



NATIONAL VETERINARY LAW GROUP AT
MANDELBAUM BARRETT_{PC}



Veterinary Law Newsletter *Volume 31*

A Message from our Chair:

As we move through the second half of the year, veterinary practice owners continue to face important decisions that will shape the future of their businesses. Whether focused on growth, succession planning, associate ownership, operational efficiency, or long-term value creation, today's veterinary leaders are navigating an increasingly complex and rapidly evolving landscape.

At the National Veterinary Law Group, we remain committed to providing practical guidance that helps practice owners make informed decisions at every stage of ownership. In this edition, you'll find articles and resources focused on ownership evolution, tax-efficient practice structures, and strategies for protecting and enhancing practice value. We are also pleased to share recent thought leadership, speaking engagements, and podcast conversations featuring members of our team and respected leaders from across the veterinary profession. These insights are designed to help you better understand the opportunities and challenges shaping the industry today.

We are particularly excited to preview an upcoming milestone for our team: the release of *The Veterinarian's Deal Guide*, a new book authored by Peter Tanella and Eileen Funnell that is scheduled to launch this fall. The book serves as a practical guide for veterinarians looking to buy, grow, or sell a practice, drawing on decades of experience advising practice owners through some of the most significant transactions and strategic decisions of their careers. We look forward to sharing additional details in the coming weeks.

As always, thank you for your continued trust and engagement. We appreciate the opportunity to be a resource for veterinary professionals across the country and look forward to supporting your success in the months ahead.

Wishing you continued growth and success through the remainder of the year.

Peter Tanella, Esq.

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MB NATIONAL
VETERINARY LAW GROUP AT
MANDELBAUM
BARRETT PC

— INTRODUCING —
THE
**OWNERSHIP
EVOLUTION**
— SERIES —

 BUILD STRONG
FOUNDATIONS

 GROW &
DEVELOP
YOUR TEAM

 CREATE VALUE &
OPPORTUNITY

 PLAN FOR
TRANSITIONS
WITH PURPOSE

 SECURE A LEGACY
THAT LASTS

Introducing the Ownership Evolution Series

The National Veterinary Law Group at Mandelbaum Barrett PC is launching the Ownership Evolution Series, a multi-part collection designed to support veterinary professionals as they navigate the changing dynamics of practice ownership.

The first installment, Structuring for Value, authored by Chair and Partner Peter Tanella, will unfold through a series of articles released over the coming weeks, each exploring key considerations shaping ownership strategy today.

Follow along on our [Veterinary Insights](#) page, where each article in the series will be published.



Structuring Your Veterinary Practice for Tax Efficiency and Long-Term Value

Why Entity Choice and S-Corporation Elections Matter More Than Many Owners Realize

Across the veterinary industry, practice owners are paying greater attention to how their businesses are structured from a legal and tax perspective. Several trends are driving this shift:

- Buyers increasingly evaluate tax elections and entity structure during diligence
- Many practice owners operate through LLCs taxed as S corporations
- Self-employment tax planning can materially affect practice profitability
- Clean entity structures simplify ownership transitions and future sales

As veterinary practices grow in value, the choice of legal structure plays an increasingly important role in both tax efficiency and long-term transferability.

Why Entity Structure Matters

Launching a veterinary practice is an exciting step for any clinician-entrepreneur. But before the first patient walks through the door, practice owners must address one of the most consequential decisions for the business's long-term health: how the practice will be structured legally and taxed. While some veterinarians begin as sole proprietors due to simplicity, most practices eventually transition to liability-protected entities such as limited liability companies or corporations.

This shift is driven by two key considerations; liability protection and tax efficiency. Both factors become increasingly important as a practice grows in revenue, hires staff, and enters into lease and financing obligations.



Why Many Veterinary Practices Elect S-Corporation Taxation

An S corporation is not a separate type of entity but rather a tax election available to qualifying businesses. Many veterinary practices operate as LLCs that elect to be taxed as S corporations. This structure offers several advantages.

Liability Protection

Operating through an LLC or corporation helps shield the owner's personal assets from business liabilities, provided corporate formalities are respected. For veterinary practice owners who often sign leases, equipment loans, and employment contracts, this protection is critical.

Self-Employment Tax Efficiency

One of the primary advantages of S-corporation taxation is the ability for owners to divide their income between salary, which is subject to payroll taxes and distributions, which are generally not subject to self-employment tax. The IRS requires owners to pay themselves a reasonable salary, but profits beyond that amount may be distributed as dividends. For many practice owners, this structure can produce meaningful tax savings compared with sole proprietorship taxation.

