

**DOUG WILLIAMS, CPA, CMA**

114 Santa Monica Drive  
Mabank, TX 75156

(314) 280-1947

[Williamsdougw@gmail.com](mailto:Williamsdougw@gmail.com)

**EDUCATION:**

Certified Public Accountant (CPA), State of Missouri (inactive)

Certified Management Accountant (CMA), Institute of Management Accountants

B.A. – Accounting, University of Missouri-Saint Louis, St. Louis, MO

**PROFESSIONAL EXPERIENCE:**

**August 2024 – Current: Slice House, LA, CA**

**Chief Financial Officer (fractional)**

- Responsible for review of period financials produced by a 3<sup>rd</sup> party accounting firm for a startup franchisor with 11 operating and over 100 committed franchisees. 12 additional are scheduled to open in 2025.
- Prepared the 2025 budget and restructured chart of accounts.
- Worked with Restaurant 365 to implement at all Franchisees.
- Managed the 2024 audit.
- Perform valuation analysis of both Slice House and target Company for a cash / equity purchase

**April 2023 – August 2024: ATP Franchising, LLC., Dallas, TX**

**Chief Financial Officer**

- Responsible for all accounting, finance, HR and risk management for Altitude Trampoline Parks Franchise business with approximately 80 parks including 9 affiliates and 1 corporate park. Average AUV's are approximately \$2mm and EBITDA approximately 20%.
- During my tenure I sourced and implemented Net Suites to replace Quickbooks as our ERP System. I replaced our Payroll System with Proliant and identified a Consultant to develop consolidated reporting out of a new POS system (Roller) that was being implemented in many of our parks.
- Restructured the accounting including many corrections to historicals for greater transparency and accuracy in support of my finance roll to provide reporting in support of a future sale and redesign board deck.
- Risk management has demanded my time with a number of complicated litigation concerns and an opportunity to restructure both the GL insurance and process changes in managing future legal.
- Negotiated a few real estate leases in conjunction with closing parks, acquiring parks and converting a park into a new business line – Indoor Pickleball Courts.
- Worked through all the organization and final FDD for a new business line The Pickle Pad ("TPP") along with support of our corporate park construction model that opened June 2024. TPP was added as a sister company to ATP the fall under the newly created umbrella Company, Interactive Brands ("IAB").
- Manage all budgets including the annual conference, brand fund and capital expenditures for affiliate parks.
- Supported the efforts of the newly formed IAB valuation in support of a fund raising round.

**June 2020 – April 2023: Sun Holdings, Inc., Dallas, TX**

**Chief Financial Officer**

- Responsible for all financing for this \$1.2B privately held F&B franchisor/franchisee approximately 1,200 locations excluding over 500 T-Mobiles carved out as a separate managed business. This includes over 500 real estate holdings: 142 Taco Bueno's (company owned and franchised), 130 Applebee's, 186 Papa John's, 180 Popeyes, 192 Arby's, 160 Burger Kings, 38 IHOP's, 46 McAlister's Deli, 4 Golden Corrals, and 58 GNC's.
- Managed a team of 40 including Director of Financial Transformation, VP of Finance and M&A, Director of Revenue, Rents and Royalties, Corporate Controller, Director of Payroll, VP of People, VP of IT, and all of Accounting/Finance
- Assisted in the M&A of over 14 acquisitions, including selling Krispy Kreme's to corporate, buying 40 IHOP franchises out of bankruptcy, selling 100+ Burger Kings, buying approximately 90 Arby's, 130 Applebee's, 140 Papa John's, including JV structure and sponsorship agreement with the Cowboys.
- Engaged daily and advised/supported legal decisions, particularly litigation and contracts.
- Implemented new ERP system along with engaging other third-party accounting technology groups to complement and interface with the accounting to support administrative transformation.
- Spearheaded 30-year land-lease bond offering of over \$150M acquiring significant cash and secured additional funding through property bank lending which included working with rating agency.
- Successfully navigating an entity through sub-chapter 5 and continue to work through chapter 11.
- Numerous bank amendment negotiations and maintaining a syndicated bank facility while creating new facilities.

