) for important information!
- Fill out and send us this > [Boarding Agreement form](#)
- Complete your [Registration](#)  
> [https://doggiedashboard.com/users/00420341b0c6d0347bb7/new\\_client](https://doggiedashboard.com/users/00420341b0c6d0347bb7/new_client)

- Send us **Current Vaccine Records** including Rabies, DHLPP, and Bordetella. All dogs must be current on vaccinations required by the City of Columbia, and show proof of administration with expiration dates at the time of the interview. Inoculations must be administered at least 7 days prior to boarding to be fully effective.
- Send us **Proof of a Negative Fecal Test** within the past year
- In addition, all dogs must be on a **flea & tick preventative** and be free of parasites to participate at SPA.
- **Email all paperwork** to: [info@southpawacres.com](mailto:info@southpawacres.com)

Once we've received your paperwork, one of our staff members will contact you to set up your interview!

We look forward to meeting you and your furry friend!

\*All canine guests of South Paw Acres are requested to be micro-chipped, at the suggestion of the Missouri Department of Agriculture, for emergency identification purposes. If your dog(s) is not yet micro-chipped, please visit with your vet about having this service performed in the near future.

Hope to see you soon!

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# South Paw Acres' Boarding Agreement Form

5550 W. Gillespie Bridge Rd.  
Columbia, MO 65203  
573-446-ARFF (2733)  
info@southpawacres.com

## South Paw Acres Boarding and Day Care Agreement



Please initial each statement to indicate your agreement with the following terms of services with South Paw Acres.

\_\_\_\_\_ I understand that while SPA agrees to exercise reasonable care to ensure the safety of my pet, unexpected events involving harm, damage or death may occur. I hereby release SPA personnel and volunteers of any liability whatsoever.

\_\_\_\_\_ I expressly agree that SPA's liability shall in no event exceed the lesser of the current chattel value of a pet of the same breed, or the sum of \$200 per pet.

\_\_\_\_\_ I hereby affirm that I have accurately represented my pet's behavioral and medical history in my dog's registration. I understand I have an ongoing responsibility to notify SPA if there is any change in the information provided by me in the enrollment application. I also agree to provide SPA with updated vaccine and fecal test records as they are updated by my veterinarian.

\_\_\_\_\_ Should my pet become ill, I authorize SPA personnel, in their sole discretion, to administer aid and/or utilize care by my designated veterinarian, if available, or by SPA's veterinarian. I understand that attempts to contact me will be made within a reasonable time of such an event.

\_\_\_\_\_ I acknowledge that I am financially responsible for my pet's health, and I agree to assume and pay any and all expenses that may be incurred as a result of reasonable treatment authorized by SPA personnel, in the event I cannot be contacted prior to said treatment.

\_\_\_\_\_ I understand that SPA reserves the right to deny admittance to and/or remove from the premises any pet, at their discretion. In the event that my pet should need to be removed from the premises, I understand that SPA will attempt to contact me at the phone numbers I have given them. In the event I cannot be reached or am unable to remove my pet within two (2) hours of being contacted, necessary steps may be taken to turn my pet over to the proper authorities.

\_\_\_\_\_ I understand that if my pet is left at South Paw Acres past the agreed upon length of stay without contact from me or my designated emergency contact persons, the dog may be considered abandoned, and necessary steps may be taken to turn my pet over to the proper authorities.

\_\_\_\_\_ By my signature below, I acknowledge that my pet's vaccinations are current as defined by law, ordinance and/or standard veterinary practice, including a Bordatella (kennel cough) vaccination and a negative fecal floatation report, and that my pet is currently spayed or neutered. (If not currently altered, I agree to spay or neuter my dog within the first year of life, or per my veterinarian's recommendations.)

\_\_\_\_\_ I acknowledge that I have reviewed SPA's Policies and Procedures, (outlined on the website under FAQ's) and that I understand and to agree to comply with all of them.

The following person(s) have permission to drop off or pick up my dog, in the event I am unable to do so in person.