Pass-Through Taxation

Like partnerships, S corporations avoid double taxation. Income passes through to the owners' personal tax returns rather than being taxed at both the corporate and shareholder levels. This feature allows veterinary practices to retain flexibility while avoiding the tax burden associated with traditional C corporations.

When Sole Proprietorships Become Problematic

Some veterinarians initially operate as sole proprietors because of the simplicity of the structure. While this may be workable in the earliest stages of a practice, it presents several limitations as the business grows. Most notably, sole proprietorships expose the owner to unlimited personal liability. Business debts, lease obligations, and legal claims may attach directly to the owner's personal assets. In addition, all profits are subject to self-employment taxes, which can significantly increase the overall tax burden as the practice becomes more profitable. For these reasons, many veterinarians eventually transition to an LLC or corporation once the practice reaches a certain scale.

Entity Structure and Future Ownership Transitions

Beyond tax considerations, entity structure also affects the ease of transferring ownership. S-corporation and LLC structures often allow ownership interests to be transferred more easily than sole proprietorship assets. This flexibility can be particularly valuable when onboarding a minority partner, transitioning ownership to an associate veterinarian or preparing the practice for a future sale. Practices that establish a clean entity structure early often encounter fewer complications when ownership transitions occur.

What This Means for Practice Owners

For veterinarians building or growing a practice, entity structure is more than a technical legal decision. It is a strategic foundation that affects tax efficiency, liability protection, and future transferability. In many cases, the optimal structure involves:

- Forming a liability-protected entity such as an LLC or professional corporation
- Evaluating the benefits of an S-corporation tax election
- Working closely with legal and tax advisors to ensure compliance

Taking these steps early can improve profitability, simplify future ownership transitions, and position the practice for long-term success. The legal and financial structure of a veterinary practice may not be visible to clients or patients, but it plays a critical role in the stability and value of the business.

As veterinary ownership continues to evolve, thoughtful structuring has become an essential part of building a practice that is not only successful today, but also scalable and transferable in the future.



Agreements and Restrictive Covenants: How Associate Contracts Can Protect Practice Value and Support Future Ownership Transitions

Across the veterinary industry, practice owners are placing greater emphasis on the structure of associate employment agreements. Several trends are shaping how these agreements are drafted today:

- Buyers closely review associate contracts during transaction diligence
- Restrictive covenants often influence valuation and deal certainty
- Many practices are introducing structured equity pathways for associates
- Clear contractual frameworks help stabilize teams and support succession planning

As veterinary practices become more valuable businesses, employment agreements are no longer viewed simply as HR documents. They are increasingly recognized as strategic instruments that influence both operational stability and long-term enterprise value.

Veterinary hospitals are fundamentally relationship-driven businesses. Clients build trust with the veterinarians who care for their animals, and practice performance often depends heavily on the production and continuity of associate doctors. For that reason, associate employment agreements play a critical role in protecting the value of a veterinary practice. While these agreements are often negotiated when a doctor joins the practice, their importance becomes particularly clear when the practice owner begins considering a future ownership transition.

Well-structured agreements help stabilize the clinical team, protect client relationships, and create a framework for future ownership opportunities.

Why Buyers Scrutinize Associate Agreements

During the diligence process in a veterinary transaction, buyers typically review several aspects of associate employment agreements. These include compensation structure, restrictive covenants, termination provisions and potential equity participation. The reason is simple: the stability of the associate team directly affects the sustainability of the practice's revenue.

If key doctors leave shortly after a transaction, production may decline and client relationships may be disrupted. For this reason, buyers often evaluate whether the practice has taken appropriate steps to encourage associate retention and protect the practice's goodwill. Strong employment agreements provide clarity for both the practice owner and the associate veterinarian, reducing uncertainty during periods of transition.



The Role of Restrictive Covenants

Restrictive covenants are one of the most commonly debated provisions in veterinary employment agreements. These clauses typically include:

- **Non-compete provisions**, which restrict associates from practicing within a defined geographic area for a specified period following departure
- **Non-solicitation provisions**, which prevent associates from recruiting staff or soliciting clients
- **Confidentiality obligations**, which protect proprietary business information

When drafted thoughtfully and within the bounds of applicable state law, these provisions can protect the practice's client base and workforce. However, overly broad restrictions can create challenges. Courts in many jurisdictions scrutinize non-compete provisions carefully, and restrictions that are unreasonable in scope or duration may be unenforceable.