**2019 – 2020: Whitebridge Pet Brands, LLC, St. Louis, MO**

**Chief Financial Officer**

- Reported to CEO and indirectly to the PE Managing Partner.
- Direct reports included Accounting Manager, FP&A Manager, HR Manager, Plant Controller.
- Worked closely with private equity partners to secure \$70M of senior and mezzanine debt financing to replace existing debt and to fund a major acquisition increasing the business by 20% for this \$95M private equity-backed pet food and snack manufacturer/wholesaler.
- Developed the planning for post-acquisition integration.
- Created monthly reporting package for Private Equity Group, performed analysis of expected trade spend, and risk of product/packaging obsolescence.

**2015 – 2019: Thomas Industrial Coatings, Inc., St. Louis, MO**

**Chief Financial Officer**

- Managed high leverage international lending relationships and negotiated subsequent lending deals for a highly distressed company to eventually reach a conventional bank lending structure on third iteration for this \$50M specialty contractor.
- Reduced total debt by ~70% or \$14M; led structure changes, accountability and developed scorecards leading to EBITDA growth of over 100% exceeding \$7M.
- Evaluated and executed equity financing deal on an affiliate start up technology Company.
- Produced financials, budgets, and developed a business model and then sourced a PE purchaser for an affiliated paint manufacturer.
- Led due diligence effort, finalized the purchasing agreement, and closed the cash/stock sale of an affiliated manufacturer.
- Led friendly foreclosure and worked through a forced Chapter 7 bankruptcy of an affiliated specialty contractor.

**1999 – 2014: HMS Host Corporation, St. Louis, MO**

**Regional Operations Controller/Senior Director**

- Prepared, analyzed, and presented to executive management the period financial statements, quarterly forecasts, and annual budgets for this \$2.3B food and beverage concessionaire.
- Responsible for the company's largest region entailing \$750M, including ~600 business units.
- Reviewed and improved both operational and financial internal controls.
- Reported to SVP of Operations.
- Direct reports included 4 Business Controllers (Revenue, COGS, Labor, & Accounting Governance).
- Prepared proformas and due diligence analysis determining viability of acquisitions and new store development investments (REMAX/RFP's/RFQ's).
- Grew in responsibility over a 15-year period from \$45M to \$750M in revenue.
- Drafted and spearheaded the field and regional finance reorganization for the company; first year resulted in a \$2M savings with expectations of increasing the savings to \$3M in year two.
- Collaborated with operations providing financial support identifying pricing opportunities, product mix changes, and real-estate maximization to increase revenue consistently 1% higher than the industry.
- Worked closely with the Boston Consulting Group to develop models and scorecards to analyze and measure process improvements, generally for revenue and labor management.
- Created analytical tools to analyze cost of sales and labor productivity at the business unit level and to improve these metrics; realized improvements of 20bps to 30bps each of the prior three years on both labor and cost of sales.
- Provided regular guidance on major risk management concerns such as landlord relations, employee relations, health and liquor violations, food safety, workers' comp.
- Developed a "Controller in Training" process manual designed to develop in-coming professionals and existing finance professionals to learn and adopt HMS systems and processes over a three-year progression.

**1997 – 1999: Virbac Corporation, St. Louis, MO**

**Corporate Controller**

- Consolidated and reviewed financial statements with management and Board of Directors for this \$135M manufacturing/wholesale company.
- Drafted the 10(Q) and 10(K), and other required SEC documents.
- Directed the annual audit, tax preparation, and maintained bank relations.

**1995 – 1997: Zoltek Corporation, St. Louis, MO**

**Cost Accountant**

- Calculated overhead variance analysis, inventory reconciliations/valuations, updated cost standards, and produced manufacturing annual budgets for this \$140M carbon fiber manufacturer.
- Managed procurement and supply chain tasks, including bid solicitation, negotiations, and domestic/international transportation logistics.