
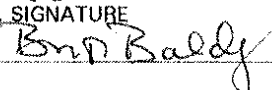
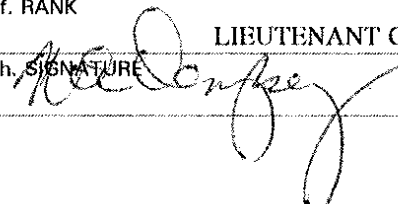



NAME (Last, First, Middle Initial) ROWE, CARLOS O.		SSN 253-08-4333	
PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL			
22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.		22a. SIGNATURE	22b. DATE (YYYYMMDD)
23. INTERMEDIATE AUTHORITY	a. TO CG, MNSTC-I	b. FROM DCG, JHQ-TT	c. DATE (YYYYMMDD)
d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL <input type="checkbox"/> UPGRADE <input type="checkbox"/> DOWNGRADE TO:	e. NAME (Last, First, Middle Initial) WEST, RODERICK J.S.		
f. RANK BRIGADIER	g. TITLE/POSITION DEPUTY COMMANDING GENERAL, JHQ-TT		
h. SIGNATURE			
i. COMMENTS			
24. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE (YYYYMMDD)
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL <input type="checkbox"/> UPGRADE TO: <input type="checkbox"/> DOWNGRADE TO:	e. NAME (Last, First, Middle Initial)		
f. RANK	g. TITLE/POSITION		
h. SIGNATURE		i. COMMENTS	
25. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE (YYYYMMDD) 20070420
d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL <input type="checkbox"/> UPGRADE TO: <input type="checkbox"/> DOWNGRADE TO:	e. NAME (Last, First, Middle Initial) BALDY, BRIAN R.		
f. RANK COL	g. TITLE/POSITION Chief of Staff		
h. SIGNATURE 		i. COMMENTS	
26. APPROVAL AUTHORITY	a. TO ORDERS ISSUING AUTHORITY	b. FROM CG, MNSTC-I	c. DATE (YYYYMMDD) 29 Apr 07
d. <input checked="" type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED <input type="checkbox"/> RECOMMEND UPGRADE TO: <input type="checkbox"/> DOWNGRADE TO:	e. NAME (Last, First, Middle Initial) DEMPSEY, MARTIN E.		
f. RANK LIEUTENANT GENERAL	g. TITLE/POSITION COMMANDING GENERAL		
h. SIGNATURE 		i. COMMENTS	
PART V - ORDERS DATA			
27a. ORDERS ISSUING HQ HQ, MNSTC-I BAGHDAD, IRAQ, APO AE 09348	27b. PERMANENT ORDER NO. 199-004	31. DISTRIBUTION	
28a. NAME OF ORDERS APPROVAL AUTHORITY (Last, First, Middle Initial) TULLEY, DIANA M.	28b. RANK CW04		
23c. TITLE/POSITION J-1 COALITION SUPPORT CELL OIC	29. APPROVED AWARD BSM		
23d. SIGNATURE 	30. DATE (YYYYMMDD) 20070718		

RECOMMENDATION FOR AWARD

For use of this form, see HQDA Letter 600-06-1; the proponent agency is DCS, G-1.

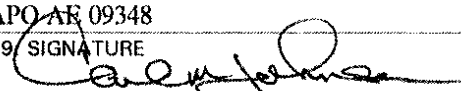
For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO COMMANDING GENERAL, MNSTC-I BAGHDAD, IRAQ APO AE 09348	2. FROM MNSTC-I/JHQ-TT BAGHDAD, IRAQ APO AE 09348	3. DATE (YYYYMMDD) 20070413
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PART I - SOLDIER DATA

4. NAME (Last, First, Middle Initial) ROWE, CARLOS O.	5. RANK MAJ	6. SSN 253-08-4333
7. ORGANIZATION MULTI-NATIONAL SECURITY TRANSITION COMMAND-IRAQ, BAGHDAD, IRAQ	8. PREVIOUS AWARDS MSM - 1; SEA SVC DEP-1; NAVY ACH MDL - 3; MC RCT MDL - 2	
9. BRANCH OF SERVICE UNITED STATES MARINE CORPS	10. RECOMMENDED AWARD BSM	11. PERIOD OF AWARD a. FROM (YYYYMMDD) 20061015 b. TO (YYYYMMDD) 20070505
12. REASON FOR AWARD	12a. INDICATE REASON SVC	12b. INTERIM AWARD IF YES, STATE AWARD GIVEN
	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	12c. POSTHUMOUS YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
		13. PROPOSED PRESENTATION DATE (YYYYMMDD) 20070430

PART II - RECOMMENDER DATA

14. NAME (Last, First, Middle Initial) JOHNSON, CARL M.	15. ADDRESS MULTI-NATIONAL SECURITY TRANSITION COMMAND-IRAQ, BAGHDAD, IRAQ APO AE 09348
16. TITLE/POSITION SENIOR PARTNER, JHQ-TT, M1	17. RANK COL
18. RELATIONSHIP TO AWARDEE SUPERVISOR	19. SIGNATURE 

PART III - JUSTIFICATION AND CITATION DATA (Use specific bullet examples of meritorious acts or service)

20. ACHIEVEMENTS

ACHIEVEMENT #1
SEE ATTACHED.

ACHIEVEMENT #2
SEE ATTACHED.

ACHIEVEMENT #3
SEE ATTACHED.

ACHIEVEMENT #4
SEE ATTACHED.

21. PROPOSED CITATION

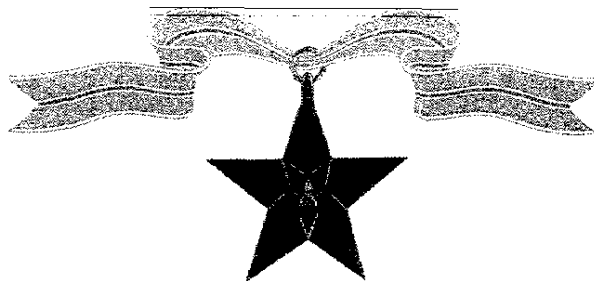
SEE ATTACHED.

NARRATIVE TO ACCOMPANY AWARD OF
THE BRONZE STAR MEDAL
TO
MAJOR CARLOS O. ROWE
UNITED STATES MARINE CORPS

Major Carlos O. Rowe, United States Marine Corps, distinguished himself by exceptionally meritorious conduct in the performance of outstanding service to the United States in a combat zone as Advisor to the Director of Iraqi Armed Forces Recruiting, Joint Headquarters Transition Team, Multi-National Security Transition Command-Iraq, Baghdad, Iraq from 15 October 2006 to 5 May 2007 during OPERATION IRAQI FREEDOM. Major Rowe exhibited stellar leadership, outstanding professional competence and superior strategic vision while ardently mentoring more than 100 Iraqi Senior Officers, peers and subordinates, thus multiplying the successes of the Multi-National Security Transition Command and the Iraqi Ministry of Defence. Within days of arrival to his duty section, Major Rowe was tasked to forward deploy to instruct at the Phoenix Academy in Iraq. With precious little time for preparation, he updated the personnel and payroll curriculum which continues to receive exceptional reviews from all Military Training Teams assigned to the 10 Iraqi Ground Force Divisions, their higher-headquarters and supporting commands. Recognizing the need to provide up-to-date information to the Training Teams in the field, he also spearheaded the effort to put Iraqi personnel and pay policies into electronic format so the trainers and their Iraqi counterparts would have access whenever and wherever required. On one of his air movements to Tadjji he was witness to the downing of a coalition aircraft that was flying a parallel route just minutes ahead of his own entry into that same air space. Undaunted by this first exposure to enemy fire, he continued the mission to teach at the Academy, and returned an additional seven times along this same dangerous route, training more than 500 Soldiers, Sailors, Airmen, and Marines who apply his lessons everyday as they work to develop the Iraqi Security Forces. As force multipliers, these Advisors require the most current tactical, operational, and strategic plans and procedures regarding the myriad personnel policies, pay procedures and recruiting initiatives throughout the Iraqi Army. Each of these teams rely exclusively on the lessons taught by Major Rowe and even after completing training, they continue to seek his advice and counsel while enduring hazards in the critical mission of mentoring Iraqis as subject matter experts. In his role as the Advisor to the Director of Iraqi Armed Forces Recruiting, Major Rowe led, mentored, organized, trained and equipped the Iraqi Military Director of Personnel's developing recruiting staff during the most successful recruiting missions ever executed in the restive al Anbar Province, Iraq. Major Rowe meticulously planned every mission with supporting United States Army and United States Marine Corps operational units to provide transportation, security, civil affairs and life support functions to his combined teams. He energetically led multiple missions into the most hazardous areas of Iraq's western landscape leading teams of Iraqi Officers, doctors and recruiters as well as numerous Coalition members. In his travels throughout the region, he demonstrated to the apprehensive local tribal leaders that the young men in their towns and villages had nothing to fear and would be treated fairly by the Iraqi military. These efforts have had a dramatic strategic effect in Al Anbar. Local tribal leaders have now largely embraced the Iraqi military and police

