THE Dental

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Justin J. S. Morgan previously led Bank of America's private practice healthcare finance division for dentists and worked as a bankruptcy and commercial litigator with the international law firm of Brown Rudnick. He has analyzed hundreds of dental and medical transactions and has delivered numerous seminars on practice and real estate finance at Dental events and society meetings. He was admitted to practice law in California in 2011.



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KERN COUNTY

BAKERSFIELD #27 – PRACTICE & BLDG. FOR SALE. (4) op comput. G.P. & duplex bldg. On a main thoroughfare we excell. exposure/visibility/signage & parking. (30+) years of Goodwill. Pt. base is Cash/Ins/PPO & Denti-Cal. 2018 Gross Collect of \$510K+ on a (3) day wk. (45) new pts/mos. Eqt'd we digital x-rays & pano. Paperless office, electronic billing, & Dentrix s/w. Bldg is 4,388 sq ft. There is an existing tenant in one unit. The dental office in the other. Seller relocating, but will assist we transition. Back on the Market.

BAKERSFIELD #29 – (4) op computerized G.P./(3) ops eqt'd (4th) plumbed. Cash/PPO/HMO/Denti-Cal Pt Base. Monthly Cap Ck. approx. \$3.5K. Digital X-Rays. 2018 Gross Collect. \$602K+. On track to do the same in 2019. Refers out Ortho, Diff O.S., Diff Endo & Implant Placement. Seller does no advertising. Low Overhead, High Net. Seller retiring.

SO. EAST KERN COUNTY - (5) Op comput G.P. VERY LIMITED COMPETITION! In a free stand bldg. Bldg also avail. Exposure/visibility/signage. Cash/Ins/PPO. Digital CT Scan, Digital X-Rays, soft tissue laser, & a regular Pano. Annual Gross Collect \$600K+ on a (4) day wk. (24-25) new pts/mos. (4.5) Hygiene days/wk. Seller Retiring.

LOS ANGELES COUNTY

ANTELOPE VALLEY # 5 - (3) op comput. G.P. in a two story prof bldg with easy fwy access. (30+) years of Goodwill. Ave. Annual Gross Collect \$550K. (4½) days/wk of hygiene. Cash/Ins/PPO. Brand New Digital X-Ray System with (2) Suni sensors. Seller refers out all Endo, Ortho, Perio, Diff O.S. & Implant Place. & does no advertising. Primed for Growth. Seller retiring.

ARCADIA #3 - Beautiful, newly remodeled, (4) op computerized G.P. located in a well known Prof. Bldg. on a main thoroughfare. Cash/Ins/PPO pts. Annual Gross Collect \$300K on a (3) day week.

EAST SAN FERNANDO VALLEY ORTHO/PEDO - Located in a free stand. duplex bldg. on a main thoroughfare. Excellent exposure & visibility. (60) yrs of Goodwill. Cash/Ins/PPO pt. base. No Denti-Cal, no HMO's, no nights, & no weekends. (3) chair open bay, (1) op quiet room & (1) x-ray room. Pano eqt'd. Annual Gross Collect. \$479K+ on a (4) day wk. Annual Net of \$154K+. Averaging (5) Ortho new starts/mos. Seller does no advertising other than website. Growth potential. Seller is retiring, but is willing to transition. REDUCED

ENCINO #8 – (4) op comput. G.P. in a high end prof. bldg. on a major thoroughfare. Computer Age s/w, digital x-rays, electric hand pieces, & approx. (10) yr old eqt. (3) yr Ave Gross Collect \$500K on a (4) day wk. Fee for Service Only! No HMO, No Denti-Cal, No Nights & No Wkends. (50)+ years of Goodwill. Seller retiring, but is willing to help Transition. REDUCED

ENCINO #9 - (8) op comput G.P. \underline{w} (7) ops eqt'd. In a prof. bldg. on a main thoroughfare \underline{w} easy fwy access. Cash/Ins/PPO/HMO pts. Cap Ck approx. $\frac{6K}{mos}$. Dentrix s/w, Digital X-rays & CT Scan, & Central Nitrous. 2018 Gross Collections ($\frac{1.1M+}{49}$) Years of Goodwill. Practice offers one day/mos. of Endo, & two days/mos. of Perio. Owner DDS cutting back, but will assist with transition.

GLENDALE/EAGLE ROCK AREA - (5) op G.P./(4) ops eqt'd. Located in a small, one story prof. bldg. on a main thoroughfare \underline{w} excell. exposure, visibility, signage & parking. Gross Collect $\sim \$500$ K/yr. on a (4) day wk. Cash/Ins/PPO pt. base \underline{w} No HMO & No Denti-Cal. (6-8) new patients/mos. Seller refers out Implant Place., & all O.S., Endo, Perio Surgery, Ortho & Pedo. Seller has no website & does no advertising. Excellent growth opportunity. Practice will skyrocket \underline{w} more hours, a website, some advertising & keeping the specialty work in house. Seller is retiring, but will assist \underline{w} the transition. **REDUCED**

HOLLYWOOD – ABSENTEE OWNER PRACTICE FOR SALE - (5) op comput. G.P. on a main thoroughfare, on the 2nd floor of a strip center, we excellent exposure & signage. Cash/Ins/PPO/HMO/Denti-Cal pts. Cap Ck. approx. \$6K/mos. Digital X-rays & Pano. 2018 Gross Collect (\$900K+). Projecting (\$1M+) in 2019. Practice offers one day each/mos of Endo, Perio, Ortho & O.S., & has a full time G.P. Associate. A true gem of an absentee owner practice.

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SANTA CLARITA - (4) op Comput. G.P. in a strip ctr. w exposure/visibility & signage on a main thoroughfare. High end buildout, w (4) ops of newer eqt Ins/Cash/PPO pts. No Denti-Cal, No HMOs, No Nights and No weekends. Eaglesoft s/w, digital x-rays & digital panorex. Annual Gross Collect. \$1.4M+. On pace to do \$1.6M+ in 2019. Refers out diff Endo, diff Pedo, & Perio Surgery. Does no advertising other than flyers. Selling due to health. Will help with transition.

SUNLAND – (3) op comput. G.P. located in a free stand bldg. On a major thoroughfare w excellent exposure, visibility & pole signage. Cash/Ins/PPO/HMO/Denti-Cal pts. Seller working p.t. Annual Gross approx. \$200K. Great starter or Satellite. Seller retiring.

ORANGE COUNTY

FOUNTAIN VALLEY - (4) op comput G.P./(3) eqt'd. (43) years of Goodwill. Cash/Ins/PPO. (7-9) new pts/mos. Digital X-Rays. 2018 Gross Collect. ~ \$414K on a (4) day wk. Low Overhead/High Net. Seller retiring.

LA HABRA - (6) op comput. G.P. (2) ops set up for surgery. Heavy emphasis on Implants & Crown/Bridge. Located on a main thoroughfare, we excell. exposure/visibility/signage. Cash/Ins/PPO pts. (20-30) new pts/mos. Annual Gross Collect ~\$IM on (4) days/wk & (9) mos/yr. Seller retiring but will assist we the transition. There is a Possible Partial Seller Carry Back & Seller is willing to work back.

RIVERSIDE COUNTY

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SAN BERNARDINO COUNTY

SAN BERNARDINO - (5) op computerized G.P. (3) ops eqt'd, 4th partially eqt'd and 5th used for x-rays. First floor of a Prof. Bldg. 2018 Gross Collect. \$400K+ on a (4) day wk. (14-16) new pts/mos. Cash/Ins/PPO/HMO/Denti-Cal. Approx. \$3.5K/mos. in Cap. Low rent. Seller refers out diff. O.S., & Endo. Digital & Easy Dental. Seller has no website & does no advertising. Excellent growth opportunity. Practice will skyrocket wmore hours, a website, some advertising & keeping the specialty work in house. Seller is retiring, but will assist wmore the transition. REDUCED.

SAN DIEGO COUNTY

SABRE SPRINGS/POWAY - Beautifully appointed (3) op comput. G.P. in a strip ctr. w exposure. (2) Ops eqt'd/3rd plumbed. Digital & paperless. 2016 Gross Collect. \$232K p.t. w no advert. Referring all specialty work. (15) new pts/mos. Cash/Ins/PPO/HMO. Centrally located. Doctor retiring.

SAN LUIS OBISPO COUNTY

CENTRAL CA COAST – High producing & very profitable G.P. with Seller work back. (7) op comput. G.P. located street level in a smaller professional bldg. near the downtown business district. 2017 Collections of approx. \$1.6M. Pract. does no advertising. Averages (12) days of Hygiene/wk. Cash/Ins & one PPO. 78+yrs of Goodwill. Digital x-rays & digital Orthopantomograph.

VENTURA COUNTY

CAMARILLO – (4) op comput G.P./(3) ops eqt'd. Located in a Prof. Bldg. Cash/Ins/PPO. No HMO & No Denti-Cal. No Nights & No Weekends. (34+) years of Goodwill. Annual Gross Collections ~ \$350K+ on (3-4) days/week. Digital X-Rays. Reasonable Lease. Seller retiring but will assist with the transition.

SIMI VALLEY - (4) op G.P. w newer Adec eqt, server, computers, compressor, hand pieces, etc. In a prof. bldg. on a main thoroughfare. Lots of free parking. 2018 Gross Collect. \$590K+ on a (10) mos yr due to seller's (2) mos. medical absence. 2019 ytd Gross Collect. \$378K thru May 30. Projects to \$850K+@yr end. Digital x-rays w (2) sensors. 16 years of Good Will. Selling due to health, and to be closer to family. Seller will assist with an orderly transition. *REDUCED*

<u>VENTURA</u> - (6) op comput. G.P. with Pano, Ceph, Laser & softdent s/w. Cash/PPO/HMO pts. Mos. Cap ck. approx. \$4.5K. 2018 Gross Collect. \$534K p.t. Does no adv. Refers most specialty work. Growth potential.

