

# MARK CROOTOF, DVM

608 Rt 29 • Middle Grove NY 12850 • Cell (518) 542-0151 • [MRCroot@gmail.com](mailto:MRCroot@gmail.com)

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WORK EXPERIENCE	<b>Founder, Owner, Manager, Owner</b>	1984-Present
	Milton Veterinary Hospital, Middle Grove NY	
	<ul style="list-style-type: none"><li>- Renovated horse barn into high-tech, 3500 sq ft veterinary hospital</li><li>- Quickly became one of highest grossing hospitals in area</li><li>- Practice low volume, high quality medicine</li></ul>	
	<b>Founder, Owner, Manager, Owner</b>	1986-Present
	Milton Manor Pet Spa & Resort, Middle Grove NY	
	<ul style="list-style-type: none"><li>- Renovated horse barn into luxury boarding facility and spa</li><li>- Grossing over \$500,000/year</li></ul>	
	<b>Co-Founder, Member of the Board of Directors</b>	2001-Present
	Northway Animal Emergency Clinic, Gansevoort NY	
	<ul style="list-style-type: none"><li>- Secured financing</li><li>- Negotiated purchase</li><li>- Assisted with creation of floor plan</li><li>- Board member since inception</li></ul>	
	<b>Owner, Manager, Primary Veterinarian</b>	1991-2001
	Upstate Animal Medical Center, Saratoga Springs NY	
	<ul style="list-style-type: none"><li>- Purchased lease-hold facility</li><li>- Designed and built new hospital</li><li>- Increased gross from \$150,000 to \$900,000 in 5 years</li><li>- Sold to two associates</li></ul>	

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## CONSULTING EXPERIENCE<sup>1</sup>

### **Start-Up Practice Consultant**

- Dr. Michael Murphy, Lexington SC
- Evaluated property
  - Negotiated sale
  - Negotiated bank loan
  - Designed floor plan
  - Assisted in computer and equipment purchase
- Dr. Sean Sawyer, Uxbridge MA
- Evaluated property
  - Negotiated sale
  - Secured bank loan
- Dr. Stacia Boswell, St Croix
- Evaluated locations
  - Secured bank loan
  - Assisted with floor design
- Dr. Shelly Mullen, Indianapolis IN
- Evaluated possible locations
  - Assisted in property negotiations
- East Coast Equine, Dr. Amy Hayak, Summerville SC
- Assisted with hospital design
  - Secured bank loans
  - Interviewed potential associates
  - Assisted with equipment purchases

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<sup>1</sup> Practices in regular type are ones with which I am currently working. Practices in italics are ones with which I've worked in the past.

Uptown Vets, Dr. Ina Obernesser and Dr. Mary Mansfield, Riverdale NY

- Assisted in partnership
- Secured bank loan
- Designed floor plan
- Assisted in computer and equipment purchase

Dr. Simon George, Deerfield NH

- Assisted in partnership
- Secured bank loan
- Designed floor plan
- Assisted in computer and equipment purchase
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*Dr. Brenda Forsythe, Orcutt CA*

- *Evaluated multiple locations*
- *Assisted with negotiations*
- *Secured bank loan*
- *Designed floor plan*
- *Assisted with computer and equipment purchasing*

*Cat Care of Vinning, Dr. Michael Friedlander, Atlanta GA*

- *Evaluated multiple locations*
- *Assisted with negotiations*
- *Secured bank loan*
- *Designed floor plan*
- *Assisted with computer and equipment purchasing*

*Just for Cats, Dr. Kari Mundschenk, Elk Grove CA*

- *Evaluated multiple site locations*
- *Assisted with development of feline specialty hospital*
- *Assisted with floor plan*
- *Secured loan and leasehold*

*Arbor Creek Animal Hospital, Dr. Michael Taurant, Olathe KA*

- *Assisted with floor plan*
- *Secured bank loan and leasehold*
- *Advised on equipment and computer purchase*

