

Mike Moore

Partner

Buffalo
P: 716.858.3717
mmoore@barclaydamon.com

Education

- University at Buffalo School of Law, *Cum Laude*; *Buffalo Law Review*, JD
- University at Buffalo, *With Highest Distinction*, MBA
- University at Buffalo, BS

Practices & Industries

- Corporate
- Manufacturing
- Pharmacy

Admitted to Practice

- New York

Biography

Mike is an entrepreneur, finance MBA, former executive, and business lawyer who applies strategic vision, financial acumen, technical precision, and cost/ROI sensitivity across multiple domains to every client engagement. He represents entrepreneurs, startups, and growth-stage companies in a wide range of industries, including medtech, SaaS, fintech, cybersecurity, AI, and next-generation enterprise applications.

Mike serves as co-chair of the firm's growing Corporate Practice Area and is one of the leaders of the group's efforts to elevate quality and operational efficiency using AI tools. From due diligence and M&A work to complex, business-focused financial modeling, Mike's practice harnesses technology—including AI—to deliver faster, sharper, and high-ROI results for his clients.

Before becoming a lawyer, Mike was the CFO of an award-winning SaaS legal-practice-management platform, giving him firsthand experience building, scaling, and financing a growth venture. He applies this experience to his work advising clients on operational scaling, team building, executive compensation, and equity incentive plans. Mike has helped clients close on millions of dollars in investment capital, regularly working with the full suite of financing tools, including the National Venture Capital Association (NVCA) package, simple agreements for future equity (SAFEs), and convertible notes.

Mike's deep experience and knowledge of accounting, financial reporting, complex forecasting, KPIs, and business analytics enable him to provide his clients with technology-supported solutions that help them achieve their goals and remain competitive in an evolving marketplace.

Bar Associations

- Bar Association of Erie County
- New York State Bar Association

Selected Memberships & Affiliations

- Beta Gamma Sigma

Representative Experience

- Represents several closely held, established area businesses, advising them in connection with day-to-day business matters, transition planning, and strategic and M&A transactions.
- Represented an early-stage med-tech venture in connection with its seed, Series A, and Series B private placements, raising funding for its design and development of patent-protected technology that minimizes implant-related infections.
- Counseled a provider of portable electric-car-charging technology—the grand prize winner of the 43North start-up competition—in connection with obtaining its Series A financing led by a Boston-based venture capital firm, working with NVCA model terms while drafting and implementing founder contracts, employee confidentiality and invention assignments (EIAAs), and an equity incentive plan (EIP).
- Advised a leading legal-practice-management software-as-a-service (SaaS) provider in connection with general corporate matters, the refinement of licensing terms, and financing issues.
- Worked closely with a longstanding provider of building control systems and a business analytics provider in connection with the development, protection, and subsequent monetization of their Internet of Things (IoT) initiatives.
- Advised a rapidly growing eSports enterprise throughout its entire life cycle from inception through exit, including work on its initial angel funding using Simple Agreement for Future Equity (SAFE) terms; closing its first convertible debt round and later equity round; assisting with transactional scaling issues, including strategic acquisitions; and negotiating terms of a successful exit with a private equity firm.
- Completed the succession planning of a highly successful, veteran-owned professional services company to provide for a partial sale and a partial business transition to a new ownership group.
- Worked with a licensed medical professional to restructure and successfully sell his multi-million practice to a nationwide

aggregator of managed service providers and professional caregivers.

- Counseled multiple practicing neurological-surgeon entrepreneurs and advised them in connection with their respective ventures, including the commercialization, protection, and subsequent monetization and licensing of their medical-tech intellectual property.
- Advised an acquiring group in connection with the acquisition and subsequent business integration of several HVAC sales representative and service organizations into the client's existing platform.
- Served as outside general counsel to a Buffalo eDiscovery and litigation support company in its $350,000 acquisition of an Ohio-based eDiscovery business.
- Served as counsel to a selling shareholder in a $2.7 million buyout of equity in a heating and cooling equipment company and affiliated entities and negotiated the related consulting agreement.
- Represents an airline software operations start-up in connection with its entity formation, corporate structuring, and $1.25 million series seed raise.
- Serves as counsel for a medical device start-up in connection with its $3 million Series B Regulation D, Rule 506 accredited investors equity round. Also served as counsel in its $3.6 million Series A round. The Series B round involves the preparation of various documents, including pre-emptive rights notices, an amended and restated operating agreement, subscription agreements, authorizing resolutions, and the creation of a post-funding equity incentive plan.
- Represents a liquor distillery in connection with its entity formation, corporate structuring, and $300,000 series seed raise.
- Served as outside general counsel to a purchaser in the acquisition of firearm magazine-loading technology and intellectual property rights and served as issuer counsel in the related $600,000 Regulation D private placement fundraising round.
- Represented multiple practicing neurological-surgeon entrepreneurs and advised them in connection with their respective ventures, including the commercialization, protection, and subsequent monetization and licensing of their medical-tech intellectual property.
- Served as counsel to a custom antenna manufacturer involved in positive train control and covert surveillance in its corporate restructuring, ownership change, negotiation of employment agreements, and tax planning.
- Served as counsel to veteran-owned, regional construction cost estimators in the $2 million acquisition of a nationally known cost consulting firm. Also handled formalized business succession planning and employment matters.

