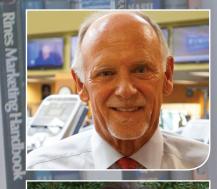


BONNIE DEAN 2015 Lifetime Achievement Honoree



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Entrepreneurs continue to excel

ntrepreneurship is alive and well in Northern Colorado! Hard work, ingenuity and effective marketing create unstoppable prosperity. And now that 2015 is improving over last year, so is the Bravo! Entrepreneur Awards program and all of the accolades



that go with it! 2015 winners stem from a variety of industries, including: hospitality, construction, communications, health care, fitness, real estate, business services, — another great subsection of the Northern Colorado eco-

nomic market.

A big thanks goes to professor Dr. David Thomas for

spearheading the student judging for the Bravo! Emerging Entrepreneur Award.

A robust thank you goes out to our title sponsors: Flood and Peterson Insurance, EKS&H, Home State Bank, Coan Payton & Payne, LLC, Orthopaedic & Spine Center of the Rockies, Miramont Lifestyle Fitness, DaVinci Sign Systems, The BBB Serving Northern Colorado and Wyoming, the Drake Centre, Survey Gizmo and Palmer Florists. On behalf of the members of the Bravo! Steering Committee — Upstate Colorado, the Northern Colorado Economic Development Corp., the Fort Collins, Greeley, and Loveland chambers of commerce and the BizWest team — we thank you!

Lastly, we want to thank the entire BizWest staff for their help in producing this event, especially Kimberly Willard and Emily Frare for their event stewardship!



JEFF NUTTALL



PUBLISHER & EXECUTIVE EDITOR CHRIS WOOD

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Bonnie Dean of Bonnie Dean Associates.

Bonnie Dean found her calling

By Curt MacDougall news@bizwestmedia.com

GREELEY — Sometimes a little practicality goes a long way when it comes to finding your calling. Just ask Bonnie Dean.

While in college, she had the typical decisions to make about her future. "One of my favorite things is to read," she said. "I probably would have been an English major except I didn't know what to do with it but teach, and I wouldn't make a good teacher." So instead, she majored in business, with a minor in English and economics. That education got her started in the banking field, first in Greeley and then with a holding company in Denver. "That's also when I got involved in more marketing aspects of the business," she added.

Getting married and moving back to Greeley provided a turning point for Dean, prompting her to open her own business. "But I decided on some basic things early on," she said. "Mainly, that I'd rather be more specific as to marketing communications but not fit within a particular industry, like finance or banking." So Bonnie Dean Associates was started in 1972, with Dean its only employee.

True to that vision, the firm has worked with a lot of different companies over the years, providing market research, brand development, advertising, public relations, issues management and community-relations services. And as the marketplace has changed, so has Bonnie Dean Associates.

"We have an ever-evolving toolkit," Dean said.

Sometimes, that might include a campaign to draw attention to a political issue, or a brand audit for a company to help determine how they are perceived in the marketplace, or putting together a whole social-media package for a client.

But with success came some growing pains. While never approaching the status of a "large" company, Bonnie Dean Associates did expand to about 10 employees at one point. Yet, according to Dean, bigger wasn't necessarily better. "I decided I would rather do the work than manage the work. ... I mean, managing projects is one thing, but managing a bunch of employees is not what I'm good at or what I want to do."

That realization led to some downsizing, to what Dean now calls her "virtual" agency. "I have one fulltime employee besides myself, and then I have a lot of long-term, valued partners across the spectrum of the things we do, and these are people who have their own set of clients but they also work with us whenever we need them, and then they do their own thing when we don't."

Dean said that staying motivated is not a problem, and still looks forward to going into the office. Her requirements are simple. "I need to enjoy what I'm doing and the people I'm doing it with," she said, "and I want to make a difference." Toward that end, she likes to give back to the community whenever possible by offering, as she puts it, her time and her treasure.

Over the years, there have been plenty of changes, most of which Dean welcomes with open arms. "Northern Colorado is a really dynamic area now, and people who come here to do business find it a pretty good place to be." Her only complaint? "Well, we're all getting tired of the traffic." I guess you can't have everything.