presence in their towns and villages and have begun to wholeheartedly support the recruitment of their constituents into the military. Successful engagements at the local levels have positively impacted the strategic environment by giving local citizens confidence in the central government and by getting the young men of the province actively involved in fighting terrorists and insurgent forces throughout the province. The last mission in Al Anbar yielded more than 2,500 Sunni recruits who were brought to the bases by their tribal leaders; something heretofore never realized in this troubled province. Major Rowe did not limit his efforts to Al Anbar Province; he also led multiple trips to the Northern Provinces of Iraq and within the most hostile areas of Baghdad. On those missions, he again led joint teams of Iraqis and Coalition Forces on missions aimed at gaining the confidence of critical population groups who felt disenfranchised. Evidence of the danger of these missions can be found in one such trip to the Adhamiyah neighborhood of Baghdad where a large Vehicle Borne Improvised Explosive Device was found just in advance of the recruiting team's visit to the area. Major Rowe's meticulous planning and mitigation measures were largely responsible for the security patrols executed in advance of the mission. The combat patrol's discovery of the explosive device in advance of the arrival of hundreds of recruits prevented a catastrophe that would have had significant, negative strategic results. Major Rowe's keen attention to detail and strategic foresight ensured that the recruiting mission was executed safely and the intended recruits were protected from harm. The families of the recruits also gained an appreciation for the military's proactive approach to protecting innocent people thus bolstering their confidence in the Government of Iraq. While Major Rowe's recruiting efforts throughout the most inhospitable areas of Iraq provided continued impetus towards engaging honest citizens who wanted to be part of the solution to Iraq's problems, his planning and execution included integration of counter-intelligence teams and resources that were able to detect and detain several people attempting to infiltrate into bases with ill intent. Pursuing the leads gained during the recruiting drives helped develop the intelligence picture within many of these contentious areas and again demonstrated to the local populace that the joint efforts of coalition and Iraqi military forces served to protect them. Equally important Major Rowe continually demonstrated the integrity and moral courage of a Marine Corps leader; traits that members of the Iraqi military can only emulate if properly demonstrated in person. Despite constant pressures to accept unqualified applicants by local civilian and religious leaders, Major Rowe remained resolved to keep his team on the straight and narrow, stiffening his team's resolve to adhere to established policies. Throughout every mission that Major Rowe executed, he was constantly exposed to potential and actual attacks by enemy forces. On multiple occasions his helicopters received ground fire and the bases he operated on were the targets of enemy direct and indirect fires. While executing multiple ground convoy movements he was also exposed to the very real threat of Improvised Explosive Devices. Again, his meticulous planning and mitigation measures ensured his teams were always prepared and avoided these attacks. When exposed to indirect fires he moved his teams to safety, calmed them and prepared for the next mission. His courage in dangerous situations, coupled with his demonstrated leadership and can-do attitude, endeared him to the Iraqi recruiters who willingly joined him on multiple follow-up missions. The Iraqis' references to "Major Carlos" as a courageous, charismatic and intelligent leader became commonplace throughout the Iraqi Joint Headquarters. The senior leaders of the headquarters consistently praised his work and commented that his efforts made their entire army better. The Iraqis he led continually try to emulate his positive, mission-focused demeanor, which has led to a significantly enhanced ability for them to execute missions on their own; a critical element of the transition process that

the Multi-National Security Transition Command-Iraq pursues as its core mission. The global media also reported on the success of his recruiting missions. True to form, Major Rowe has continuously avoided the spot light and put the Iraqi military leadership in the forefront ensuring they get all the credit for extremely well planned and executed missions. Atop of the Commanding General of the Multi-National Force-Iraq priorities, Major Rowe's articulate Situation Reports prepared during field operations were briefed daily to senior leadership and touted as a "a good news story" by the Commanding General. Major Rowe's skills were not limited to leading teams in a direct combat environment. He also demonstrated exceptional skill in maneuvering through the complexities of work in a multinational coalition tasked with improving Iraqi Senior Headquarters' capacities and capabilities. Leading Iraqi efforts across a language barrier, Major Rowe adroitly coordinated numerous assignment actions, coalition force protection and identification requirements, and pay issues while maintaining the highest standards of military diplomacy in a pressure cooker endeavor. While largely engaged with the Iraqi Army, Major Rowe never forgot his roots to the United States Marine Corps that he loves. On his own initiative he met every Marine peer and subordinate assigned to this joint command within their first two weeks of arrival. In doing so, he ensured they knew they had a senior leader watching over them who would do everything required to ensure their success in the command. Junior Marines constantly stop by when Major Rowe is on the base to seek his counsel or to simply be seen with him. A gifted leader, he has become a true mentor and advisor to every Marine in the command. Major Rowe's exposure to the more dangerous and inhospitable regions of the country left an impression on him that encouraged him to do everything he could to take care of his comrades who fell victim to terrorist and insurgent attacks. The Combat Support Hospital is located on the next Forward Operating Base and receives seriously wounded troops from across the country to stabilize them before further evacuation out of theater, the medical evacuation helicopters frequently fly over this Operating Base enroute to that facility. Not one to see this type of activity without pursuing some means of helping, Major Rowe met with the local leadership at the hospital and established a program where the Marines from across the International Zone can get together and visit the wounded to let them know the Corps stands with them. On these trips Major Rowe and his Marines take in small gifts and supplies to the wounded to keep up their morale and let them know their sacrifices are appreciated. While initial focus was centered on his brother and sister Marines, where he has seen a need to help troops from other Services he has willingly contributed there as well. He has clearly demonstrated that he is a caring leader who routinely goes the extra mile. Major Rowe's many accomplishments while repeatedly exposed to enemy direct and indirect fires clearly set him apart. His ability to achieve results far above those expected during the normal course of duty while simultaneously overcoming the threats in a combat environment while ensuring that he took every necessary action to execute his missions with no casualties stands above that expected of every United States Marine and clearly shows he is deserving of the Bronze Star Medal. He is most enthusiastically recommended for award of the Bronze Star Medal in recognition of his meritorious contributions to OPERATION IRAQI FREEDOM and the men and women of the new Iraq. Major Rowe's actions are in keeping with the finest traditions of military service and reflect distinct credit upon himself, the Multi-National Security Transition Command-Iraq, and the United States Marine Corps.



THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING: THIS IS TO CERTIFY THAT THE PRESIDENT
OF THE UNITED STATES OF AMERICA AUTHORIZED BY EXECUTIVE ORDER, 24 AUGUST 1962 HAS AWARDED

