

THE Dental Trader

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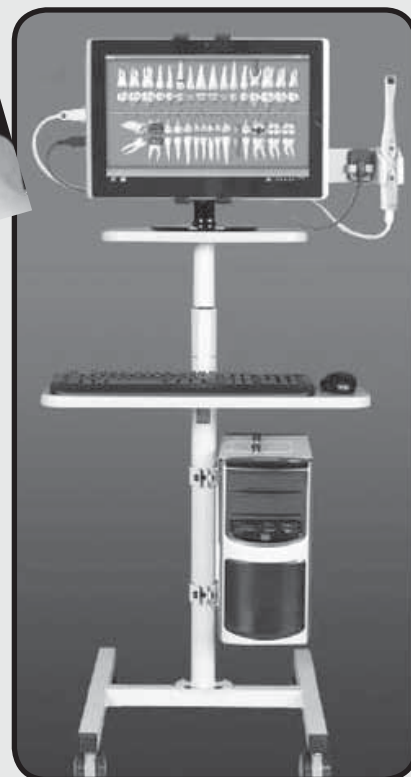
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2303-0914-Sept-Dental-Trader-Ad-SoCal



dental anesthesiologist needed ASAP, please call 310-755-8520.

Oral Surgery DentalAssistant with 5 yrs experience email resume DrTGonzales@aol.com.

Wanted:Office in Poway. email me with info, please; anaji12001@yahoo.com.

PRACTICE FOR SALE Mira Mesa. 20+ yr GP, 4 Ops. in 1300 sq. ft. PPO: SDPS: 760-599-7828.

Experienced GP seeking PT position with buy in option 8183264684.

P/T Dental Assistant wanted Fax resume to 626-575-0240.

PT DENTIST WANTED! Sat,Mon,Thur, El Monte area. Fax resume 626-575-0240.

Leasehold opportunity for an Orthodontist in Bellflower. Possible partnership. (310) 995-1595.

Great opportunity in Ventura for any specialist to partner up with an experienced GP. Brand-new 4 Operator office in great shopping center.Low rent. Call 818-426-5555.

Wanted Angled Surgical Handpiece Sabra OMS 105 Call 626-572-0087.

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FREE 2015 Wall Hanging Calendar in this issue! Lots of important dates noted in it including dental trade shows.

Part time General DDS wanted for Fontana office. Please fax resume to 909 428 5151.

GP looking for wednesday. 2007 grad, surgical EXT, molar RCT, pedo exp. OC or IE. HMO/Medi-cal exp. ddschris@gmail.com.

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KERN COUNTY

BAKERSFIELD #26 - 3,500 Sq. Ft. Duplex Medical-Dental Bldg. for Sale. The bldg is located on a major thoroughfare w monument signage & has (27) parking spaces & 10+ years of goodwill. **[SOLD]**

LOS ANGELES COUNTY

CALABASAS - G.P. in a highly sought after, upscale shopping center location with exposure, visibility & signage. Mostly Fee for Service. Newer eqt & build out. (4) ops eqt'd, 5th op plumbed. Central nitrous. Digital x-rays & pano, Dentrax and Dexis. 30+ years of Goodwill. Annual Gross Collections \$500K+. **ON HOLD**

CANOGA PARK - (5) op comput. G.P. located in a strip center with exposure/visibility/signage. (4) ops eqt'd/5th plumbed. Cash/Ins/PPO patient base. Presently taking no Denti-Cal. Practice is located in an area of high Denti-Cal usage & could be added to significantly increase Gross Collections. 2014 Projected Gross Collections of \$250K+. Dentrax s/w. Digital x-rays - Dexis. Seasoned staff. Seller Retiring. **[NEW]**

ENCINO - (3) op comput. G.P. located in a prof. bldg on a main thoroughfare. Part time practice w older eqt'd. Cash/Ins/PPO pts. Annual Gross Collect \$164K+. Below market Lease. Beautiful Valley views from ops. Great starter pract., part time pract., buy & combine pract. or satellite office. Seller retiring. **[NEW]**

HOLLYWOOD - Super clean, (3) op computerized G.P. Only DDS in Medical bldg. Great starter or satellite office. Annual Gross Collections \$100K+ on a very p.t. schedule.

LA VERNE - (6) op comput G.P. (3) ops eqt'd/(3) add. plumbed. Newer eqt'd. Located in a busy shop ctr. on a main thoroughfare w excell. exposure/visibility/signage & parking. Exhibiting health growth. 2014 Gross Collections projected at \$400K+. Digital x-rays. Cash/Ins/PPO pts. Seller moving. **[NEW]**

LOS ANGELES - Upscale, (4) op turnkey office for sale. Just built out & equipped w new eqt. Located in a new health care centered shopping ctr. on a main thoroughfare. Excellent exposure, visibility, signage & parking. DDS office has dental exclusive in the center. **[SOLD]**

PASADENA - Magnificent upscale, (3) op comput. turnkey office with included charts. (1) year old build out w near new Belmont eqt. On a main thoroughfare in a well known medical bldg next to the hospital. Only DDS in the bldg. Digital x-rays. Easy Dental s/w. Many built in referral sources. Seller to concentrate on other office. **[NEW]**

SOUTH BAY - (4) op computerized G.P. located in a prof. bldg with ample free parking. 2013 Gross Collect \$508K+ on a (4) day week. Seller does no advertising. Averaging (8) new pts/mos. Cash/Ins/PPO pt base. No HMO & no Denti-Cal. Digital x-rays. Dentrax & Dexis s/w. Nice equipment. **[SOLD]**

VAN NUYS/SHERMAN OAKS - Bldg. & Practice - (5) op comput. G.P. (4) ops eqt'd, (5th) op plumbed. Located in a free stand. single use bldg. on a main thoroughfare w excell. exposure, visibility & parking. 50+ years of Goodwill. 2013 Gross Collect \$425K+ on a (4) day week. Seller does no advertising. Cash/Ins/PPO pt base. No HMO & no Denti-Cal. Seller retiring. **[PENDING]**

WEST SAN FERNANDO VALLEY - (4) op comput G.P. Located in a smaller, well known, prof. bldg. on a main thoroughfare. Excell. signage & ample free parking in rear lot. Annual Gross Collect \$750K+ on a (4) day week. Digital x-rays & soft tissue laser. Cash/Ins/PPO pts. (10+) new pts/mos. Lower overhead office w excell. long term lease in place. Seasoned staff. **[NEW]**

ORANGE COUNTY

ANAHEIM - (3) op comput G.P. (2) ops eqt'd/3rd op plumbed. Located in a one story prof. ctr. Cash/Ins/PPO pts. Gross Collect \$162K+ part time. Very low overhead. Sales price less than replacement cost. Seller moving. **[PENDING]**

RIVERSIDE COUNTY

Room for Your Riverside County Practice Listing.

SAN BERNARDINO COUNTY

RANCHO CUCAMONGA - (4) op comput. G.P. (3) ops eqt'd/ 4th plumbed. Located in a strip center w exposure/visibility/signage & parking. Annual Gross Collect \$185K p.t. Cash/Ins/PPO/ pts. Averaging (7-9) new pts/mos. Seller does no advertising. Seller moving. **[NEW]**

SAN DIEGO COUNTY

Room for Your San Diego County Practice Listing.

TULARE COUNTY

SAN JOAQUIN VALLEY - (4) op comput. G.P. & Free Stand. Bldg. In a smaller town w limited competition. Cash/Ins/PPO pt base. Annual Gross Collect \$500K on 4 - 4 1/2 days/wk. 28+ years of Goodwill. 10-20 new pts/mos. Seller retiring. **REDUCED.**

VENTURA COUNTY

CAMARILLO - (5) op comput G.P. located in a prof. bldg. with signage. 40+ years of Goodwill. 2013 Gross Collect \$525K+ on a (4) day week. Newer eqt. Digital x-rays, soft tissue laser & Pano. Cash/Ins/PPO pt base. No HMO & no Denti-Cal. Seller moving out of state. **[PENDING]**

EAST VENTURA COUNTY #2 - Bldg. & Practice - This is the one that you've been waiting for! (3) op computerized G.P. & single use bldg. 2013 Gross Collect \$560K+ & growing. Cash/Ins/PPO/HMO pts. Mos. Cap ck. \$2K+. Averaging (28) new pts/mos. Some newer eqt'd.

EAST VENTURA COUNTY #3 - (5) op comput G.P. located in an upscale prof. bldg. w excell off street free pking. (4) ops fully eqt'd 5th op partially eqt'd. Digital x-rays, CEREC and Pano. Cash/Ins/PPO pts. Under market lease rate. Annual Gross Collect \$600K+ on a (4) day wk. (3) days of hygiene. Seller refers out diff O.S., all Endo, Implant Placement, Perio Surgery & Ortho. Seller moving. **[NEW]**

SIMI VALLEY - (4) op computerized G.P. (2) ops eqt'd and (2) additional plumbed. Turnkey office with some included charts. Digital X-Rays and Pano. Located in a Shopping Center with exposure/visibility and signage. Seller presently working one day/week. Seller has no time for this one, and is selling to concentrate on his main office. **[SOLD]**

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Prosthodontist is needed in a office in west los Angeles. Please fax your resume to 3105535952.

P/T Dentist for SAN BERNARDINO office to fill in for vacationing Dr. Other employment opportunities. Call 626-383-1265 Fax 626-962-3551.

Part time general dentist needed for PPO/HMO/Denti-Cal office in Harbor City. Two years experience. 310-530-5252, fax: 310-530-6922 bayhARBordental@gmail.com.

PT/PT Associate Doctor position available at our office in Huntington Park. New graduates particular welcome, apply by email kimjoel@gmail.com.

Dental office for sale in Hollywood, CA. 2 op rooms & X Ray, rent \$1000, price \$40,000. Call 818.472.6981.

Orthodontist needed to cover in October for Paternity leave. IE/OC/LA locations. Email inhouseortho@gmail.com with availability. Great compensation.

Orthodontist needed in Chino Hills, CA. Work on percentage of collections. Bi-lingual in Mandarin or Spanish a plus. Call 951-533-3563.

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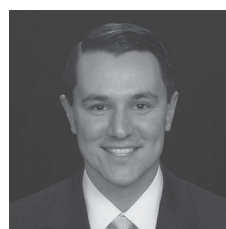
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10/14

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- Escondido #2:** 5 Ops, 4 equipped. Building for sale too. High visibility location. Retiring dentist.
- National City:** 4 Ops. High visibility location with excellent signage for advertising.
- Pacific Beach #1:** 4 Ops. 15 years of goodwill. High Visibility busy corner location.
- Pacific Beach #2:** 3 Ops. 33 years of goodwill. Amazing views of Mission Bay and the Pacific Ocean.
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- Vista:** 6 Ops, 5 equipped. Started Dec, 2013. Excellent visibility in shopping center location.
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Cypress

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Long Beach

Private practice for sale - 4 operatories in 1100 sq ft - Dr retiring after 50 years - grosses \$300,000 on 4 easy days/week with 3 days of hygiene/week – digital x-rays - Dr will stay in either administrative or part time work if requested by Buyer.