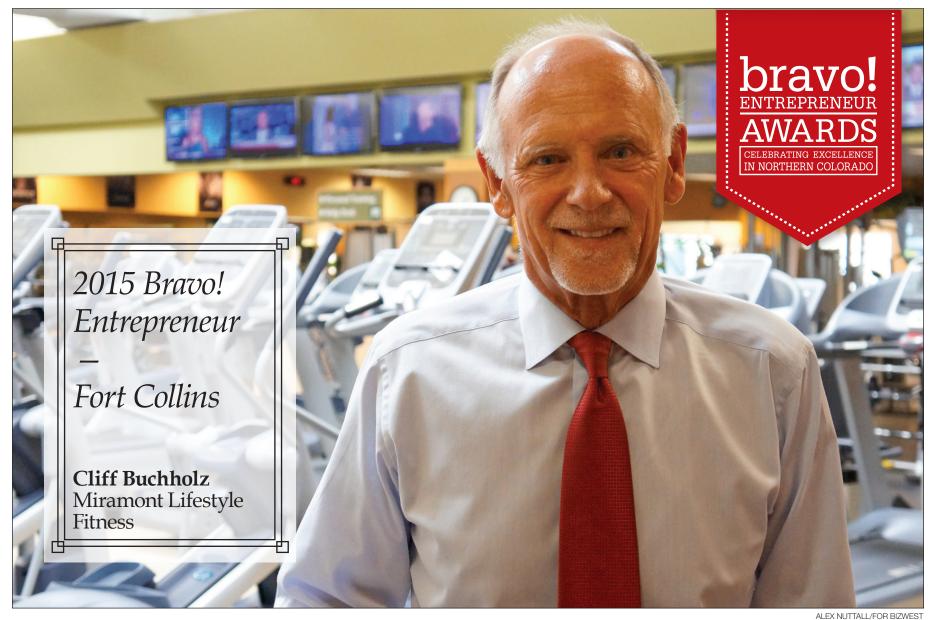
Past Winners

Lifetime Achievement

| 2014 | Dick Boettcher, Greeley |
|---------|--|
| 2013 | Loren Maxey, Maxey Cos. |
| 2012 | Norm Dean, Greeley |
| 2010 | Don Churchwell, Loveland |
| 2008-09 | Gene Markley, Fort Collins |
| 2007 | Larry Kendall, Fort Collins |
| 2006 | B.D. "Pete" Peterson and J. Barney Flood, Greeley |
| 2005 | George Hall, Greeley |
| 2004 | Bill Neal and Leo Schuster, Fort Collins and Loveland |
| 2003 | Kathryn Hach-Darrow, Loveland |
| 2002 | Bob Tointon, Greeley |
| 2001 | Tom Gleason, Fort Collins |
| 2000 | Ken Monfort, Greeley |
| 1999 | Bob Everitt, Fort Collins |
| 1998 | W.D. Farr, Greeley |

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Cliff Buchholz of Miramont Lifestyle Fitness.

Through love of tennis, **Buchholz serves up fitness**

By Curt MacDougall news@bizwestmedia.com

FORT COLLINS — It's safe to say that tennis has been very, very good to Cliff Buchholz.

Growing up in St. Louis in the 1960s, Buchholz had a natural affinity for the game. So much so that he attended Trinity University-at the time the top tennis school in the country - for his undergraduate work. While there, he played at Wimbledon and the NCAA championships, but said he went on to law school because there just wasn't any money to be made in professional tennis back then.

Still, he couldn't leave the game behind. Between classes, Buchholz opened several indoor tennis clubs around the country, first in St. Louis, then in Springfield, Ill., and Pittsburgh. After graduating from law school in 1970 - and while running a professional tennis tournament - he opened another club in Champaign, Ill.

In 1973, he moved to Denver to open his newest club, called Racquet World, along with a tennis school in Steamboat Springs. "The school was very successful," he said. "The adults

would go one way and the kids would go another way and everyone was happy. At one point we had over 500 people go through it in a nine-week period."

While running the Denver facility, Buchholz was approached with an opportunity to purchase yet another club, this one in Fort Collins.

"I said I would manage it with an option to buy," he said. "That was in '78, and I bought it in '79."

Shortly thereafter, he teamed up with his brother to create what he said became the biggest professional tennis tournament next to the Grand Slam events - the International Players Championships in Miami.

"Lipton was our sponsor," he said, "and we were the first to have equal prize money for men and women."

Eventually, Buchholz stepped away from the tournament and returned to Fort Collins. "I decided the business was getting popular so I built the south club as primarily a fitness center," he said. Yet, staying true to his roots, the facility had four indoor and four outdoor tennis courts.

More changes soon would follow. The original north facility, referred to at the time as the "tennis center," also

was given more of a fitness emphasis with the addition of amenities including a climbing wall. Then in 2008, Buchholz built the central club, Miramont Lifestyle Fitness, with a focus on wellness and prevention. In 2010 he took over management of an existing fitness club at Centerra.