*Newton Animal Hospital, Drs. Paul Friesen and Shawn Tonn, Newton KA*

- *Researched possible sites*
- *Negotiated purchase of land*
- *Designed floor plan*
- *Created the business plan*
- *Secured financing*
- *Co-ordinate merger with Dr. Tonn's two hospitals*

*Veterinary General, Dr. Steve Barta, Detroit MI*

- *Secured bank loan*
- *Designed floor plan*
- *Assisted in computer and equipment purchase*

### **Practice Consultant**

*Kingston Rd Veterinary Hospital, Drs. Morris Sampson and Jonathan Mittleman, Toronto, CA*

- *Evaluated staff and hospital productivity*
- *Assisted with interior renovation*
- *Evaluated satellite locations*

*Douglas Road Veterinary Hospital, Drs. Anne Bittaker and Linda Nivens, Roseville CA*

- *Evaluated staff and hospital productivity*
- *Advised on equipment purchases*
- *Created staff training protocol*

*Northwest Veterinary Hospital, Dr. Sue Morgan, Portland OR*

- *Evaluated staff and hospital productivity*

*Susquehanna Trail Animal Hospital, Dr. Ray Tritch, Watsontown PA*

- *Advised on equipment purchases*
- *Evaluated staff and hospital productivity*
- *Evaluated hospital design*

### **Practice Consultant and Evaluation for Buying/Selling**

*Northwood Animal Hospital, Dr. Jennifer Klabunde, Grawn MI*

- *Evaluated multiple locations*
- *Negotiated purchase of existing hospital*
- *Secured bank loan*
- *Evaluated hospital to determine monetary value*

*Twin Oaks Veterinary Clinic, Dr. Sean Eastman and Dr. Sarah Silver, Landrum SC*

- *Evaluated multiple locations*
- *Negotiated purchase*
- *Secured bank loan*
- *Assisted with computer and equipment purchase*

*Atlantic Street Emergency Hospital, Dr. Jim Young, Roseville CA*

- *Evaluated hospital to determine monetary value*

*Atlantic Street Day Hospital, Dr. Jim Young, Roseville CA*

- *Evaluated hospital worth for potential sale*

*West Hartford Veterinary Hospital, Dr. Bobby Spiegel, Hartford CT*

- *Evaluated hospital to determine monetary value*
- *Assisted in sale of practice*

*Roseville Animal Hospital, Dr. Eric Grunder, Roseville CA*

- *Evaluated hospital to determine monetary value*

*Davis Animal Hospital, Dr. Janet Edson, Davis CA*

- *Evaluated hospital worth for potential sale*
- *Assisted with securing financing*
- *Evaluated staff and hospital productivity*
- *Created staff training protocol*

### **Practice and Design/Renovation Consultant**

*Arbor View Veterinary Clinic, Dr. Jeff Schmidt, Roseville CA*

- *Assisted with floor plan*
- *Secured loan and leasehold*
- *Advised on equipment and computer purchases*

*Roseville Animal Hospital, Jill Conn and Dr. Kevin Vaughn, Roseville CA*

- *Assisted with hospital purchase*
- *Secured loan and leasehold*
- *Advised on equipment and computer purchases*

*Rocklin Road Animal Hospital, Dr. Eric Grunder, Rocklin CA*

- *Assist with renovations*
- *Evaluate staff and hospital productivity*
- *Advise on equipment purchases*
- *Create staff training protocol*

*Island Trees Veterinary Hospital, Dr. Jay Gotlieb, Levittown NY*

- *Secured over one million in financing*
- *Assisted with correction of floor plan*