For this reason, practice owners should work with experienced legal counsel to ensure that restrictive covenants are appropriately tailored to the practice's circumstances and the applicable legal framework.

Equity Pathways for Associates

Another emerging trend in veterinary employment agreements is the introduction of structured equity opportunities for associate veterinarians. These programs are designed to align the long-term interests of the associate with the success of the practice. Equity participation may take several forms, including minority ownership interests, profit-sharing arrangements and phantom equity or incentive compensation plans.

Providing a clear pathway to ownership can serve several purposes. First, it encourages retention by giving associates a meaningful stake in the practice's future success. Second, it helps practice owners develop internal succession options, which may become increasingly important as more veterinarians approach retirement age. Third, these programs demonstrate to potential buyers that the practice has invested in leadership development and long-term continuity.

Aligning Contracts with Future Ownership Goals

Employment agreements should be drafted not only with the current relationship in mind but also with potential future ownership transitions. Practice owners who anticipate eventually selling the hospital—or transitioning ownership to associates—should evaluate whether their contracts support that objective. Key considerations may include:

- Whether associates have a defined buy-in opportunity
- Whether restrictive covenants allow flexibility for internal ownership transitions
- Whether compensation structures encourage long-term engagement

Addressing these issues proactively can help avoid difficult renegotiations later.

What This Means for Practice Owners

For veterinary practice owners, associate employment agreements are far more than administrative documents. They are a critical component of the practice's structural foundation.

Clear, well-drafted agreements can protect the practice's goodwill, stabilize the clinical team, support future ownership transitions, and strengthen the practice's attractiveness to potential buyers. As the veterinary industry continues to evolve, practices that invest in thoughtful associate agreements will often find themselves better positioned to grow, transition ownership, and preserve long-term value.



Preparing for Due Diligence Before You Go to Market: Why Operational Readiness Often Determines Deal Certainty and Valuation

Veterinary practice owners often focus on valuation multiples and transaction timing when considering a future sale. Yet buyers increasingly emphasize another factor: diligence readiness. Recent transactions reveal several consistent patterns:

- Buyers conduct more detailed operational and compliance diligence
- Financial documentation is scrutinized more closely than in earlier consolidation cycles
- Payroll, tax, and employment practices are frequently examined
- Operational deficiencies discovered during diligence can delay or derail transactions

As a result, many successful transactions begin long before the practice formally enters the market.

When a veterinary hospital enters the sale process, the focus often turns quickly to valuation and deal terms. However, one of the most critical phases of any transaction occurs after the letter of intent is signed. This phase, known as due diligence, is when the buyer verifies the financial, legal, and operational condition of the practice.

For sellers who are unprepared, diligence can become a stressful and disruptive process. Missing documentation, inconsistent financial records, or unresolved compliance issues may slow negotiations or create uncertainty about the practice's performance. Conversely, practices that have organized their records and addressed potential issues in advance often experience a smoother transaction process.

Financial Documentation

One of the first areas buyers review during diligence is the practice's financial reporting. Buyers typically examine several years of financial statements, including profit and loss statements, balance sheets, and tax returns. They may also evaluate:

- Revenue
- Trends
- Expense categories
- EBITDA adjustments
- Owner compensation structures

Practices that maintain clear and consistent financial records allow buyers to assess performance quickly and accurately. When financial information is incomplete or poorly organized, the diligence process becomes more complicated and may lead buyers to question the reliability of the practice's reported results.



Employment and Compensation Practices

Buyers also review employment arrangements with both associate veterinarians and staff. This review may include employment agreements, compensation structures, non-compete provisions, and independent contractor classifications. Misclassification of employees or inconsistent payroll practices can create potential legal and tax risks. Addressing these issues before entering the sale process helps prevent delays and allows sellers to negotiate from a position of strength.

Regulatory and Compliance Considerations

Veterinary practices must comply with a variety of federal, state, and local regulations. During diligence, buyers often review:

- veterinary licensing requirements
- controlled substance compliance
- OSHA and workplace safety policies
- corporate practice regulations where applicable

While many of these issues may appear routine, gaps in documentation or compliance can create complications during a transaction. Proactive review of these areas can significantly reduce risk.