Buchholz also is experimenting with a new club called Reve. It's a foray into the "boutique gym" arena -smaller, more intimate facilities that typically rely on one revenue source, be it yoga, crossfit, personal training, boxing or something similar. It's a crowded market, with more than 50 such gyms in Fort Collins alone, so Buchholz is hedging his bet. "I decided with Reve to put in five revenue sources that have the same concept."

But his entrepreneurial spirit goes far beyond tennis tournaments and fitness centers. For the past 10 years, Buchholz has been working on another venture, this one in the dental field. He's developing a nasal mist that would numb the teeth, eliminating the need for Novocain injections.

We're now putting together the company and we've raised \$70 million," he said. Based on his track record, it's likely to be a winner.

Past Winners

Fort Collins

| 2014 | Connie and Doug Dohn, Dohn Construction Inc. |
|---------|---|
| 2013 | Steve Taylor and Scott McCarthy, Hot Corner Concept |
| 2012 | Bob Wilson, Columbine Health Services |
| 2010 | Curt Richardson, OtterBox |
| 2008-09 | Doug and Wynne Odell, Odell Brewing Co. |
| 2007 | Rulon Stacey, Poudre Valley Health Systems |
| 2006 | Terry Drahota, Drahota Commercial LLC |
| 2005 | Lori Schlotter, Colorado CustomWare Inc. |
| 2004 | David Bethune, Atrix Laboratories Inc. |
| 2003 | William Ward, Front Range Internet |
| 2002 | David & Jim Neenan, The Neenan Co. |
| 2001 | Spiro Palmer, Palmer Gardens |
| 2000 | Kim Jordan and Jeff Lebesch, New Belgium Brewing Co. |
| 1999 | Douglas Schatz, Advanced Energy Industries Inc. |
| 1998 | Kent and Gloria Sampson, Value Plastics Inc. |
| | |



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Eric Holsapple, left, and Don Marostica of Loveland Commercial.

ALEX NUTTALL/FOR BIZWEST

Marostica, Holsapple: Loveland's Odd Couple

By Curt MacDougall

news@bizwestmedia.com

LOVELAND — When you talk about the success of Loveland Commercial, there are definitely two sides to the story.

After a stint in the U.S. Army, Don Marostica was earning a living as a teacher and wrestling coach. Every summer he would raise funds to take some of the kids to Europe. That's when he noticed that the people donating the most were developers and real estate brokers. It was an epiphany. "I decided, as a geology major, that I was going to go into real estate," Marostica said. "It looked like that's where the money was."

Eric Holsapple, on the other hand, started in the business right out of college. After graduating from Colorado State University with an MBA in the mid-'80s, he went to work first for a real estate firm in Colorado and then with an Australian company that saw him travel around the country.

Their paths crossed in Northern Colorado in 1996. Marostica had recently returned from a project in California, and decided he wanted to set up shop in Loveland. "So I purchased Moore Commercial, one of the few large commercial real estate companies in Colorado at the time," "I'm a Republican, and he's a Democrat, he's a messy guy and I'm a neat-freak, but despite all that, it really worked out great for us." Don Marostica

he explains. Meanwhile, Holsapple had just come out of grad school with a doctorate in economics and was looking for work. As he puts it, "Don was one of the guys who had a lot of stuff going, so I just called him up and introduced myself, and we just started doing things together. We hit it off immediately."

Marostica's version of the story is slightly different. After telling Holsapple there wasn't a place for him in the company, Marostica said he got a call one day while he was out of the office. "My wife, who was also my assistant at the time, said this guy just moved into the conference room with his file cabinet." It was Holsapple. And his persistence paid off when, a few months later, Marostica was having trouble lining up financing for a deal. "Eric said 'I'll get you financing' and I said, 'If you do that, then we're partners,' and that's how it happened. And it turned out to be the greatest thing we ever did."

Both men are proud of the fact that Loveland Commercial has always been actively involved with the local community. Marostica served on the Loveland city council and went on to the state Legislature before then-Governor Bill Ritter asked him to run the Colorado office of Economic Development and International Trade.

Holsapple is no slouch, either, taking a hands-on role in CSU's real estate program while serving on the board of directors for the Northern Colorado Economic Development Corp. and Loveland Habitat for Humanity. He says it's a simple formula. "We believe in public service and 'giving back.' If the community is strong, our business is going to be strong."

