



SCOTT E. STATE, P.E.
Resume

Summary of Qualifications

CEO and Chairman of a rapidly growing and highly profitable \$650 million/year facility and environmental services firm. Extensive experience and strong educational background in management, marketing, strategic analysis, and finance in a high growth environment. Successful management and business development track record in commercial and government programs both domestically and abroad.



Experience

NorthStar Group Services, Inc 2010 to Present
Chief Executive Officer

Direct all activities of NorthStar operations worldwide.

Major activities include demolition and abatement of commercial and government facilities containing hazardous and radiological materials.

Provide direct oversight of all nuclear programs including decommissioning of nuclear facilities and remediation of DOE nuclear weapons sites.

US Development Group, LLC 2002 to 2010
Chief Executive Officer

Served as Program Director for the remediation of the Sunflower Army Ammunition Plant. This project involved a \$100MM cleanup of a 9,000acre former Defense facility in Kansas. Oversaw project activities and provide leadership in dealing with technical and regulatory issues.

Provided technical advice and management expertise to multiple remediation projects across the U.S. Assist IRG and its clients with making decisions on how to deal with environmental issues and structuring of insurance for transferring liabilities.

MACTEC, Inc (Now AMEC); Golden, CO 1993 to 2002
CEO and Chairman of the Board

Developed MACTEC into a firm of about 4,000 staff providing environmental, nuclear waste management, engineering, and technical services to clients through a network of approximately 100 offices.

Developed and implemented a global strategy increasing revenue from less than \$50 million per year to over \$500 million per year between 1996 and 2002 primarily in nuclear programs with DOE and commercial clients. Profitability growth outpaced revenue growth with operating cash flow increasing from less than \$3 million per year to approximately \$50 million per year.

Directed multiple, successful re-capitalization's of the company including an ESOP buyout and two LBO's with private equity sponsors raising over \$100 million of equity capital and negotiated multiple syndicated credit agreements totaling over \$330 million. The equity value of the company increased over 500%.



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Created and implemented strategy for an aggressive M&A program and executed nine significant acquisitions. Managed post acquisition integration and improved profitability typically 30% to 40% of acquired companies while making difficult staffing changes involving senior management without disrupting operations and profitability.

ice President

Responsible for development and implementation of worldwide corporate programs to perform nuclear cleanup services with private and government clients. Managed all aspects of program; set strategies, developed teaming arrangements, and committed company resources to pursue and operate major programs.

Re-engineered unfocused organization and implemented program to track and direct resources for all operations.

Dames & Moore, Inc (Now AECOM); Denver, CO 1991 to 1993 **Manager, Program Development**

Responsible for development and implementation of programs to conduct business with the Department of Energy and its major contractors.

Performed strategic planning and corporate-wide market analysis for commercial and government clients. Evaluated environmental and engineering companies for acquisition.

Operations Manager

Started, built, and managed engineering and environmental services business unit including all aspects of P/L, market analysis, contract negotiations, staffing, and strategic planning. Revenue grew from \$50,000 in 1991 to \$500,000 in 1992 to \$2.8 million in 1993. Backlog for 1994 was approximately \$3.5 million.

Siemens Corporation and various Electric Utility Organizations, 1983 to 1991 **Project Manager and various engineering positions**

Responsible for designing new products and technologies, technical marketing, and licensing of advanced technologies and related nuclear services worldwide. Developed domestic and international business for advanced technologies.

Made over 20 major presentations to utilities, NRC officials, and foreign regulators in Europe and the Far East. Presentations obtain regulatory approval of new technologies/services.

Academic Background

Master of Engineering Management, Washington State University
Master of Engineering, Nuclear Engineering, Iowa State University
Bachelor of Science, Nuclear Engineering, Iowa State University

Clearances / License

DoD Top Secret, DOE "Q" (in process)
Licensed Professional Nuclear Engineer