THE BRONZE STAR MEDAL

MAJOR CARLOS O. ROWE

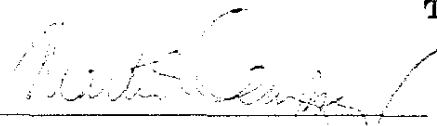
UNITED STATES MARINE CORPS

TO

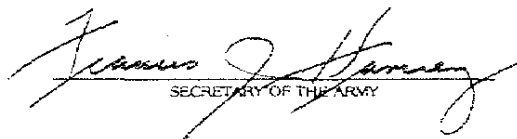
FOR EXCEPTIONALLY MERITORIOUS CONDUCT IN THE PERFORMANCE OF OUTSTANDING SERVICE TO THE UNITED STATES IN A COMBAT ZONE AS ADVISOR TO THE DIRECTOR OF IRAQI ARMED FORCES RECRUITING, JOINT HEADQUARTERS TRANSITION TEAM, MULTI-NATIONAL SECURITY TRANSITION COMMAND-IRAQ, BAGHDAD, IRAQ, FROM 15 OCTOBER 2006 TO 5 MAY 2007 DURING OPERATION IRAQI FREEDOM. MAJOR ROWE EXHIBITED STELLAR LEADERSHIP, PROFESSIONAL COMPETENCE, AND STRATEGIC VISION, WHILE MENTORING IRAQI SENIOR OFFICERS AND SUBORDINATES TOWARDS ACCOMPLISHING THE MISSION OF MOVING THE IRAQI MINISTRY OF DEFENCE TOWARDS SELF RELIANCE IN A DYNAMIC COMBAT ENVIRONMENT DESPITE REPEATED EXPOSURE TO DIRECT AND INDIRECT FIRES. HE LED MULTIPLE RECRUITING MISSIONS INTO THE MOST INHOSPITABLE AND DANGEROUS REGIONS OF IRAQ CONTRIBUTING TO THE STRATEGIC MISSION OF RESTORING CONFIDENCE IN THE GOVERNMENT OF IRAQ AND LAYING THE GROUNDWORK FOR RECONCILIATION AS DISENFRANCHISED GROUPS ARE BROUGHT INTO THE MILITARY, WHILE ADHERING TO PROCEDURES THAT PREVENT DISCRIMINATION. HIS EFFORTS TO THE FORMATION OF NEW IRAQI COMBAT UNITS DESIGNED TO INCREASE THE GOVERNMENT OF IRAQ'S PRESENCE THROUGHOUT IRAQ, RESTORE SECURITY, AND ALLOW COALITION FORCES TO OBTAIN THE STRATEGIC GOAL OF REDEPLOYMENT WITH A PROFESSIONAL IRAQI ARMY IN PLACE. MAJOR ROWE'S ACTIONS ARE IN KEEPING WITH THE FINEST TRADITIONS OF MILITARY SERVICE AND REFLECT DISTINCT CREDIT UPON HIMSELF, THE MULTI-NATIONAL SECURITY TRANSITION COMMAND-IRAQ, AND THE UNITED STATES MARINE CORPS.

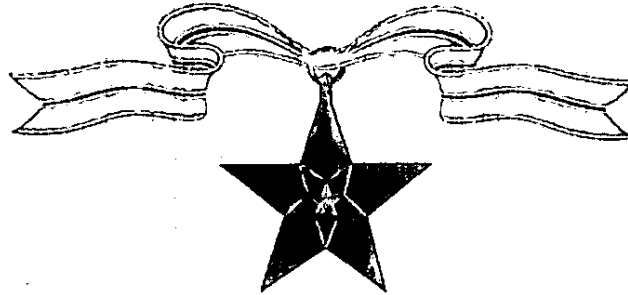
GIVEN UNDER MY HAND IN THE CITY OF WASHINGTON

THIS 5TH DAY OF MAY 2007


MARTIN E. DEMPSEY
LIEUTENANT GENERAL, U.S. ARMY
COMMANDING GENERAL,
MNSTC-IRAQ




JAMES J. HAMAN
SECRETARY OF THE ARMY



THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING: THIS IS TO CERTIFY THAT THE PRESIDENT OF THE UNITED STATES OF AMERICA AUTHORIZED BY EXECUTIVE ORDER, 24 AUGUST 1962 HAS AWARDED


THE BRONZE STAR MEDAL MAJOR CARLOS O. ROWE UNITED STATES MARINE CORPS

TO

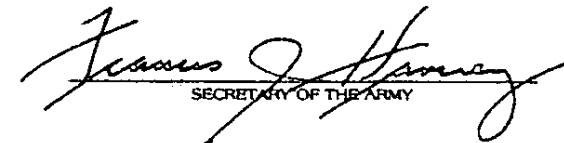
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GIVEN UNDER MY HAND IN THE CITY OF WASHINGTON

THIS 5TH DAY OF MAY 2007


MARTIN E. DEMPSEY
LIEUTENANT GENERAL, U.S. ARMY
COMMANDING GENERAL,
MNSTC-IRAQ




SECRETARY OF THE ARMY

PERSONAL AWARD RECOMMENDATION

FROM ADDRESS: Commanding Officer 8th Marine Corps District New Orleans, LA 70142		TO (Awarding Authority) ADDRESS (UIC/RUC): HQMC		
COMMAND POC: villalpandoa@8mcd.usmc.mil		PHONE NUMBER: 504-678-2362	14. EXP OF ACTIVE DUTY INDEF	
1. SOCIAL SECURITY NUMBER 253084333	2. DESIG/NEC/MOS 0402	15. EST. DATE OF DETACHMENT 1 JULY 2005		
3. NAME (Last, First, Middle) ROWE, CARLOS O		<input type="radio"/> RETIREMENT <input type="radio"/> TERMINAL LEAVE <input checked="" type="radio"/> TRANSFER <input type="radio"/> IMPACT AWARD		
4. COMPONENT (USMC, USMCR, etc.) USMC	16. NEW DUTY STATION (Home address if separation anticipated) USMC COMD AND STAFF COLL (STUD) MCCDC 2076 SOUTH ST., QUANTICO VA			
5. GRADE/RATE MAJ	17. UNIT AT TIME OF ACTION/SERVICE: 8MCD, NEW ORLEANS, LA 70142	18. DUTY ASSIGNMENT CONTACT TEAM OIC		
6. WARFARE DESIGNATOR N/A	7. UIC/RUC: 84001	19. PREVIOUS PERSONAL DECORATIONS AND PERIOD RECOGNIZED (exclude Purple Heart and Combat Action Ribbon) NA - 10/31/95 to 10/31/95 NA - 10/20/99 to 10/20/99		
8. RECOMMENDED AWARD: MM	9. SPECIFIC ACHIEVEMENT (Impact Award) No			
10. <input type="checkbox"/> HEROIC <input type="checkbox"/> HEROIC POSTHUMOUS <input type="checkbox"/> MIA <input checked="" type="checkbox"/> MERITORIOUS <input type="checkbox"/> MERITORIOUS POSTHUMOUS				
11. NUMBER OF AWARD OF RECOMMENDED MEDAL 1		20. PERSONAL AWARDS RECOMMENDED NOT YET APPROVED None		
12. ACTION DATE/MERITORIOUS PERIOD 20020801-20050601		21. OTHER PERSONNEL BEING RECOMMENDED FOR SAME ACTION None		
13. GEOGRAPHIC AREA OF ACTION/SERVICE CONUS				
22. I certify the facts contained in the summary of action are: known to me				
NAME, GRADE, TITLE OF ORIGINATOR CARL F. HUENEFELD, COLONEL, 8MCD COMMANDING OFFICER		SIGNATURE <i>Carl F Huenefeld</i> Col, AC/S, G-3, III MEF	DATE 03/17/2005	
23. FORWARDING ENDORSEMENTS BY VIA ADDRESSEE(S). (Attach additional sheets only as necessary)				
VIA COMMAND (to be completed by originator)	REC AWD	COMBAT "V"	SIGNATURE, GRADE	DATE FWD
1 CG, MCRD/WRR	MM	NO	<i>JOHN M PALTON</i> BGEN, CG, MCRD/WRR	04/07/2005
2	-	NO		
3	-	NO		
24. TO BE COMPLETED BY AWARDING AUTHORITY				
DISPOSITION OF BASIC RECOMMENDATION	COMBAT "V"	EXTRAORDINARY HEROISM RECOMMENDED	SIGNATURE, GRADE, TITLE	DATE
MM	NO	NO	<i>Walter E Daskin</i> Brigadier General, Commanding General, MCRC	05/20/2005
HQMC APS 1650 (EF)				

Summary of Action

Major Rowe is enthusiastically recommended for the Meritorious Service Medal for outstanding meritorious service while serving as the Contact Team Officer (CTO), 8th Marine Corps District (MCD), New Orleans, Louisiana, from August 2002 to June 2005. Throughout his assignment, Major Rowe distinguished himself through sustained superior performance, leadership and dedication that contributed immeasurably to the successes of the 8th MCD in every facet of recruiting training. Major Rowe's significant achievements and contributions during this period are as follows:

Major Rowe's professional reputation for thoroughness, insight and objectivity were evident as he arrived at the District Headquarters and aggressively set out to perform his duties. His exceptional maturity, enthusiasm and effective leadership style assisted the Command in raising the standards of training excellence. This is clearly evident in his management of the High School and Community College Program. As a result of his tireless efforts and expertise in this program, High School List and First Senior attainment increased over 25% for Fiscal Years 2003 through June 2005.