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VENTURA COUNTY ENDODONTIC PRACTICE FOR SALE: One of only two endodontic practices within a ten-mile radius. This practice collected \$520,000 in 2013 with a net income of \$315,000. The practice receives 60 new patient referrals per month on average. The office has two fully equipped operatories with microscopes and digital x-rays plus a third operatory that is partially equipped. Recently renovated professional building with attractive rent. Seller is motivated. Best offer!

ORANGE COUNTY CLINIC PRACTICE FOR SALE: Management company owned and absentee owner operated. Practice has one full time general dentist that collected just under \$800,000 last year with an additional \$150,000 from hygiene and over \$720,000 from specialists. The net income to a general dentist owner/operator would be just over \$420,000/year. Capitation exceeds \$100,000/year. The office is prominently located on a busy thoroughfare and has 9 equipped operatories plus a 3 chair ortho/pedo bay. Asking \$1,250,000.-**PENDING**

LONG BEACH GENERAL PRACTICE FOR SALE: Practice collects \$400,000/year on three and a half days per week with three days of hygiene per week. Hygienists produce 38% of the income. Seller refers most endo, most oral surgery, all perio surgery, all implant placement and all ortho. Located in a professional building with easy freeway access, the office has four operatories of older equipment. The office is computerized, but is not digital. Seller is motivated and retiring. Asking \$250,000.

SAN FERNANDO VALLEY PERIO PRACTICE: Established perio practice collected over \$850,000 last year with hygiene accounting for 25% of the revenue. The office has five equipped operatories in a professional building. The practice receives referrals from over 30 different general dentists in the community. Seller will stay for a transition.

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SIMI VALLEY GENERAL PRACTICE FOR SALE: Established in 1964, the current owner purchased the practice in 1988. The office has been remodeled with new equipment since then. The practice collects over \$600,000 per year on four days per week with four plus days of hygiene per week. Net income is over \$240,000 per year. The practice has no PPO's, no HMO's and does no advertising. Seller refers all endo, all perio, all oral surgery, and all ortho. Four equipped ops with four digital x-rays and full computerization with Practice Works software. Seller is the only dentist in a larger professional building. Pending disability forces sale. Asking \$450,000.-**SOLD AT FULL PRICE**

RANCHO MIRAGE COSMETIC PRACTICE FOR SALE: Brand new facility and equipment as of 2012. Very nice build out and quality equipment. Seller moved the practice from a nearby location where he had been in practice since 1991. The practice collects over \$750,000/year with a net income of \$200,000/year. Seller works 4 days per week with 2 days of hygiene per week. Seller refers all implant placement, all perio surgery, all ortho, most oral surgery and most endo. Four ops with full computerization, Dentrrix software, digital x-rays, air abrasion and diode laser. Medical issues are forcing the sale. Asking \$475,000.

ANAHEIM GENERAL PRACTICE FOR SALE: Well designed and nicely equipped three operatory office is located in a one story professional complex. The practice has collected over \$175,000 per year until 2013 when the Seller was out with medical issues. In 2013, the practice collected \$122,000. Small fee for service patient base, no insurance plans, no marketing or promotion. Good opportunity for someone with patients in Anaheim to build upon. Asking \$150,000.

WHITTIER FEE FOR SERVICE PRACTICE FOR SALE: Long established, fee for service general practice collects \$350,000/year on four days per week with a net income of \$140,000/year. Seller refers most oral surgery, most perio, all molar endo, all implant placement and all ortho. Four equipped ops in a free standing building with good visibility and parking. Asking \$260,000 – **SOLD AT FULL PRICE**

PASADENA FEE FOR SERVICE GENERAL PRACTICE FOR SALE: Seller works 3 ½ days per week with 2 ½ days of hygiene per week. Practice collects \$450,000 per year with negligible marketing, no PPO's, no HMO, no evenings and no weekends. Seller refers oral surgery, perio and ortho. Four equipped ops in a professional building. Retiring due to health issue. Asking \$350,000.

THOUSAND OAKS AREA ORTHODONTIC PRACTICE FOR SALE: Established edgewise practice averages 7 starts per month on 3 ½ days per week. Collections are over \$600,000 per year with a net income of \$195,000 per year. Good referral base. Five chairs in a bay with two individual operatories. Seller does no marketing and does not even have a website. Great opportunity to get into a growing community. Asking \$370,000.-**SOLD**

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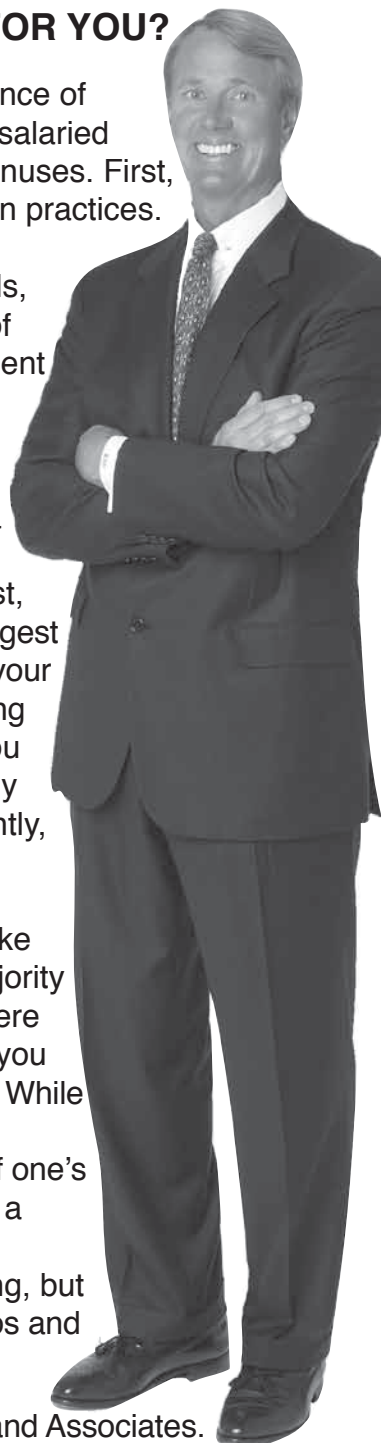
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Corporate dentistry does have its drawbacks. First, like a couple of specialists working for one of the largest corporate offices recently discovered, you can find your contract cut by 20% or eliminated completely putting you back in the street looking for a job. Second, you have no job security. The aging practitioner is easily replaced by the younger, faster and, most importantly, cheaper dentist. Third, you have no equity. No accumulated asset value. Fourth, these corporate entities have a history of blowing up and going broke putting everyone out of work overnight. Fifth, a majority of corporate dental offices are located in areas where other dentists don't want to practice, which is why you see clusters of corporate practices near each other. While the sale of a dental practice will not fund anyone's retirement, it is a nice chunk of change at the end of one's working life as a reward, if you will, for having built a successful practice.

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MURRIETA STARTER DENTAL PRACTICE FOR SALE - ~1,400 sq. ft., 2 eq. ops + 2 plumbed. Various profession/retail shops around.

PALM DESERT DENTAL PRACTICE FOR SALE - Seller wants to retire. **2013 Gross ~\$850K**, mostly CASH/PPO, 10+ yrs goodwill, ~1700 sq. ft., 4 eq. ops., high tech office, located at the corner in commercial building. Great visibility & ample parking.

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COVINA DENTAL PRACTICE FOR SALE - Beautifully renovated. ~1,100 sf. 3 ops.+ 1 add't plumbed. Good foot traffic. **New Listing!****

COVINA DENTAL PRACTICE FOR SALE - ~ 900+ sq.ft, 3 ops. Low Rent. Professional building. Close to Freeway 10. #CVN71T

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LOS ANGELES DENTAL PRACTICE FOR SALE - Busy street. Highly visible strip mall. 3 ops. + 1 plumbed -1,500 sf. ****New Listing!****

LOS ANGELES DENTAL PRACTICE FOR SALE - **2013 Gross ~\$630K**. 3 ops, 1,300 sq ft., diverse patient population. #LA414NMB.

PANORAMA CITY DENTAL PRACTICE FOR SALE - **2013 Gross ~\$240K**. Busy street intersections in strip mall with good street visibility. 3 fully equipped operatories in approximately 970 sq.ft. Easy access to Freeway 5. #PC821MP. ****New Listing!****

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 San Luis Obispo #2004 – 2013 Collections \$400K
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FEATURED LISTINGS

CHATSWORTH (GP) – Well established practice with 38 years of goodwill located in a single story busy strip mall. Great signage and visibility. Heavy traffic flow. Seller work 3 days/wk with Associate (mainly hygiene) 2 days/wk. Practice consists of 5 equipped operatories, lab room, storage room, Pano room, sterilization room, dark room, and private office in a 1,377 sq ft office with digital cameras. It's computerized with Dentrux software. Minimal advertising. Has reasonable rent payment. Income source is approximately 50% insurance, approximately 49% cash and approximately 1% capitation. Grossed \$918K in 2013. Projecting approx. \$926K for 2014. Buyer's net of \$492K. Great opportunity. Please contact your CPS Agent for more information. **Property ID #4537.**

HAWTHORNE – General turn-key practice located in a corner single story free standing building with excellent visibility and private parking lot. It has been a landmark for dentistry for over 65 years. The practice has recently been remodeled and consists of 6 equipped operatories and 1 plumbed not equipped operator in approximately 1,997 sq ft office. It's computerized with Eaglesoft software and Digital X-ray. Seller is working 1 1/2 days per week with Associate 1 day per week. See approximately 8-10 patients per day. Income source is approximately 14% insurance and approximately 86% cash. Minimal advertising. Excellent opportunity for a full time Buyer. Seller will be focusing on primary office. Contact your CPS Agent for more information. **Property ID#4519.**

LOS ANGELES (PERIO) – Beautiful practice located in the very desirable Miracle Mile. The office offers an incredible built out consist of 5 equipped operatories with amazing views to the city. No digital x-ray, however, is completely prewired through discrete floor access for all computers and digital x-ray. Major equipment is 5 years and has Dentrux software. Seller is currently working 4 days/wk and sees approximately 14-16 new patients per month. Income source is approximately 20% insurance and approximately 80% cash. The practice was establishes approximately 18 years ago. Grossed \$626,831 in 2013. Buyer's net of \$131,554. Great office with a flat rate lease. Please contact your CPS Agent for more details. **Property ID #4489.**