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CAMARILLO - (4) op comput G.P./(3) eqt'd. Cash/Ins/PPO. Annual Gross Collect ~ \$350K on a (3) day/wk. Digital X-Rays. Seller retiring. D&M Practice Sales 818.591.1401

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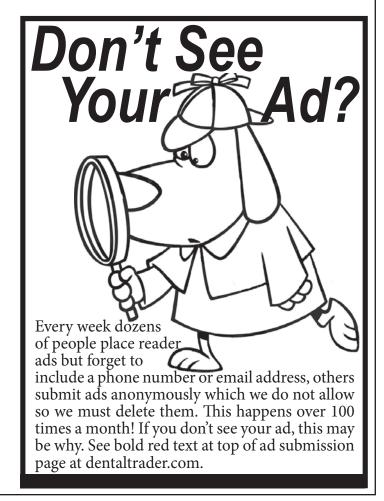
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Dental Practice for Sale Los Angeles County, CA

Beverly Hills - Gross ~\$692K

- Mix GP & Endodontic Practice.
- Mostly Cash/PPO. Some Cap.
- 3 Ops + 1 Plumbed, ~1,000 sf
- Office faces main street

Beverly Hills - Just Renovated

- Good Location. 3 Eq. Ops.
- Gross ~\$473K on 2-3 days/wk
- BH Triangle. Facing main street

Beliflower - New Listing!

- Equipment & Leasehold
- Corner Lot in Shopping Plaza
- ~1,600 sq.ft., 4 equipped Ops.
- Affortable Rent

Covina - Starter Practice

- Front St. Location. Low overhead
- ■4 Ep.Ops. + 3 plumbed. Mostly PPO, some Dentical

Glendale - Gross ~\$484K.

- Seller Retiring. GP with Ortho.
- Mostly Cash/PPO. 4 Ops
- Commercial area
- Motivated Seller!

Hawaiian Gardens

- Shopping Ct. Reasonable Rent.
- 10 years of goodwill.
- 4 Eq. Ops + 1 add'l plumbed

Lawndale - Equip. & Leasehold

- 5 Belmont Chairs, ~2,240 sqft
- Strip Mall, facing Main St.
- Reasonable Rent

Long Beach - Shopping Center

- Affordable Rent! Seller Retire
- Most Denti-Cal, some CASH
- Currently opens 3.5 days/wk

Los Angeles -

Starter Practice & Real Estate

- Freestanding Bldg at intersection
- ~ 1,245 sq.ft. + 3 Eq. Ops.
- Collects ~\$185K on 2 days/wk
- Mostly PPO/Cash

Los Angeles - Gross ~\$375K

- Opens 4days/wk. No Weekend
- Mostly Cash, PPO & Denti-Cal.

■ ~1,400 sq.ft. 3 Eq. Ops.

- <u>Pasadena</u> New Listing! Pending - Welcome backup offer
- Front Street Location!
- Affordable Rent. 3 Eq. Ops.
- ~ \$160K on 3-4 half days/wk
- Mostly Cash/PPO & Denti-Cal.

South Gate - New Listing!

- Pending Welcome backup offer
- Great Location Shopping Plz.
- Starter Practice w/Bonus Pts.
- ~1,200 Sq.ft., 4 Equipped Ops.
- Gross ~ \$149K 2018

Dental Practice for Sale Orange County, CA

Cypress - Equipment & Leasehold

- Commercial plaza. ~1,900 sqft
- 6 Eq. Ops + 2 add'l plumbed.

Garden Grove - Busy Street!

■ Street Front Location! ~1,700 sf ■ 3 Eq. Ops + 3 Add'l Plumbed

Laguna Hills - Shopping Center!

- Starter Office on busy street.
- 4 Equipped Ops, ~1,500 sq.ft.

Laguna Hills - Large Shopping Ctr

- •Projecting ~\$600K for 2019 ■ PPO/CASH (High profit margin)
- Implants & Full mouth reconstruction
- State of the Art Practice

Santa Ana - Gross ~ \$700K

- PPO/FFS & Cash Only. 7 Eq. Ops
- Large Shopping Plaza, ~2,000 sf

Santa Ana - New Listing!

- Shopping Plaza, Little Saigon
- Collects ~ \$192K on 4 days/wk

Orange County - New Listing!

- Pending welcome backup offer
- Collects ~ \$1.1 M. Insurance/FFS
- General, Cosmetics, Implants
- Stable pt. base & good recall system Shopping Plaza

Dental Practice for Sale Riverside County, CA

La Quinta - Gross ~ \$1.5 Million

- ■Retired Doctor
- ■~60% Insurance & 40% FFS
- ■Beautiful & High Tech Office
- 10-12 hygiene days/month

Palm Springs -

- Practice & Real Estate
 Gross ~\$1.1M. ~2,500 sq.ft.
- **GP & Implant Placement**
- 5 Eq. Ops. + 1 add'l plumbed
- Freestanding Bldg w/parking
 - **Dental Practice for Sale**

San Bernardino County, CA

Rancho Cucamonga -

- Endo practice. PPO/HMO Practice
- Gross ~\$300K. Shopping Ct.
- 2 eq. ops. + 2 plumbed ops.

Victorville -

- Starter Practice & Real Estate
- Single Story Bldg w/Parking Lot
- 7 rooms, ~ 2,117 sq.ft.
- Bldg. visible off freeway I 15

Dental Practice for Sale San Diego County, CA

Chula Vista - Gross ~\$555K

- Highly visible location.
- Mostly Cash/PPO. 4 eq. Ops.

Dental Practice for Sale Northern California

Berkeley - Asking \$150K

- Cash/PPO Only
- Starter Practice + Bonus Pts. 3 Eq. Ops. Commercial Area

Daly City -

- Gross ~\$365K. PPO/CASH
- Doctor retires. 25+ yrs goodwill
- Commercial Area.
- **1,200** sq.ft. 3 Eq. Ops.
- ~ 10-20 new pts/month

Fairfield - Seller Retiring

- Good visibility. Busy location.
- Gross ~\$205K. No marketing

Opens 4 days/wk. No Weekend

- Fremont Gross ~\$660K ~ 95% PPO, 5% CASH
- Commercial Bldg.
- 15+ years of goodwill
- 5 Eq. Ops, ~ 1,625 sq.ft.
- Opens 4 days/wk
- Refers out complex procedures

<u> Pacifica</u> – New Listing!

- ~\$318K Collections
- All PPO/CASH
- Shopping plaza visible of adjacent Highway & Freeway.
- ~1,200 sq.ft., 2 ops + 2 plumbed

San Jose - New Listing!

- Pending welcome backup offer
- ~\$300K Collections.
- Shopping Plaza.
- Close to Great Mall in San Jose
- 3 Eq. Ops, ~ 1,200 sq.ft.

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Periklis Proussaefs DDS, MS is a prosthodontist and Associate Professor at Loma Linda University. Dr. Proussaefs has received formal training in all forms of sedation since 1997. He has been providing dental care under I.V. (moderate) or oral (minimal) sedation. His seminars focus on patient safety, airway management, monitoring, and handling emergencies. The course involves lecturing, hands-on training on a manikin, and real patient experience.

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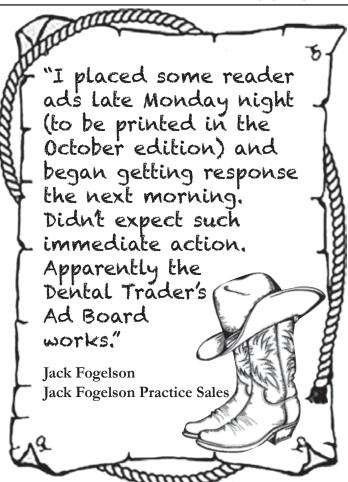
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CONTRA COSTA COUNTY - Successful 11+ year old Multi-Specialty Dental Practice is selling the Goodwill/Records for only the Pediatric and/or Orthodontic portion of the Practice. Ideally, the Buyer would purchase both sets of Goodwill/Records. Buyer must be located within 15 miles of the Practice Address such that the parents of the Pediatric and/or Orthodontic patients will be within driving range for other (non-Pediatric and/or Orthodontic) dental services available at the Selling Practice. Existing base of patients is accustomed to digital sensors, intra-oral camera usage, panoramic x-rays, pre-booked and regular hygiene appointments, on 3 days per week of office hours (Tuesday, Wednesday, and Thursdays), and with the acceptance of PPO (70% estimate), Cash (20% estimate), and HMO (10% estimate) insurance reimbursements and payment options. Asking Prices are below the recent professionally appraised prices. 2018 Gross Receipts were \$603K for PEDO and \$230K for ORTHO. #CA576- Jay Harter – 916-812-0500

CONTRA COSTA COUNTY/EAST BAY - ASKING PRICE LOWERED BY OVER \$30,000... High-end, boutique style, cosmetic, and hygiene-oriented family practice in an attractive and well-appointed office building. Located walking distance to a busy, downtown area near shops, parks and restaurants, this family-oriented community is slated for extensive growth over the next few years (reported plans for luxury condos, new single-family homes etc.). The 3 Ops interior space (with plumbing for a 4th Op) looks as-new and is of modern design and color scheme, quality fixtures, furniture, and new equipment all make for a stunning presentation. Over 41 years of Goodwill established, with a historically loyal PPO patient base (this Practice is not a Delta Premier provider) all managed on Dentrix PM Software. This is a great opportunity for a GP looking for a long career within a vibrant, growing community. 2018 Gross Receipts over \$1M on 34 average Dr. hours per week. #CA595- Jay Harter - 916-812-0500