Marostica recently retired from the company and appears to be enjoying his free time, having just returned from a 5,000-mile motorcycle trip across the West. Yet he and Holsapple remain close. "Our partnership worked so well because we're so opposite," Marostica said. "I'm a Republican, and he's a Democrat, he's a messy guy and I'm a neat-freak, but despite all that, it really worked out great for us." And that's something on which both sides can agree.

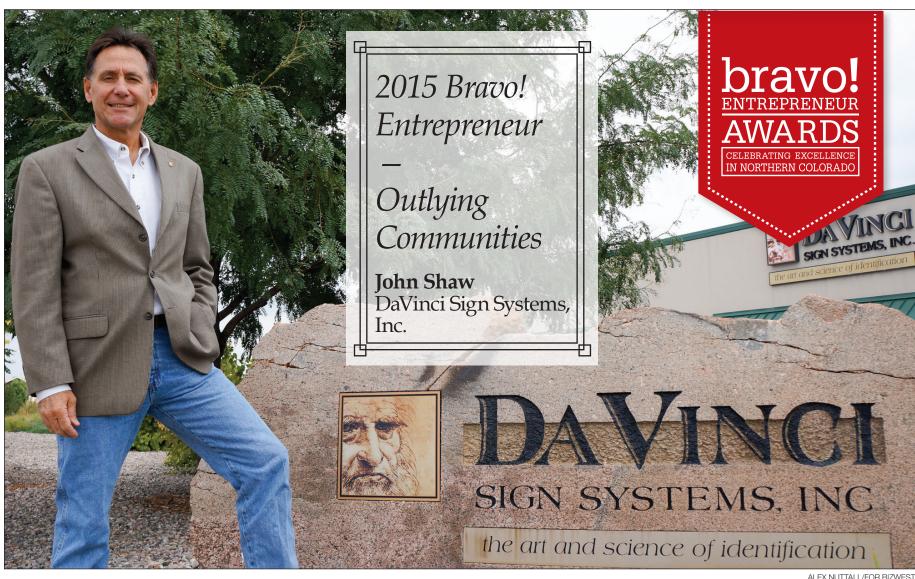
Past Winners

Loveland

| 2014 | Joe Kellogg and JB Kellogg, Madwire Media |
|---------|---|
| 2013 | George & Mark Lundeen, Lundeen Sculpture |
| 2012 | Marcia Coulson, Eldon James Corp. |
| 2010 | Aubrey Poore, Numerica Corp. |
| 2008-09 | Clayton Schwerin, Alliance Construction Solutions |
| 2007 | Linda Ligon, Interweave Press |
| 2006 | Susan Jessup, Sylvan Dale Guest Ranch |
| 2005 | Jerry Donnan, Kroll Factual Data Inc. |
| 2004 | Mark Burke, Burke Cleaners and Mister Neat's Formalwear |
| 2003 | Ervin Weinmeister, Super Vacuum Manufacturing Co. |
| 2002 | Jack Devereaux, Home State Bank |
| 2001 | Chad and Troy McWhinney, McWhinney Enterprises |
| 2000 | Bill Beierwaltes, Colorado Memory Systems, Colorado Time Systems, OnStream Inc. |
| 1999 | Dave Duke, Duke Communications International |
| 1998 | Thom Schultz, Group Publishing Inc. |



www.orthohealth.com



John Shaw of DaVinci Sign Systems, Inc.

Shaw finds fortune by following the signs

By Curt MacDougall

news@bizwestmedia.com

WINDSOR — Staying open to opportunities and rolling with the punches have proved to be keys to John Shaw's success.

Shaw graduated from Colorado State University in 1982 with plans to teach industrial arts. But shortly after receiving his sheepskin, he realized there weren't any teaching jobs to be had in the Poudre School District – and it wasn't just the education field that was struggling.

"(Jimmy) Carter had been president, interest rates on home loans were at 14 percent and everybody went broke in Fort Collins," Shaw said with some exaggeration.

While other people were leaving the area to look for jobs, Shaw wanted to stick around. So he took a position with a local sign company and discovered that he really enjoyed the work and his schooling proved beneficial.

"It turns out an industrial arts education degree is the exact curriculum a person in that industry needs," Shaw said.

He liked what he was doing so much that he decided to open his own sign firm a few years later. He helmed that first company, Shaw Sign and Lighting, for more than a dozen years, and said it did really well. When he turned 40, however, he felt he was put"We started with only 2 people on staff, and now we have a staff of about 35, just growing along with Northern Colorado." John Shaw

ting in too much time at the office and wanted to try his hand at something else. He sold the company and started Creekwood Homes, a residential construction firm.