Prior to his arrival, the Contact Team was viewed by the Recruiting Stations (RS), as ineffective and insignificant in making valuable contributions that would assist the RSs' in attaining mission. A team player, dedicated to mission accomplishment, and a philosophy of "training makes better Marine recruiters" Major Rowe instilled a "team-work" philosophy in every member of the Contact Team. He used a back to basics approach that supported the enlisted recruiting process and helped sustain the District's streak of 70 consecutive months of mission attainment. As a result, the Contact Team is now viewed as a force multiplier and effective asset that provides vital and essential training support when and where needed.

An expert in training all aspects of systematic recruiting, Professional Selling Skills and recruiting management, Major Rowe modified numerous existing recruiting classes and developed entirely new curricula for billet specific workshops and Command Group training.

Major Rowe developed and made changes to the Staff Non-Commissioned Officer in Charge (SNCOIC) course curriculum, increasing it by four days, essentially improving the quantity and quality of the training provided. He developed an improved Recruiting Substation Systematic Recruiting Inspection (SRI) program that enabled the Contact Team to focus more on training, while still fulfilling the requirements associated with the Recruiting Stations inspection schedules. This allowed the SRI's to be more of a viable training and assistance visit, rather than just an ordinary inspection evolution. He assisted in the development of the 8th MCD pool audit process, which has contributed to the District's success in maintaining a strong, robust pool. Furthermore, he was a member of the Western Recruiting Region's Recruiter Instructor course development group, which is a course that is now used at the national level.

Because of his focused training efforts, he taught Command Group members to be more effective in the execution of their duties as Program Managers. He attended over 50 Command Group meetings at the Recruiting Stations. During these visits he assisted Command Group members and new Career Recruiters to analyze RS reports, identify current and future potential problems and allow Command Group members to strategically plan their schedules in order to correct unstable situations.

Major Rowe had the unique ability to take a complex recruiting process and, through his use of visual and graphic presentations, make it clearly understood by all. His approachable manner combined with his superior interpersonal and communication skills allowed him to quickly understand the sources of an issue, then develop an action plan and conduct training to correct the issue. This, combined with his leadership style and the professional relationship he developed with junior officers, created an environment where the RS Operations Officers and Executive Officers routinely sought his advice. In summary, he is viewed as a mentor by many of the Company Grade Officers.

Major Rowe expertly planned, coordinated, and executed 24 Systematic Recruiting Inspections, over 20 Training and Assistance visits, and more than 10 pool audits over a 3-year period. He facilitated the turnover of all 8 Recruiting Station Command Groups over a 3-year

period. This was significant because it assisted the new Command Group member's ability to learn the systematic recruiting process.

Major Rowe constantly maintained an accurate situational awareness of the District's mission status through constant communication with the RS Command Groups, detailed analysis of recruiting trends, operational changes and performance statistics. During his tenure, the intelligence he provided to two District Commanders, the District Operations Officer and the numerous RS Commanders was invaluable in formulating guidance to developing plans and implementing timely corrective action at their respective levels.

Major Rowe was key in the formalization of the 8th District's 8412 career progression and slating process. As a part of the Career Recruiter Program, the Contact Team conducted over 20 Systematic Recruiting Inspections of potential career recruiters. The detailed evaluation process he put in place ensured that only the best and most qualified recruiters were recommended and eventually approved as Career Recruiters. His efforts in recruiting and inspecting potential Career Recruiters contributed to the 8th MCD exceeding 100 percent of its 8412 MOS Table of Organization for the past three years.

Overall, Major Rowe's contributions have been instrumental in the long term recruiting success of the 8th MCD. Statistics that cover his three-year tenure are provided below:

QUALITY RECRUITING FY02 FY 03 FY04 FY 05 (Thru June)

MCRD Attrition: 12.5% 10.7% 9.8% 10.7%

Pool Attrition: 21.9% 23.4% 21.7% 12.6%

SHIPPING FY02 FY 03 FY04 FY 05 (Thru June)

Total Force Shipped: 100% 101% 101% 109%

Mental Group I-III: 69.5% 69.7% 72.0% 71.1%

Tier I Shipping: 97.2% 97.6% 97.8% 97.6%

PRODUCTION FY02 FY 03 FY04 FY 05 (Thru June)

Net New Contracts: 101.0% 103.2% 102.0% 111.2%

Mental Group I-III: 67.7% 69.2% 69.1% 65.3%

Tier I Percentage: 97.7% 98.2% 98.3% 97.0%

Major Rowe has met every recruiting challenge with expertise, genuine concern, and professionalism. His devotion to training excellence and inspirational leadership greatly impacted mission accomplishment and the future of this District as well as the entire Marine Corps Recruiting Command. Major Rowe's three-year tour of duty in the 8th District has been distinguished by his constant ability to produce results that set new standards. Major Rowe is highly recommended for the Meritorious Service Medal.

Citation

For outstanding meritorious service while serving as Contact Team Officer, 8th Marine Corps District, Western Recruiting Region from 1 August 2002 to 1 June 2005. Major Rowe distinguished himself through sustained superior performance, leadership, and dedication that contributed immeasurably to the success of the 8th Marine Corps District. As Contact Team Officer, Major Rowe expertly planned, coordinated, and executed 24 systematic recruiting inspections, numerous training and assistance visits, and pool audits. He personally developed a proactive and productive approach to training and assistance visits to recruiting stations. He used a back-to-basics training philosophy that supported the enlisted recruiting process and helped sustain the District's streak of 70 consecutive months of mission attainment. Major Rowe's exceptional recruiting knowledge and experience, combined with his maturity and enthusiasm, served to raise the standards of training excellence. His superior performance was characterized by forward thinking, boundless energy, clear and logical analysis and imaginative solutions. Major Rowe's total dedication to duty reflected great credit upon himself and was in keeping with the highest traditions of the Marine Corps and the United States Naval Service.



MARINE CORPS RECRUITING COMMAND

The President of the United States takes pleasure in presenting the
MERITORIOUS SERVICE MEDAL to

MAJOR CARLOS O. ROWE
UNITED STATES MARINE CORPS

for service as set forth in the following

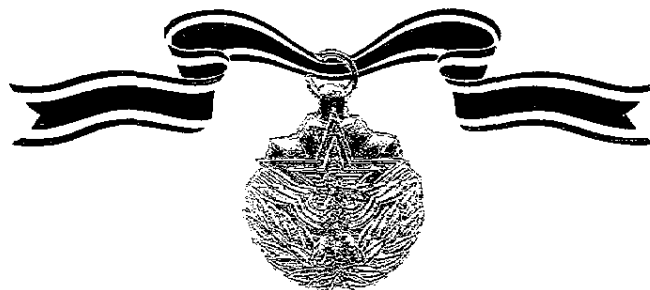
CITATION:

For outstanding meritorious service while serving as Contact Team Officer, 8th Marine Corps District, Western Recruiting Region from 1 August 2002 to 1 July 2005. Major Rowe distinguished himself through sustained superior performance, leadership, and dedication that contributed immeasurably to the success of the 8th Marine Corps District. As Contact Team Officer, Major Rowe expertly planned, coordinated, and executed 24 systematic recruiting inspections, numerous training and assistance visits, and pool audits. He personally developed a proactive and productive approach to training and assistance visits to recruiting stations. He used a back-to-basics training philosophy that supported the enlisted recruiting process and helped sustain the District's streak of 70 consecutive months of mission attainment. Major Rowe's exceptional recruiting knowledge and experience, combined with his maturity and enthusiasm, served to raise the standards of training excellence. His superior performance was characterized by forward thinking, boundless energy, clear and logical analysis and imaginative solutions. Major Rowe's total dedication to duty reflected great credit upon himself and was in keeping with the highest traditions of the Marine Corps and the United States Naval Service.

For the President,

A handwritten signature in black ink that reads "W. E. Gaskin". The signature is written in a cursive, slightly stylized font.

W. E. GASKIN
BRIGADIER GENERAL, U. S. MARINE CORPS
COMMANDING GENERAL



THE UNITED STATES OF AMERICA

THIS IS TO CERTIFY THAT
THE PRESIDENT OF THE UNITED STATES OF AMERICA
HAS AWARDED THE

MERITORIOUS SERVICE MEDAL

TO

MAJOR CARLOS O. ROWE

FOR

OUTSTANDING MERITORIOUS SERVICE FROM 1 AUGUST 2002 THROUGH 1 JULY 2005

GIVEN THIS 18TH DAY OF JULY 2005



A handwritten signature in black ink that reads "W. E. Gaskin".