FREMONT - The perfect practice for first time buyers or established owners looking to expand. Established over 30 years in this fast-growing center of the lower East Bay with access to major highways and bridges. 4 fully equipped treatment rooms in approx. 1,800 sq. ft. with Dentrix PMS, Digital X-Ray, Diode Laser and Intra-oral Camera. 2017 Gross Revenue of \$446K on a 3-day work week including 3 days of Hygiene. Seller will help with a smooth transition. Practices in this area go very quickly, so don't waste any time securing this great opportunity. #CA547-Jim Engel – 925-330-2207

FREMONT - NEW LISTING - Priced to sell, Doctor is retiring! Over 40 years of goodwill in an urban and growing area in Fremont, Ca. This spacious 2900 square foot, general dentistry practice has 9 operatories and plenty of parking in a stand-alone professional building with great visibility. 2018 Gross receipts: \$631,000. Dexis digital xray, Softdent practice management software and 1 brand new Cari Vu caries detection device. Currently over 1200 active patients averaging 30 new patients per month. 35% PPO and 40% HMO. Seller is willing to help with smooth transition. #CA607-Kim Ta – 408-687-5001

GREATER AUBURN/GRASS VALLEY AREA General practice with 39½ years of Goodwill, located in 1,330 SF office (2 story building) with 3 Ops and 4th plumbed hygiene/exam room. Rent is \$1,550/mo. Carestream software. 2018 GR of approx. \$474K on less than 3-day work week (about 120 days worked in 2018). Approximately 4 days hygiene per week. Seller refers out all endo, perio, ortho, and surgery. Seller (premier only provider) is retiring. #CA570- Thomas Wagner - 916-812-3255

GREATER EL DORADO HILLS - Multi-doctor practice in Greater El Dorado Hills. Approx. 3,000 SF office, possible 8 ops, 7 equipped, Intra-Oral camera. Digital x-rays, and Digital Pan. Sellers will consider working back part-time. #CA578- Thomas Wagner - 916-812-3255

GREATER SACRAMENTO/ROCKLIN - Long established GP practice in beautiful, well designed office, with 6 fully equipped Ops., digital x-rays, pano, lasers, and Dentrix software. 2018 GR \$1.3M+ with 7-8 days hygiene/wk. Great team, great location. Dental suite is being sold with practice. Owner is retiring. #CA584-Thomas Wagner - 916-812-3255

GREATER SACRAMENTO - ASKING PRICE REDUCED by \$60K and well below appraised price! Greater Sacramento North Area: Modern and digital PPO Practice at same location for approximately 10 years, with an impressive 1,664 SF design, hardwood floors throughout, separate children's reception area. ..all in a growing Suburban part of town Office & Retail location. 4 operatories (with a 5th available to be equipped), Higher-End T.I.'s, Intra-Oral Camera, Gendex Digital Sensor, Nomad x-ray, Imaging System, Patient Education Software, Pano x-ray, Fiber Optics, and Laser (average equipment age 5 years). 4 days/week of Hygiene, Hygiene schedule booked out 4 weeks in advance. 2017 Gross Receipts were \$755K on 33 average office hours per week, and Gross Receipts from 2018 P&L is \$786K. #CA550- Jay Harter - 916-812-0500

GREATER SACRAMENTO - El Dorado Hills/Folsom Area: Beautiful and established practice with high-end tenant improvements and neighborhood. 3 Op. PPO practice with a 4th to be built out, in approx. 1,399 sq. ft. office located in a busy retail/mixed-use commercial building on high-traffic count in a great El Dorado Hills/Folsom area neighborhood. SoftDent software, Carestream digital sensors, and intra-oral camera. 2017 GR of \$506K on a 4.25-day week. #CA543- Jay Harter-916-812-0500

GREATER STOCKTON - Specialty practice GP Limited to Pediatric Dentistry operating at same location for approximately 17 years. Approximate 1,169 SF design in a great Professional Office Building and location in a great area of Stockton. Delta PPO, Delta Premier, and Cash Out of Pocket patient base. Practice has 3 Ops with 2 Gendex digital sensors, Patient Education Software, 3 Cavitron units, and 1 Nitrous Oxide unit with well-maintained equipment. 12 average hours of Hygiene per week, with Hygiene patients booked out 6 months in advance. 2017 Gross Receipts were \$273K on an average 3-day work week (24 hours worked per week). Nice All-Pedo practice with décor and layout designed to attract children and place them at ease for their dental experience. #CA555- Jay Harter - 916-812-0500

GREATER VACAVILLE - Dental Practice and Dental Building available for purchase...an established 40+ year GP PPO and Cash Dental Practice with a prime Downtown Professional Office Dental Building in a desirable high traffic count location. Approximate 700 SF design with appearing decor, 2 Operatories, a Dexis digital sensor, and well-maintained equipment average age of 5 to 6 years old. 16 average hours of Hygiene per week, with Hygiene patients booked for 6 months. Steady growth reported for past 3 years with 2017 Gross Receipts at \$449K on 32 average Dr. hours (3½ days) worked per week. Dental Building purchase required with the purchase of this Dental Practice. #CA556- Jay Harter - 916-812-0500

LAKE TAHOE AREA - ENDODONTIC- NEW LISTING - Endodontic specialty practice located in a hospital/medical area of Lake Tahoe in an attractive and professional-looking Tahoe-style office building among the pines. Over 28 years of Goodwill established, with 10 to 15 patient referrals per month from local GP Dentists. Approximately 1,100 SF design with 3 Operatories, 3 digital X-ray sensors, a CBCT Cone Beam unit, and recently re-upholstered dental chairs. Great opportunity for an Endodontist to have residency in either CA or Nevada... and grow an existing specialty practice in a beautiful and vacation-oriented area. 2017 Gross Receipts were \$523,000 on 3 to 3.5 days per week average for Dr. hours worked. 2018 and 2019 Gross Receipts projected at similar dollar range. Asking price is below the recent and professionally obtained valuation for this practice. #CA602- Jay Harter - 916-812-0500

LAKE TAHOE AREA - NEW LISTING - Wonderful resort and waterfront-located GP dental practice in an attractive and professional-looking building with operatories and a deck overlooking beautiful Lake Tahoe. Over 42 years of Goodwill established, 2,100 sq ft. suite, good hygiene recall patient base with 6 hygiene days/week. Seller reports only 34 total patients covered by Delta Premier. 5 Operatories (with a 6th plumbed), 2 Intra-Oral Cameras, 2 "Schick" digital sensors, CAESY Patient Education Software, Polaroid Imaging System, the "Wand", "Zoom" Laser Whitening, and a Panoramic X-Ray (Film-Based). Good opportunity for a new GP to grow endo, implant, and ortho program and procedures. Practice asking price is below recently obtained professional valuation. 2017 Gross Receipts were \$931K, and 2018 Collections (per PM Software) were \$711K on only 22 Dr. hours per week. #CA608-Jay Harter 916-812-0500

MONTEREY COUNTY - NEW LISTING - This Idyllic community on the Monterey Peninsulas offers a slower pace of life and beautiful surroundings. Established over 70 years ago, 32 with present owner, this opportunity is very rare. Walk to the beach after a busy day working in a beautifully decorated 1,130 sq. ft. office with 3 fully equipped treatment rooms and equipment age 10 years or newer. Dentrix PMS, Dexis Digital X-Ray, IntraOral Camera and Diode Laser. 2018 revenue of \$528,000 on a 4 day work week with exceptional growth opportunity. Very modest lease rates caps a great opportunity for anyone wanting to live & work in the great community. #CA625- Jim Engel 925-330-2207

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NEVADA CITY/GRASS VALLEY AREA - NEW LISTING - 49 years of Goodwill established at this Practice in a mature community. Attractive office building and space with 3 operatories and a film-based Panoramic x-ray unit. This approximate 1,700 SF space includes existing build-out for a dental lab which could have a separate entrance. This is a nice opportunity to take over a long-standing patient base and set up new lease terms and potential tenant improvements with the landlord. Seller reports this is an approximate 55% cash pay and 45% indemnity insurance practice. HMO and PPO not accepted and there are only 4 Delta Premier patients. 2018 Gross Income was \$270K on only 3 days (24 hours) worked per week. #CA611- Jay Harter - 916-812-0500

PALO ALTO - A rare opportunity in this affluent, mid-peninsula town. Great location in downtown area with very affordable lease. 3 fully equipped treatment rooms housed in a compact but efficient 700 square feet. Curve Hero PMS with 5 Computer workstations, Dexis Digital Sensor, Paperless charts and averaging 30 new patients per month. 2018 revenue of \$459K in only 4th year since startup. Family issues drive this opportunity, but seller will work with buyer for a smooth transition. Don't wait long, this will be gone quickly! #CA592- Jim Engel - 925-330-2207

SACRAMENTO - PRICE REDUCED - Downtown / Midtown Sacramento: High-traffic Sacramento location GP Practice at the cornerstone of a high-traffic Midtown intersection, in an attractive and professional-looking building. 4 fully-equipped Operatories in approximately 1,052 SF of office space including EagleSoft PM Software, Intra-Oral Camera, ScanX Photo Phosphorus Plates Digital X-Ray System, Patient Education Software, and Film-based Panoramic X-Ray. Average age of dental equipment is 10 years of age. Over 58 years of Goodwill established, with Seller reporting a historically loyal Indemnity Insurance Plan patient base, good hygiene recall patient base, and with only 5% of patients reported with Delta Premier. Good opportunity for a new GP to grow endo, implant, ortho, and soft tissue program and procedures. 2018 Gross Receipts \$607K on 30 Dr. hours worked per week. #CA590- Jay Harter - 916-812-0500

SAN FRANCISCO - NEW LISTING - Great 41 years of history in San Francisco, 18 years in the present location at 450 Sutter Street. 2018 revenue of \$561,000 on a reduced schedule of 3½ days per week. 4 fully equipped treatment rooms housed in a very modern, upscale 1,130 square feet. Intra-oral camera and Diode Laser are newer than the average 18 year-old equipment which all remains in great condition. Owner is willing to work back 1-2 days a week if needed to insure a smooth transition before retiring. #CA618- Jim Engel - 925-330-2207

