Key Factor Number	Org Profile Item Reference	Title	Key Factor Description
1	P.1a(1) Product and/or Service Offerings	Service Offerings	PP&C offers boarding (32.16% of revenue), grooming (22.82%), daycare (5.72%), training (13.46%). Shelter management represents 13.95% of the budget.
2	P.1a(1) Product and/or Service Offerings	Revenue Distribution	Boarding generates the largest revenue share, with luxury dog boarding (18.06%) as the largest segment, followed by grooming and pet supplies.
3	P.1a(1) Product and/or Service Offerings	Shelter Management	PP&C operates animal shelters in partnership with local communities, providing 102+ kennels and isolation spaces, exceeding contractual requirements.
4	P.1a(2) Mission, Vision, Values, and Culture	Mission Statement	To create a joyful second home for pets where they thrive through personalized care while giving owners peace of mind through exceptional service and transparent communication.
5	P.1a(2) Mission, Vision, Values, and Culture	Vision Statement	To be the leader in pet hospitality where every interaction leads to a happier, healthier pet and innovation in animal care continually raises the bar for the industry.
6	P.1a(2) Mission, Vision, Values, and Culture	Core Values	Values summarized as BARK (Bond, Act, Respect, Know), PURR (Play, Understand, Reliability, Reassurance), and PAWS (Passion, Adaptability, Warmth, Safety).
7	P.1a(2) Mission, Vision, Values, and Culture	Cultural Focus	PP&C promotes a fun and inclusive environment emphasizing care for pets and their parents. Motto: “We don’t just care for pets; we care about them.”
8	P.1a(3) Workforce Profile	Workforce Profile	Workforce includes 310 staff (154 FT, 126 PT) and 155 volunteers, with diverse representation across race and gender.
9	P.1a(3) Workforce Profile	Workforce Challenges	Recruitment challenges in Falland, increased skill requirements due to technology adoption, and competition for entry-level workers.

Key Factor Number	Org Profile Item Reference	Title	Key Factor Description
10	P.1a(3) Workforce Profile	Volunteer Utilization	Volunteers support shelter operations, daycare, and boarding activities and are recognized with flexible scheduling.
11	P.1a(4) Assets	Facility Assets	Facilities include smart kennels with cameras, grooming stations, transportation vans, medical monitoring equipment, and modular kennel systems adaptable for basic or luxury configurations.
12	P.1a(4) Assets	Technology Infrastructure	PAWPRINTS software supports operations, customer portals, scheduling, and real-time performance tracking including pet monitoring.
13	P.1a(5) Regulatory Environment	Regulatory Environment	PP&C complies with the USDA Animal Welfare Act, ADA requirements, and Tennessee Department of Agriculture regulations.
14	P.1a(5) Regulatory Environment	Key Regulatory Agencies	Tennessee Department of Agriculture, Tennessee Department of Health, Federal Trade Commission, and voluntary adoption guidelines.