W. E. GASKIN
BRIGADIER GENERAL U.S. MARINE CORPS
COMMANDING GENERAL

PERSONAL AWARD RECOMMENDATION

FROM: (Title and Address) 3d Marine Logistic Group Unit 38401 FPO AP 96604-8401	TO: (Awarding Authority) CG, 3d MLG 3D MLG III MEF (R/U)
---	--

1. SOCIAL SECURITY #: 253084333	2. DESIG/NEC/MOS: 0402	15. EST. DETACHMENT DATE: 06/25/2009 <input type="checkbox"/> Retirement <input type="checkbox"/> Terminal Leave <input checked="" type="checkbox"/> Transfer <input type="checkbox"/> Impact Award
---	----------------------------------	--

3. NAME (Last,first,MI): ROWE, CARLOS O	4. COMPONENT (USN,USMC,etc.): USMC	16. NEW DUTY STATION (Home address if separation anticipated): Marine Corps Recruiting Command, 9th District. Kansas City, MO.
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5. GRADE/RANK: MAJ	17. UNIT AT TIME OF ACTION/SERVICE: CLR 37 3D MLG (R/U)	18. DUTY ASSIGNMENT: Deputy Assistant Chief of Staff (Operations)
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6. WARFARE DESIGNATOR (Navy Only):	7. RUC: 29005	19. PREVIOUS PERSONAL DECORATIONS AND PERIOD RECOGNIZED:
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8. RECOMMENDED AWARD: MM - MERITORIOUS SERVICE MEDAL	9. SPECIFIC ACHIEVEMENT: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	BS - 07/12/2007 MM - 07/01/2005 NA - 06/11/2002 NA - 10/20/1999 NA - 10/31/1995
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10. TYPE: <input type="checkbox"/> Heroic <input type="checkbox"/> Heroic Posthumous <input type="checkbox"/> MIA <input checked="" type="checkbox"/> Meritorious <input type="checkbox"/> Meritorious Posthumous	
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11. NUMBER OF AWARD OF RECOMMENDED MEDAL: 2	20. PERSONAL AWARDS RECOMMENDED-NOT YET APPROVED:
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12. ACTION DATE/MERITORIOUS PERIOD: 07/08/2006 - 06/25/2009	21. OTHER PERSONNEL BEING RECOMMENDED FOR SAME ACTION:
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13. GEOGRAPHIC AREA OF ACTION/SERVICE: OCONUS	
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22. I certify that the facts contained in the summary of action are known to me a matter of record

NAME, GRADE, TITLE OF ORIGINATOR JEFFERSON, AUNDRA, COL Regimental Commander/Camp Commander	SIGNATURE Aundra Jefferson Regimental Commander/Camp Commander	DATE 06/07/2009
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23. FORWARDING ENDORSEMENTS BY VIA ADDRESSEE(S).

VIA COMMAND	RECOMMENDED AWARD	COMBAT "V"	SIGNATURE & GRADE	DATE FWD
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24. TO BE COMPLETED BY AWARDING AUTHORITY

DISPOSITION OF BASIC RECOMMENDATION	COMBAT "V"	EXTRAORDINARY HEROISM	SIGNATURE, GRADE, TITLE	DATE APPROVED
MM - MERITORIOUS SERVICE MEDAL	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Melvin Kenyatta Sr Euring Melvin Kenyatta Sr Euring CAPT/Adjutant For William M Faulkner BGEN, CG, 3d MLG	06/25/2009

MM approved as MM by BGEN WILLIAM M FAULKNER on 06/25/2009

For outstanding meritorious service while serving as Current Operations Officer and Deputy Assistant Chief of Staff Operations, Third Marine Logistics Group, III Marine Expeditionary Force, U.S. Marine Forces Pacific, from July 2006 to July 2009. During this period, he performed his demanding duties in an exemplary & highly professional manner. His aggressive leadership style & in-depth understanding of the challenges & opportunities facing the command in the Pacific coupled with his extraordinary devotion to duty & incomparable work ethic, enabled him to attain a level of performance very seldom achieved by any officer in the Group. As the Current Operations Officer, he was responsible for all planning & coordination activities conducted by the command staff in support of real-world operations, in particular Operations IRAQI FREEDOM & ENDURING FREEDOM. In this regard he played a pivotal role in the planning, preparation & deployment of four battalion-level unit rotations and innumerable individual & unit augments. He materially contributed to the design & implementation of YAMATO-09, composed of a number of field Command Post Exercises that positioned the command for the successful command & control of both exercises & real-world contingency operations. An innovative & experienced planner, he convened & led numerous, Command-wide Operational Planning Teams where his in-depth understanding of the Marine Corps Planning Process enabled him to effectively adapt that process to fit the situation at hand to meet mission & his Commanders Intent. The exceptional professional ability, steadfast initiative & selfless dedication to duty exhibited by Major Rowe reflected great credit upon him & upheld the highest traditions of the Marine Corps and United States Naval Service.

Summary of Action

Major Rowe is enthusiastically recommended for the Meritorious Service Medal for his exceptional level of service and consummate performance of duty while serving as the Current Operations Officer and Deputy Assistant Chief of Staff (Operations), 3d Marine Logistics Group (MLG), III Marine Expeditionary Force, U.S. Marine Forces, Pacific from July 2006 to July of 2009.

Major Rowe's aggressive leadership style and in-depth understanding of the challenges and opportunities facing the 3d Marine Logistics Group in the PACOM Area of Operations (AOR), coupled with his extraordinary devotion to duty and incomparable work ethic, enabled him to attain a level of performance and list of accomplishments very seldom achieved by any officer in the Group. During this 3-year period, Major Rowe was at the figurative eye of the storm for the 3d MLG, handling the most challenging assignments and ensuring that the Group met mission in each instance.

In addition to his exceptional individual performance, Major Rowe also proved himself an effective and demanding Leader of Marines; he was able to mold, mentor, and shape a diverse staff of officers and enlisted personnel into a productive and effective team. Likewise, this officers duties required him to interact with personnel from a number of outside agencies and headquarters, often at levels of seniority well above his pay grade. This not only included routine engagement with III MEF and Marine Forces Pacific (MARFORPAC), but also interaction with Marine forces in theater (MARCENT) and with those headquarters and commands responsible for prioritizing and sourcing operational requirements, specifically Headquarters Marine Corps (PP&O) and Marine Forces Command (MARFORCOM). Throughout his tour, and in the context of this high-level of engagement and interaction, Major Rowe consistently punched above his weight class and aggressively advanced the interests of 3d MLG and successfully represented his Commanding General's Intent.

Major Rowes ability to plan, establish priorities, lead and mentor Marines and Sailors, assess performance, act decisively in the face of ambiguity, and react to the unexpected all the while orchestrating 3d MLGs involvement in the myriad of exercises and real-world operations during what is unquestionably one of the most operationally challenging periods in the Groups history mark him as one of the top logisticians of todays Corps and make him more than worthy of this prestigious award.

Specific accomplishments include:

Initially assigned to the Future Operations section of the G-3, Major Rowe worked closely with 3d MLG and III MEF senior leadership to shape engagement efforts in the PACOM AOR, facilitating MARFORPAC's Theater Security Cooperation Plan and ensuring improved interoperability with regional partners. He was involved, directly and indirectly, in the planning of over twenty combined exercises to include YAMA SAKURA (mainland Japan), ULCHI FOCUS LENS (Korea), COBRA GOLD (Thailand), and BALIKATAN (Philippines), to name a few. These exercises also provided 3d MLG with valuable opportunities to train to Mission Essential Tasks (METs) while at the same time further developing relationships with various nations throughout the Western Pacific.

From December 2006 to July 2007, Major Rowe was assigned to an individual augment billet in support of Operation Iraqi Freedom. For his superior performance, he was awarded the Bronze Star. His actions and accomplishments during this 7-month reporting period are not included in this award submission.

Inculcated the staff with his operational approach to logistics, instilling a mindset and battle rhythm in garrison that simulated the operation of a deployed Combat Operations Center (COC). As the Current Operations Officer, he was in a position to influence the entire MLG staff and to develop a "train as we fight" mentality. The first step in this journey was UFL 07, which provided the MLG with an opportunity to forward deploy its FWD Command Element to Korea. This experience highlighted the need to train more aggressively and to develop the appropriate tactics, techniques, and procedures (TTPs) for deployed C2 in the MLG. Major Rowes experience and assistance later materially contributed to the design and implementation of YAMATO-09, composed of a number of field CPXs, which positioned the Group for the successful C2 of both exercises and real-world contingency operations. Integrated with this effort was Major Rowes invaluable assistance in the development of a 3d MLG SOP for deployed COC operations, along with his exceptional performance as the Senior Watch Officer (SWO) in the MAIN COC. The COC SOP has become the bible for the MLG staff as it pertains to the set-up and operation of the MLG MAIN and FWD COCs and, in conjunction with the CPXs, has dramatically improved the staff's ability to effectively develop and display mission-focused information/assessments, rapidly build the Commander's real-time situational awareness, and effectively shorten and focus the Groups decision-making cycle.