SANTA CRUZ COUNTY - NEW LISTING - Live and Play on California's most beautiful portion of the Central Coast. Awesome, well established practice for over 39 years in this growing, yet affordable community. Well-decorated, 1,410 sq. ft. with 4 fully equipped treatment rooms, Carestream PMS, Dexis Digital Sensors and 6 Computer Workstations. 6½ days of hygiene, 5-8 new patients per month and over 1,400 active patients. 2018 Revenue of \$1.1M+ on 3½ doctor days per week with nearly 50% net profit. Equipment age is 2-20 years with many newer items. Owner also owns the building and will offer great lease terms to the right buyer. Owner is retiring but will help buyer with a very smooth transition. #CA609- Jim Engel - 925-330-2207

SONOMA COUNTY - Large General Family Practice serving the community with over 31 years of Goodwill. Solo dentist owner with In-house specialists. 2018 Gross Receipts above \$2.8M. Freestanding building 3,000 Sq. Ft. Prime Real Estate, highly visible location off a major freeway and intersection, corner lot located 1 hour North of San Francisco. Averages 72 New patients per month and 10 days of Hygiene per week. 6 Fully equipped treatment rooms. Modern and High Tech with every amenity: Panoramic X-ray, Dexis Sensors, Intra-Oral cameras, Laser and Fully Paperless utilizing Dentrix. Expansive 20 room building, updated design and built by owner dentist. Both Business and Real Estate are for Sale or Lease option. Doctor ready to retire and work back for smooth transition. #CA544-Gina Miller - 707-391-7048

SONOMA COUNTY - General Dental practice located in beautiful Sonoma Wine Country. Attractive, 1890 sq. ft. stand-alone building 4 fully equipped treatment rooms with room to expand. 39 years of Goodwill caring for families and adults. 2017 Gross Receipts \$529K on 3-day work week with 3½ days of Hygiene. Computerized throughout, Dexis Digital x-ray, Dentrix PMS, intra-oral camera and laser. Has great visibility and easy access on scenic highway with proximity to large active retirement community and adjacent to village shopping plaza. Opportunity to own Prime commercial real estate, 14,400 sq. ft. parcel with picturesque vineyard and mountain views. Real Estate to be sold with practice or option to lease. Doctor is looking forward to retirement. #CA563-Gina Miller - 707-391-7048

SONOMA COUNTY - Stunning, Modern General Practice offering a broad range of service. All 6 treatment rooms have serene window view in spacious 2,200 sq. Seller-owned facility. 2018 Gross Receipts of \$802K with 4 days of Hygiene. Dexis Digital X-ray, Dentrix PM, Intra-oral Camera, Laser. Exquisite, MOVE-IN READY, will not last in a fast-growing demographic area. The owner is downsizing from multiple offices but will help with a smooth transition. #CA564- Gina Miller - 707-391-7048

SONOMA COUNTY - NEW LISTING - General Practice located in Sonoma County, desirable dental community. Has 31 years of Goodwill seeing three generations of patients. Strong 5 Days Hygiene program, 3½ Doctor Days. High profits, low expense ratio. 2018 Gross Receipts \$906K. Approx. 1,000 sq. ft., 3 fully equipped, modern rooms, scenic garden views, with the opportunity to expand. Expansive light and bright shared spaces adding additional square footage and benefits. Paperless, Dentrix Practice Management, XDR digital x-ray sensors, and Intra-oral camera. Selling both practice and portion of dental building ownership. The doctor is retiring and will work back for a smooth transition. #CA594- Gina Miller -707-391-7048

SONOMA COUNTY - NEW LISTING - This General Family practice is in the most desirable area in Sonoma County. 42 Years of Goodwill in the community. The practice is located on the main road and has great visibility. 2018 Gross Receipts above \$2M. Spacious 4,600 Sq. Ft., with eight (8) fully-equipped Operatories. 13 days of Hygiene on 4.5 Day work week. Expansive space includes business office, consultation room, and large meeting conference room. High-tech, modern equipment throughout the facility: Including Cerec, Digital Sensors, Intra-Oral cameras, Laser, Patient Education, and EagleSoft PM Software. A paperless office w/ 21 computer workstations. The doctor is retiring and will work back for a smooth transition. #CA601- Gina Miller - 707-391-7048

WESTERN CONTRA COSTA CO. - Beautiful, professionally designed office sits in the heart of a high-end Retail Center with Home Depot, Big Lots and many other retail, service businesses and restaurants. Fully digital, Paperless Charts, Digital Pan and Digital X-Ray. Eaglesoft PMS with 9 workstations and 3 Schick Sensors. 2018 Collections of \$764K with 5 days of Hygiene and averaging 65 new patients per month. Housed in 1,625 sq. ft. with 4 fully equipped treatment rooms and 1 plumbed but not equipped. Average age of the equipment is 7-9 years and truly beautiful inside. Seller is relocating out of the area but will help with a smooth transition. #CA569- Jim Engel - 925-330-2207

YUBA CITY AREA - 46 years of Goodwill established at this GP Practice in a well-established community and in an area of dental and medical offices. Attractive Office Building in approximate 1,400 SF Space, with 3 Operatories equipped and a 4th plumbed. This Dentrix Practice could be a nice opportunity to take over a long-standing patient base, and the Landlord is willing to set up new lease terms. This is a 50% Delta Premier practice. Practice is priced below recent professionally-completed appraised Valuation. 2018 Gross Receipts \$271K (per CPA's 2018 P&L Statement). #CA580- Jay Harter - 916-812-0500

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CENTRAL COAST - ENDODONTIC PRACTICE -3 Operatories equipped with Zeiss microscopes, Digital x-rays, Paperless, Cone Beam CT, and PBS Endo Software. 2018 Gross Receipts of \$1.1M+ with \$633K Adjusted Net Income. Hurry, this opportunity to live and practice in the beautiful Central Coast will not last. #CA489- Kerri McCullough - 949-300-0312

FRESNO - PERIO/IMPLANT: 6 Ops fully furnished, digital X-Ray, large office with conference room for teaching and study groups, works only 2 days a week, 20 years good will, cash only no insurance plans. Great location and ready to move into and work. Perfect part time office or expand to full time. Collections increasing each year with 2017 at \$650K, seller retiring from private practice. #CA518- Steve Caudill - 951-314-5542

FRESNO AREA - ASKING PRICE REDUCED BY \$50,000: GP and Prosthodontic Practice in an attractive and professional-looking office building, approximately 1,500 SF, 40 years of Goodwill established. This could be a nice opportunity for a GP that does a lot of Restorative Dentistry to take over and complete procedures that aren't currently being addressed at the Practice. Seller will remain on part-time to collaborate with a GP Buyer for this Practice. 4 Operatory Practice with DentalMate PM Software, Intra-Oral Camera, 2 "XDR" Digital X-Ray Sensors, Patient Education Software, and a Panoramic (Film-Based) X-Ray... Average age of (mostly Adec) dental equipment is 7 years of age. 2017 Gross Receipts \$417,000 and 2018 GR \$386,000. #CA588- Jay Harter - 916-812-0500

GREATER MODESTO - Nicely designed, updated, and established practice in the same location for nearly 55 years. 4 Op. practice in approx. 1,400 Sq Ft office in a historically stable community with a well-insured patient base. DentPro RM software, 4 intra-oral cameras, with sons of up equipment included. 2017 GR of \$366K on a 3-day Dr. work week; 2018 GR \$408K. Seller reports that practice is located in one of the highest income per capita communities in the general area. Dental Practice owner/user office building must be purchased with this Practice. #CA546- Jay Harter - 916-812-0500

MADERA - PRICE JUST REDUCED \$100,000! North Fresno / Madera area: PPO Practice situated in a beautiful, approximately 1,800 SF modern office with newer equipment, easy access and great visibility. The practice is doing minimal marketing and has exhibited steady growth by word of mouth and referrals. Practice is family-oriented serving diverse ethnicities and mix of socio-economic income. Is situated in a professional medical area, includes its own parking lot, and consists of 4 operatories with room for a 5th (not currently plumbed). Practice layout has a spacious reception area, lab, sterilization, staff lounge, ample storage, doctor private office, and business consult office with 2 restrooms. Includes Eaglesoft PM software, Dexis digital sensor, intra-oral camera, Rotary Endo system, and Patient Education software. 2017 Gross Receipts approximately \$233K on 2 Dr. production days per week. Building facility also available for purchase with the Practice. #CA542-Jay Harter - 916-812-0500

MADERA - General Dentistry Practice and Building. Centrally located, high visibility. 3,141 sq. ft. with 7 Operatories, Dexis Digital x-rays, Invisalign, Delta PPO. \$968K Gross Receipts with low overhead. #CA566- Jay Harter - 916-812-0500

MODESTO - PERIODONTIC - NEW LISTING -Periodontal Specialty practice in a great part of Modesto near the Hospital available, with over 40 years of Goodwill in the community. Equipment includes intraoral camera, digital x-ray sensor, and LANAP Laser. Room to expand with four (4) equipped Operatories plus one additional plumbed, unequipped in a 1,600 sq. plus one additional plumbed, unequipped in a 1,000 s, ft suite. Good opportunity for a new owner to grow upon a solid, existing, specialty practice. 2018 Gross Receipts were \$494,000 on only 4 Dr. days worked per week. Multi-Tenant Dental Office Building is also available for purchase with this specialty dental practice. #CA598- Jay Harter - 916-812-0500

TRACY - NEW LISTING - Well-established for over 55 years, 25 years with present owner. Great Central Tracy location near loads of shopping and services. Four (4) treatment rooms, digital x-ray, digital Panoramic and CAD/CAM housed in 1,700 sq. ft. with exceptional lease rates. 2018 revenue of \$732,000 is still growing on a 4 day work week with 5 days of Hygiene. This makes for a great upside opportunity for first-time buyers as well as current owners looking to expand. Easy commute from the Tri-Valley or Central Valley locations. Owner is relocating out of state but will work back for a short period to ensure a smooth transition. #CA630- Jim Engel – 925-330-2207

