

**MAJOR DOUGLAS M. WARE
UNITED STATES AIR FORCE**

EXCEPTIONALLY MERITORIOUS ACHIEVEMENT AS AIR TRAFFIC CONTROL PROGRAM MANAGER AND ADVISOR TO IRAQI AIR FORCE HEADQUARTERS, COALITION AIR FORCE TRAINING TEAM, MULTI-NATIONAL SECURITY TRANSITION COMMAND-IRAQ, BAGHDAD, IRAQ, FROM 20 JUNE 2008 TO 15 JUNE 2009, DURING OPERATION IRAQI FREEDOM. MAJOR WARE'S LEADERSHIP AND MASTERY OF CIVIL AND MILITARY AIRSPACE CONSTRUCTS, COUPLED WITH ASTUTE ADVICE AND GUIDANCE TO THE IRAQI AIR FORCE AIR STAFF, CULTIVATED LASTING IMPROVEMENTS TO THE IRAQI NATIONAL AIRSPACE SYSTEM. HIS EFFORTS AIDED IN THE PHASED TRANSFER OF AIRSPACE FROM COALITION FORCES TO THE GOVERNMENT OF IRAQ AND ESTABLISHED A FOUNDATION FOR IRAQI AIR SOVEREIGNTY AND COMPLIANCE WITH INTERNATIONAL CIVIL AVIATION ORGANIZATION STANDARDS. MAJOR WARE HONORED THE FINEST TRADITIONS OF MILITARY SERVICE AND REFLECTED DISTINCT CREDIT UPON HIMSELF, THE MULTI-NATIONAL SECURITY TRANSITION COMMAND-IRAQ, AND THE UNITED STATES AIR FORCE.

THIS 15TH DAY OF JUNE 2009

FRANK G. HELMICK
LIEUTENANT GENERAL, US ARMY
COMMANDING GENERAL
MNSTC-I

NARRATIVE TO ACCOMPANY AWARD OF
BRONZE STAR MEDAL
TO
MAJOR DOUGLAS M. WARE

Major Douglas M. Ware, United States Air Force, distinguished himself by exceptionally meritorious achievement as Air Traffic Control Program Manager and Advisor to Iraqi Air Force Headquarters, Coalition Air Force Training Team, Multi-National Security Transition Command-Iraq, Baghdad, Iraq, from 20 June 2008 to 15 June 2009 during OPERATION IRAQI FREEDOM. Major Ware's mastery of civil and military airspace constructs coupled with his astute advice and guidance to the Iraqi Air Force Air Staff cultivated lasting improvements to the Iraqi national airspace system and established the conditions for Iraqi air sovereignty. His efforts directly aided the development of the national airspace transition strategy, furthering the transfer of airspace authority and responsibility from Coalition Forces to the Government of Iraq and establishing a foundation for Iraqi governance in compliance with International Civil Aviation Organization standards and practices. As Program Manager, Major Ware's exceptional efforts directly resulted in the execution of over 115-million dollars in Iraqi airfield infrastructure and navigational aid improvements, providing the fledgling Iraqi Air Force with critical initial capabilities. His guidance facilitated completion of the 24-million dollar ASR-11 radar system and, through persistent and comprehensive planning, he assisted the Iraqi Air Force in the development of a terminal airspace proposal to support the stand up of the first "post-Saddam era" radar approach control. Major Ware optimized the air traffic control training program by relocating the technical training school to Kirkuk and building a robust military training team to establish foundational Iraqi Air Force air traffic management capabilities. To sustain a growing air traffic control training program, he secured funding and initiated procurement of the seven-million dollar visual and radar air traffic control simulation center that increased the quality and capacity of future Iraqi controller training. Major Ware was the catalyst in the developing partnership between the Iraqi Air Force and the Iraqi Civil Aviation Authority, resulting in cross-ministerial interaction between the Ministry of Defense and the Ministry of Transportation and the realization of maintenance and operational synergies within the air traffic system. Under his leadership, this fledgling partnership matured through joint civil and military radar maintenance training and provided the underpinning for lasting inter-agency cooperation. Major Ware further expanded air defense development, crafting a realistic approach for the Iraqi Air Force to achieve a national air surveillance and early warning capability. His endeavors secured 55-million dollars for the first Iraqi long-range air defense radar and sector operations center, paving the way for further Iraqi funding of complimentary radars and defensive weapons systems, forming the basis of a national integrated air defense system vital to the security and stability of the region. Major Ware honored the finest traditions of military service and reflected distinct credit upon himself, the Multi-National Security Transition Command-Iraq, and the United States Air Force.