Major Rowe played a key role in the design and implementation the enabler-based technologies and procedures that resulted in the MLG Battle Cabin as it is known today. This innovative approach to everyday operations provided the tools and promoted an environment whereby the staff aggressively pursued solutions and adopted new and effective procedures for the display and sharing of critical information. In effect, the establishment of the Battle Cabin laid the procedural, technological, and philosophical foundations for YAMATO-09 by providing the basic tools and procedures necessary for the 3d MLG garrison-based battle staff to quickly transition into a deployed warfighting environment with little to no notice.

As the Current Operations Officer, Major Rowe was responsible for all planning and coordination activities conducted by the MLG staff in support of real-world operations, in particular Operations IRAQI FREEDOM and ENDURING FREEDOM (OIF/OEF). In this regard he played a pivotal role in the planning, preparation, and deployment of four battalion-level deployments and innumerable individual and unit augments. Unit deployments

Included 9th Engineer Support Battalion (twice), Combat Logistics Battalion-3, and Combat Logistics Battalion-4. In each instance, Major Rowe was instrumental during the early phases of planning in the development and approval of updated Logistics Combat Element (LCE) manning documents which reflected the constantly changing requirements on the ground in Iraq and Afghanistan. This work required him to interact constantly with III MEF, MARFORPAC, MARFORCOM, MARCENT, and planners from both 1st and 2d MLGs. Likewise, he conducted the final coordination for the strategic lift requirements necessary to deploy these units into theater in conjunction with their RIP/TOA timelines. Much of this planning and preparation was inevitably done in the face of considerable ambiguity and numerous, last minute adjustments as driven by HHQ. In each case, he worked directly with unit commanders and key leaders in theater to ensure that these changes did not adversely impact the units ability to accomplish its mission.

In a related effort, Major Rowe was a key player in the development and tracking of all pre-deployment training associated with these deployments, to include several MOJAVE / FUJI VIPER events. He coordinated and validated several extremely successful PTP Block I, II, and III training programs spanning four geographically separate locations: Okinawa, Mainland Japan, Hawaii, and CONUS (29 Palms). A key challenge in this regard was the lack of clearly defined and developed CS/CSS TTPs for MOJAVE VIPER. Beginning with the initial 9th ESB rotation, and most recently during the work-up for CLB-4, Major Rowe materially assisted in the development of the unit MV training plans, an effort which literally set the standard for TECOMs training efforts as they relate to logistics units. As a result of his personal interest and involvement, ability to canvass the appropriate level of oversight and expertise, and his sense of timing as to when and how to influence the action, literally thousands of 3d MLG Marines and Sailors have deployed to war with the skill sets necessary to successfully accomplish their various missions and return home safely.

Major Rowe was a key player during Tropical Cyclone Sidr that struck and brought devastation to the country of Bangladesh in June 2008. He was deployed within hours to Bangladesh as part of the III MEF HA/DR Assessment Team, his in depth knowledge of logistics and Marine Corps Operations proved to be valuable as he was a key architect in the delivery of thousands of short tons of HA/DR supplies.

At the behest of his Commanding General, and as a direct result of the high number of deploying units and individuals from the Group, Major Rowe developed an MLG Core Capabilities Assessment Tool that enabled the G-3 to advise the CG of impacts on his capability to support enduring missions in the face of these deployments. To this end, he also trained and provided continuity of knowledge on a capabilities-based process of articulating the MLG's ability to support requirements, understand impact, and to fence/maintain the core mission sets levied by HHQ.

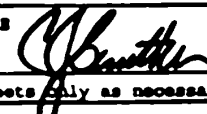
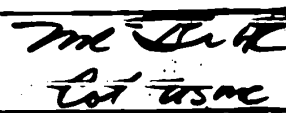
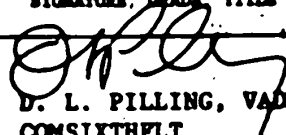
Established and led the Deployment Operations Team (DOT), later re-designated the MLG Operations Meeting (MOM), made up of representatives from the principal staff sections and each MSE. He organized and outlined the teams significant objectives and tasks, and established its relevance within the staffs overall battle rhythm. As a result, the MOM ultimately became the venue through which the staff/units would review all force flow and movements, assess force sourcing solutions in concert with MARFORCOM's force availability decisions, and track/ monitor all OIF/OEF deployments and redeployments. This integrated group of Subject Matter Experts (SMEs) ensured 3d MLG force closure was unimpeded by the many challenges associated with OCONUS movements (equipment and personnel), and that reception and integration plans were well suited to support warrior transition. This initiative also facilitated development and coordination of all support required for PTP Blocks I, II, and III, and worked directly with the III MEF Deployment Management Team regarding the processing of all Feasibility of Support (FOS) assessments. Ultimately, this body provided the vehicle to ensure coordinated staff action for operations and deployment support in the 3d MLG and continues to be an invaluable tool in the Groups ability to plan and execute force deployments in support of assigned tasks/missions.

An innovative and experienced planner, Major Rowe convened and led numerous, MLG-wide Operational Planning Teams (OPTs) as both the Current Operations Officer and Deputy G-3. His in-depth understanding of the Marine Corps Planning Process (MCP) enabled him to effectively adapt that process to fit the situation at hand to meet mission and Commanding General's Intent. In particular, his OPT in support of the deployment of CLB-3 to Afghanistan produced superb results under crisis action planning conditions. Likewise, his Alert Contingency MAGTF (ACM) OPT laid the foundations for the rapid and effective deployment of scalable 3d MLG capability sets to support real-world contingencies.

Given staffing levels at 3d MLG headquarters, coupled with the impact of OIF/OEF individual augmentation requirements, Major Rowe achieved most of the above accomplishments with minimal supporting fires, both within the G-3 and from the rest of the general staff and MSC's. In spite of this and many other challenges, Major Rowe skillfully balanced the multitude of demands and remained untiring in his support to the warfighter and to the young Marines and Sailors of the 3d MLG. His proven professionalism, ingenuity, resourcefulness and MOS expertise, all directly resulted in operational successes for the Group and for III MEF as a whole. His unbridled innovation, unwavering devotion to duty, unquestionable reliability and integrity, superior knowledge, and sustained superior performance have all rightfully earned him a well-deserved reputation for excellence among Marine Corps senior logisticians. Major Rowe has left an indelible mark on the MLG and III MEF and will be hard to replace when he moves on to his next assignment. The abundant successes enjoyed by the MLG on his watch were in large part a direct result of his strong leadership, impeccable character, and selfless dedication to duty. His noteworthy achievements have had an overwhelmingly positive impact on 3d MLG and he is truly deserving of the recognition that comes with the Meritorious Service Medal.