Shaw put his efforts into home building for several years, but admitted that the vagaries of the industry can be difficult.

"Like everyone, we got pinched in this last downturn along about 2007 when no one was really buying homes anymore," he said. Luckily he had a fallback plan, having decided a few years earlier to return to what he says he knew how to do. He opened DaVinci Sign Systems in 2004.

According to its website, the company honors Renaissance genius Leonardo da Vinci's legacy as an artist, inventor and designer by combining Old World craftsmanship with cutting-edge technology.

Projects range from banks to res-

taurants, retail, health care, churches and beyond.

A recent job on Boulder's Pearl Street Mall includes stone kiosks and hand-blown glass, while another in Greeley features a tower crowned with an eagle along with sand-blasted stone pieces.

"We've had the opportunity to work on a lot of great projects in Denver and Northern Colorado," Shaw said, "a lot of real 'signature' signage that people know."

Although the firm was originally located in Fort Collins, when it came time to find a bigger facility Shaw wanted to shift a little south and east, eventually building a new shop in the Crossroads/Highlands Parkway business park on the south end of Windsor.

"From this location, we're able to reach Longmont, Boulder, Greeley, Loveland, Fort Collins and even knock off maybe 20 minutes going to Denver," Shaw said. Since the Denver metro area accounts for about half of DaVinci's work, he said, "it's really good geographic positioning to service all the surrounding communities."

The company's success is apparent.

"We started with only 2 people on staff, and now we have a staff of about 35, just growing along with Northern Colorado," Shaw said.

For further proof, just look around. The "signs" are everywhere.

Past Winners

Outlying Communities

| 2014 | Bill Scaff and Ed Holloway, Synergy Resources |
|---------|--|
| 2013 | Mike Burns, Burns Marketing Communications |
| 2012 | Henry Obermeyer; Obermeyer Hydro, Wellington |
| 2010 | Bill Rankin, UQM, Longmont |
| 2008-09 | Mike McCurdie; SAFEbuilt, Windsor |
| 2007 | Martin Lind; Water Valley, Windsor |
| 2006 | Andy and Bob Brown; Harsh International Inc., Eaton |
| 2005 | Tom Baur and Garry Gorsuch; Meadowlark Optics, Frederick |
| 2004 | Mark Hopkins; Peak Industries Inc., Frederick |
| 2003 | Tom Gray; Gray Oil Co. Inc., Fort Lupton |
| 2002 | Israel "Izzy" Salazar; TSN Inc., Frederick |
| 2001 | Joe and Bob Raith; Morning Fresh Farms, Platteville |
| 2000 | Bob, Max and Dean Walker; Walker Manufacturing Co., Timnath |
| 1999 | Louis Lucio; Armadillo, LaSalle |
| 1998 | Bill Coleman; Colorado Greenhouse Holdings Inc., Fort Lupton |



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Masoud Shirazi of Shirazi Benefits.

ALEX NUTTALL/FOR BIZWEST

Shirazi on success: 'I stick to the basics'

By Curt MacDougall news@bizwestmedia.com

GREELEY — Masoud Shirazi's path to success may sound like the typical "immigrant makes good" story, but it still serves as a reminder that anything is possible if you work hard enough.

When Shirazi graduated from high school in Iran, he said, it became clear that his options were limited. So, without a second thought, he left his home and came to America in pursuit of higher education and the opportunities this country provided.

As one might imagine, there were plenty of roadblocks. One in particular was not speaking the language.

"I had an older brother in Denver," Shirazi said. "So I moved there in 1970 and stayed with him in order to learn English."

Despite being unable to hold a conversation, he landed a job in just six days, bagging groceries at a local supermarket. While the language barrier was proving to be a huge problem, he would not be deterred.

"The thing that helped me the most was watching a lot of cartoons," he said with a laugh, "and my favorite show was the Little Rascals."

Between his viewing habits and talking with customers at the store, Shirazi was able to gain a working "I'm a simple man and I stick to the basics, and it has worked very well. If you take care of people these days, they take care of you."

Masoud Shirazi

vocabulary. He was also saving money for college. After visiting Greeley a few times, he decided to enroll at the University of Northern Colorado.

He earned a bachelor's degree from the School of Business in 1974 and a master's in business administration in 1975, all while maintaining his job at the supermarket. But it wasn't long before another opportunity came up.