MURRIETA (GP) – Well established practice with 24 years of goodwill, this office is located in a busy shopping center with ample parking. Seller works 4 days/wk with 5-6 days of hygiene/wk. Sees approximately 10-12 new/month. Income source is approximately 80% insurance and 20% cash. No HMO. 100% patient referral. Practice consists of 5 equipped operatories, 1 plumbed not equipped, equipment room, storage room, sterilization/lab combo room, private office and play room (plumbed) in a 1,856 sq ft office. It's computerized with Softdent software and digital-x-ray. Grossed \$581K in 2013. Buyer's net of \$157K. Great practice. Seller will be moving out of state. Please don't hesitate to contact your CPS Agent for more details. **Property ID #4529.**

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GREATER LOS ANGELES COUNTY

CHATSWORTH (GP) – Well established practice with 38 years of goodwill located in a single story busy strip mall. Great signage and visibility. Heavy traffic flow. Seller work 3 days/wk with Associate (mainly hygiene) 2 days/wk. Practice consists of 5 equipped operatories, lab room, storage room, Pano room, sterilization room, dark room, and private office in a 1,377 sq ft office with digital cameras. It's computerized with Dentrux software. Minimal advertising. Has reasonable rent payment. Income source is approximately 50% insurance, approximately 49% cash and approximately 1% capitation. Grossed \$918K in 2013. Projecting approx. \$926K for 2014. Buyer's net of \$492K. Great opportunity. Please contact your CPS Agent for more information. **Property ID #4537.**

GLENDALE (GP) – Well established practice with 22 years of goodwill. This great office is located in a 2 story building (on first floor) with excellent traffic flow. Seller is currently working 3.5 days/wk with 1 day/wk only hygiene. Seller sees approximately 20 new patients/mo. The practice consists of 3 equipped operatories, lounge room, 2 storage room, sterilization room, and private office in 1,050 sq. ft. suite. No advertising. 100% patient referral. Equipment semi new to older. Income source is approximately 51% insurance, approximately 30% cash and 19% capitation (approximately \$4,300/mo in cap checks). Grossed \$422,500 in 2013. Projecting approx. \$424K for 2014. Has a buyer's net of \$170,766. Seller will be retiring. Please contact your CPS Agent for more information. **Property ID #4503.**

HAWTHORNE – General turn-key practice located in a corner single story free standing building with excellent visibility and private parking lot. It has been a landmark for dentistry for over 65 years. The practice has recently been remodeled and consists of 6 equipped operatories and 1 plumbed not equipped operatory in approximately 1,997 sq ft office. It's computerized with Eaglesoft software and Digital X-ray. Seller is working 1 ½ days per week with Associate 1 day per week. See approximately 8-10 patients per day. Income source is approximately 14% insurance and approximately 86% cash. Minimal advertising. Excellent opportunity for a full time Buyer. Seller will be focusing on primary office. Contact your CPS Agent for more information. **Property ID#4519.**

LOS ANGELES Price Reduced! – Turn-key general practice located in a multi story professional building. This modern designed practice consists of 3 equipped operatories, sterilization, and private office in approximately 824 sq ft suite. The office is computerized with Easy 2000 software and the equipment is approximately new to 3 years old. Has a long term lease. Seller is currently working 1 day/wk and sees approximately 8-10 patients/day and approximately 10-15 new patients/mo. Income source is approximately 50% insurance and approximately 50% cash. No HMO. Small advertising. It's a great potential for a full time and right buyer. Seller will be focusing on primary practice. Please contact your CPS Agent for more information. **Property ID #4467.**

LOS ANGELES – Family owned General practice with approximately 65 years of goodwill is located in single story free standing building with private gated parking lot. Building is available for purchase. Practice consists of 3 equipped operatories, 3 plumbed not equipped, 2 adjustment labs, 3 storage rooms, sterilization room, 2 dark room (use for storage), and private office in a 2,000 sq ft office. It's computerized with Computer Age Dentist software and has digital X-ray. Major equipment is approximately 5 to 13 years old. 100% patient referral. Seller works 5 days/wk and sees approximately 6-10 patients/day. Income source is approximately 90% insurance and 10% capitation (\$1396 in mo. Cap checks). Grossed approximately \$350K in 2013. Buyer's net of \$71K. Please contact your CPS Agent for more details. **Property ID #5008.**

MISSION HILLS - Leasehold Improvements & Equipment Only! Eight equipped operatory office located in a two story professional building with side and rear parking available. Next to a residential area community. On a major street of Mission Hills with heavy traffic flow. The suite is approximately 2,541 sq ft. All utilities and janitorial service are included with rent. The major equipment is approximately 10 years old. This location has been a dental office since 1994. Seller is buying a building approximately 2 miles away. Please contact your CPS Agent for more details. **Property ID #5014.**

MONTEREY PARK (GP) – Leasehold Improvements & Equipment Only! This practice is located in a good area of Monterey Park on a 3 story medical building. Seller is the only dentist in the facility. Surrounded by shopping centers and a Hospital. Office consists of 3 equipped operatories, reception room, business and sterilization/lab area in 812 sq ft. suite. The equipment is approximately 10 years old. Has reasonable rent. Seller is moving his patients to his other office approximately 18 miles away. Price for an immediate sales. Please contact your CPS Agent for more information. **Property ID #4449.**

NORTH HOLLYWOOD – Turn-Key General Practice located in a single story building with great visibility and rear parking. Well established practice with over 20 years of goodwill. Seller works 3 days/wk and sees approximately 6-10 patients/day. Income source is approximately 70% insurance and approximately 30% cash. Accepts only PPO plans. Does minimal advertising. The practice consists of 3 equipped operatories in a 1,250 rentable sq ft office. It's computerized with Lytec software and has a new digital x-ray. Grossed approximately \$195,015 in 2013. Projecting approx. \$200K for 2014. Great potential for a full time buyer. Please contact your CPS Agent for more details. **Property ID #4523.**

SOUTH PASADENA – General practice with 4 equipped operatories located in a 1,100 sq. ft. suite on a two story Medical/ Dental building with 25 Years of Goodwill. Retiring Seller is currently working 4 dys/wk. Income is approximately 80% PPO & 20% Cash. It's computerized with Soft Dental software and Digital X-ray. Projecting approximately \$599,748 for 2014 w/ a Buyer's Net of \$220,926. Please contact your CPS Agent for more details. **Property ID #5000.**



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TEMPLE CITY (GP) – Long established practice with 46 years of goodwill located in single story two suite dental building with option to buy. This practice consists of 3 equipped operatories, lab room, sterilization room, dark room, and private room in a 1,015 sq ft suite. Shares reception room only. Seller works 3.5 days/wk and sees approximately 5-6 patients/day. Income source is approximately 38% insurance and approximately 62% cash. Not computerized. Has older equipment. Grossed \$124,644 in 2013 and Projecting \$164,467 for 2014. Buyer's net of \$53K. Have revenues of \$13K/mo. Great practice. Please contact your CPS Agent for more information about this great office. **Property ID #4553.**

TORRANCE (GP) Price Reduced! – Modern designed fee for service practice located in a two story professional building. Corner location with heavy traffic flow. Have over 44 years in goodwill. Practice consists of 3 equipped operatories, 1 plumbed not equipped for expansion, with digital x-ray and Eaglesoft software. Motivated seller works 4 days/wk with 1.5 days/wk of hygiene and sees approximately 12-15 new patients per month. Grossed \$314,250 in 2013. Have revenues of \$27K/mo. Buyer's net of \$84,995. Please contact your CPS Agent for more information about this great office. **Property ID #4375.**

TORRANCE – General practice located in a busy single story shopping center with lots of traffic. Practice consists of 3 equipped operatories, sterilization/lab combo, consultation room, lounge room, and private office in an approximately 1,046 sq ft suite. Computerized with digital x-ray. Seller works 4 days/wk and sees approximately 10-12 new patients/mo. No HMO. Grossed \$321,051 in 2013. Practice is averaging \$27K in monthly revenue. Great office. Please contact your CPS Agent for more details. **Property ID #4477.**

WEST COVINA – Established in 1993, this General practice is located in one story building with rear parking, great visibility, and signage. Seller works 4 days/wk with 2 days/wk of hygiene. Income source is approximately 50% insurance / 25% cash / 25% Denti-cal. Seller sees approximately 10-24 patients/day. Minimal advertising. The practice consists of 3 equipped operatories and 1 plumbed not equipped, in an approximately 1,000 sq ft office. It's computerized with Easy Dental software. Great office. Grossed \$402K in 2013. Buyer's net of \$65,219. Office is averaging \$31K in monthly revenues. Please contact your CPS Agent for more details. **Property ID #4237.**

WOODLAND HILLS – Leasehold Improvements & Equipment Only! Great starter practice located in a multi story medical/dental building adjacent to numerous amenities in the Warner Center area. Near major shopping mall. Practice consists of 4 equipped operatories, lab area, sterilization room, lounge room, consultation room and private office in a 1,500 sq ft office. This location has been a dental office for approximately 35 years. Seller merged practice into his primary office. Please contact your CPS Agent for more details. **Property ID #5002.**

ORANGE COUNTY

ANAHEIM - Leasehold Improvements & Equipment Only! In existence since circa 1965, this practice is located on a major busy street in a free standing building. It's right down the street from amusement parks and restaurants in a heavy retail area. The practice consists of 4 equipped operatories, lab/sterilization combo, private office, lounge/business office and dark room in a 1,327 sq ft office. It has a relaxed atmosphere. It is enhanced by garden views from the operatories giving natural light. Seller is moving his office to a new building. Great opportunity. Please contact your CPA Agents for more details. **Property ID #4517.**

ANAHEIM – Leasehold Improvements & Equipment Only! Historical dental office since 1989 located in a single story building with private parking. In busy intersection and surrounded by shopping centers and residential areas. Great signage. Practice consists of 4 equipped operatories in a 1,680 sq ft office. It's computerized with Diamond Dental software. Motivated seller is the Landlord. Great opportunity for a GP. Please contact your CPS Agent for more details. **Property ID #4535.**

GARDEN GROVE (GP) - Turn-Key office with 50 years of goodwill, the practice moved to this corner location in 1984, and was handed down from father to son, who is now the owner of the practice and the building. Building is for sale. There is ample parking in the private lot located at the rear of the building. The practice is less than .1 miles from freeway, with easy access to on and off ramps. The large signage that is visible from the freeway, is grandfathered by the city (signage can no longer be built in this area). Every morning and evening, heavy traffic is stopped right out in front of the practice because of the signal light. This practice consists of 4 equipped operatories with Eagle Soft software in a 1,745 sq ft office. Seller works approx. 2.5 days/wk and sees approx. 7-15 patients/day. Projecting approximately \$133,381 for 2013 (fiscal year). Please contact your CPS Agent for more details. **Property ID #4539.**