PERSONAL AWARD RECOMMENDATION

ENSURE ALL BLOCKS ARE FILLED IN. SIGNED AND COMPLETE MAILING ADDRESSES ARE REQUIRED

FROM: CO, BLT 3/8, 24TH MEU (SOC) ADDRESS:		TO: (Awarding Authority) COMSIXTHFLT			
1. SOCIAL SECURITY NUMBER 253-08-4333	2. DESIG/SEC/WOS 3502	14. EXP. OF ACTIVE DUTY Indefinite	15. EST. DETACHMENT DATE		
3. NAME (Last, first, MI) ROWE, CARLOS O.		<input type="checkbox"/> RETIREMENT <input type="checkbox"/> TRANSFER <input type="checkbox"/> TERMINAL LEAVE			
4. COMPONENT (USN, USMC, etc.) USMC	16. NEW DUTY STATION (Home address if separation anticipated)/UIC: ADDRESS:				
5. GRADE/RATE 1STLT	17. UNIT AT TIME OF ACTION/SERVICE BLT 3/8, 24TH MEU (SOC)	18. DUTY ASSIGNMENT MOTOR TRANSPORT OFFICER			
6. NARP/DESIGNATOR	7. UIC/SEC: 12230	19. PREVIOUS PERSONAL DECORATIONS AND PERIOD RECOGNIZED (include Purple Heart and Combat Action Ribbon) NONE			
8. RECOMMENDED AWARD NA	9. SPECIFIC ACHIEVEMENT <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO				
10. <input type="checkbox"/> Heroic <input checked="" type="checkbox"/> Meritorious <input type="checkbox"/> Heroic Posthumous <input type="checkbox"/> Meritorious Posthumous <input type="checkbox"/> MIA					
11. NUMBER OF AWARD OF RECOMMENDED MEDAL First		20. PERSONAL AWARDS RECOMMENDED-NOT YET APPROVED NONE			
12. ACTION DATE/MERITORIOUS PERIOD April to September 1995		21. OTHER PERSONNEL BEING RECOMMENDED FOR SAME ACTION NONE			
13. GEOGRAPHIC AREA OF ACTION/SERVICE SIXTH FLEET MEDITERRANEAN/ADRIATIC					
22. I certify that the facts contained in the summary of action are <input checked="" type="checkbox"/> known to me <input type="checkbox"/> a matter of record					
NAME, GRADE, TITLE OF ORIGINATOR C. J. GUNTHER, LTCOL, CO		SIGNATURE 	DATE 950720		
23. FORWARDING ENDORSEMENTS BY VIA ADDRESSEE(S) (Attach additional sheets only as necessary)					
VIA	COMMAND (To be completed by originator)	RECOMMENDED AWARD	COMBAT ** <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	SIGNATURE, GRADE	DATE FWD
1	CO, 24TH MEU (SOC)	NA	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	 Lt USMC	950729
2			<input type="checkbox"/> YES <input type="checkbox"/> NO		
3			<input type="checkbox"/> YES <input type="checkbox"/> NO		
24. TO BE COMPLETED BY AWARDING AUTHORITY					
DISPOSITION OF BASIC RECOMMENDATION	COMBAT ** <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	EXTRAORDINARY RECOMMENDATION <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	SIGNATURE, GRADE, TITLE		DATE APPROVED
NA	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	 D. L. PILLING, VADM COMSIXTHFLT		31OCT95
FOR USE OF NDBDM ONLY					
FROM: SECNAV (NDBDM)				DATE:	
TO: CNO (N09B33) CMC (CODE MEM)					
1. Extraordinary heroism recommended <input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> NA					
2. Reviewed and recorded					
By direction					

SUMMARY OF ACTION

--- 1stLt Rowe was directly responsible for 24th Marine Expeditionary Unit's outstanding and innovated vehicle maintenance stand down aboard the USS Kearsarge on 26 April 1995. His efforts increased the combat capabilities of the unit.

--- Coordinated the feasibility of the stand down with the 24th MEU, COMPHIBRON 8, USS Kearsarge, MSSG 24, and HMM-263.

--- Developed a plan which allowed all vehicles aboard the USS Kearsarge to progress through five quality maintenance stations on the flight.

--- The five maintenance stations were: Cleaning and Limited Technical Inspections, Petroleum Oil and Lubrication, 1st/2nd/3rd Echelon Maintenance Section, and a Quality Control/Maintenance Management/ Supply section.

--- Requisitioned all anticipated parts and lubricants prior to the stand down, as well as Hazardous Material Waste containers.

--- Published a Letter of Instruction explaining the concept of operations, taskers, and the schedule of events.

--- Supervised the movement of over 90 vehicles from preboated LCACs, lower vehicle stowage, and upper vehicle stowage to the flight deck of the USS Kearsarge on 25 April 1995.

--- Orchestrated the 12 hour maintenance stand down with outstanding results.

--- Ensured the 5-Ton trucks, Light Armored Vehicles (LAV), and howitzers, which remained in upper vehicle stowage, went through the same maintenance stations.

--- Stand down identified all required maintenance and repair parts, and they were placed on order.

--- Supervised the return of all vehicles to their exact location in respect to the landing plan.

--- Ensured the flight deck of the USS Kearsarge was thoroughly cleaned, upon completion of the stand down, and ready for flight deck operations.

--- Established safety as the top priority. The stand down was conducted injury free, despite numerous moving parts and personnel.

--- Coordinated for similar stand downs to be conducted on the Battalion Landing Team's vehicles aboard the USS Pensacola and USS Nashville.

--- Provided exemplary Motor Transport support during Battalion Landing Team Operations in Spain and Italy, as well as while afloat.

--- Consistently ensured vehicles received weekly preventive maintenance aboard the USS Kearsarge, USS Pensacola, and USS Nashville, so they would be prepared for tactical landings.

--- Scheduled and conducted weekly Motor Transport training for his Marines, while underway, to increase their technical skills.

-- Established three separate motor transport maintenance contact teams which aggressively repaired deadlined vehicles during tactical exercises.

--- Conducted extensive night vision driver training to ensure his contact teams could recover and repair deadlined vehicles 24 hours a day.

--- Aggressively coordinated with MSSG 24 Maintenance Section to ensure all 3rd echelon maintenance was being conducted in a timely manner.

--- Organized field Motor Pools during all cross-training portions of the exercises, capable of performing 1st echelon, 2nd echelon, and recovery missions.

--- Maintained the BLT's 106 vehicles in a combat readiness posture in excess of 93% for the entire period.

--- As the Officer-in-charge of the BLT's Logistics Train, he coordinated the acquisition and delivery of all logistical needs of BLT units.

--- Received resupply requirements from the tactical forces and rapidly decided on the best course of action for meeting the requirement.

--- Organized refueling and water resupply points in accordance with the scheme of maneuver.

--- Delivered Classes I, III, IV, and IX supplies to forward units.

--- Aggressively retrieved deadlined equipment and returned it to the log trains for repairs.

--- Coordinated with the MSSG for the delivery of resupplies to the Log Train, for further distribution to the BLT forces.

--- Performed map studies deciding the best location to move the log Train, as the battle developed.

1stLt Rowe's actions enhanced the combat capabilities of the Battalion Landing Team and the 24th Marine Expeditionary Unit with his aggressive training schedule, operating skills, and innovated ideas. His performance allowed the commanders the opportunity to concentrate on training their forces without worrying about logistical support.

COMMANDER SIXTH FLEET



The Secretary of the Navy takes pleasure in presenting the
NAVY ACHIEVEMENT MEDAL to

**FIRST LIEUTENANT
CARLOS O. ROWE
UNITED STATES MARINE CORPS**

for service as set forth in the following

CITATION:

For professional achievement in the superior performance of his duties while serving as the Motor Transport Officer, Battalion Landing Team 3/8, 24th Marine Expeditionary Unit (Special Operation Capable) from 4 April 1995 to 9 September 1995 while deployed with the Sixth Fleet in the Mediterranean and Adriatic. First Lieutenant Rowe developed, coordinated, conducted and supervised a 24th Marine Expeditionary Unit vehicle maintenance stand down. This significant logistical mid-deployment event was conducted aboard ship, while in port at Alicante, Spain. He was required to coordinate with multiple departments in order to conduct 1st, 2nd, and 3rd echelon maintenance. As a result, the BLT's motorized assets were at 100% readiness in support of a possible contingency. Additionally, he consistently provided outstanding Motor Transport support for the Battalion Landing Team on **SPANISH PHIBLEX 2-95**, exercises **DESTINED GLORY** and **TRIDENTE**. During these exercises, he superbly performed as the Officer-in-Charge of the Logistics Train, rapidly providing resupply of all critical classes of supply for the Marines of Battalion Landing Team 3/8. He also maintained an equipment readiness in excess of 93% for all Motor Transport assets, despite rigorous vehicle usage during training exercises ashore. First Lieutenant Rowe's exceptional professional ability, initiative and loyal devotion to duty reflected great credit upon himself and were in keeping with the highest traditions of the Marine Corps and the United States Naval Service.

For the Secretary,

A handwritten signature in black ink, appearing to read "D. L. Pilling", written over a white background.

**D. L. PILLING
Vice Admiral, United States Navy
Commander Sixth Fleet**



DEPARTMENT OF THE NAVY

THIS IS TO CERTIFY THAT
THE SECRETARY OF THE NAVY HAS AWARDED THE

NAVY ACHIEVEMENT MEDAL

TO
FIRST LIEUTENANT
CARLOS O. ROWE, UNITED STATES MARINE CORPS
FOR

PROFESSIONAL ACHIEVEMENT FROM 4 APRIL 1995 TO 9 SEPTEMBER 1995

GIVEN THIS 31ST DAY OF OCTOBER 19 95



A handwritten signature in black ink, appearing to read "D. L. Pilling".