Real Estate and Lease Alignment

Another common diligence focus involves the practice's real estate arrangements. Buyers typically evaluate: the lease terms and renewal provisions, if there are landlord consents, zoning compliance issues and the overall condition of the facility. If the practice operates in leased space, the buyer will often require assurance that the lease can be assigned or extended. Addressing these issues early helps avoid last-minute complications.

What This Means for Practice Owners

For practice owners considering a future sale, diligence preparation should begin well before the practice enters the market. Organizing financial records, reviewing employment agreements, and addressing compliance issues in advance can significantly improve both deal certainty and negotiating leverage.

While valuation multiples often capture the most attention in veterinary transactions, operational readiness frequently determines whether a deal proceeds smoothly or encounters unexpected challenges. Practices that take a proactive approach to diligence preparation are often rewarded with faster closing timelines, fewer renegotiations, and greater confidence from potential buyers.

As veterinary ownership continues to evolve, operational discipline has become an essential component of building a practice that is not only successful today but also transferable tomorrow.



Peter Tanella and Jason Marx Co-Author Article for Today's Veterinary Business

As veterinary practices grow, many owners face an important question: whether, when, and how to offer associate veterinarians an ownership stake in the business.

Peter Tanella, Esq., Chair of the National Veterinary Law Group at Mandelbaum Barrett PC, and Jason E. Marx, Esq., Partner in the Firm's Tax, Trusts, and Estates Practice Group, co-authored a practical article examining the opportunities and challenges associated with associate ownership.

The article explores a range of ownership and incentive structures, including direct stock purchases, restricted stock grants, phantom equity, and profit-sharing arrangements, while highlighting important legal and tax considerations for veterinary practices.

Whether your goal is retention, leadership development, succession planning, or long-term growth, understanding how to properly structure ownership opportunities are critical to creating lasting value for both the practice and its future leaders.

[Read the full article in Today's Veterinary Business to dive deeper into Peter and Jason's insights here.](#)

**Today's Veterinary
Business**



Peter Tanella Authors Article for Today's Veterinary Business

The veterinary transaction market remains highly active, but sellers should carefully evaluate one increasingly common deal term before signing: the earnout.

Peter Tanella, Esq., Chair of the National Veterinary Law Group at Mandelbaum Barrett PC, authored an insightful article examining how earnouts work and the risks they can create for veterinary practice owners after a sale. Based on the practice's future performance, earnouts can offer additional upside, but they also shift significant risk to sellers.

The article explores common earnout structures, including revenue- and EBITDA-based models, and highlights how post-closing decisions related to staffing, pricing, operations, and integration can directly impact whether sellers receive their full earnout payments.

Whether you're considering selling your practice now or planning for a future transition, understanding the realities of earnouts is essential to protecting your interests and maximizing deal value.

[Read the full article in Today's Veterinary Business to dive deeper into Peter's insights here.](#)

Frank A. Custode and Angela H. D'Amato Speak at SGA Conference in Sarasota, FL.

Thank you to SGA for the opportunity for **Frank A. Custode** and **Angela H. D'Amato** to present at your recent event in Sarasota, FL.

We appreciated the chance to share insights on today's veterinary employment landscape and transactional trends—from evolving market multiples to strategies for associate retention and ownership transitions.

It was a privilege to connect with so many engaged practice owners and industry professionals. Looking forward to continuing the conversation.

A large, elegant, dark teal cursive script word "Thanks" is positioned to the right of the paragraph. It features a large, sweeping initial 'T' and a long, horizontal flourish that extends across the top of the word.

Frank A. Custode and Peter Tanella Share Insights During Granite Peak Veterinary Leadership Webinar

Veterinary practice ownership is evolving rapidly. In this one-hour webinar, on June 10, **Frank A. Custode** and **Peter Tanella** cut through the noise and focus on the challenges that matter most: retaining top associates, navigating ownership transitions in a shifting market, managing legal and HR risks, and preparing for the future of technology.

Walk away with practical strategies you can apply immediately to strengthen and protect your practice.

“Just Vetting” with Peter Tanella, Esq. Interview Series

Episode 14: Inside Scaling Care and Culture: Lessons from Multi-Hospital Veterinarian Leader Dr. Craig Mohnacky

In the latest episode of “Just Vetting”, host Peter Tanella, Esq. sits down with Dr. Craig Mohnacky, founder and CEO of Mohnacky Animal Hospitals in Southern California, for a candid, wide-ranging conversation about entrepreneurship, reinvention, and what it really takes to build a veterinary organization that endures.