VISALIA - NEW LISTING - Nice GP office with 5 ops, seller also owns the building which is for sale (make offer), digital, 2,000 sq. ft. Office has great visibility, main street frontage with sign and easy, free parking. Crown and bridge and cosmetic, no Ortho, some basic Endo, Perio, Oral and no implants, Collections of \$334K for 2018. #CA628- Steve Caudill - 951-314-5542

SOUTHERN CALIFORNIA

BAKERSFIELD GENERAL DENTISTRY PRACTICE - NEW LISTING - Established General Dentistry Practice available in the Bakersfield area. 5 Ops, Easy Dental, 4 doctor days and 4 hygiene days per week. Room to grow the practice as most specialty procedures are referred to local specialists. Real estate also available to purchase. 2018 GR of \$375K. #CA623- Thinh Tran - 949-533-8308

BAKERSFIELD GENERAL DENTISTRY PRACTICE - *NEW LISTING -* General Dentistry practice with 6 Ops and 39 years of goodwill in the community. Practice features Dentrix, Intra-Oral Camera, and Denar Pantograph. 2018 GR of \$475K with \$165K Net with room to grow as most specialty procedures are referred out. #CA622- Thinh Tran-949-533-8308

BAKERSFIELD PEDIATRIC PARTNERSHIP - *NEW LISTING* - Rare and unbelievable partnership opportunity at a successful 30+ year old Bakersfield opportunity at a successful 30+ year old Bakersheld pediatric practice with orthodontic and oral surgery services. Practice is owned by two partners and the junior partner has decided to leave to be closer to family. Great opportunity for someone to inherit a thriving well-run practice with 30+ years of goodwill and to work with an experienced partner planning to *\$2.5M+ GR the last 3 years. #CA599- Thinh Tran - 949-533-8308

BURBANK - NEW LISTING - Established in 1976, this restorative/cosmetic practice is the only dental office in an attractive, modern medical building. With a three-year-old, completely new build-out, the facility features 4 Adec Ops SourceWorks, Dexis, four-day work week for doctor, and four days (some double) of hygiene. Busy practice with consistent NP inflow and dedicated staff. PPO, indemnity ins. and cash only with an excellent lease. 2018 GR of \$751K with \$202K Adj. Net. #CA587- Thinh Tran - 949-533-8308

CENTRAL ORANGE COUNTY - General Dentistry Practice with 3 Ops, Repress and digital, located in a retail center on corns of a busy intersection. 2017 Gross Receipts of 415K with 148K Adj. Net Income. #CA554- Thinh Tran - 949-533-8308

COVINA - *NEW LISTING* - Well-established General practice with great visibility, 4 Ops, and digital x-rays. A bright, cheerful setting welcomes patients to this A bright, cheerful setting welcomes patients to this long-established family practice. Seller refers out most difficult specialty work so there is room to grow. All new patients are from word of mouth, no marketing. #CA634- Kerri McCullough - 949-300-0312

GLENDALE - General Dentistry Practice with 4 Ops, 3 Equipped features EagleSoft, Digital X-rays, Intraoral camera, and newer equipment. Convenient prof. building location. 2018 GR \$508K with \$249K Adj. Net. #CA575- Thinh Tran - 949-533-8308

GLENDALE - Well-established, restorative-driven A Op General practice in a professional building. Retiring seller with 14 years of Goodwill. A-dec equipment, CEREC, and Dexis Digital X-rays. Strong hygiene program with 35+ hours of hyg./week. 2018 GR \$544K. #CA573- Thinh Tran - 949-533-8308

HUNTINGTON BEACH - NEW LISTING - General Dentistry practice with 4 Ops has been open in HB for 50+ years. EagleSoft, 2 days of hyg./wk. Huge upside potential as most specialty services are referred out. 2018 GR of \$356K, with \$141K Adj. Net. #CA613-Kerri McCullough - 949-300-0312

IRVINE - 6 Ops, 5 Equipped, Digital X-rays, Digital Pano, Laser, and PracticeWorks in an amazing location. All FFS wis 1 Dars of goodwill and most specialty procedures referred. Strong Hyg. program and long-term staff. 2018 GR of \$702K. #CA582-Kerri McCullough - 949-300-0312

LAKE ARROWHEAD/SAN BERNARDINO MTNS. - Price Reduced! Long-established PPO/FFS practice with 6 Ops is computerized with SoftDent, Dexis digital x-rays, intra-oral camera, Pano, and laser. Strong Hygiene/soft tissue management program in place with 7 days/ of Hyg./wk. 2017 GR of \$1.14M with \$368K Adj. Net. Real estate is also for sale. #CA517- Steve Caudill - 951-314-5542

LOS ANGELES - NEW LISTING - General Dentistry practice located in the one of the most desired areas of Los Angeles. There are 5 Ops and a 3 chair ortho bay in a 3,000 sq. ft. suite with free parking. Visiting Periodontist 2 days per month and 2 Hyg days/wk. E-Z Dental, Digital x-rays, 3D CBCT, Digital Ceph, and an intra-oral camera. Practice accepts most PPO plans, no HMO. #CA619- Kerri McCullough - 949-300-0312

LOS ANGELES - NEW LISTING - General Dentistry Practice with 7 Operatories is located in a professional building in a great location of LA. Practice has a strong hygiene program in place with 5+ days of hygiene per week and 37 years of goodwill. Gross Receipts over \$900K. #CA606- Thinh Tran - 949-533-8308

LOS ANGELES - HANCOCK PARK - General Dentistry practice with 4 Operatories, street frontage and signage with park the rear. This office has been a Dental practice since 1928. Doctor retiring due to illness. 2017 Gross Receipts of \$365K, older office equipment in a great location. #CA565- Steve Caudill -951-314-5542

LOS ANGELES - WEST SIDE - General Dentistry LOS ANGELES - WEST SIDE - General Dentistry practice with 4 Ops is now available on the Westside LA Area. This practice's location is convenient to all of the Westside and Thures SoftDent, Intra-Oral Camera, and Laser. Our fetiring doctor has a strong hygiene program and refers out most specialty work. 2017 GR \$600K with \$171K Adj. Net. Room to grow! #CA531- Kerri McCullough - 949-300-0312

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N. ORANGE COUNTY - General Dentistry practice with 5 Ops, open since 1965! Dentrix and digital Pano. Our retiring seller will assist with a smooth transition. Great single-story professional building location near residential, schools, and businesses. 2017 GR of \$249K with room to grow as most specialty procedures are referred out. #CA558- Dr. Rishi Salwan - 909-239-2800

ORANGE COUNTY - ENDODONTIC - Beautiful, professionally designed suite. Newly built out in 2018, the practice features 6 Ops, 5 Equipped, with 3 Scopes, Cone Beam CT, fully digitized and paperless. Consistent collections for past 3 yrs. at \$1.3M+ with very low overhead. Seller retiring. #CA593- Kerri McCullough - 949-300-0312

PALM SPRINGS AREA - NEW LISTING - General Dentistry practice with 6 Ops, 5 equipped, MacPractice, Digital, and Microscope. 6 days of hygiene, most specialty work referred out, big upside potential. No PPO or HMO. 2018 GR \$705K with \$210K Adj. Net. #CA612- Kerri McCullough - 949-300-0312

PALM SPRINGS AREA MULTI-SPECIALTY - NEW LISTING - 5 equipped Ops and 1 plumbed, not equipped in a 2,500 sq. ft. suite. 27 years of goodwill. The well-trained staff caters to a high-end patient base. Rent is only 3,600/month! Dentrix Software, Digital X-ray, Intra Oral Camera, CT Scan and Gemini Dual Wave Laser. History of collecting over \$1.2 Million a year. 97% Cash, 3% Ins. #CA604-Kerri McCullough - 949-300-0312

POMONA - NEW LISTING - General Dentistry Practice with Great potential! Low Rent- beautiful 4 Op practice. Dentist open only 2 days per week and retiring. 2018 Gross Receipts \$279K. Priced to sell. #CA610- Dr. Rishi Salwan - 909-239-2800

SAN FERNANDO VALLEY - General Dentistry Practice with 5 Ops is now available in a San Fernando Valley professional building. EagleSoft, Digital X-rays, Laster days of Hyg./week, a part-time GP Associate as well as Endo and Perio Specialists 2 days per month. 2018 GR of \$961K with \$443K Adj. Net. #CA591- Kerri McCullough - 949-300-0312

SAN GABRIEL VALLEY - General Dentistry practice with 4 Ops and digital x-rays. Practice has been in the area for 65 years. Most specialty work is referred out, and most PPO plans are accepted. Located on a main road and has great visibility. Seller sees patients 4 days per week. Nicely appointed and excellent opportunity for a growing area in Southern CA. #CA596- Kerri McCullough - 949-300-0312

SIMI VALLEY - NEW LISTING - General Dentistry practice with 3 Ops and over 30 years of Goodwill. Older office with 1,100 square feet, located in a strip mall shopping center close to a residential area. A majority of the specialty procedures are referred out to specialists. 2018 GR of \$263K. #CA626- Steve Caudill - 951-314-5542

SIMI VALLEY - NEW LISTING - General Dentistry practice with 6 Ops is now available in Simi Valley. Practice has 39 years of Goodwill and loyal, dedicated staff. Strong hygiene program in place. The professional building is in a great location. Practice utilizes EagleSoft, Digital x-rays, intra-oral cameras, and Pano. 2018 GR of \$740K. #CA617-Kerri McCullough - 949-300-0312

SIMI VALLEY - NEW LISTING - Beautiful General practice established for over 45 years, 5 fully equipped operatories, 1 not equipped, nitrous equipped in every operatory. 2018 Gross Collections \$297K. Doctor refers out most specialty work. Great location and very low rent. #CA637- Dr. Rishi Salwan - 909-239-2800

