

DOUGLAS B. WILLARD

EDUCATION AND PROFESSIONAL QUALIFICATIONS

- Iowa State University, Ames, Iowa-Bachelor's Degree in Business Administration with emphasis in Management and Accounting.
- U.C.L.A., Los Angeles, CA-Accounting and Tax Coursework.
- C.P.A. with six years public and over twenty years private experience including entertainment, consumer products, real estate, operations and business management.

EMPLOYMENT

Klasky Csupo, Inc., Los Angeles, CA
Chief Operating Officer and Acting CEO, 2005 to 2006
Sr. V. P. Finance and Operations, 2000 to 2004
Sr. V. P. Finance, 1999 to 2000

Chief Operating Officer and Head of Finance for producer of television and feature animated projects including 'Rugrats', 'Wild Thornberrys', 'Rocket Power', and others.

- Directly reported to company owners overseeing all financial and operational aspects of the company.
- Supervised all ongoing financial functions, including cash management, staff supervision, and coordination of in-house and outside payrolls for 100- 450 employees, depending on production requirements
- Oversaw facilities staff to coordinate operations of two production facilities totaling over 110,000 sq. ft.
- Oversaw all production staff to assure budgetary compliance and on-time delivery of episodes
- Oversaw compliance of all contractual and participation agreements with co-producers
- Oversaw compliance of all contractual agreements with Viacom, MTV Networks, Paramount and others
- Functioned as ongoing liaison to various independent outside legal counsel

Other highlights:

- Was initially brought in to oversee financial aspects required to complete multi-million dollar renovation to newly-acquired 100,000 sq. ft. production facility which was already in progress, but stalled
- Improved banking relationships and negotiated restructuring of finances including new credit lines to allow completion of remodeling without impeding the financial demands of production
- Oversaw all construction including contractors and gov't agencies relating to CRA loan/grant compliance
- Coordinated with contractors to assure governmental zoning and permit compliance on construction
- Acted as ongoing liaison to Sunset Boulevard Business Improvement District (BID)
- Negotiated acquisition of all required furnishings and office equipment for new facility
- Reorganized accounting to improve efficiency and internal control
- Initiated and coordinated outside review of annual financial statements
- Selected and oversaw implementation of new software to streamline operations
- Championed the acquisition of in-house post-production editing systems, including cost-benefit analysis, negotiating purchase and financing, overseeing related construction and supervising implementation
- Actively participated in negotiations for a new 3-year 'first-look' TV and feature deal with Viacom which resulted in a groundbreaking new participation structure for the owners
- Refined existing production model on orders in process to save over \$1.2M in production costs
- Coordinated sale of Hollywood property for a record price over 40% higher per square foot than comps
- Oversaw production of 15 TV pilots creating new production models including CGI, CelAction, and Flash

Douglas B. Willard (continued)

**Deloitte & Touche Re: Sources Connection, Los Angeles, CA
Consultant/Associate, 1997 to 1999**

Business Consulting Services for various clients. Some assignments included:

- Preparation and analysis of projected financial statements for a subsidiary of Cendant Corporation to facilitate in the negotiation and ultimate sale of the subsidiary to Vivendi
- Revision of monthly closing procedures for subsidiary of Cendant Corporation to reduce personnel requirements and automate process using existing software
- Interim CFO for an independent television and film production company. Duties included completing transition to new G/L software, helping client staff the accounting department, and review and revision of internal control policies for the company
- Completion of an extensive budgeting process including over 100 different cost centers for publicly-held medical manufacturing company MiniMed while filling in for and helping to staff various open positions including Financial Analyst, Controller, and others. Other duties included extensive use of Excel to analyze ongoing operations and projections, publication of monthly financial results with explanation of variance, extensive creation of new analytical spreadsheets, and revision of general ledger report software to incorporate newly-acquired subsidiaries into client software

**Philpott, Bills & Stoll, LLP, Encino, CA
Senior Accountant/Business Management, 1995 to 1997**

Public accounting and business management for high-profile producers, directors and talent in the feature film and television entertainment industry. Responsibilities included:

- Interfacing with clients
- Tax planning
- Research of individual client tax issues
- Overseeing of client general ledger accounting as maintained by individual account managers
- Preparation of federal and multi-state returns for high-income individuals
- Preparation of federal and multi-state returns for corporations
- Organization and coordination of tax preparation systems and document flow within the firm
- Use of various software, online, and CD ROM applications
- Numerous special projects, including investment analysis, analysis of film participations, analysis of contractual agreements for accounting purposes, overseeing client real estate & construction transactions, and more.