Name \_\_\_\_\_ Phone #1) \_\_\_\_\_ Phone #2) \_\_\_\_\_

\_\_\_\_\_  
Pet Owner's Signature

\_\_\_\_\_  
Name of Pet

\_\_\_\_\_  
Today's Date

Properly trained, a man can be dogs' best friend. ~ Corey Ford, American Writer

BD DDC Agreement 2021



# South Paw Acres' Temperament Screening Checklist

## Temperament Evaluation

Evaluator: \_\_\_\_\_ Date: \_\_\_\_\_

Client: \_\_\_\_\_

Dog: \_\_\_\_\_

Age: \_\_\_\_\_ Breed/mix: \_\_\_\_\_

Fixed /Intact M / F

### Item Checklist:

- Completed Registration
- Physical or digital copy of vaccination records: rabies, DHLPP, Bordetella
- Proof of negative fecal test
- Signed Boarding and Daycare Agreement form
- Fee paid Y / N Cash Check # \_\_\_\_\_ Credit card

### Information for Client:

- Introduce yourself
- Drop off 8-10am weekdays, 9-10am weekends
- Pick up 4-6pm weekdays, 4-5pm weekends
- Naptime and lunch is from 12-2pm, bring lunch for dog if they get one
- Our maximum number of dogs on site is 10
- Office is mainly used for small or older dogs while DH is for any dog
- All nap/overnight areas have beds, water & food bowls, blankets, chew bones, and AC provided
- Owner should bring dog food and any medications for overnight stays
- Faye, the boss, lives on site and lets boarding dogs out at night for a potty break
- We provide nail trims and baths for an extra charge if the dog is willing. Rinse is free

### Questions for Client:

Does the dog have experience at a dog daycare, kennel, or dog park? Playmates both large and small?

What is the dog's play style (wrestling, chase, tug, mix...?) and do they take breaks?

Does the dog have separation or isolation anxiety?

Is the dog destructive when left alone? Does the dog chew on furniture/bedding?

Does the dog have any medical history or conditions? Arthritis, allergies, major surgery...? Taking any medications?

Has the dog ever jumped/climbed a fence or otherwise escaped an enclosure? 

Does the dog have a bite history? 

### Evaluator & Dog

- Dog is friendly and approachable: \_\_\_\_\_
- Can leash and unleash dog without fear: \_\_\_\_\_
- Dog will readily go into a crate/run: \_\_\_\_\_
- Responsive to obedience commands: \_\_\_\_\_
- Accepts biscuit without biting hand: \_\_\_\_\_

### Dog with SPA Dogs

- Anxiety level: \_\_\_\_\_
  - Polite to other dogs (uses signals): \_\_\_\_\_
  - Not over-the-top during play: \_\_\_\_\_
  - Listens to redirection: \_\_\_\_\_
  - Not reactive at barriers or on leash: \_\_\_\_\_
  - Did not resource guard toys, spaces, gates, person, food, or water: \_\_\_\_\_
- OVERALL IMPRESSION OF THE DOG:** Do you feel this dog would be a valued addition to the SPA family? \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Dogs used in evaluation: \_\_\_\_\_

**[PASS]**

**[Free Day Dependent]**

**[FAIL]**

### Ending Evaluator Tasks

- Arrange Free Day if dog Passed**
- Note interview results in staff notes
- Set up New Client in QB
- Create client manila folder for all dog's paperwork

South Paw Acres' Area Photos, including Buildings, Play Areas and Floor Plans



Street Entry / Driveway / Parking Area / Front of Office



Office Interiors (West Front Door & South Back Door)







Office Play Yard / Pond Play Yard (3 Views)



Dog House Front View / Dog House North Interior



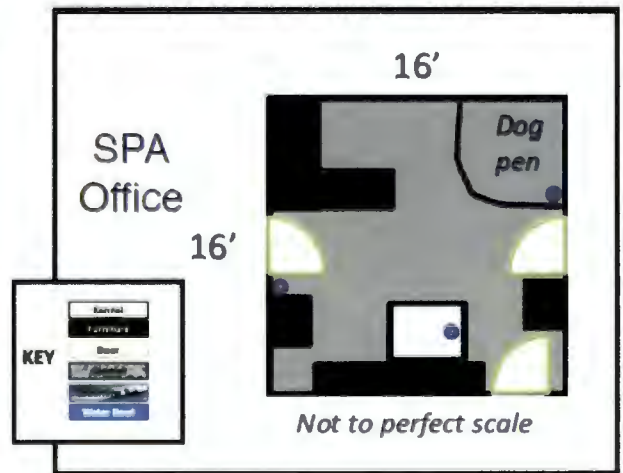
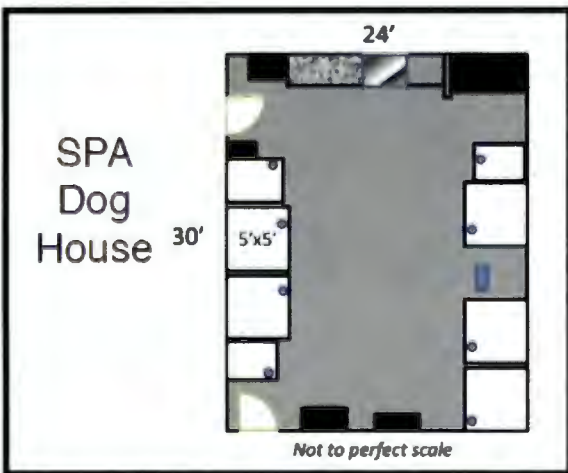