- Served as company and shareholder counsel in a tuxedo rental company's $1 million sale of assets to a Pennsylvania acquirer.
- Served as counsel to a majority purchaser group in the $7.2 million acquisition of a Rochester-based manufacturer's sales representative for industrial heating, cooling, and generators and affiliated entities.
- Served as counsel to a perishable foods broker and marketing company in a $3 million-plus earn-out asset sale and real property lease to a nationwide firm.
- Served as outside general counsel to an insurance agency in its $2 million acquisition of a Rochester-area insurance agency and the related property lease.
- Served as outside general counsel to an insurance agency in its $2.7 million acquisition of two affiliated Rochester-area insurance agencies and the related property lease.
- Represents a NYC cannabidiol (CBD) products start-up in connection with its entity formation, corporate structuring, and $750,000 series seed raise.
- Served as outside general counsel to a US online test proctoring company in a $5.1 million Canadian cross-border asset sale.
- Represented a US exports company in its Regulation D, Rule 506 private placement fundraising rounds and subsequent $25 million cross-border stock sale to a Canadian purchaser.
- Co-invented US Patent #2009/0106368 A1 “Injection Advertising Technology.
- Served as outside counsel to a Buffalo-based private equity firm in its $5.2 million purchase of a commercial and home power generator business.
- Represented a WNY-based private equity company in its acquisition of the business assets and real property of a popular, historic Buffalo commercial bakery (operating since 1888) that markets and sells premium frozen dough products and fresh baked goods.
- Represented a high-volume, family-owned restaurant and pizzeria, designing and executing on a deal structure that resulted in a profitable and succession-friendly sale to a trusted, long-time employee.
- Served as transaction counsel to the purchase of the business assets of a closely held industrial abrasives manufacturer and distributor by a WNY-based private equity company.
- Represented a purchaser in its acquisition of the business assets of a local sodas, ice cream, and confections shop and in the related commercial lease negotiation.

- Represented a long-standing Orchard Park specialty technical manufacturer in the successful sale of its equity and real property to a private equity platform.

Prior Experience

- Co-Founder, Executive, and CFO of Several Venture-Funded Software and Consulting Companies
- Damon Morey LLP, Associate

Selected Community Activities

- University at Buffalo, Former Accounting, Finance and Business Law Adjunct
- Share-A-Pet, Pet-Assisted Therapy Program, Volunteer

Selected Honors

- *The Best Lawyers in America*®: Corporate Law, 2024–2027
- Selected to *Super Lawyers* Upstate New York: Securities & Corporate Finance, 2026
- Barclay Damon LLP, Taylor “Skip” Obold Training Award, 2015
- University at Buffalo, Excellence in Teaching Award Honorable Mention, Multiple Years
- University at Buffalo, School of Management Achievement Award
- University at Buffalo, Undergraduate Student of the Year Nominee

Selected Speaking Engagements

- VirtualLegalTech, “Legal Project Management”
- 20 Minutes Can Change Your Life” Webinar

Selected Media

- *Kiplinger*, "Passing the Torch Without Burning Down the House: How to Master the Art of Family Business Succession"
- *Rochester Business Journal*, "Legal Experts Note Pandemic Presence in Every Business Deal"; "Three Rochester Attorneys Weigh in on Corporate Law Trends"; "Upstate NY Attorneys Outline Top Business Risks for 2026"; "Transitioning Your Business: What Happens Without an Exit Plan?"
- *Mergers & Acquisitions*, "2026 M&A Outlook: Economy and Macro Concerns"; "Why Working Capital Pegs Matter for Lower Middle Market Sellers"
- *Ridiculously Remarkable Legal Billing: How Better Billing Practices Improve Your Law Firm and Your Life*, Co-Author
- *The Law Firm of Tomorrow*, Co-Author
- *The Pharmacy Insider,*"Considering Selling? Three Practical Tips to Help Find the Right Advisors (and Avoid the Wrong Ones)"
- *USLAW Magazine*, "Five Increasingly Valuable Skills for Outside Corporate Counsel"

Selected Alerts & Blog Posts

- Nationwide Injunction on the Corporate Transparency Act
- Beneficial Ownership Reporting Requirements Under the CTA: Third-Quarter Reminder
- Beneficial Ownership Reporting Requirements Under the CTA: Quarterly Reminder
- NYS Governor Hochul Signs Amendment to Open Meetings Law