**Self-Employed, Los Angeles, CA
Accounting Consultant, 1992 to 1995**

Independent accounting work for a variety of clients, including Universal Studios, Hanna-Barbera Productions, Turner Entertainment Group, Lockheed, Copper State Investments, The Gordon Companies, and others. Assignments included:

- Conversion of accounting data to fit new G/L software applications
- Analysis of accounting methods for FASB compliance, including amortization of film inventories
- Acting as interim accounting department head, including employee supervision
- Quarterly closings, including completion of SEC 10Q packages
- Analysis of department structures and document flow to assist in restructuring
- Production of financial statements and required tax filings
- Monitoring of cash flow and interfacing with bank representatives
- Coordination and systemization of accounts payable
- Analysis for acquisition of multi-state real estate holdings including set-up of ongoing management

Douglas B. Willard (continued)

Saban Entertainment, Inc., Burbank, CA
Controller, 1989 to 1990
Vice President and Controller, 1990 to 1992

Responsible for accounting for a broad-based entertainment conglomerate during an intense growth phase of the company. Responsibilities included:

- Tracking production costs for animated/live-action series including "Power Rangers", "Camp Candy", "Space Cats" and others
- Tracking both foreign and domestic production expenditures for numerous miniseries and telefilms, including "Phantom of the Opera", and numerous made-for-TV movies
- Overseeing the accounting for an extensive foreign distribution network for film and television product, both animated and live action
- Accounting for music publishing royalties, including outside participant audits
- Accounting for joint ventures including in-house domestic video distribution and participations
- Overseeing accounting for 5 domestic and 4 foreign subsidiaries
- Reporting to CEO and Company President on special projects
- Review of contractual agreements with legal department and monitoring for compliance
- Monitoring of daily cash flows
- Maintenance of banking relationships and debt compliance
- Monitoring of internal controls for audit compliance
- GAAP compliance for foreign production and distribution subsidiaries
- Overseeing accounts payable and accounts receivable
- Overseeing payroll functions including 401K plan
- Overseeing production of financial statements and multinational consolidations
- Complying with various federal, state and local government tax filings
- Acting as interface to outside audit firms Price Waterhouse and Ernst & Young
- Acting as point person to consulting CPA's and Tax Attorneys
- Supervision of growing staff as the company grew from 70 to over 150 employees

Special Projects included:

- Acting as the systems administrator for a new multi-user networked computer system utilizing new software which was implemented under my supervision
- Implementing new systems to track production costs for series
- Implementing new systems to track production costs for long form television
- Revision of foreign distribution accounting to meet reporting needs of CEO
- Development of HR Department including initial implementation of 401K plan
- Assistance in compilation and maintenance of company employee handbook

Brown, Kraft & Company, CPA's, Los Angeles, CA
Senior Staff Accountant, 1988 to 1989

Public accounting and business management services for clients involved primarily in the entertainment industry. Responsibilities included:

- Analysis and preparation of accounting documentation relating to mergers and acquisitions of major entertainment entities including Saban Entertainment, MTM Productions, and others
- Membership on negotiation team for the Saban Entertainment merger with a minority partner
- Interfacing with clients regarding tax planning and research of specialized tax issues
- Preparation of federal and multi-state tax returns for high-income individuals, corporations, partnerships, and trusts utilizing computer software
- Supervision of client bookkeeping, production accounting and internal audits

REFERENCES AND SALARY HISTORY:

Available on request