From fainting at the sight of blood to becoming a successful veterinary surgeon, Dr. Mohnacky’s career journey is anything but conventional. In this candid episode, he shares how launching a veterinary practice immediately after graduation led to rapid burnout, forcing him to step away from veterinary medicine entirely within five years. What followed was a pivotal reinvention—one that included mastering sales, technology, and real estate before ultimately returning to the profession with a completely new perspective on leadership and ownership. That hard-earned experience became the foundation for building a thriving, multi-location veterinary hospital network.

Whether you’re an aspiring practice owner, an experienced veterinary leader, or a professional seeking sustainable career growth without sacrificing your personal life, this episode offers practical, real-world insights. Dr. Mohnacky’s story is a powerful lesson in resilience, reinvention, and how embracing failure can lead to extraordinary long-term success.



“Just Vetting” with Peter Tanella Episode 15: Leadership and Longevity with Dr. Robert Goodman

In this episode, Peter Tanella, Esq. sits down with Dr. Robert Goodman, longtime leader of Everhart Veterinary Hospital, to explore the realities of practice ownership, leadership growth, and building a veterinary organization that lasts.

From a single-doctor hospital in the 1980s to a multi-location practice rooted in community trust, Dr. Goodman shares lessons on mentorship, culture, ownership, and how veterinary medicine has evolved over decades.

If you’re thinking about ownership — or already navigating it — this conversation offers valuable perspective.

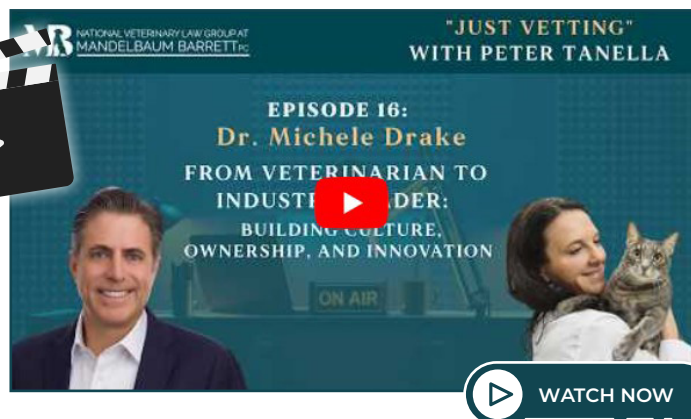


“Just Vetting” with Peter Tanella Episode 16: Building Culture and Innovation with Dr. Michele Drake

Host Peter Tanella is joined by Dr. Michele Drake, founder of the The Drake Center for Veterinary Care and co-founder of GeniusVets, for a thoughtful conversation on leadership, culture, and intentional growth in veterinary practice.

From purchasing her first practice at 27 to scaling an 11-doctor operation, Dr. Drake breaks down what truly drives sustainable success—strong communication, clear expectations, financial understanding, and a culture that’s built and protected on purpose.

A must-listen for veterinary leaders, practice owners, and anyone building something meaningful in their career.

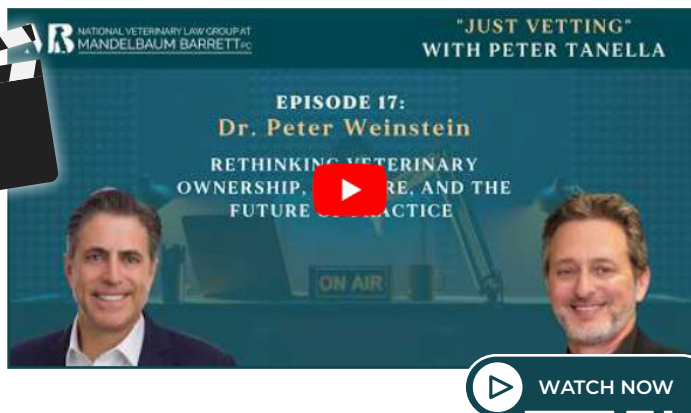


“Just Vetting” with Peter Tanella Episode 17: Rethinking Veterinary Ownership with Dr. Peter Weinstein

Peter Weinstein joins Peter Tanella, Esq. to discuss the path from kennel assistant to veterinary industry leader, and the key ingredients behind creating a thriving practice beyond medical expertise alone.

The conversation explores leadership, workplace culture, practice ownership, succession planning, and the evolving landscape for independent veterinary practices. Whether you’re an established owner or early in your career, this episode offers valuable perspective on leading effectively and building for the future.

