

VERSATILE



NEW SHORTS C-23B SHERPA. As a reliable, short haul military transport, the Shorts 330/C-23 Sherpa has earned its wings from Kwajalein Atoll to Zweibrücken AB, West Germany.

New Shorts C-23B Sherpas will soon be serving the Army National Guard. The B model incorporates major enhancements to the C-23 that make this extremely capable and cost-efficient performer even more versatile.

This new generation aircraft features inward opening side doors, double hinged rear ramp/door, new P&W PT6A-65AR engines, upgraded wing and rugged landing gear.

The C-23B Sherpa carries more cargo farther while operating from unimproved runways. And its multi-role

capabilities include air drop, paratrooping, medevac, equipment/cargo or personnel transport.

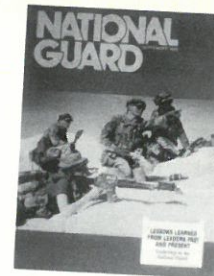
Behind it all is the 330/Sherpa's unrivaled record for reliability and low operating cost — proven in both military service and with leading commuter airlines, worldwide.

For more information, contact Short Brothers (USA), Inc., 2011 Crystal Drive, Suite 713, Arlington, VA 22202-3719. Or call us at (703) 769-8700.

SHORTS

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COVER:

Members of the 121st Internal Defense Flight, Ohio Air Guard, practice desert warfare techniques during annual training at Silver Flag Alpha. From left to right, they are: TSgt Dan Cockerham (in back), SrA Chris Hyatt, TSgt Ken Griffis and SSgt Tony Jones. Photo, TSgt Maggie C. Puskar. Design, Johnson Design Group.

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Leadership Forged by Fire 34
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Bringing the Guard and Families Together 46
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GEN Jack N. Merritt (ret.) Speaks Out 66
General Merritt is the executive vice president of the Association of the U.S. Army (AUSA). He discusses issues concerning the National Guard, its readiness and its place in the Total Force.
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