RANCHO SANTA MARGARITA – Leasehold Improvement Only!! This modern designed practice consists of 4 plumbed not equipped operatories, sterilization/lab combo area, lounge room, storage room and private office in a approximately 1,267 sq ft suite. It's located in a two story dental building with heavy traffic flow. Motivated seller purchased condo nearby. Seller is offering the buyer the ability to utilize the office 2 days/wk until seller moves out. Excellent opportunity for GP or Specialist. Please contact your CPS Agent for more information. **Property ID #4483.**

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Robert A. Palumbo, Executive V.P./Partner

SAN JUAN CAPISTRANO (GP/Ortho/Pedo) – Well established modern design practice is located in a busy shopping center with excellent visibility and signage. This practice consists of 6 fully equipped operatories, 3 plumbed not equipped and 3 plumbed for chairs in open bay in a 3,000 sq ft suite. It computerized with Dentrix software and digital X-ray. Major equipment is approximately 7-8 years old. Seller works 2.5 days/wk with 2 days of hygiene, GP 1 day/wk, Ortho 1 day/mo and Pedo 1 day/mo. Income source is approximately 30% insurance, 10% cash, 40% Denti-cal and 20% capitation (\$2000/mo in CAP checks). Minimal advertising. Twenty four years of goodwill. Has monthly revenues of approximately \$72K. Projecting approximately \$875K for 2014. Seller will be retiring. Please contact your CPS Agent for more information. **Property ID #5016.**

SANTA ANA (GP) – Seller established practice in 2006 and is located on the first floor of a 3 story medical/dental building. Practice is located on one of the busiest intersections of Santa Ana. This modern designed office consists of 3 equipped operatories, lab room, sterilization room, private office, storage room, and lounge room in a 1,208 sq ft suite. Computerized with Eagle soft software. The equipment is new to 8 years old. NO HMO. Minimal advertising. Grossed \$1,093,288 in 2013. Buyer's net of \$295K. Seller works 2 days/wk and sees approximately 20-24 patients/day. Great practice. Please contact your CPS Agents for more details. **Property ID #4547.**

SOUTH COAST METRO AREA – Modern designed General Practice located in a corner single story medical dental professional building. With nearly 45 years of goodwill, this practice is an icon in the local community. Practice consists of 2 equipped operatories, sterilization and lab room, storage room, and private office in a 715 sq ft suite. It's computerized with Dentrix software and Digital X-ray. Equipment is approximately 1-7 years old. 100% patient referral. This practice is extremely profitable with a Buyer's net of \$258,460. Projecting approximately \$495K in 2014. Seller is moving out of state. Please contact your CPS Agent for more information. **Property ID #4549.**

TUSTIN – Leasehold Improvements & Equipment Only! Modern designed practice located on a busy intersection in a single story professional plaza with private parking. Surrounded by shopping centers and residential areas. A dental office circa 1990. Practice consists of 4 equipped operatories and 3 chairs in open bay in a 2,600 sq ft suite. It's computerized with Diamond Dental software. Equipment is new to 10 years old. Seller is landlord. Great opportunity for a GP. Please contact your CPS Agent for more details. **Property ID #4533.**

RIVERSIDE & SAN BERNARDINO COUNTIES

CATHEDRAL CITY Price Reduced! – Established in early 2013, this general Turn-Key practice is located in a corner free standing building with rear parking and heavy traffic flow. Absentee owner with 2 Associates working 6 days/wk and seeing approximately 38 new patients per month. Then income source approximately 80% insurance and 20% cash. NO HMO. Does minimal advertising. The large practice consists of 4 spacious eq. ops, 3 plumbed not equipped, lab, sterilization area, lounge, large office manager office, Pano X-ray room, and storage room on approximately 5,800 sq. ft. office. Has new equipment. It's computerized with Dentrix software. Great opportunity for a GP or Specialist. Contact your CPS Agent for more details. **Property ID #4525.**

CHINO – Established in 1996, this general practice is located in a busy single story strip mall. The practice consists of 4 equipped operatories, 1 plumbed not equipped operator, sterilization/lab room, lounge room, 2 storage rooms, dark room, and 2 private office in a approximately 1,620 sq ft suite. Computerized with Eaglesoft software. No digital. Seller works 3 days/wk and sees approximately 15-25 patients/day. Grossed approximately \$401K in 2013. Buyer's net of \$85K. Practice is approximately 78% Denti-cal. Contact your CPS Agent for more details. **Property ID #4495.**

CHINO HILLS - Leasehold Improvement & Equipment Only! This dream practice was built out when a rare opening in the Costco Center became available. Everything is completely new, and built out exquisitely. Over \$8,000 was invested in just the frameless glass frontage, giving maximum exposure to the restaurants and retail store next to, and surrounding our practice. There is more traffic in the parking lot, than many major intersections in the area. The practice consists of 3 equipped operatories, 2 plumbed not equipped, lab & sterilization area, lounge room, storage room, consultation room, dark room, and private office in a approximately 1,470 sq ft suite. Move on your dream practice now, or it will be somebody else's! Area is surrounded by residential homes. **Property ID #4501.**

HESPERIA (GP) – Located in a small strip plaza on a major street surrounded by shopping centers, this practice consists of 4 equipped operatories in an approximate 1,280 sq ft suite. It's computerized with Softdent software and digital x-ray. Seller works 3 days/wk with 3 days of hygiene and sees approximately 6-12 patients per day. The income source is approximately 60% insurance and 40% cash. No HMO. Has new to older equipment. Does minimal advertisement. Grossed \$260K in 2013 and projecting approximately \$336K for 2014. Great practice. Please contact your CPS Agent for additional information. **Property ID #5007.**

LAKE ELSINORE - Established in 1996, this General Practice is located in a single story building plaza just off the 15 freeway. Has great visibility and heavy traffic flow. Seller works approx. 2-3 days per weeks and sees approx. 15-20 new patients per month. The office is approx. 50% Cap. It consists of 5 equipped operatories and 3 plumbed in approximate 1,970 sq ft suite. Computerized with Dentrix software. Projecting approximately \$305,250 for 2014. Buyer's net of \$140K. Please contact your CPS Agent for more information. **Property ID #5011.**

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REMINDER: Net Income is Buyer's Net Income after Debt Service. BACK UP OFFERS ARE ALWAYS ENCOURAGED!!!



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Tina Ochoa, V.P.

LA QUINTA Price Reduced! - One of the fastest growing cities in California - Leasehold Improvements & Equipment Only!! 3 fully eq. ops., 1,000 sq. ft. suite located in a strip shopping center. Computerized office with Dexis software, intra oral camera and Dexis Digital X-ray. Newer equipment. Affluent area World Class Golf, high end resorts and shopping. Practice established since 1995. **Property ID #4531.**

MURRIETA (GP) - Well established practice with 24 years of goodwill, this office is located in a busy shopping center with ample parking. Seller works 4 days/wk with 5-6 days of hygiene/wk. Sees approximately 10-12 new/month. Income source is approximately 80% insurance and 20% cash. No HMO. 100% patient referral. Practice consists of 5 equipped operatories, 1 plumbed not equipped, equipment room, storage room, sterilization/lab combo room, private office and play room (plumbed) in a 1,856 sq ft office. It's computerized with Softdent software and digital-x-ray. Grossed \$581K in 2013. Buyer's net of \$157K. Great practice. Seller will be moving out of state. Please don't hesitate to contact your CPS Agent for more details. **Property ID #4529.**

MURRIETA - Leasehold Improvement & Equipment Only! This modern designed practice is located in a one story condo which you have the option to rent or buy. Practice consists of 4 equipped operatories, sterilization area, storage room, and private office in a 1,350 sq ft office. Computerized with Easy Dental software. Equipment like new. Great practice to start a specialty or GP office. Near residential community. Please contact your CPS Agent for more details. **Property ID #3221.**

ONTARIO GP - Practice consists of 4 eq. ops. in 1,200 sq. ft. suite located in a busy shopping center off the 60 freeway. Rent is very reasonable at \$2,892/mo. 24 Years of goodwill. Softdent Software, Intra Oral Camera, & equipment that averages 5 years old. Projecting approx. \$387,438 for 2014 on a 3 day work week. Please contact your CPS Agent for more details. **Property ID #4421.**

PALM DESERT Price Reduced! - General Practice established in 1999 is located in one story building with ample parking and excellent signage. This modern designed office consists of 5 equipped operatories with digital x-ray and Practice Web software in a 1,665 sq ft suite. Seller works 3 days/wk with 3 days/wk of hygiene. Sees approximately 12-14 new patients/mo. 100% patient referral. Have monthly revenues of approximately \$28K/mo. Motivated Seller will be focusing on primary office in L.A. area. Please contact your CPS Agent for more information. **Property ID #4331.**

PALM SPRINGS - General practice established in 2005 and located in a one story free standing building. Practice consists of 3 equipped operatories with Practice Web software and digital x-ray. Major equipment is approximately 2 years old. Suite is 1,200 sq ft. Seller is working 5 days/wk and sees approximately 8-10 patients/day. Income source is approximately 25% insurance, 65% cash and 10% Denti-cal. Does little advertising. Grossed \$357,312 in 2013. Please contact your CPS Agent for more information. **Property ID #4487.**

RIVERSIDE - Six operatory General practice located in a one story building in a busy shopping center and next to a residential community. Easy freeway access to the 91. Established in 2000. It's computerized with Easy Dental software. Major equipment is approximately 5 years old. No Digital. Suite is approximately 3,000 sq ft. Retiring seller is working 3 days/wk, Associate 3 days/wk and Ortho 1x/mo. Income source is approximately 80% insurance and 20% cash. Projecting approximately \$550K for 2014. Buyer's net of \$136K. Please contact your CPS Agent for more details. **Property ID # 5006.**

SAN BERNARDINO Price Reduced! - Well established General Practice with over 20+ years of goodwill located in two story professional building. Great street visibility. Seller works 2 days/wk with Associate 2 days/wk, Ortho 1x/mo, Perio 1x/mo and O.S. 1x/mo. The income source is approximately 50% insurance, 20% insurance & 30% Capitation (\$7K-\$8K in monthly cap checks). No advertising. 100% patient referral. Practice consists of 13 equipped operatories, 1 plumbed not equipped, storage room, Panorex x-ray room, 2 sterilization area, 2 business offices, and 4 private offices in a 4,000 sq ft suite. Computerized office with Dentrrix software. Major equipment is approximately 5-20 years old. Great large practice. For more details, please contact your CPS Agents. **Property ID #4419.**