Tune in now for an engaging discussion on intentional growth, strong leadership, and the future of veterinary medicine.



“Just Vetting” with Peter Tanella Episode 18: Running a Community-Based Vet Practice with Dr. Ryan Gorman

Dr. Ryan Gorman joins Peter Tanella, Esq. on Just Vetting to share his journey from kennel assistant to multi-practice owner, and the lessons he’s learned about leadership, mentorship, communication, and building a strong veterinary culture along the way. From transitioning into ownership to navigating staff retention and the future of independent practices, this episode offers valuable insight for veterinarians at every stage of their career.

Tune in for an insightful conversation on growth, ownership, and what it really takes to build a successful veterinary practice.



“Just Vetting” with Peter Tanella Episode 19: Rethinking Ownership and the Future of Veterinary Medicine

Dr. Mark de Wolde DVM MRCVS joins Peter Tanella, Esq. on Just Vetting to share his remarkable journey from aspiring veterinarian to entrepreneur, practice owner, industry advisor, and technology innovator. Drawing on decades of experience building and scaling veterinary practices, Dr. de Wolde discusses leadership, succession planning, work-life balance, practice value, and the future of veterinary ownership.

From navigating practice transitions and preserving culture to exploring the growing role of AI and continuous monitoring in veterinary medicine, this episode offers valuable insight for veterinarians, practice owners, and industry professionals alike.

Tune in for an engaging conversation on innovation, ownership, leadership, and the evolving future of veterinary medicine.



“Just Vetting” with Peter Tanella Episode 20: Redefining Orthopedic Excellence, Education, and Veterinary Leadership with Dr. David Dycus

Dr. David Dycus joins Peter Tanella, Esq. on Just Vetting for an engaging conversation on veterinary leadership, surgical excellence, practice ownership, and the discipline required to build a career at the highest level of the profession.

As an internationally recognized orthopedic surgeon, educator, author, and founder of Fusion Veterinary Orthopedics, Dr. Dycus shares insights on mentorship, client communication, team culture, preventing burnout, and the pursuit of excellence both inside and outside the operating room.

From building a specialty practice centered on empathy and expertise to exploring emerging technologies like 3D printing and surgical navigation, this episode offers valuable perspectives for veterinarians, practice owners, and industry leaders alike.

Tune in for a thoughtful discussion on leadership, lifelong learning, and what it truly takes to become exceptional in veterinary medicine.





dvmGRO

PROTECTING INDEPENDENCE. POWERING GROWTH.

Every day, independent veterinary practices face rising costs, corporate competition, staffing challenges, and shrinking margins, but that doesn't mean you have to give up your independence to stay competitive.

dvmGRO was built exclusively for privately owned practices, bringing together the purchasing power, education, business resources, and peer community needed to help independent hospitals thrive.

Through strategic partnerships, meaningful rebates, exclusive CE, operational tools, and real-world insights from practices like yours, we help you strengthen your business without changing who you are.

**We're not just another buying group.
We're a community invested in the long-term success of independent practices.**

YOUR PARAGRAPH TEXT

PARTNERS WITH PURPOSE

Strategic partnerships that deliver meaningful value to independent veterinary practices.



INDEPENDENT COMMUNITY

Connect with practice leaders across the country.

Share ideas, benchmark success, and strengthen the future of independent veterinary medicine.

RESOURCES FOR GROWTH

Member exclusive access to education, business tools, rebates, and operational support for the whole team.

Designed to help your practice thrive.

Learn more: GROw@dvmGRO.com

dvmGRO.com

Three Costly Real Estate Mistakes Veterinary Practices Make

Real estate is often the second-largest expense in a veterinary practice, yet many owners unknowingly leave tens or hundreds of thousands of dollars on the table. After representing thousands of healthcare providers, we've found three mistakes that repeatedly hurt profitability.

1. Assuming the Landlord Will Offer Fair Terms

Landlords and sellers are businesses. Their goal is to maximize value, not voluntarily give concessions. Without leverage and market knowledge, practices often overpay.

The reality: Fair isn't determined by the landlord. It's determined by the market.

2. Using Other Veterinarians as the Benchmark

"We're all paying about the same."

That statement has cost practices thousands. Comparing lease terms with neighboring practices doesn't tell you what the market will bear. It only tells you what others accepted.

The reality: Other tenants don't determine market value. The market does.

3. Negotiating Without Knowing Your Options

Strong negotiations start with alternatives. Understanding competing properties and market conditions creates leverage and produces better outcomes.