"I was looking for a job, and Great West Insurance recruited me right out of college," Shirazi said.

Within a year, he decided to open his own agency. Things were pretty lean at first.

"When I started, it was just me," he said, "and I was sharing a secretary and office with other people."

But the company has experienced steady growth, and now has 16 fulltime employees. While claiming a certain amount of good luck, Shirazi also noted that his location also has been a factor in the firm's success.

"Northern Colorado is a great area to be in," he said, "so I landed at the right time and the right place."

There's more to it than just luck and location. Service is the company's top priority, which has resulted in strong customer loyalty and retention. As proof, Shirazi pointed to the fact that the average client has been with the firm for more than 17 years.

"I'm a simple man and I stick to the basics, and it has worked very well," he said "If you take care of people these days, they take care of you."

Shirazi Benefits has also found a niche market that's helping the business grow, thanks to recent changes in the health-care system.

"Because of Obamacare, we have to be really up to date with all the compliance rules and regulations, which a lot of small 'mom and pop' shops can't provide," he said.

In Shirazi's mind, there is no doubt that America is the land of opportunity.

"Sometimes when people complain about things here, I tell them if they would like to go someplace else I would be more than glad to provide them with a one-way ticket," he said.

So far, he added with a laugh, no one has taken him up on that offer.

Past Winners

Greeley

| 2014 | Bob Ghent, Ghent Chevrolet Cadillac |
|---------|---|
| 2013 | Lee & Warren Yoder, Weld County Garage |
| 2012 | Bruce White and Dale Butcher, Conquest Oil |
| 2010 | Ted Warner, Connecting Point |
| 2008-09 | Trent Johnson, Greeley Hat Works |
| 2007 | Larry Seastrom, New Frontier Bank |
| 2006 | Roger Knoph, Envirotech Services Inc. |
| 2005 | Mark Kendall, Kendall Printing Co. |
| 2004 | Tim and Sally Warde, Northern Colorado Paper Inc. |
| 2003 | Tom Roche, Roche Constructors Inc. |
| 2002 | Ruben and Scott Ehrlich, Ehrlich Motors |
| 2001 | Jerry Morgensen, Hensel Phelps Construction Co. |
| 2000 | Bill Farr, Centennial Bank of the West |
| 1999 | John Todd, Toddy's |
| 1998 | Darrell McAllister, 1st Choice Bank |
| | |





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Russ Wall, Jeff Lindauer, Jeff McPhie, Robin Marisco of Spring44 Distilling Inc.

Spring44 Distilling Inc. emerges with clear vision

By Curt MacDougall news@bizwestmedia.com

LOVELAND – Jeff Lindauer will tell you — to make great spirits, you need great water. And he's putting his money where his mouth is.

Back in the sixties, Lindauer's dad bought a piece of land in Northern Colorado's high country. As fate would have it, there was a natural artesian spring on the property, and drinking from its waters became something of a family tradition. "And through a crazy set of coincidences we discovered that the water was very well suited for making spirits," Lindauer says.

Inspired by that realization, Lindauer and a friend began to experiment with product development and formulate a business plan for the Spring44 distillery in 2009. By 2011 they had moved into a facility in Loveland, and were in production the following year.

The business relies entirely on water from the spring, which is located a good distance up a dirt road, the last two-and-a-half miles of which are a steep jeep trail. But Lindauer says the logistics aren't a problem. "We have an F-250 called 'Tinkerbell'...kind of a search and recovery type of vehicle, and we take her up the hill, pull the water directly from the source and then come back down."

Natural disasters haven't slowed them down, either. While recent fires and floods in the area took their toll on the road, Lindauer says they now keep an excavator on site to keep the route clear.

Since the water is one of the most crucial ingredients, they go out of their way to make sure it never comes in contact with a municipal source. The only 'processing' they perform is to remove any particulates – the water isn't put through any sort of chemical or carbon filtration. This, he feels, gives the gin and vodka produced by Spring44 a distinctive character.

Customers appear to agree. The company has doubled production year over year, thanks in part to a growing reputation. "We've started to develop a following of consumers," Lindauer says, "and our penetration into the bars and restaurants has been pretty solid in Colorado."

Nor is it limited to Colorado – Spring44 is already exporting its products to a dozen states, and will soon add Texas and Illinois to the list. Lindauer likens it to the steady increase in market share that craft beers have enjoyed over the last few years. "We're trying not to get too far out over our skis," he says, "but at the same time we want to capitalize on what we believe to be a pretty significant category opportunity."