UPLAND - Well established practice in affluent community with over 30 years of goodwill. This practice is located in a two story stand alone building. Building is for sale. Practice consists of 6 equipped operatories in a 3,500 sq ft office. It's computerized with Eaglesoft software, Digital X-ray and intra oral cameras. New computers. Seller works 4 days per week with 6 days/wk of hygiene and sees approximately 12-13 patients/day and approximately 30 new patients/mo. 100% cash practice. Projecting \$1,300,000 for 2014 with a Buyer's net of \$360K. Seller is moving out of state. Great practice with excellent street visibility on corner location. Please contact your CPS Agent for more information. **Property ID #5004.**

VICTORVILLE - General practice located in a one story shopping center near Kaiser and close to a Target. Good location. Practice consists of 3 equipped operatories, 1 plumbed not equipped in a 1,450 sq ft suite. It's computerized with Practice Web software. Digital with 2 sensors. Seller moved to out of state in is now working 10 days/mo and averaging \$20K/mo. Sees approximately 10-12 patients/day. The income source is approximately 95% insurance and 5% cash. No advertising. 100% patient referral. Equipment is approximately 4 years old. Remodeled in 2010. Great practice with a Buyer's net of \$167,526. Projecting \$243K for 2014. Please contact your CPS Agent for more information. **Property ID #4551.**

VENTURA, SANTA BARBARA & KINGS COUNTIES

CORCORAN - Well established General Practice with over 50 years of goodwill located in a single story dental building with two suites. It's near residential community and elementary, middle and high schools. Seller is working an average of 26 hours per week and sees approximately 15-20 per day. The income source is approximately 60% insurance, 31.5% cash and 8.5 denti-cal. Boswell Industries is one of the strongest patient pool for the practice with Guardian Insurance. The practice is a 1,400 sq ft suite with 4 equipped operatories, 1 plumbed not equipped operatory, lab room, x-ray room, sterilization room, dark room, and a private office. It's computerized with CDM Software. Equipment is older. Does minimal advertising. Has a flat lease. Seller is moving to Southern California. Grossed \$281K in 2013 and projecting \$297K for 2014. Buyer's net of \$136K. Please contact your CPS Agent for more details. **Property ID #5001.**

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Greg Beamer, V.P.

OJAI – This general practice established in 1974 and it is located in a one story free standing building near residential area and across the street from a school. Retiring dentist works 4 days per weeks with 5 days per week of hygiene and sees approximately 7-10 patients per day. Income source is approximately 80% insurance and 20% cash. No advertising. 100% patient referral. Practice consists of 4 equipped operatories, lab room, sterilization room private office and storage/equipment room in an approximately 1,300 sq ft office. The practice is computerized with Care Stream software. The average of the major equipment is 7 years to older. Has reasonable rent. Practice grossed \$509K for 2013. Buyer's net of \$141K. The monthly revenues are \$44K. It's an excellent opportunity in a great area. Please contact your CPS Agent for more details. **Property ID #4515.**

SAN DIEGO COUNTY LISTINGS

SAN DIEGO COUNTY (GP/Specialty) – Established in 1984, this multi specialty practice is located in a one story free standing building. Practice is open 6 days/wk and averaging 350-380 new patients/mo. It is approximately 28% insurance, 51% cash, 15% Denti-cal and 6% CAP. The practice consists of 7 equipped operatories in a approximately 4,464 office. It's computerized with Dentrix software and Digital X-ray. Major equipment is new to older. Grossed \$1,700,000 in 2013 and projecting approximately \$1,900,000 for 2014 with monthly revenues of \$165,000. Great practice. Please contact your CPS Agent for more information. **Property ID #4231.**

VISTA - Well established general practice with 35 years of goodwill is located in a Medical / Dental building with ample parking. This practice consists of 4 fully computerized equipped operatories, with Dentrix software and intra oral camera and digital x-ray in a ~1,608 sq ft suite. Fee for service practice. Seller will be moving out of area. Grossed approximately \$883K in 2013. Has monthly revenues of \$73K. Has excellent signage. Please contact your CPS Agent for more details. **Property ID #4507.**

SPECIALTY OFFICE LISTINGS

BELLFLOWER - Specialty Leasehold Improvements and Equipment Only! This office is located in a 2 story building with rear parking available. Has excellent street visibility with heavy traffic flow. Next to little shopping stores and restaurants. Near residential area as well. Practice consists of 5 equipped operatories, sterilization area, lounge area, and private office in a 2,400 sq ft suite. Great starter practice. Please contact your CPS Agent for more details. **Property ID #5015.**

LOS ANGELES (PERIO) – Beautiful practice located in the very desirable Miracle Mile. The office offers an incredible built out consist of 5 equipped operatories with amazing views to the city. No digital x-ray, however, is completely prewired through discrete floor access for all computers and digital x-ray. Major equipment is 5 years and has Dentrix software. Seller is currently working 4 days/wk and sees approximately 14-16 new patients per month. Income source is approximately 20% insurance and approximately 80% cash. The practice was establishes approximately 18 years ago. Grossed \$626,831 in 2013. Buyer's net of \$131,554. Great office with a flat rate lease. Please contact your CPS Agent for more details. **Property ID #4489.**

ORANGE COUNTY PERIO – Established in 2007 this practice is located in a 5 story dental / medical building. Great location in upscale community. Seller works 4 days/wk and sees approximately 15 patients/day and approximately 35-40 new patients/mo. Fee for service practice. NO HMO. Practice consists of 4 equipped operatories in a 1,695 sq ft suite. It's computerized with Perio Exec and has digital x-ray. Grossed approximately \$972K in 2013 and projecting approximately \$1,034,000 for 2014 with a Buyer's net of \$247K. Please contact your CPS Agent for more details. **Property ID #5005.**

SIMI VALLEY / CAMARILLO (ORTHO) – These two practices are to be sold together. Each practice has 6 chairs in open bay. They are computerized with Orthoware software. Seller works approximately 2.5 days/wk between each office. Sees approximately 25-30 patients/day. Fee for service practice. Patients travel back in forth. Simi Valley is located in a 1,260 sq ft suite on a two story shopping center. Camarillo is located in a 1,270 sq ft suite on a two story medical building. Grossed \$306K in 2013 and projecting \$307K for 2014. Has a Buyer's net of \$110,441. Please contact your CPS Agent for more information. **Property ID #5003.**

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Why dental partnerships usually do not work in California – Part 2

There isn't a month that passes that we as brokers do not have someone ask us if we think it is a good idea to be in a partnership.

Partnerships usually start one of two ways – with a single cash infusion buy in, or an associate buy-in over time. In the single cash infusion, there is usually an experienced practitioner who has the capital to purchase one-half of the value of the practice, and from that day forward there is a split of expenses and income.

With the associate buy-in, the associate works for the seller for a period of time, usually two to three years, and a portion of the associate's income is set aside toward the down-payment or cost of the partnership. When an associate does not have a strong financial base, or a number of years in practicing dentistry, this is a common format. In either model (in the majority of cases), the two parties have no more, if any, than a casual knowledge of each other. They have not worked together in the trenches.

Should the "cut" at the end of the month be the same for both, when one partner brings in 75% of the income stream, and the other 25%?

One of the common failures in either model is that the people involved make a decision not to employ professional legal and tax advice prior to entering into the agreements. This can be a tragic and avoidable mistake.

For example, the partnership is just that, two people working together toward a common goal, splitting the expenses and the profits. However, in dentistry, each individual brings a different set of abilities to the table – it is not like putting a tire on a car, which anyone can do, and more likely do it exactly the same way!

As each individual dentist operates differently, you can have one partner that does crown and bridge and another that just likes to do fillings and extractions. Should the "cut" at the end of the month be the same for both, when one partner brings in 75% of the income stream, and the other 25%? It might work in the beginning, but it won't be that way for long! Who gets to choose who is hired and fired?

What is ordered? Marketing? Do the parties have key man insurance, a plan if one of the partners is disabled or passes away during the term of the partnership? What if one party wants to leave or sell? Who signs the checks?

What are the rights of the associate if the Seller decides at that future date that he/she no longer wants to sell 1/2 of the business?

And remember that in a General partnership, where nothing is in writing to the contrary, one partner can encumber the practice without the permission of the other party, but both are legally bound to the debt. A partnership agreement properly crafted by a Dental Attorney and reviewed by a competent CPA for tax purposes, identifies and addresses these issues, and it is money-well spent.

The partnership buy-in over time has the same issues, buy a few additional items. What protects the associate's funds that are placed with the Seller? Is there an escrow? What are the rights of the associate if the Seller decides at that future date that he/she no longer wants to sell 1/2 of the business? There are a number of stories along this line. An associate comes in, business picks up, the associate hits the target date, and the seller says "you know, I think I have changed my mind."

Singles ownership is still, in our opinion, the best way to go when opening a dental office. You went to school to be your own boss, control your own destiny, and deliver your services to the public. If you choose to go to the partnership route, just be sure you really study it from all sides. Once you make the decision, enter into the paperwork, the lease, etc., it is a bit too late to change your mind without serious consequences.

We are always available to sit down with you and go through any and all questions you have about obtaining ownership, and we have some of the best referral sources in the dental industry to assist you in the process.

California Practice Sales is a founding member, and the only Broker affiliated with America Dental Sales in Southern California (ADS).

Article contributed by Earl M. Douglas, DDS, MBA, BVAL, member of America Dental Sales (ADS).

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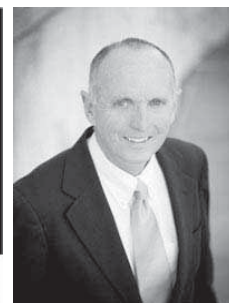
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Fee-for-service general dental practice which grossed just under \$1,200,000 in 2013 and projected 2014 revenues \$1,254,000 with excellent net profit. Fully digital office. Seller retiring. **Asking \$1,050,000**

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Fee-for-Service general dental practice, grossing \$482,000 in Medical/ Dental complex. True net profit of just over \$166,000. Seller retiring.
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Asking \$875,000

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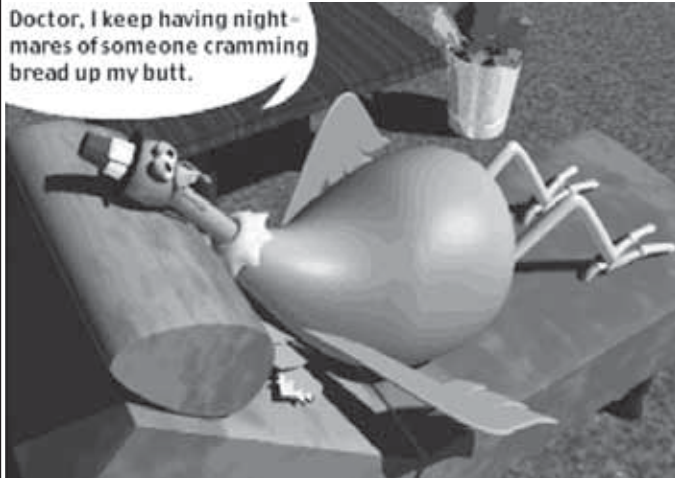
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Dental Office Leasehold 5 ops+2 plumbed 2600+sf on 2nd floor of medical plaza in Rosemead city for sale. contact:kkang98@hotmail.com.