The reality: Knowledge creates leverage.

Protect Your Second Largest Expense

Whether you're renewing, expanding, relocating, or purchasing, your real estate decisions directly impact profitability.

CARR exclusively represents veterinary practices, helping owners secure favorable terms while saving substantial time and money.

Before your next real estate decision, ask:

- ✓ Do I know my alternatives?
- ✓ Am I paying market rates?
- ✓ Do I have enough leverage?
- ✓ Is someone representing my interests?

Too much is at stake to negotiate alone.

Visit [CARR.US](https://carr.us) to learn more about our expert representation services

Book Launch

Coming out this Fall!

Be on the lookout for a new book from National Veterinary Law Group attorneys **Peter Tanella** and **Eileen Funnell**.

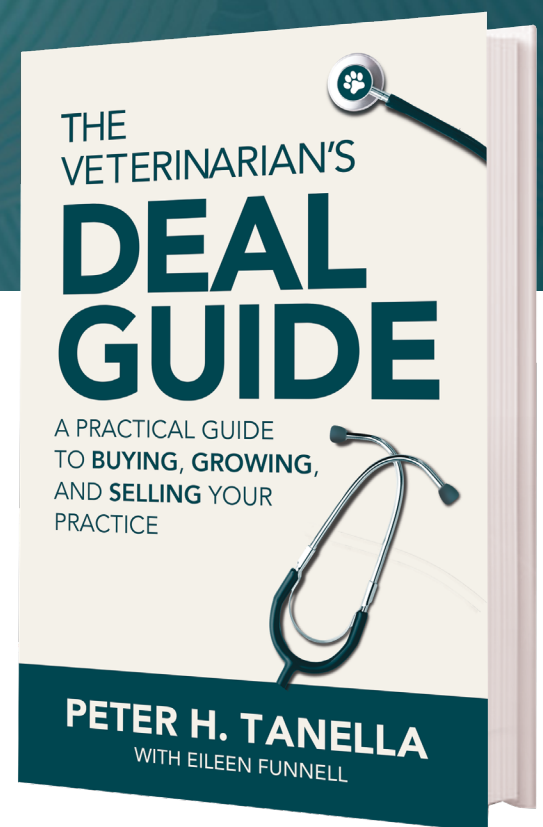
Whether you're buying your first practice, considering an associate buy-in, evaluating a corporate acquisition offer, or planning for retirement, one reality remains constant: ownership decisions shape the future of your career.

That's why Peter Tanella, Chair of the National Veterinary Law Group at Mandelbaum Barrett PC, has written *The Veterinarian's Deal Guide*, a practical roadmap for veterinarians navigating the business side of ownership.

The book explores:

- Preparing for practice ownership
- Structuring associate buy-ins and partnerships
- Using equity to attract and retain key team members
- Understanding today's acquisition market
- Selling to corporate buyers
- Transitioning practices to private veterinarians

Through real-world stories and practical guidance, readers gain a better understanding of what it takes to buy, grow, and ultimately transition a veterinary practice successfully.





Welcome Katie L. Hemmendinger

Please join us in welcoming Katie Hemmendinger as Counsel in the Firm's Corporate Practice Group. Katie is a transactional attorney who advises businesses at various stages of development, from start-ups to established corporations. Her practice supports a broad range of corporate and transactional matters, and her experience spans multiple industries, including real estate, finance, and veterinary services. She brings valuable perspective from both regional law firm practice and in-house roles, giving her a strong understanding of the needs and priorities of internal legal departments.

Katie earned her B.A. from Susquehanna University and her J.D. and M.B.A. from Seton Hall University. She is admitted to practice in New Jersey.



“ Google Review
★★★★★

“We had an outstanding experience working with Peter, Angela, and their entire team throughout the process of buying into our veterinary practice. It was a more complex than anticipated at times, and having a legal team that was not only incredibly knowledgeable but also honest, direct, and responsive made all the difference.

They took the time to explain each step, answered our questions promptly, and approached every challenge with empathy and professionalism. What stood out most was their commitment to maintaining the long-term vision of a successful partnership. Rather than simply focusing on the legal details, they encouraged thoughtful collaboration between my business partner and me, helping us navigate important conversations in a way that strengthened our relationship and set us up for success.

We're incredibly grateful for their guidance and expertise and would recommend Peter, Angela, and their team without hesitation to anyone navigating a business purchase or partnership.”

- Grace A.