*The Cat Clinic of South Glens Falls, Dr. Pat Evans, Queensbury NY*

- *Advised on equipment purchases*
- *Assisted with development of floor plan*

*Eastwood Veterinary Hospital, Dr. Robert Taeubel, Orlando FL*

- Assisted with development of floor plan

*Pine Bush Animal Hospital, Dr. Jack Unterberger, Pine Bush NY*

- Advised on equipment purchases
- Renovated old home into a veterinary hospital

**Boarding Facility Consultant**

Grandpaws Bed and Biscuit, Diane Blanchfield, Syracuse NY

- Evaluated multiple properties
- Designed kennel
- Secured bank loan

Paws on Vacation Resort and Daycare, Angel Toter, Miami FL

- Evaluated multiple properties
- Designed kennel
- Secured bank loan

**PROFESSIONAL MEMBERSHIPS**

2008 Member Elect of the Board of Directors, North American Veterinary Conference (TNAVC)  
 2005 Nomination to the Board of Directors, North American Veterinary Conference (TNAVC)  
 Association of Veterinary Practice Managers and Consultants (AVPMCA)  
 - Ethics Committee Member, Finance Committee Member, Opportunity Committee Member  
 Veterinary Hospital Managers Association (VHMA)  
 American Animal Hospital Association (AAHA)  
 Leadership Board Member of American Animal Hospital Association (2005-Present)  
 American Veterinary Medical Association (AVMA)  
 New York State Veterinary Medical Society (NYSVMA)  
 Capital District Veterinary Medical Association (CDVMA)  
 - Chairman of Ethics Committee (1992-1997)  
 Advisory Board Member for Veterinary Practice News (2005-Present)  
 Saratoga County Chamber of Commerce  
 Board of Directors, Saratoga County Animal Welfare League (1992-1997)

**PUBLICATIONS**

**Veterinary Practice Management Book**, Ed. Lowell Ackerman, DVM, publication 2005  
 Wrote twelve chapters: Pet Spa and Luxury Boarding Facilities, Hospital Renovations; Building a Green Hospital; Practice Safety Needs; Implementing a Safety Plan; Hospital Safety Manual; Implementing an Emergency Plan; Waste Management; Security Issues in a Hospital; Internet Security; Computer Hardware; and Archiving and Computer Backup  
**“Are You Ready to Own?”** Veterinary Practice News, January 2006  
**“Revenue Opportunities: Boarding,”** Veterinary Practice News, November 2005  
**“Feel the Burn: A Guide to Reorganizing and Avoiding Burnout,”** Veterinary Practice News,  
**“Digital or Traditional: Which is Right for You?”** Veterinary Practice News, July 2005  
**“Skin Allergies Persist,”** Veterinary Practice News, March 2005  
**“Puppy Class: A Smart Business Move,”** Veterinary Practice News, January 2005  
**“Food Allergy or Intolerance?”** Veterinary Practice News, November 2004  
**“The Generation Gap,”** Veterinary Business Magazine, Summer 2004  
**“NAVC Post Graduate Institute Stands Out,”** PRECIS, Fall 2003

**EDUCATION**

<b>University of Perugia</b> , Perugia, Italy	1980
Doctorate of Veterinary Medicine	
<b>SUNY Buffalo</b> , Buffalo NY	1973
BA in Psychology, Pre-Vet	

**CONTINUING EDUCATION**

AAHA Practice Management Seminars, Las Vegas NV  
 Attended courses on veterinary economics and consulting education

VMI, Purdue University  
Strategic Thinking (Mar 2005)  
Marketing (Oct 2004)  
Financial Management (Feb 2004)  
Human Resources (Oct 2003)

North American Post Graduate Institute, Orlando FL  
Radiology (June 2005)  
Feline Medicine (May 2004)  
Neurology (Jun 2003)  
Animal Behavior (May 2002)  
Orthopedics (May 2001)

Capital District Veterinary Medical Society, Albany NY  
Local continuing education series on a wide variety of subjects (15 years)

North American Veterinary Conference  
Attended yearly since 1990

Central Veterinary Conference  
Attended yearly since 2004

Chi Institute of Veterinary Acupuncture  
Veterinary Acupuncture (2000)

University of Georgia  
External Fixateurs (1994)

Purdue University  
Ophthalmology (1992)

Ohio University  
Orthopedics (1990)

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OTHER

Fulton Montgomery Community College (4 years)  
- Curriculum consultant for Technician Program

Host of Life Science Program, Skidmore College (5 years)

Elite Practice Management Consultant for Pfizer (Present)