Despite the increased sales, the firm still maintains a small-town feel. "We're huge," Lindauer boasts with a sarcastic laugh. "We're up to ten employees." Still, he's proud of his team and says they've all fallen in love with the business. "It's an extraordinary intersection of disciplines – art, science, marketing and a whole bunch of different things that are fun to be a part of."

As for the company name, Lindauer says it goes back to his father. "When we were kids, if you asked my dad a question, he would always answer '44' as kind of a joke. If you asked him how old he was he'd say '44,' or how much longer is it to grandma's house, he'd say '44.' And so that's how we decided to brand ourselves." No joke. Past Winners

Emerging Entrepreneur

| 2014 | Ray Schofield and Bob Flynn, Green Ride Colorado |
|---------|---|
| 2013 | Betsy Craig, MenuTrinfo |
| 2012 | Justin Bzdek, Symbios Technologies |
| 2010 | Guy Babbitt, Czero, Fort Collins |
| 2008-09 | Kelly Giard; Clean Air Lawn Care, Fort Collins |
| 2007 | Steve Byers; EnergyLogic, Berthoud |
| 2006 | Kevin and Paul Brinkman; Brinkman Partners, Fort Collins |
| 2005 | Paul and Nenita Pelligrino; Nita Crisp Crackers, Fort Collins |
| 2004 | Bruce Golden, Bernard E. Rollin and Ralph V. Switzer Jr., Optibrand Ltd. LLC, Fort Collins |
| 2003 | Tom and Kristi Johnson, Bingham Hill Cheese Co., Fort Collins |
| 2002 | Maury Dobbie, MediaTech Productions, Fort Collins |
| 2001 | Jeff Whitham, Encorp Inc., Windsor |
| 2000 | Tim Gan, OpenLCR.com, Fort Collins |
| 1999 | Eastman Kodak Co., Windsor |
| 1998 | Hewlett-Packard Co., Fort Collins |



Rick Sutton, CEO of Banner Health Northern Colorado Area.

'Regional concept' helps Banner Health deliver

By Curt MacDougall news@bizwestmedia.com

BizWest hands out its annual Bravo! Entrepreneur awards to honor business leaders it feels have had a positive economic and cultural impact on Northern Colorado. But Rick Sutton, chief executive of Banner Health Northern Colorado, is adamant that recognition for this year's Regional Spirit Award be spread around some.

"It's not one person, but a whole team that created this regional concept," he said.

That "regional concept" refers to three medical facilities – North Colorado Medical Center in Greeley, McKee Medical Center in Loveland and the new Fort Collins Medical Center. Sutton says the idea was to streamline the health-care system by reducing the amount of variation in each of the facilities.

"When you reduce variation, you increase reliability," Sutton said, "which was one of the major drivers in this, so that each location isn't doing things a little bit different. Instead, we're trying to standardize as much as possible."

Another way Banner Health is streamlining the system is by reducing duplication, starting with upper management. That entailed the creation of one senior executive team for the region when Sutton was named CEO over Banner Health Northern "We want to provide phenomenal patient care, because at some point it's me in the bed, it's you in the bed, it's a family member."

Colorado in 2013. Each location still has a certain amount of senior leadership on hand, such as a chief operating officer, for instance, but Sutton said "... when it comes to strategic planning, when it comes to capitalequipment purchases, when it comes to some of those bigger decisions that need to be made, they're made by one executive team for the whole area."

A few high-end procedures such as open heart surgery and brain surgery were consolidated as well, when a strategic decision was made to select certain locations for certain specialties.

"Some of these procedures require tremendously expensive and very specific equipment," Sutton said. "Some take a specific type of personnel, so you just don't want to be duplicating those over and over again everywhere."

Sutton said duplication has led to a "medical arms race," adding that concentrating these highly technical specialties in this manner allows staff to better hone their skills.

More common procedures such as orthopedics, obstetrics and general surgery still are provided at each facility.

"What we want the patient to have is, no matter what facility they're in or what they're being treated for, they get the best care possible," Sutton said.

While Banner Health Northern Colorado uses evidence-based medicine to drive its decisions, Sutton said it falls on his staff to actually make things happen.

"In order to have, say, all of our cath labs or all of our operating rooms standardized, you have to have people who are willing to go between the three facilities and really make those things look, act and feel exactly the same," he said. "It's really a team effort."

As the son of an orthopedic surgeon and the father of a physician, health care is something of a family tradition for Sutton. He said his goal at Banner Health Northern Colorado is simple.