“ Google Review
★★★★★

“This team is thorough, meticulous, timely, and communicative! Kara ties everything together expertly for the veterinary team, and I've used their services now for several goals. Fees are also transparent.”

- Matt R.

[Click Here To Leave a Review!](#)

Google
Reviews ★★★★★

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Google
Reviews ★★★★★

“ Google Review
★★★★★

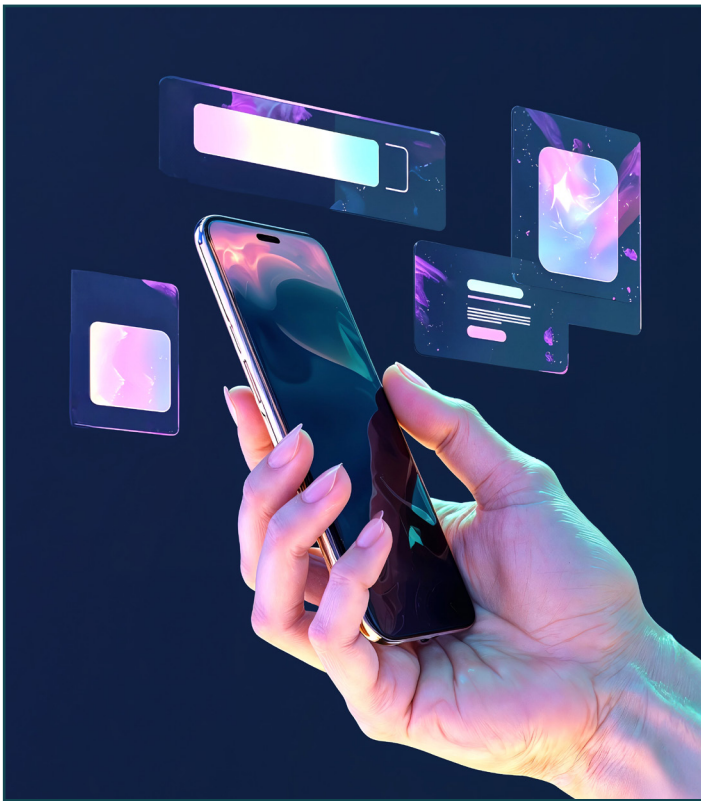
“I've had a great experience working with Peter and his team. From the first interaction, everyone in the office has been warm, friendly, and easy to work with. It really sets the tone for a positive client experience.

What stands out most is how thorough and organized the entire office is. Nothing falls through the cracks, and you can tell they take real care in managing their clients' work.

Peter, in particular, has been an incredible resource for the veterinary practices I work with. His depth of knowledge in law is obvious, and he brings a level of expertise and insight to the veterinary profession that's hard to find. Whether it's contracts, compliance, or general business guidance, he consistently provides clear, practical advice that veterinary practice owners can actually use.

I highly recommend Peter and his team to any veterinary practice looking for an attorney who truly understands the profession!”

- Andrea C.

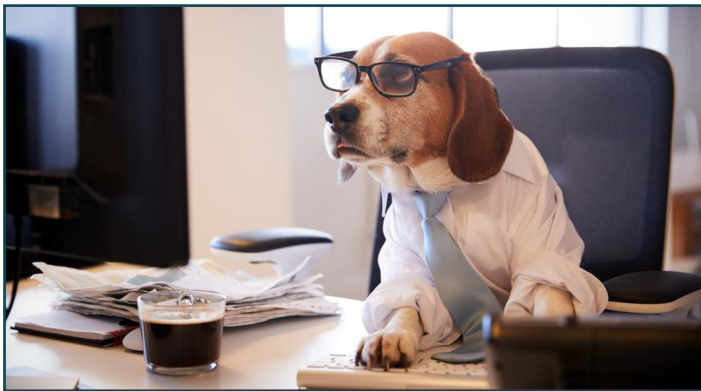


“We want to hear from you”

Please let us know veterinary law “hot topics” you would like you to hear more about.



veterinarylaw@mblawfirm.com



Our Veterinary Law Blog

Our Veterinary Law Blog has a number of resources to help you manage and grow your practice. Recent articles cover management services organizations, malpractice liability, tips on staying independent and maximizing profits, and much more.

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Additionally, the views expressed in or through this article are those of the individual author writing in his individual capacity. All liability with respect to actions taken or not taken based on the content of this article are hereby expressly disclaimed. The content in this article is provided “as is”; no representations are made that the content is error-free.