SOUTH BAY/TORRANCE AREA - NEW LISTING - General Dentistry practice with a 44-year history in the South Bay is now available! 6 Ops in a professional building location that is beautifully decorated. Practice utilizes SoftDent, Digital x-rays, Intra-oral camera, and Laser. Visiting Endodontist and Periodontist keeps some specialty procedures in-house. Strong hygiene program in place and long-term, loyal staff to ensure a smooth transition. 2018 GR of \$1M+. #CA624- Thinh Tran - 949-533-8308

SOUTH BAY, LOS ANGELES AREA - Beautiful South Bay practice in a high-income area. 5 Ops in a professional building within walking distance to a high-end shopping center. Practice utilizes EagleSoft software with Digital **SOLD** intra-oral camera, and Laser. Loyal, long-term staff, and currently open 3 full days and 1-2 Fridays and one Saturday per month. Most specialty work is referred out. 2018 GR \$741K with \$307K Adj. Net. #CA589- Kerri McCullough 949-300-0312

SOUTH BAY, LOS ANGELES AREA - This 6 Op General Dentistry practice utilizes Dentrix, Digital x-rays, Laser. 6 days 10 mg/wk. and 40+ years of goodwill in a very desired area of the South Bay. 4½ day work week. 2018 GR \$734K with \$226K Adj. Net. #CA562- Kerri McCullough - 949-300-0312

SOUTH BAY, LOS ANGELES AREA - General Dentistry practice with 7 Ops is now available in a great sought-after South Bay neighborhood. Practice utilizes Dentrix and Laser, has 6 days of hygiene and is located has professional building. This is a fantastic opportunity to own a thriving practice in the South Bay. 2017 GR \$769K with \$266K Adj. Net. #CA560- Kerri McCullough - 949-300-0312

WESTERN SAN FERNANDO VALLEY - NEW LISTING - General Dentistry Practice with 5 Ops, 4 Equipped, in an upscale area. EagleSoft, Intra-oral camera, Schick Digital x-rays, and laser. 12+ years of goodwill at this professional building location, which is near a hospital. Accepts PPO and 3 HMO plans. 2018 GR of \$484K with \$218K Adj. Net Income. #CA614- Kerri McCullough - 949-300-0312

WESTERN SAN FERNANDO VALLEY PEDO - VERY MOTIVATED SELLER! Great opportunity to purchase a Pedo practice in the western San Fernando Valley. In an upscale location, this 4 Op practice utlizes EagleSoft and an Intra-oral camera. 10+ years of goodwill at this professional building location, which is near a hospital. 30 new patients per month. 2018 GR \$317K on a short three-day work week. #CA399- Kerri McCullough - 949-300-0312

SAN DIEGO

EAST COUNTY - NEW LISTING - Spring Valley: General family practice with 3 Operatories located in a convenient smaller strip mall adjacent to a busy street. PPO and no HMO, Digital x-rays, EZ Dent practice software, excellent area of opportunity. 2018 Gross Receipts of \$466K. #CA636- Russell Okihara - 619-694-7077

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ENCINITAS - General Dentistry Practice with 6 Ops is located in a busy retail center. Practice was remodeled 5 years ago with new equipment and utilizes Dentrix, Digital x-rays, Pano, and Laser. 4 days of hyg./wk. 2018 GR \$813K. #CA574- Russell Okihara - 619-694-7077

NORTH COUNTY PERIODONTAL - NEW LISTING - Beautiful Periodontal Practice in North County San Diego. 4 Operatories, 3 Equipped. Newer equipment including a CT Scanner and Digital X-Rays and Dentrix. Excellent location in a well-maintained complex. Priced to sell quickly. 2018 GR \$269K. #CA605- Russell Okihara - 619-694-7077

SAN DIEGO COUNTY ORTHODONTIC - NEW LISTING - Excellent and rare orthodontic opportunity in the San Diego area. Seller works out of 2 sites over a 4-day work week providing an excellent opportunity for further growth in each location. The seller has been in operation for over 26 years with a stellar reputation. This is a paperless practice utilizing Ortho II software and an Itero Element II. The practice is well-maintained and includes recent upgrades to the computer hardware system. This listing will go quickly. #CA615- Russell Okihara - 619-694-7077.

SAN DIEGO PERIODONTAL - Periodontal practice with 5 total Ops, 4 equipped is now available. Excellent, bright, and airy location, with digital x-rays and Dentrix. Seller is retiring. 2017 GR of \$379K with room to grow! #CA559- Russell Okihara - 619-694-7077

OUTSIDE OF CALIFORNIA

BEAVERTON/HILLSBORO, OREGON - *NEW LISTING* — Well-established practice in growing area with a prime location. 10 Ops in 4,200 sq.ft., digital x-ray, pano, intra-oral cameras, Dentrix PMS, and updated equipment. 2018 GR of \$1,772,000. Call for specific details of sale and structure of transition. #OR116- Jessica Burbon - 503-332-6462

CENTRAL OAHU, HAWAII ORAL SURGERY - NEW LISTING - Longstanding OMFS practice for sale. 4 Ops with consistent production/collections over the past 3 years. Convenient location with ample free parking. Strictly PPO and no hospital affiliations. Dentrix, Digital Pano. Seller retiring. Excellent Opportunity. #HI113- Russell Okihara - 619-694-7077

EUGENE, OREGON - *NEW LISTING* - Mid-sized practice in a central Eugene location with 2,600 sf, 4 ops, Eaglesoft, and 30 years of goodwill. #OR114-Jessica Burbon - 503-332-6462

NORTH COAST, OREGON - NEW LISTING - Beautiful North Coast practice nestled on a lake inlet minutes to the ocean. Dr. works 3 days per week, 2 days of hygiene. 2018 GR \$366K, practice positioned for growth, Dr. is retiring, #OR112- Jessica Burbon - 503-332-6462

SOUTH COAST, OREGON - *NEW LISTING* - Beautiful turn key general practice located on the Southern Oregon Coast. Features 3,200 spacious soft., 6 ops, Eaglesoft, Dexis, Pano. Collections for 2018 were: \$740,000. Building available for sale. #OR113-Jessica Burbon - 503-332-6462

SOUTHWEST PORTLAND, OREGON - *NEW LISTING* - This established general dentistry/private practice is located in a SW Portland mixed business complex off a main thoroughfare. 2,634 square foot leased building is well maintained with 6 ops, 1 more plumbed/ready. Dentrix PMS, Dexis Digital X-Ray, Intra-Oral, Pano. 2018 Gross Receipts \$510K. #OR115- Jessica Burbon - 503-332-6462

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AC-1059 DALY CITY: Amazing practice w/ seasoned staff in highly desirable neighborhood. 1500 sf w/ 4 ops \$345k

AG-871 SAN FRANCISCO: Seller Motivated! ~600 sf w/ 2 ops Price Reduced \$65k

AG-944 SAN FRANCISCO: An opportunity like this does not come along very often! ~980 sf w/ 3 ops Reduced \$575k

AG-945 SOUTH SAN FRANCISCO: Be a part of this vibrant, diverse population. ~1800 sf w/ 4 ops \$495k

AG-990 SAN FRANCISCO: Build the practice of your dreams! ~850 sf w/ 3 ops \$228k

AG-993 WEST PORTAL AREA: Desirable area w/ easy commute to downtown San Francisco. ~1000sf w/ 3 ops Reduced Price: \$410k

AG-994 SAN FRANCISCO: Highly profitable with net profit over \$400k! ~850 sf w/ 3 Ops \$825K

BC-741 DANVILLE (FACILITY): Move in Ready! ~ 1600 sf w/ 3 ops. PRICED TO SELL! \$10k

BC-926 ANTIOCH: Long established, well respected office. 1866 sf w/ 5 ops \$495k

BC-949 ALBANY: Desirable commercial/residential area. Medical Prof Bldg w/ good frontage. 3200sf w/ 4 ops \$695k Real Estate: \$1.8

<u>BC-1010 ANTIOCH:</u> Amazing Opportunity in Health Prof. Complex 2118 sf w/ 2 equipped ops + 3 add'l \$250k

<u>BC-1015 SAN RAMON Facility:</u> Fantastic location, beautiful buildouts and well equipped, move in ready office! \$200k

BC-1022 OAKLAND: "Pill Hill" Area adjacent to hospital! 1064 sf & 2 ops. Plumbed for 1 add'l \$150k

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BG-981 BERKELEY: Long established, family-oriented practice. ~1100 sf w/ 3 Ops \$345k/ Real Estate Available \$499k

BG-1025 WALNUT CREEK: You won't find a more outstanding opportunity than this extraordinary practice! ~2138 sf w/ 6 ops. \$750k Real Estate: \$995k BN-952 BERKELEY: Step into this quality practice and you'll know you

belong here! ~835 sf w/ 3 Ops. Reduced Price \$375k

BN-1023 RICHMOND: This is a rich opportunity for the astute dentist! 1450sf w/2 ops + 2 add'l. **\$50k/ Real Estate \$750k**

BN-1038 BERKELEY: A perfect opportunity to own a practice in one the Bay Area's most popular cities! 1000sf w/ 3ops. \$385k

BN-1045 CONCORD: Imagine owning a highly successful, family-oriented practice! 1150sf w/ 3 ops. **\$165k**

<u>CC-846 SAN RAFAEL:</u> Prof/Retail Building Complex. 3 ops 640 sf Collections \$433k in 2017 \$275k

CC-927 SAN RAFAEL: Build the practice of your dreams by increasing this 2-day work week! 800 sf w/ 3 ops \$175k

CC-960 SONOMA: Great location in one-of-a-kind setting! 950 sf w/ 3 ops. \$385k/ Real Estate Available \$350k

<u>CC-979 NOVATO:</u> Seller Retiring. 803 sf w/ 3 ops near downtown and Old Town Novato. **\$195K (Real Estate \$215k)**