Used Dental Units (3), stools, X-ray, Compressor, and Sterilizer for Sale in North SD area. Email if interested at ladydmd88@gmail.com.

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CENTRAL AND NORTHERN CALIFORNIA LISTINGS

BAY AREA: Periodontal Practice. Periodontal practice in leased office with 2,120 sq. ft., 6 Ops, Digital X-rays, Pulse Oximeter, Endoscope, Piezosurgery, and Dentrux software. 2013 GR \$1M. Practice open for almost 20 years. Practice #CA167.

EASTERN SIERRAS: General Dentistry Practice – 2013 GR \$463,806. Well-designed, 4 Op, 1,600+ sq. ft. office, low overhead practice, w/4+ days of hygiene. Seller refers out most OS, Perio, Endo, and all Ortho. Great opportunity in a nice community not saturated with dentists. Owner retiring. Practice #CA528.

FOLSOM/EL DORADO HILLS: PRICE REDUCED - Like-new office with 1,200 sq. ft. and 4 Ops. 2012 GR of \$405K. 2-1/2 days/wk. Practice utilizes Dentrux, Laser, Digital X-Rays and Intra-Oral cameras. Owner is selling to pursue other interests. Practice #CA103.

FREMONT: Great location in a major shopping center with 10 Ops, Digital X-rays, digital Pan, 3,050 sq. ft. suite with 4,000 active patients. PPO/HMO with 2012 GR of \$1.2M with Adj. Net of over \$300K. Owner is downsizing multiple practices. Practice #CA553.

FRESNO: General Dentistry. This 5 Op, 2,000 sq. ft. office is located in North Fresno. The practice was started by the owner in 1997. There are 5 days of hygiene with 23 new patients per month. 2013 GR of \$789,000. Equipment is approx. 5 years old. Owner is retiring. Practice #CA171.

GREATER LINCOLN/ROSEVILLE: General Practice. 2,150 sq. ft. leased suite in shopping center. 3 equip. Ops (2 add'l plumbed). Intra-Oral, Digital X-ray, Laser, Eaglesoft software. 2013 GR of \$528K. Practice #CA165.

GREATER PITTSBURG AREA: PRICE REDUCED by \$122,000 - General Dentistry Practice established for over 35 years, owner retiring. 7 Ops in 2,324 sq. ft. with Dental Mate software, Intra-Oral camera, Pano, and Digital X-rays. 2012 GR of \$885K with overhead under 70%. Building to be sold with practice. Practice #CA108

GREATER ROSEVILLE/ROCKLIN/LINCOLN: General Dentistry Practice. 2013 GR of \$350,671. Well-designed, tastefully decorated 1,887 sq. ft. office with 2 equipped Ops (3 additional plumbed). 3 day hygiene, equipment is approx. 7 years old, Eaglesoft software. Practice #CA154 - In Escrow

GREATER SACRAMENTO: PRICE REDUCED by \$50,000 - General Dentistry Practice and Condominium. 1,300 sq. ft. office in Professional Office building w/4 ops, Eaglesoft software, and Fiber Optics. 2013 GR \$679K+. Owner retiring. Practice #CA138.

GREATER SACRAMENTO: General Dentistry Practice. Well-designed 3,079 sq. ft. office (shared w/2nd dentist – separate practices) in professional building. 7 ops w/Digital X-ray, Pano, and Datacon software. 2013 GR of \$947K w/low overhead. Owner retiring after 35+ years in same location. Practice #CA140 - In Escrow

GREATER SACRAMENTO: General Dentistry Practice: Well-established GP practice in 1,600 sq. ft. office with 5 equipped ops (1 additional plumbed). Eaglesoft software, E4D, Intra-Oral, and Pano. 9 days Hyg/week. 2012 fiscal year GR of \$888K+. Seller refers out most specialty services. Owner retiring. Practice #CA156 - In Escrow

MENDOCINO COAST: General Dentistry Practice. Stand-alone professional building and practice located in a medical neighborhood on the beautiful Mendocino Coast. 2,376 sq. ft. with 4 equip Ops. Dentrux software, Intra-Oral camera, CAD/CAM. 2013 GR of \$1,025M every year since 2007 on av. 15 days/mo. 4 and 1/2 days hygiene, averaging 25 new patients per month. Practice #CA181.

MILPITAS: General Dentistry Practice: Beautiful, updated office on main thoroughfare in well-maintained professional building. 5 fully equipped Ops in 1,650 sq. ft., including Pano, Intra-Oral Camera, and Laser. 2013 GR of \$935,000 with 7 days of Hygiene. Owner retiring after 35 years in present location. 45 years in the community. Practice #CA180 - In Escrow

NORTH OF SACRAMENTO: General Dentistry 5 Op practice in 2,050 sq. ft. 2012 GR of \$1.2MM+ with overhead of only 54%. Dentrux, Intra-Oral Cameras, Digital X-rays, Imaging System, and Pano. Practice established at current location for over 15 years. Practice #CA106 - In Escrow

NORTHERN CALIFORNIA: Periodontal Partnership Opportunity: One of two partners is retiring from a very successful Perio Practice. Office leased with 1,500 sq. ft., 6 Ops, and Dentrux software. Has been in present location for many years. Owner financing with acceptable down payment. Sale to new partner is subject to approval by current partner. Practice #CA168.

NORTHERN CALIFORNIA: Endodontic Practice: Well-established satellite endodontic practice with 3 ops (1 additional plumbed) in 1,200 sq. ft. Two microscopes, Digital. 2013 GR \$319,865. Practice #CA158 - In Escrow

NORTHERN CALIFORNIA: Endodontic Practice: Endodontic office in 1,021 sq. ft. with 4 equipped Ops, 1 add'l available. 3 surgical microscopes, Dentrux software. 2013 GR of \$337K, practice in current location for over 30 years, owner retiring. Practice #CA169.

PITTSBURG: General Dentistry Practice: Well-established practice on city's busiest thoroughfare. 3 year avg. GT of \$236K w/60% overhead. 5 equip. ops in 1,400 sq. ft. with Panoramic, Fiber Optics. 12 new patients/month and very favorable rent. Avg. age of equip. is 15 years. Owner is retiring. Practice #CA133.

PLUMAS COUNTY: PRICE REDUCED - General Dentistry Practice: 2013 GR of \$546,429 working 4 days, 37+ weeks/year in great retirement location - not saturated with dentists. 5 Ops available (4 equipped) in newly-remodeled office with Pan, Fiber Optics, EZ Dental software. 2.5 days hygiene per week. Great opportunity! Owner retiring. Practice #CA558.

SACRAMENTO: General Practice: 2,400 sq. ft. office w/7 equipped Ops, 1 add'l plumbed. Located in one of Sacramento's historic, well-established neighborhoods. Intra-Oral Camera, Digital X-ray, Pano, Softdent software. 2013 GR \$711,014. Owner retiring. Practice #CA182.

SAN FRANCISCO: FINANCIAL DISTRICT - General Practice. Beautiful, modern office with 1,744 sq. ft. with 5 Ops, 4 equipped. 2013 GR of \$906K in 177 Dr. days with Adj. Net of \$388K, 6 days of Hyg. Pano, Digital X-ray, Intra-oral camera, Softdent software. Owner retiring due to health issues. Practice #CA162. - In Escrow

SAN JOSE: General Practice: Nestled between the Evergreen and Silver Creek districts, this high traffic professional center boasts 3 fully equipped Ops in 1,200 sq. ft. with Pano X-ray and Eaglesoft software. 2013 GR of \$370,000 on 30 hour work week with 2 days of Hygiene. Located on a major intersection with Health Care and other businesses nearby. Owners are downsizing. Practice #CA178. In Escrow

SAN JOSE: Facility Only. North Valley, well-established location featuring 7 ops in approx. 1,400 sq. ft. Office is fully equipped with all you need at 1/3 the price of a new start up. One block from VTA stop, beautiful landscaping and newly re-furnished interior. Pano, Digital Scanner, and 5 station computer network included. Practice #CA190.

SAN MATEO: General Practice: Professionally designed office across from shopping area with 5 Ops plumbed, 4 equipped in 2,150 sq. ft. 2013 GR of \$708,000 with 5 days of Hygiene. Dentrux software, Digital X-ray, Film based Pano, Intra-Oral Camera, and 9 years new, top-of-the-line equipment. Owner is retiring from private practice. Practice #CA179 - In Escrow

SANTA CRUZ COUNTY: General Dentistry Practice in a Professional building with 3 Ops. Approx. 1,100 sq. ft., near the beach. GR of \$338K on 2 days/wk with approx. 1,100 active patients and 10 new patients per month. Average age of equipment is 5 years old with Schick Digital X-Ray, Dentrux Software. Seller is moving. Practice #CA550.

SANTA MARIA: This Central Coast beauty boasts 42 years in the community, 16 years at current location. 4 fully equipped Ops in 1,500 sq. ft.. Easy Dental software, Dexis Digital X-ray, and Intra-oral cameras. 2013 GR of \$523K in 180 Dr. days. 5 days of hygiene. Close to hospital, Comm. College, and freeway. Seller owns the suite and is retiring. Practice #CA166

S. LAKE TAHOE: General Dentistry Practice: This 1,450 sq. ft. office has 5 ops (1 add'l available), was started by owner in 1973. Average 120 patients for the last 3 years have been \$773K. The practice has high visibility and parking. 15 new patients/month, 4 days hyg. Practice #CA134.

WALNUT CREEK: Prosthodontic Practice with 3 Ops, fully equipped, near a retirement community. Doctor is retiring after 28 years in the same location. Practice had over \$530K in GR in 2012. Practice #CAM540.

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SOUTHERN CALIFORNIA LISTINGS

ANAHEIM: *NEW LISTING* - General Dentistry Practice and Building with 6 Ops, 2 Equipped, 4 Plumbed. Near Disneyland. Practice established 39 years with great visibility on a busy street. Practice # CA186.