D. L. PILLING
Vice Admiral, United States Navy
Commander Sixth Fleet



DEPARTMENT OF THE NAVY

THIS IS TO CERTIFY THAT
THE SECRETARY OF THE NAVY HAS AWARDED THE

NAVY AND MARINE CORPS ACHIEVEMENT MEDAL

(GOLD STAR IN LIEU OF THIRD AWARD)

TO

CAPTAIN CARLOS O. ROWE 253 08 4333/0402 USMC

FOR

PROFESSIONAL ACHIEVEMENT IN THE SUPERIOR PERFORMANCE OF HIS DUTIES AS THE OFFICER-IN-CHARGE, MOTOR TRANSPORTATION DEPARTMENT, MARINE WING SUPPORT SQUADRON 271, MARINE WING SUPPORT GROUP 27, SECOND MARINE AIRCRAFT WING, MARINE CORPS FORCES, ATLANTIC FROM JANUARY 2001 TO JUNE 2002. CAPTAIN ROWE DEMONSTRATED EXCEPTIONAL LEADERSHIP BY IMPLEMENTING AN AGGRESSIVE TRAINING PROGRAM THAT ENHANCED OCCUPATIONAL AND COMBAT SKILLS. DURING 2D MARINE EXPEDITIONARY BRIGADE'S EXERCISE ASSURED ALLIGATOR-01, HE EFFECTIVELY EMPLOYED HIS MARINES ENSURING THE COMMAND'S SAFE MOVEMENT TO AND FROM CAMP LEJEUNE AND THAT VITAL SUPPORT WAS PROVIDED TO THE FORWARD OPERATING BASE ESTABLISHED BY THE SQUADRON. CAPTAIN ROWE'S OPERATIONAL EXPERTISE WAS FURTHER DISPLAYED WHEN HE IMPLEMENTED NEW OPERATIONAL RISK MANAGEMENT PROCEDURES THAT WERE ADOPTED THROUGHOUT 2D MARINE AIRCRAFT WING AND WHICH ULTIMATELY CONTRIBUTED TO HIS MARINES DRIVING OVER 87,000 MILES WITHOUT INCIDENT AND THE SQUADRON BEING AWARDED THE COMMANDING GENERAL'S GROUND SAFETY AWARD FOR 2001. CAPTAIN ROWE'S INITIATIVE AND SELFLESS DEVOTION TO DUTY REFLECTED GREAT CREDIT UPON HIMSELF AND WERE IN KEEPING WITH THE HIGHEST TRADITIONS OF THE MARINE CORPS AND THE UNITED STATES NAVAL SERVICE.

GIVEN THIS 11TH DAY OF JUNE 2002




SECRETARY OF THE NAVY

P. E. GREENWOOD
Lieutenant Colonel, USMC
Commanding

PERSONAL AWARD RECOMMENDATION

FROM: (Title and Address) COMMANDING GENERAL 3D MARINE LOGISTICS GROUP UNIT 38404 FPO AP 96604-8404		TO: (Awarding Authority) Regimental Commander/Camp Commander CLR 37 3D MLG (R/U)	
		14. EXP. OF ACTIVE DUTY:	IF RETIREMENT, NUMBER OF YEARS:

1. SOCIAL SECURITY #: 253084333	2. DESIG/NEC/MOS: 0402	15. EST. DETACHMENT DATE:	
		<input type="checkbox"/> Retirement	<input type="checkbox"/> Terminal Leave
		<input type="checkbox"/> Transfer	<input checked="" type="checkbox"/> Impact Award

3. NAME (Last,first,MI): ROWE, CARLOS O	4. COMPONENT (USN,USMC,etc.): USMC	16. NEW DUTY STATION (Home address if separation anticipated):
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5. GRADE/RANK: MAJ	17. UNIT AT TIME OF ACTION/SERVICE: CLR 37 3D MLG (R/U)	18. DUTY ASSIGNMENT: CURRENT OPERATIONS OFFICER
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6. WARFARE DESIGNATOR (Navy Only):	7. RUC: 29001	19. PREVIOUS PERSONAL DECORATIONS AND PERIOD RECOGNIZED:	
8. RECOMMENDED AWARD: NA - NAVY AND MC ACHIEVEMENT	9. SPECIFIC ACHIEVEMENT: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	BS - 07/12/2007	MM - 07/01/2005 NA - 06/11/2002
		NA - 10/20/1999	NA - 10/31/1995

10. TYPE:		
<input type="checkbox"/> Heroic	<input type="checkbox"/> Heroic Posthumous	<input type="checkbox"/> MIA
<input checked="" type="checkbox"/> Meritorious	<input type="checkbox"/> Meritorious Posthumous	

11. NUMBER OF AWARD OF RECOMMENDED MEDAL: 4	20. PERSONAL AWARDS RECOMMENDED-NOT YET APPROVED: NONE
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12. ACTION DATE/MERITORIOUS PERIOD: 11/01/2008 - 01/31/2009	21. OTHER PERSONNEL BEING RECOMMENDED FOR SAME ACTION: NONE
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13. GEOGRAPHIC AREA OF ACTION/SERVICE: OCONUS

22. I certify that the facts contained in the summary of action are known to me a matter of record

NAME, GRADE, TITLE OF ORIGINATOR COX, WAYNE O II, LTCOL Deputy AC/S G-3	SIGNATURE Wayne O I i Cox Deputy AC/S G-3	DATE 03/24/2009
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23. FORWARDING ENDORSEMENTS BY VIA ADDRESSEE(S).

VIA COMMAND	RECOMMENDED AWARD	COMBAT "V"	SIGNATURE & GRADE	DATE FWD
Headquarters Company Commander CLR 37 3D MLG (R/U)	NA - NAVY AND MC ACHIEVEMENT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Andre Micah Ingram Andre Micah Ingram MAJ	03/24/2009

24. TO BE COMPLETED BY AWARDING AUTHORITY

DISPOSITION OF BASIC RECOMMENDATION	COMBAT "V"	EXTRAORDINARY HEROISM	SIGNATURE, GRADE, TITLE	DATE APPROVED
NA - NAVY AND MC ACHIEVEMENT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Aundra Jefferson Aundra Jefferson COL/Regimental Commander/Camp Commander	05/29/2009

NA approved as NA by COL AUNDRA JEFFERSON on 05/29/2009

PROFESSIONAL ACHIEVEMENT WHILE SERVING AS CURRENT OPERATIONS OFFICER, 3D MARINE LOGISTICS GROUP, III MARINE EXPEDITIONARY FORCE FROM NOV 08 TO JAN 09. DURING THIS PERIOD, MAJOR ROWE WAS RESPONSIBLE FOR ALL PLANNING AND COORDINATION ACTIVITIES CONDUCTED BY THE MLG STAFF IN SUPPORT OF THE DEPLOYMENT OF COMBAT LOGISTICS BATTALION-4 TO IRAQ FOR THE OPERATION IRAQI FREEDOM 9.1 ROTATION. HE WAS INSTRUMENTAL IN THE DEVELOPMENT AND APPROVAL OF AN UPDATED LCE MANNING DOCUMENT TO REFLECT CHANGING REQUIREMENTS ON THE GROUND IN IRAQ. HE PLAYED A PIVOTAL ROLE IN OVERSEEING AND TRACKING COMBAT LOGISTICS BATTALION 4 PREDEPLOYMENT TRAINING, TO INCLUDE THE COORDINATION REQUIRED TO EXECUTE THE UNITS MOJAVE VIPER PACKAGE AND IDENTIFYING THE STRATEGIC LIFT REQUIREMENTS NECESSARY TO DEPLOY THE BATTALION INTO THEATER. MAJOR ROWE ENSURED THAT THESE CHANGES WERE MADE IN A WAY THAT DID NOT IMPACT THE COMMANDERS ABILITY TO ACCOMPLISH THE MISSION. BY HIS INITIATIVE, PERSEVERANCE, AND TOTAL DEDICATION TO DUTY, MAJOR ROWE REFLECTED CREDIT UPON HIMSELF AND UPHELD THE HIGHEST TRADITIONS OF THE MARINE CORPS AND THE UNITED STATES NAVAL SERVICE.

CG IMPACT AWARD; SOA IS NOT REQUIRED.