"We want to provide phenomenal patient care," he said, "because at some point it's me in the bed, it's you in the bed, it's a family member."

That's why he wants a process in place that will deliver the best possible outcome.

"I can't make it a reality," he said, "but I have 4,500 people alongside me who can."

Past Winners

Regional Spirit

| 2014 | Northern Colorado Chapter, American Red Cross, Fort Collins |
|---------|---|
| 2013 | Pamela King, Mountain States Better Business Bureau |
| 2012 | CSU College of Veterinary Medicine, Fort Collins |
| 2010 | Area Chambers of Commerce (Fort Collins, Greeley, Loveland) |
| 2008-09 | CSU Office of Economic Development, Fort Collins |
| 2007 | AIMS Community College, Greeley/Loveland |
| 2006 | Premier Colorado, Fort Collins |
| 2005 | New Belgium Brewing Co., Fort Collins |
| 2004 | Monfort Family Foundation, Eaton |
| 2003 | The Bohemian Foundation, Fort Collins |
| 2002 | Longs Peak Council of the Boy Scouts |
| 2001 | State Farm Insurance Co., Greeley/Evans |
| 2000 | Greeley Independence Stampede, Greeley |
| 1999 | Eastman Kodak Co. (Kodak Colorado Division), Windsor |
| 1998 | Hewlett Packard Co., Fort Collins |

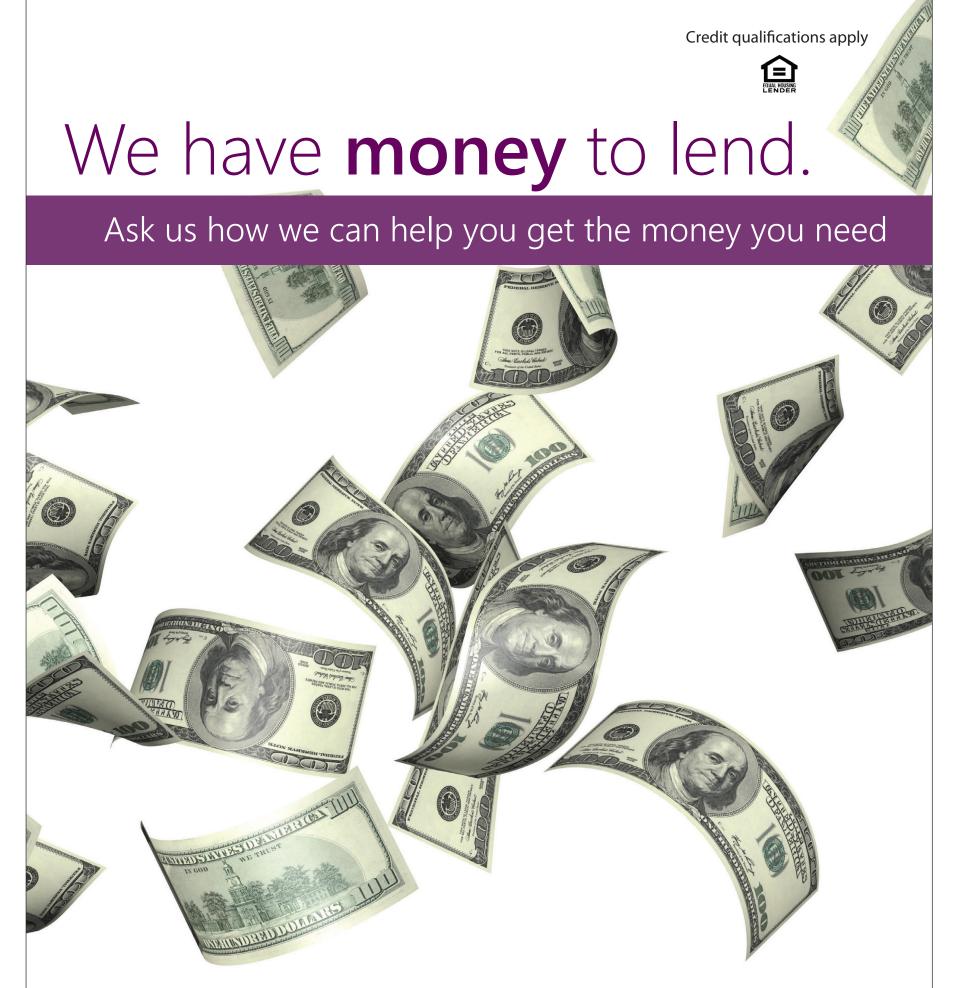
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