BAKERSFIELD: *NEW LISTING* - General Dentistry Practice with 8 Ops, 4 Equipped, 4 Plumbed in a 2,400 sq. ft. suite. 2013 GR of \$521K. Practice has been established for 20 years. Practice #CA

BALDWIN PARK: General Dentistry Practice with 5 Ops, 4 Equipped in a 1,500 sq. ft. suite. \$317K GR and \$163K Adjusted Net in 2013. Seller is relocating out of state. Practice #CA176.

BANNING: General Dentistry Practice with 6 Ops in 1,873 sq. ft. Practice features digital x-rays, EagleSoft, and is paperless. 8 days of hygiene per week. 2013 GR of over \$1.5MM. Practice #CA183.

CHULA VISTA: This General Dentistry Practice was started 50 years ago, seller acquired 35 years ago. 4 Ops, 3½ days of hygiene, Dentrux Software. \$493K 2013 GR, seller is retiring. #CA109.

COASTAL ORANGE COUNTY: Retiring doctor spent \$500K in 4 new Ops of Pelton & Crane chairs and cabinetry in addition to the TIs. Dentrux and Dexis, Digital Pano. Close to the ocean - dream location! GR over \$600K in 2011 and \$500K in 2012. Practice #CAM566.

GREATER LOS ANGELES AREA: Periodontal Practice with 5 Ops, Dentrux, Digital X-Rays, Laser, Intra-Oral Camera. Great referral base, long-time staff and 34 Years of Goodwill. Practice #CA173.

HUNTINGTON BEACH: General Dentistry Practice has been established for 18 years. Spacious suite with 5 Ops, 3 Equipped in a great location near ocean. Practice #CA155 - *In Escrow*

INDIAN WELLS: This General Dentistry Practice has a strong emphasis in TMJ in a 4,000 sq. ft. suite. Built 3 years ago with 6 Ops, and all new equipment and fixtures. Practice was in the Palm Springs area for over 3 years and moved to nearby Indian Wells. 2012 GR were \$284K on just 1 doctor day per week. Practice has a CMT Pan/Ceph machine and a lecture room in the suite. Practice #CAM530.

LA MESA: This 3 Op practice is located in 2,000 sq. ft. in a professional building. GR of \$396K in 2012 with \$155K in Adj. Net. Practice utilizes Dentrux, Laser, and Digital X-Rays. Practice #CA127.

LOMA LINDA: *NEW LISTING* - This General Dentistry Practice with 4 Ops has been established since 1986. Practice utilizes an Intra-Oral Camera, Dexis Digital X-rays, and Pano. 2013 GR of \$631K on a 4 day work week. Practice #CA185.

MURRIETA: General Dentistry Practice with 7 Ops, Schick Digital X-rays, CEREC, and Dentrux. 2013 GR of over \$1.4MM and over \$512K Adj. Net. Practice #CA163.

NEWPORT BEACH: General Dentistry Practice with 3 equipped Ops, high-end equipment is less than 10 years old and includes ADEC chairs, Kavo handpieces, 2 Dexis sensors, and Dentrux software. 2012 GR of \$350K on 3 1/2 days per week. Located near hospital in a desirable area. Practice #CAM534.

NORTH HOLLYWOOD: *NEW LISTING* - General Dentistry Practice with 5 equipped Ops, 1 plumbed, not equipped. Office is located in a free-standing building and utilizes Dentrux software, Dexis Digital X-rays, Pano, Laser and the office is paperless. 2013 GR of \$845K with \$296K Adj. Net. Practice #CA187.

NORTH ORANGE COUNTY: *NEW LISTING* - General Dentistry Practice with 7 Ops, 6 Equipped in a 2,700 sq. ft. suite. GR of \$601K with \$244K Adj. Net on a 3 day work week utilizing EagleSoft, Intra-Oral Camera, Schick Digital X-rays, and Pano. Practice #CA189

NORTH ORANGE COUNTY: *NEW LISTING* - North Orange County Orthodontic office. Leasehold improvements plus some patients. 4 chairs in an open bay located in a retail center. Practice is in an upscale family community. Practice #CA188.

ORANGE COUNTY: Oral Surgery Practice with 5 Ops in a professional building. Practice has been established for 8 years. 2013 GR of over \$1.4MM and \$875K Adj. Net. Practice #CA163.

ORANGE COUNTY: Periodontal Practice with 6 Ops, 5 Equipped. 2013 GR of \$479K with \$164K Adj. Net on a 4 day week. Great OC location near freeway, hospital, and shopping. Practice #CA172.

REDLANDS: General Dentistry Practice with 3 Ops has been established for 48 years. \$364K GR on 3 doctor days and 3 hygiene days per week. Practice #CA160.

RIDGECREST: General Dentistry Practice and Dental Building: This 4 Operator office is located in 1,536 SF office building. Owner has worked in same location for 32 years and is now retiring. This small practice grossed \$168K in 2012. Pictures of the building are available upon request. Practice #CA523.

RIVERSIDE: This General Dentistry/Implant Practice with 5 Ops has been established for 50 years and utilizes Dentrux, Digital Pano, and CT Scan and equipment is 8 years old and has 20+ new patients/mo. Building also for sale. Practice #CA120.

SAN BERNARDINO: General Dentistry Practice with 4 Ops, 30+ years goodwill, street sign, average GR \$265K the last 3 years, Dr. is retiring. Great office location with growth potential. Practice #CA150.

SAN CLEMENTE: This General Dentistry Practice with 3 Equipped Ops, 2 Add'l Ops, has been established for approx. 10 years. Uses EagleSoft, digital x-rays and Pano. 2013 GR of \$170K working 3 days/week, room to grow! Practice #CA129.

SAN DIEGO: General Dentistry Practice with 5 Ops, in a 1,200 sq. ft. suite. Practice utilizes EagleSoft, digital x-rays and has been established for 22 years. 2013 GR of \$295K. Practice #CA130.

SAN DIEGO: Retiring Dentist in a convenient, highly-desirable, central area of San Diego. 3-Op layout, with the dentist utilizing 2-ops. Small, quality driven FFS practice utilizing PracticeWorks. Ideal starter practice or an additional boutique practice location. Practice #CA161.

SAN DIEGO, NORTH COUNTY - INLAND: *NEW LISTING* - General Dentistry: Modern 5-Operator FFS Practice in a Professional Building. 1650 Sq. Ft., 2013 GR: over \$760K, with an Adj. Net of over \$300K. Dr. is relocating. Practice #CA184.

SAN DIEGO, SOUTH COUNTY: This General Dentistry Practice with 3 Ops is in a retail center and has been established for over 6 years. Uses EasyDental and Digital X-rays with 3 sensors. GR of \$310K and \$120K in Adj. Net. Practice #CA175.

SAN FERNANDO VALLEY: General Dentistry Practice with 3 Ops, 2 Equipped, 1 add'l plumbed. Practice has been established over 30 years. Practice utilizes EagleSoft and Schick Digital X-rays. 2013 GR \$177K. Practice #CA159.

SOUTH ORANGE COUNTY: *NEW LISTING* - General Dentistry Practice with 5 Ops. Practice utilizes EagleSoft, Schick, Intra-Oral Camera, and a Laser. \$400K in Gross Receipts in 2013, with similar numbers for 2014. #CA192.

TEMECULA: General Dentistry Practice with 26 years of Goodwill and 6 Ops. EagleSoft with 14 workstations, digital, Pano, CEREC, and Intra-Oral Camera. Long-term staff and 4 days of hygiene/wk. \$794K GR and \$290K Adj. Net. Practice #CA174.

THOUSAND OAKS - FACILITY ONLY: Move-in ready office with 4 Ops in 1,325 sq. ft. Office features a modern design, Dentrux with 4 workstations, equipped business office, and sterilization area. Great start-up location, satellite office or Specialist location - 7 General Dentists in the building. Full inventory and photos available. Buyer will have first opportunity to purchase real estate in the future. Practice #CA137.

VICTORVILLE: General Dentistry Practice with 3 Ops plus 3 plumbed for expansion, 2,150 SF, SoftDent, 2013 GR of \$313K with \$147K Adj. Net, Established 34 years. Practice #CA149.

OUTSIDE OF CALIFORNIA

MAUI HAWAII: General Dentistry Practice with GR of \$636K. Office has 4 Ops in 1,198 sq. ft., Pano, Laser, Intra-Oral camera, Fiber Optics, and 2 1/2 days of hygiene. Owner retiring. Don't miss the opportunity to live and work in paradise. Practice #20101.

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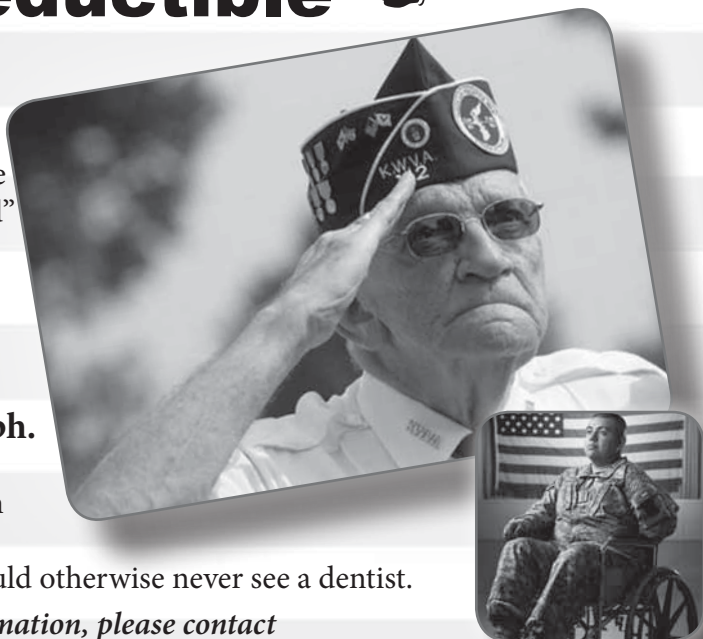
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REDLANDS General Dentistry, 3 Ops, Established 48 years. \$364K GR on 3 doctor days and 3 hygiene days per week. HSPPT-Thinh Tran-949-533-8308 #CA160.

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Dental Practice & Real Estate in Riverside County Wanted. Existing practice, 2-5 ops; 1000-2000 square feet. Free-standing location or strip mall is ideal. Family practice in a working neighborhood! Sellers call Loc Pham, Broker at LCF Financial, Inc. BRE #01875780. (714) 550-7494 or practice@lcfinc.com | lcfpracticesales.com.