<u>CC-1017 VACAVILLE:</u> Maximize your work days and watch your production increase! ~ 1500 sf w/ 4 ops **\$130k**

BAY AREA CONTINUED

CC-1020 SANTA ROSA: Cash Flow of over \$270k. Unique FFS Practice. 1320 sf w/ 4 ops. \$450k

<u>CC-1030 SANTA ROSA:</u> Condo office in modern bldg w/ ample parking & adjoining Ortho practice! 1683 sf w 5 ops \$325k

CC-1049 SANTA ROSA: Fully Remodeled, Amazing Location. 2000 sf w/ 5 ops \$685k Real Estate Also Available

<u>CG-616 NAPA COUNTY:</u> State-of-the-Art office! ~850 sf w/ 2 Ops. Price Reduced – Seller Motivated \$250k

CG-995 VALLEJO: Live, play and practice here where your lifestyle can't be beat! ~2035 sf w/ 7 ops \$1.175M

CG-1037 SONOMA COUNTY: Your lifestyle and practice will indeed be the envy of many dentists! ~1310 sf w/4 ops \$395k

<u>CG-1048 SONOMA:</u> This highly successful family-oriented practice has it ALL! ~1500 sf w/ 4 ops **\$650k**

<u>CN-911 SANTA ROSA:</u> "Quality Care & Patient well-being FIRST". 2250 sf w/4 ops + 1add'l. Now: **\$520k**

DG-862 MID-PENINSULA: Rare gem with up to 7 operatories in the Bay Area! ~2274 sf w/ 6ops + 1 add'l. \$475k

DG-936 SUNNYVALE: Hesitate and you may lose out on this opportunity of a lifetime! ~1000 sf w/ 3 ops. \$495K

<u>DG-986 CAMPBELL:</u> The ideal opportunity to practice in this community! ~988 sf w/ 3 ops **Seller Motivated \$288k**

<u>DG-1006 MONTEREY AREA:</u> This practice is one which every dentist aspires to! ~3400 sf w/ 8 ops \$1.395M

<u>DG-1009 CARMEL:</u> Amazing fee-for-service practice w/ no contracts! ~1150 sf w/ 4 ops **\$625K**

DG-1014 MONTEREY: Don't miss your opportunity to live and practice in beautiful Monterey! ~1125 sf w/ 4 Ops. **\$875k**

<u>DG-1034 BELMONT:</u> Med Prof Bldg on bustling commercial corridor. ~2000 sf w/ 5 ops \$425k

DG-1035 LOS GATOS: Over 40 years Goodwill in this charming community! ~1010 sf w/ 4 ops. \$790k

DG-1040 SUNNYVALE: Don't hesitate on this remarkable opportunity! ~3477 sf w/ 6 ops \$1.085M Real Estate Available

DG-1042 MOUNTAIN VIEW: Amazing opportunity providing quality, highend dentistry! ~ 890 sf w/ 3 Ops CALL FOR DETAILS

<u>DN-1031 CUPERTINO:</u> This remarkable practice awaits only your talent and skill! 1500sf w 3 ops + 1 add'l. **Reduced \$1.1M**

<u>DN-1032 PLEASANTON Facility:</u> The perfect place to live, practice & raise a family! 1400sf w/4ops. Includes CTScan! **\$185k**

<u>DN-1041 SAN JOSE:</u> This stunning practice is an excellent opportunity for new grads! 1207sf w 2ops + 1 add'l. **\$195k**

<u>DN-1003 PLEASANTON Facility:</u> This is an excellent opportunity for a graduate or a dentist seeking a Satellite location. 1000sf w/ 3ops. \$68k <u>DN-1046 SANTA CRUZ AREA:</u> Opportunities like this does not come

along, except once in a lifetime! Office 2050 sf w/ 5 ops. Total sg ft 3880.

\$595k /Real Estate: \$1.1mil

NORTHERN CALIFORNIA

EC-1005 YOLO CO: Highly Successful w/ Great Reputation in the Community! 1239 sf w/ 3 fully equipped ops \$720k











Timothy Giroux, DDS

Jon B. Noble, MBA

Mona Chang, DDS Joh

John M. Cahill, MBA

Edmond P. Cahill, JD

NORTHERN CALIFORNIA CONTINUED

EG-910 MIDTOWN SACRAMENTO: A thriving practice does not come along very often! ~1107 sf w/ 2 + 1 add'l. **Reduced \$210k**

<u>EG-968 SACRAMENTO:</u> Desirable, mid-town neighborhood, w/ ample parking in garage! ~1527 sf w/ 5 Ops. **Reduced \$480k**

EG-972 ELK GROVE: Prime location! Real Estate available to purchase in the future! ~ 3500 sf w/ 8 ops+. Reduced \$495k

EG-1012 EAST SACRAMENTO: A practice like this one does not come available very often! ~ 2900 sf w/ 8 ops. **\$2.5M**

EG-1016 LINCOLN: Look no further than this growing community to springboard into your success! ~1800 sf w/ 4 Ops Reduced \$570k

EG-1039 EL DORADO HILLS VICINITY: The ideal opportunity to practice in this community! ~1100 sf w/ 4 Ops. \$350k

EG-1061 SOUTH AUBURN VICINITY: Come live, play and practice in the heart of this pristine town! ~1100 sf w/ 4 Ops. \$350k

EN-976 SACRAMENTO: Philosophy to treat patients like family & listen to their needs. 1750sf w/5ops. **\$595k**

EN-1051 SACRAMENTO: Location, Accessibility and Quality Relationships! 1,671sf w/ 5ops. \$395k

EN-1052 EAST SACRAMENTO: Remarkable, long-established opportunity, loaded w/ goodwill! 1100 sf w/ 4 ops. \$950k

<u>EN-1055 ROCKLIN Facility:</u> Build your own success here in this family-oriented community! 1650 sf w/ 4 ops +1 add'l. **\$95k**

<u>FC-650 FORT BRAGG:</u> Family-oriented practice. 5 ops in 2000 sf \$350k for the Practice & \$400k for the Real Estate

FC-962 HEALDSBURG: Known as 1 of top 10 small cities in the US! Amazing practice w/ 1200 sf & 3 ops. Beautifully landscaped professional

Amazing practice w/ 1200 st & 3 ops. Beautifully landscaped professional plaza \$180k

FG-841 ARCATA: Great demographics w/ very little competition! ~1114

FG-841 ARCATA: Great demographics w/ very little competition! ~1114 sf w/3 ops Reduced Price: \$200k/ Real Estate Available

FN-961 EUREKA: Where the quality of life can't be beat! 1400sf w. 4 ops. Practice Reduced: \$395k/ Real Estate Available \$395k!

FN-855 NO. HUMBOLDT: Seller relocating! Long-established, 100% FFS

practice! 1600 sf w/ 3ops + 1 add'l. \$190k/ Real Estate Available

GN-953 CHICO: Established for 55 years and the seller is passing their goodwill on to you! 1067sf w/ 3ops. **Now Only \$275k!**

GN-924 TEHAMA COUNTY: Don't miss this ideal opportunity! 3000 sf w/ 6 ops. **Practice \$495k / Real Estate \$455k**

<u>GN-988 YUBA CITY:</u> Excellent Merger Opportunity! Location and Lifestyle! 1,600 sf w/ 3 ops. **\$100k**

HG-1053 GRASS VALLEY: Well-established practice of 40+ years, known for its quality dentistry! ~1200 sf w/ 3 ops \$420K

HG-815 TRUCKEÉ AREA: Busy, productive practice with 3 days of hygiene! ~1000 sf w/ 3 ops \$165k/ Real Estate \$437k

HG-983 GRASS VALLEY: Newly remodeled office in highly desirable neighborhood! ~1250 sf w/ 3 ops. Reduced Price \$195k/Real Estate Available

HG-987 LAKE TAHOE AREA: State-of-the-Art Practice located in picturesque mountain setting! ~ 3,400 sf w/ 6 Ops CALL FOR DETAILS

HN-618 SIERRA FOOTHILLS: Seller Retiring! Huge opportunity for growth by increasing office hours! 750 sf w/ 2 ops \$65k

HN-879 SONORA: Great Cash-Flow for Only 3 Days a Week! 2950 sf w/ 3 ops Reduced Price: \$265k

NORTHERN CALIFORNIA CONTINUED

HG-934 GRASS VALLEY: Just imagine living and practicing here! ~1200 sf w/ 3 Ops \$225k/Real Estate \$190k

HN-999 CALAVERAS Co. (Facility/Real Estate): 1,500 sf w/ 2 equipped Ops + 1 fully plumbed & 3 partially plumbed. \$500k

HN-991 PLACERVILLE: Quality, conservative and compassionate practice! Will consider work back. 1,654 + 473 sf w 5 ops. **\$675k**

CENTRAL VALLEY & SOUTHERN CALIFORNIA

IC-975 MODESTO: Established 33 years. 1,100 sf w/ 3 ops \$225k

<u>IG-881 TURLOCK:</u> Long established has unsurpassed quality care. ~3500 sf w/ 10 Ops (shared). **Reduced: \$295k**

<u>IG-1007 GREATER MODESTO AREA:</u> Combines a quality learning environment with relaxed rural living. ~3000sf w/ 6 ops. \$645k

IG-1009 TRACY: This opportunity is waiting for you to sink your roots down and invest your future here! ~1200sf w/ 4 ops. \$745k

IN-917 MERCED AREA: Well established practice with a stable, loyal patient base! 1300 sf w/ 3 Ops. **Reduced! \$295k**

JC-811 FRESNO COUNTY: Seller willing to consider Associateship for qualified DDS w. intention to Buy In! Considerable Goodwill in Community! 3,000 sf w/ 6 ops \$350k