Dog House South Interior / Dog House Front Play Yard



Dog House Back Play Yard / Staff with Dog Clients / Floor Plans



# South Paw Acres' Property Lines and Aerial View of Business Layout





# South Paw Acres' 2023 Missouri Department of Agriculture Inspection Report



MISSOURI DEPARTMENT OF AGRICULTURE  
Division of Animal Health  
P. O. Box 630 - Jefferson City, MO 65102-0630

## INSPECTION REPORT

Routine Inspection

Faye Nowell  
South Paw Acres, LLC  
South Paw Acres, LLC  
5550 W Gillespie Bridge Rd  
Columbia MO 65203

County: Boone  
License ID: AC001TH1  
Inspection Date: 03/21/2023  
2:00 PM

### NARRATIVE

#### Inventory Counts:

0	Puppies
0	Adult Cat
0	Kittens
9	Adult Dog

Inspection Conducted by Julia Prullage.

#### CATEGORY III: Non-compliant item(s) identified this inspection:

##### Item No: 46. Recordkeeping Requirements


2 CSR 30-9.020 (11) (C) 1. D. Vaccination information, with official rabies.

03/21/2023 - During today's review of records, there were several dogs whose proof of vaccination including rabies was documented by the reminder notice from their attending veterinarian and did not have an official rabies vaccination certificate. Boarding kennels shall make, keep, and maintain vaccination information with official rabies. Going forward, licensee must keep and maintain vaccination documentation including official rabies certificates.

To be corrected on: 3/21/2023

- New Owner would need:  
~~need~~
- Program of Veterinary care
- License from Dept of Ag
- CUP.

Prepared By:

  
Julia Prullage, Animal Health  
Officer


Date: 03/21/2023

Copy Received By:

Date: 03/21/2023

# South Paw Acres' Current License by Department of Agriculture for Animal Care Facility

STATE OF MISSOURI  
DEPARTMENT OF AGRICULTURE



DIVISION OF ANIMAL HEALTH  
PO BOX 630 JEFFERSON CITY, MO 65102

## ANIMAL CARE FACILITY LICENSE

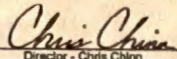
### Boarding Kennel

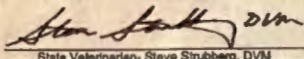
This is to certify that the person named herein is licensed as an Animal Care Facility pursuant to section 273.327, RSMo. This document is non-transferable.

South Paw Acres, LLC  
Nowell, Faye  
South Paw Acres, LLC  
5550 W Gillespie Bridge Rd  
Columbia MO 65203


License #  
**AC001TH1**

Expires  
**01/31/2024**

  
Director - Chris Chinn

  
State Veterinarian - Steve Strubberg, DVM

South Paw Acres, LLC  
South Paw Acres, LLC  
Nowell, Faye  
5550 W Gillespie Bridge Rd  
Columbia MO 65203



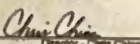
STATE OF MISSOURI  
DEPARTMENT OF AGRICULTURE  
ANIMAL CARE FACILITY LICENSE  
Boarding Kennel

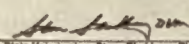
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License #  
**AC001TH1**

Expires  
**01/31/2024**

  
Director - Chris Chinn

  
State Veterinarian - Steve Strubberg, DVM

**INSTRUCTIONS:**  
KEEP THIS IDENTIFICATION CARD WITH YOU  
AND PRESENT IT AS PROOF OF LICENSE