

John L. Ware

Mr. John L. Ware was the Co-founder, President and CEO of 21st Century Group, LLC, a private equity investment firm that makes equity and equity-related investments in companies with a focus on acquisition of and investments in manufacturing, value-added distribution, service and media, that offer the potential for attaining significant capital appreciation within a five year time period. Mr. Ware co-founded the firm with the Partners of HM Capital Partners (formerly Hicks, Muse, Tate & Furst) in 1998. He served on the Board of The Nichols Companies, Paris Packaging, Inc. and Urban Radio Broadcasting, Inc., all of which are companies in the fund. At 21st Century Group, Mr. Ware served more than 10 years as either the Chief Executive Officer or Chief Operating Officer of two \$1 billion municipalities.



John Ware had over 24 years experience in municipal management including special expertise in the establishment, coordination and financing of multi-million dollar investments in central-city districts and he managed or coordinated more than \$3 billion in municipal financing transactions. Under Mr. Ware's leadership, Dallas was cited by *Financial World* as one of the best-managed cities in the U.S.

Mr. Ware was City Manager of Dallas from November 1993 until August 1998, the second largest municipality in the country run under the council-manager form of government. Appointed Dallas' first assistant city manager in April 1990, Ware also served as acting city manager for the city of Austin, Texas and was assistant city manager for the cities of Austin, Texas and Newport News, Virginia. He also served as assistant to the city manager of New Rochelle, New York and was an analyst in the budget/personnel office for the City of Syracuse, New York.

John Ware earned his B.A. degree from Ouachita Baptist University where he graduated cum laude and was a member of the Inaugural Honors Program. He received his M.P.A. degree in 1974 from the Maxwell School at Syracuse University. He holds certificates from the University of Chicago Graduate School of Business; Jesse H. Jones Graduate School of Management at Rice University; Kellogg Graduate School of Management at Northwestern University; Wharton School at the University of Pennsylvania; Columbia University Business School; Southern Methodist Cox School of Business and LBJ School at the University of Texas at Austin.

Mr. Ware was born on March 16, 1948 in Arkadelphia, Arkansas to JA and Allie Ware. He married Shirley Porter in 1974 and they had two sons, Jawn and Brandon. He was an active member of Friendship-West Baptist Church, Dallas, Texas. He also actively served in the United States Army. During his tour of duty in Vietnam he earned a Bronze Star and Purple Heart.