<u>JC-823 LOS BANOS:</u> Heavy emphasis on hygiene. 1000 sf w/ 3 ops \$80k <u>JC-1054 VISALIA:</u> Practice AND REAL ESTATE! Prof Bldg on major thoroughfare. 2,260 sf w/ 6 ops \$275k/ Real Estate \$517k

KL-909 SAN DIEGO: Remarkable Opportunity. Long established in vibrant North Park. 2400 sf w/ 5 ops & 2 Pedo chairs \$810k

KG-921 SANTA MARIA: Live and practice in this desirable collegiate coastal community! ~930 sf w/ 3 ops Seller Motivated \$285k

SPECIALTY PRACTICES

BC-784 CENTRAL CONTRA COSTA CO Perio: Seasoned Staff. Office runs like well-oiled machine! 3 ops \$295k

BG-843 WALNUT CREEK Perio: Priced at 50% of collections! ~1085 sf w/ 4 ops **\$390k**

BG-1024 WALNUT CREEK Prosth: Stellar reputation for providing the highest level of treatment! ~2138 sf w/ 6 ops. \$750k Real Estate: \$995k BN-998 WALNUT CREEK/SAN RAMON AREA Ortho: Looking for your dream Orthodontic practice! 1450 sf w/ 5 Open bays/Chairs. \$1.150M DC-835 TRI-VALLEY Perio: Collections over \$1.2M. 2,100 sf \$800k DN-1044 FOSTER CITY Pedo: Shared Space Situation. Conveniently located within walking distance of major corporations. 830sf w/ 3 ops. \$195k GG-940 NORTH OF SACRAMENTO Pedo: Practice is on track to collect more than \$1,000,000 in revenues this year! ~4300 sf w/ 5 ops. Reduced \$555k JG-757 VISALIA Perio: Incredible Giveaway at this price! Collections over \$800k! ~2000 sf w/ 5 ops Steal at \$150k



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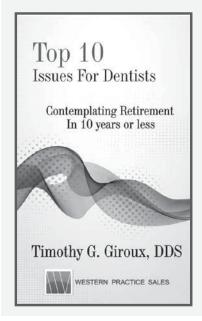
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ASK THE BROKER

How do you determine the listing price of my practice?

The single-most important factor in determining the practice sales price is the collection total of the previous calendar year. Lenders and Buyers like to see stability without large variances from year to year. It should be obvious that steady, slight increases in revenues are always better than even the slightest of decreases. Poor performance of one of three years should not affect pricing, unless it is the last calendar year that shows a significant drop. Therefore, try to maintain a stable practice, make sure you finish strong and make all your December deposits for that last year you will be filing!

Practices are priced based heavily on gross receipts. Let's work through some scenarios and options. If you plan to practice 2-3 more years, it is not worth investing extra money in the practice. In this case, I would just advise finishing strong, especially to reflect your last tax return which will be filed. If you plan to practice approximately 5 years, spending large amounts of money for new technology may not necessarily return the investment unless it helps to increase your production. However, this being said, purchasing new equipment may increase your enjoyment of practicing dentistry and therefore be a worthwhile investment.

With 8–10 years remaining to practice, modernizing the practice with the latest and greatest is generally a great idea. Leasehold improvements typically last 5-8 years, so making the investment at this time to spruce up the office will enhance the desirability of the sale. It may also give you greater satisfaction of working in a first-rate environment for the entire duration of the leasehold improvements. Most importantly, since practice values are based on gross receipts, keep up the good work!

With factors affecting the current practice market such as a large number of "Baby Boomers" choosing to retire coupled with a lower percentages of Millennials wanting to own dental practices, it is important to make decisions now that will help your practice stand out from the rest when you decide to sell! Call or email us today for a free copy of Dr Giroux's book "Top Ten Issues for Dentists Contemplating Retirement in Ten Years or Less".

Timothy Giroux, DDS is currently the Owner & Broker at Western Practice Sales and a member of the nationally recognized dental organization, ADS Transitions. You may contact Dr. Giroux at: wps@succeed.net or 800.641.4179

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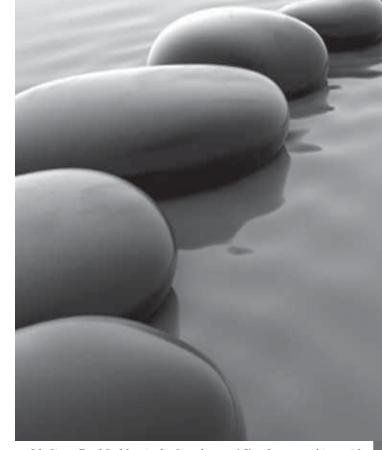
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LEE'S STORY:

• USC Undergrad - 1983

• USC Dental School - 1987

• USC Endodontic - 1989

• Hired Associate - 1992

• Sold 1/2 of Practice - 1992

• Opened Second Office - 1993

• Built-Out New Office - 1996

• Work for Dental Manufacturer - 1996-1997

• Law School - 1997-2000

• Transactional Attorney 2001 to Present

• Maddox Practice Group (MPG) Brokerage - 2010

Sold MPG to Henry Schein - 2013

• Managed HS brokerage business from 2013 through 2018 in 7 states

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Normally, I take time to write responses to common questions we receive from Dental professionals, but this month I am going to take a more personal approach. This week I received a tragic call from a friend involving the worst kind of news you can receive -- when the doctor says there is nothing further that can be done. We all know that day is coming and while death is inevitable – you may not get advanced notice. What happens if a teen driver T-bones you and your wife tomorrow while texting? Have you put your affairs in order so that your family can grieve without suffering complicated legal, financial and emotional trauma trying to figure out how to handle practice - whether that is a sale or liquidation, locate the financial accounts and other assets, or deal with the unforgiving and unsympathetic insurance personnel? What about the needs of raising your minor children (if you have any). All of these components dump avoidable uncertainty and stress to a grieving family. The good news is that with a little preparation and advanced planning you can take the stress away from your family with a wellcrafted personal plan aimed at wrapping up your affairs to ensure things are done the way YOU WANT THEM DONE. It can be done in as little as an afternoon. We were still able to craft and execute the necessary documents to dis-

tribute this doctor's assets but we don't all get advanced notice of our demise. I urge you to give your family peace of mind by packaging your plan now. The first step is the hardest part and you will feel very good knowing you've taken all the work and risk out of fulfilling your final wishes. We had one client arrange for a five star, ten course dinner for



his entire family on the one year anniversary of his passing. The family was able to celebrate the man's life without the pain that accompanies recent loss and it was a wonderful evening filled with love. The worst thing you can do is nothing at all. Call us, schedule an afternoon to put this concern behind once and for all. You've been wanting to do it for ages...do it now. Nobody knows what tomorrow holds.

Keith Dunnagan is the managing shareholder of BPE Law Group, PC, a Sacramento area law firm providing comprehensive legal services statewide to the California dental and business community in the areas of employment, practice transition and planning, business and corporate formation, real estate, estate planning, and contract law. He is a recognized speaker and writer and has been included in the Northern California Superlawyer magazine's Rising Star list (2018) and Superlawyer list (2019) and included in the 2018 list of Top Lawyers of Sacramento. To ask questions you can write to Keith at kbdunnagan@bpelaw.com.



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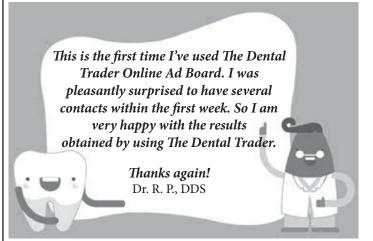
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Today's Changing Private Practice Marketplace

We are witnessing profound changes in our California dental marketplace. Where we are today is the result of trends occurring for quite some time. Today's marriages / partnerships consist of two wage earners. Delta is phasing out Premier providers. Dental Service Organizations are carving out a larger slice of the dental pie. There are more females entering the market-place than there are males. Many of today's dentists do not feel the need or desire to go into private practice.

It is important to understand that your profession is unique from any other field of physical medicine as it is built upon long-lasting and trusting relationships. Patients' needs must be fulfilled. They need to feel connected with their dentist. They need to know their best interests are their dentist's main concern. They need to know they have their dentist's focused attention while in the chair. They need to feel relaxed and comfortable in their dental environment. They need to know their dentist is technically competent. They need to believe their dentist truly cares. They expect good customer service. And they want to feel connected to their dentist's practice. These patients travel considerable distances to see their dentist when they move away. This patient centric does not score well in DSO offices.

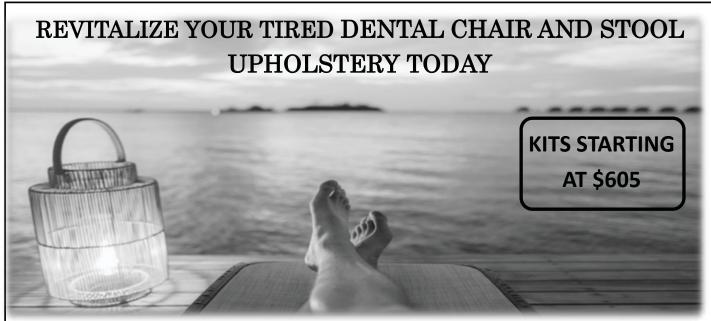
Dentists who have taken their practices out-of-network and witness some patients drift away, later witness many of these

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Couple this with dentists who do want to own their practices as they have absolutely no interest in being someone's hired-hands. Dentists who have no intention on being boxed into repetitive clinical roles. Dentists who do not want their clinical judgment and ethics compromised. And dentists who fiercely aspire to practice under their own terms.

The future of Private Practice in California is extremely exciting. Realizing that there shall be fewer private practices as we move forward, there are tremendous opportunities for our Next Generation of Private Practitioners. Those who choose private practice shall realize a far higher level of satisfaction as they shall be incentivized to expand their clinical skills. Compare this to dentists who choose a corporate setting. They are supervised and expected to continually perform the same repetitive procedures. Such dentists are a hired set of hands on an assembly line who can be easily replaced!









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