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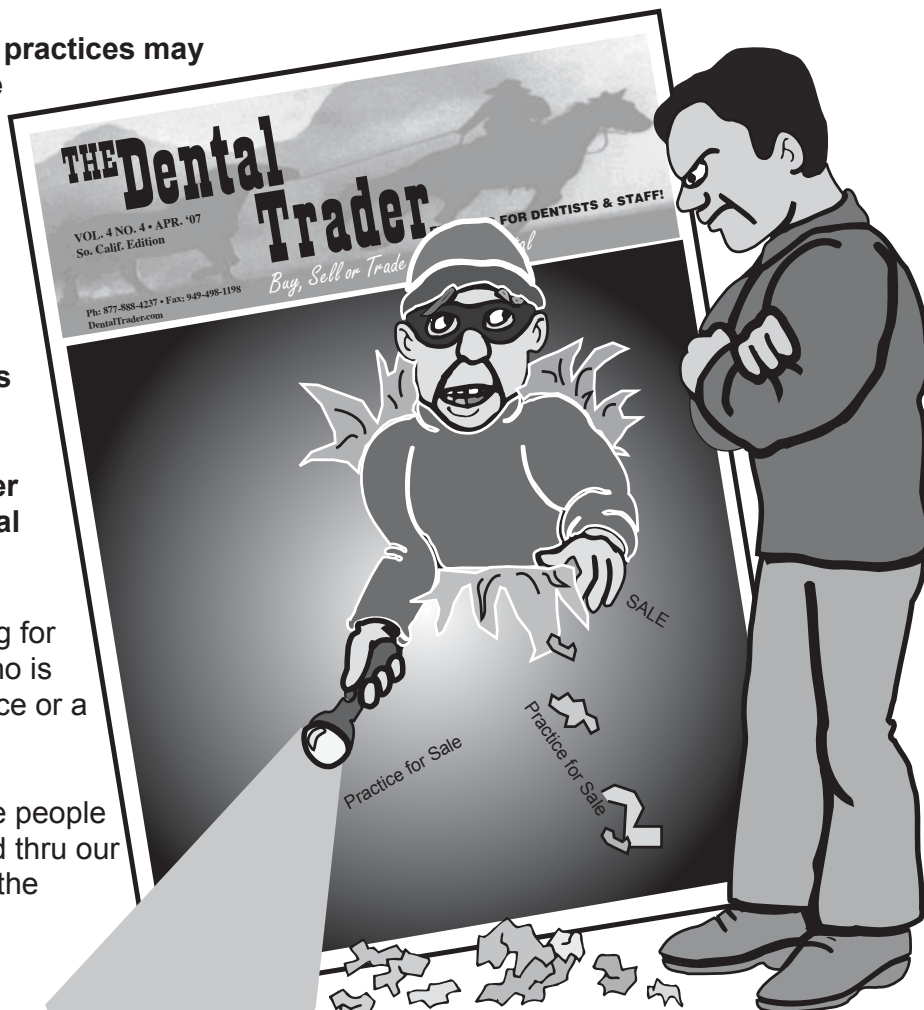
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LONG BEACH EST 40 YR INCL DENTAL CONDO BARGAIN

TORRANCE PRESTIGIOUS BUSY ASIAN SHOP CTR. HI Tech gorgeous 3 op off estb 23 yrs. Full Prie \$350,000.

San Dimas HMO HMO HMO mo ch 8 to 10K Hi Identity shop centr seller work bck, refers a lot SPECIALIST OK.

HUNTINGTON PARK HI IDENTITY 50,000 autos per day 80 yr Seller 3 op Full Price 195,000

IRVINE GPEST 1981 Quality low overhead 4op Cash/indmnty one PPO gr 300plus 50% OH full price \$250,000 grt lease.

SAN FERNANDO VALLEY ESTB 40 YRS PT DDS GR 300K PLUS hundrs patients full time DDS will do \$ 500K RE.

SAN FERNANDO VALLEY BEST HISPANIC CORNER GR 1.25 MILLION. IN TIME WILL DO 2 MILLION RE AVAL.

RIVERSIDE HMO GR \$850K LOW OVERHEAD. ESTB 20 YRS 9 OPS 3000 SQ FT INCL ORTHO HI IDENTITY THOUS'S PATIENTS 1.5 MILL POSS.

SO ORG CTY GRSSD \$950 2013 GORGEOUS STATE OF ART OFF 5 OPS Full Price \$795,000

LAKE FOREST Large office7 ops located accross street from major employer in OC.

TORRANCE/GARDENA RETIREMENT CHINESE DDS EST 31 yrs. VERY LOW OVERHEAD GR 200K SELLER REFERS OUT LOTS 4 OPS PLUMBED AND 2 EQUIPPED.

PASADENA AREA GR \$900k HMO STOREFRONT 5 ops RE avail.

PALMDALE BANK SALE, 4 OPS GRT hi iDENTITY.BARGAIN

BAKERSFIELD THOUSANDS OF PATIENTS LOW OVERHEAD 5 OPS CAN DO ONE MILLION BARGAIN.

SML TWN NEAR BAKERSFIELD 4 op practice with apt with RE \$350,000 Previous DDS retired to Rancho Santa Fe San DiEGO

REDLANDS Bank Repo being run by expert Internet Marketing DDS 4 ops low overhead Gr 30K/month FP 285K.

HUNTINGTON PARK 98% HISPANIC ESTB 40 YERS GR 600k LOW OVERHEAD incl orthodontics 4 ops 200 sq ft.

SANTA ANA Emergency, Seller sys discount and sell. Low overhead strip ctr. 3 ops.

NEVADA RESORT AREA SELLER GR 600K IN 3 DAYS ST OF ART. WILL STAY UNTIL 6DAYS ARE BUILT UP --FP 600K. DENTURE PRACTICE SEES 30 DENTURE CLIENTS PER DAY PERFECT OPPORTUNITY FOR IMPLANT SPECIALIST.

HMO HMO HMO 2 practices grossing 4.5 million \$35,000 cap checks per month souther calif, must sign new confidentiality agreement. ONE INCL RE. CALL TOM FITTERER.

3237 - Anaheim Hills Group member wanted. Hi identity. GP has space to share with Specialist. Pedit/Ortho/or ?

3240 - Redlands GP Est-4 Ops. Shopping ctr. Should do \$300k to \$400k first year with little marketing. Great lease.\$1.00 sq.ft.FP\$285k.

SO ORANGE COUNTY Prestig Plaza Hi End area. Modern off 1450 sq.ft. more space avail. Unusual immediate growth, will be 1.5 within 3 yrs. BARGAIN.

BAKERSFIELD lady DDS must move. GR \$800K shop ctr some senior care busy office fullprice \$585,000 low overhead high net.

3250 - Anaheim NW Disneyland. Part time Seller. 2 days wk. Hi identity. Estb 50 yrs, Gr \$20k to \$ 30K New dentrix & digital x-ray sys \$225K.

3280 - Indio 4,600 sq.ft. building. First Dental Practice in Indio. Original location across street from City Hall. 2 Op office ready to expand.

3281 - Yucca Valley Hi identity (huge sign) small Dental building. 600 sq. ft., 2 Ops on .44 acres, zoned for additional home plus apts. F.P. \$110K.

3287 - So. CA \$4,500,000 Practice. HMO Est. 40 yrs. Prestigious Hi identity.

HEMET HI IDENTITY GP 10 ops WILL BE a 1 million dollar office Seller will sell 50 % now for 300K State of Art office now and sell other 50% in 3 years at predetermined formula. Thousands of Patient. A CLASS PRACTICE

TORRANCE RETIREMENT GR \$300k plus 3 ops prestigious bldg nrt hospital within 5 minutes of 2nd retirement Seller buy both **NO OF BAKERSFIELD** GR 1.5 working FOUR 6 hr days - DO MEDI-CAL and GR 2 MILLION more than 50% net.

So of Bakersfield Practice and RE 1800sq ft 5op and apt full price \$350K Bargain. BUILDING RECENTLY RENOVATED 6.14 **Corona/Norco** ave 90k /mo 2014 will do 1.2 in 2014 St of art 8 op office.

PALM DESERT estb 17yrs 5 op gr \$800 Bargain.

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Why dental partnerships usually do not work in California—Part 1

The [partnership] wonder drug has side effects that are not always apparent, and the following three partnership pitfalls should be understood and considered before entering into a buy-in.

• **L**oss of control occurs when a shareholder has less than a majority interest, making that party a minority shareholder. Even a 50-50 arrangement results in both parties being minority shareholders, since neither shareholder has control over any issue. Important issues can reach an impasse when neither party has the control to establish policy. The ultimate resolution to these dilemmas is the dissolution of the partnership, which can be as contentious as a bitter divorce.

Buying a minority interest is similar to buying a job, and dentists today are in sufficient demand that they do not need to pay for a job.

Smart dentists will want to own a majority interest, but this strategy depends on another dentist being willing to buy a minority interest, thus having no control. Buying a minority interest is similar to buying a job, and dentists today are in sufficient demand that they do not need to pay for a job.

• **L**oss of marketability is another consequence of converting a practice into undivided interests with the creation of minority shares.

• **L**oss of value occurs when a shareholder buys a minority interest. Dental practice buyers are generally not interested in a career that has no control associated with it. Thus, the demand for owning a minority interest is lower than the demand for a majority or controlling interest, and frequently results in lower offers for minority interests. Too often, a dentist will seek an appraisal for a whole practice and then divide the price by two in order to price a 50 percent interest. In reality, a minor-

ity discount must be applied to come up with the true value of the minority interest. The range of minority discounts may be extreme, depending on the quality, location, history, and characteristics of the practice.

• **S**hareholder conflict is the result of all parties being subject to the same practice policies and structure, even though a single, given policy may be inappropriate for one or more of the parties. Each management decision will affect all shareholders universally. Decisions on pension plans, renting or building an office, staff, equipment, compensation, and the hundreds of other administrative details of managing a practice will undoubtedly raise controversy and ill-will with the subordinate party. The constant need for consensus increases the potential for conflict between the shareholders.

When a partnership goes bad, it can be one of the worst experiences a dentist will face! I have observed partnership dissolutions that have taken as long as three years to resolve. Imagine two partners in a marriage, each trying to remove his or her personal interest, and you have an idea of what a dental partnership dissolution looks like.

***When a partnership goes bad, it
can be one of the worst
experiences a dentist will face!***

If partnerships were an efficient and effective management structure, we would see two partners commanding airline companies, the military, and governments, but this is not the case. Unity of command is an important management principle that is most successfully applied in business, government, and the military ... and also functions best in dental practices.

(See Part 2 on Page 40)

***California Practice Sales is a founding member, and
the only Broker affiliated with America Dental Sales
in Southern California (ADS).***

Article contributed by Earl M. Douglas, DDS, MBA, BVAL, member of America Dental Sales (ADS).

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