

FRONTIER NEWS

Volume 1, Issue 1

FALL, 2000

Take off with an old friend.



FRONTIER

The idea of a newsletter started when the FYV FSM FL Reunion was held Aug. 26. We were already making one mailing each year with the Reunion notification. Why not make a quarterly out of it and see how it went? Most folks there thought it was a good idea and filled up a jar with money to launch the enterprise. We hope you enjoy this first issue: it may even be a collector's item.

We plan to put out a Fall, Winter, Spring, & Summer issue in Oct. Jan. Apr. & Jul. It will be in a newsletter format with 8 or so pages featuring news of deaths, meetings, reunions, reminiscences and even some advertising if that will help pay for the expenses.

Jake has agreed to put it together and get it mailed out. We'll see how it works out. All suggestions welcomed.

If you like this edition and want to see FRONTIER NEWS continue, please consider a \$10 per year donation. So, if you haven't had an opportunity to make a contribution to launch this enterprise, please consider sending us \$10 now. The next issue will be published in January, 2001.

This is strictly a non-profit operation and all income will be used to keep the NEWS going. There is a great deal of information on Frontier on the Internet but many folks aren't connected to that source. The NEWS will bridge that gap. A good illustration is the lead article in this issue by Billy Walker. Billy's article has been posted on the Internet for the past year but most of you have probably never even heard of it. You will find it very interesting and enlightening.

There's also some information on those who have "flown



west". We'll be publishing lists on our departed co-workers and friends. If you have information on other deaths we may not know about, please let us know.

WELCOME ABOARD!

Oct. 7

KANSAS CITY 's 14th REUNION PICNIC

was held Oct. 7 at Barry Platte Park from 1 - 5 p.m. Rose Dragen and John Morelli coordinated it.



Oct. 27

THE 15TH PHOENIX ANNUAL PARTY

is set for Sunday, Oct. 29, 1 p.m. at Vista del Camino Park, Scottsdale. Dave Ross is the coordinator. \$8 for adults & \$3 for children under 12.



AN INSIDE LOOK AT THE DEATH OF FRONTIER AIRLINES

The following essay was written by Captain Billy Walker on August 24, 1987 - the First Anniversary of the cessation of operations by Frontier Airlines. Walker was ALPA MEC Chairman from 1982 until the end. He had been a pilot for Frontier since 1967. There were four other unions at Frontier in addition to ALPA. ALEA represented agents & clerks, IAM the mechanics, AFA the flight attendants, and TWU the dispatchers. All 5 unions formed the FEC - Frontier Employees Coalition. It was this group that tried so desperately to save Frontier Airlines. Wage givebacks & other union efforts to save the company started as early as 1982. Bankruptcy was declared August 28, 1986 and the airline was dead. Then the vultures moved in to feast on the remains.

ONE YEAR LATER... It was just a year ago that the safest airline in the worldwide history of civil aviation was shut-down. Why?

Surprisingly, an easy question to answer. But it would take a long time to lead someone through the series of violent roller-coaster rides the Frontier family has been on in its incredible odyssey these past few years since the start of deregulation

Actually, just prior to deregulation Frontier was one of two carriers supportive of such a radical change to the air transportation industry. Al Feldman, then president of Frontier, along with Richard Ferris (UAL) wanted deregulation. Interestingly, Frank Lorenzo did not.

Things might be a lot different now had Al Feldman stayed with Frontier. I certainly view that being better for both Al and FAL. When Big Al was C.E.O. at Frontier we went from being a troubled carrier to an incredible success story. At one point we led the nation in airline profits. But Big Al left to run Continental, and Frontier's trouble began.

Al Feldman's successor at Frontier was his Executive Vice President, Glen Ryland. Ryland came to Frontier from Aero-Jet General when Feldman was brought on board. After Feldman left, Ryland let the O'Neil family know he was leaving too. The O'Neils offered Ryland the job along with an incredible package.

Ryland turned out to be an incompetent manager. He failed in so many ways it was obvious to the most casual observer that Frontier would be doomed if corrections were not immediate. Ryland would not focus on the airline and its future viability. Rather, he believed it would continue to operate as it had in the past and he could diversify into other areas. He formed a holding company and bought other business interests. Then he decided Frontier did not need a feeder operation, so he sold the CV-580 fleet and began to run our little B-737's head to head with United and other larger carriers flying wide-body aircraft on longer-haul routes. Our horrible ordeal was just beginning.

Once upon a time in 1982 some fellows went on a fishing trip to Jackson Hole, Wyoming. Dick Ferris, Bob Crandall, Frank Lorenzo and Glen Ryland were there, only they did not go fishin.'

What they did we learned sometime later, for in July, 1983 Frontier Horizon (an alter-ego airline) was formed. Then on September 23rd, 1983 Lorenzo put Continental into bankruptcy even though he had \$800,000,000.00 plus in the bank. United had a wonderful opportunity along with Frontier to stop what would become the largest airline in the free world (Texas Air), but they didn't. Why?

The Frontier pilots offered to fly the Horizon aircraft at the same rates they were offering pilots off the street. Ryland turned us down. We offered to fly the CV-580's on a separate contract sensing the need to retain our feeder operation and have a conduit for our furloughed pilots. Again, we were turned down. Certainly, this couldn't be a labor busting tactic could it? Just because we are not paranoid doesn't mean they aren't out to get us! Right?

The Frontier pilots joined with other employee groups in a coalition. We fought hard and we eventually were able to rid ourselves of Ryland and this insidious Horizon thing. But at what cost?

Ryland hurt us in other areas too. The O'Neils had expressed interest in divesting their ownership of Frontier. The O'Neils owned around 12% of GenCorp. Gen Corp wholly owned RKO General. RKO owned 45.2% of Frontier.

Ryland attempted to personally capitalize on the O'Neil's desire to sell by making his own moves to gain control. It was the view of we employee leaders that once Ryland gained control he would then liquidate from within. Morally bad, yet economically a good idea, as Frontier was an exceptionally strong company with an excellent asset/debt ratio.

We employee leaders went to Gerry O'Neil who promptly canned Ryland and replaced him with Hank Lund. Lund's credentials were excellent with the exception he had been the president of the Frontier Horizon horror. He had been with Northwest and then with Frontier many years before replacing Ryland. Regardless, Lund soon endeared himself to the Frontier family.

While the Frontier employees had begun their quest at gaining some control over their own destiny through development of an ESOP little to nothing was accomplished with Ryland. We

were, however, able to make great progress with Lund's administration. O'Neil even indicated support initially.

We later learned what a swell guy O'Neil was. He wanted Hank Lund to posture Frontier for liquidation. Lund refused and was fired. Lund's replacement was Joe O'Gorman (O'Gorman came from Aloha after being with Air Cal, United). While Lund had become an excellent C.E.O. and had worked with the Coalition O'Gorman had to overcome a lot before the employees would trust him.

O'Gorman put on the effort and developed a credible management team. With the development of the ESOP (the Frontier ESOP would have been the first airline to have been totally owned by the employees), restructuring the airline was necessary. O'Neil had sold 25 B-737's to United along with the 5 Horizon B-727's and our 5 MD-80's. We had to replace these aircraft in order to survive.

Frank Lorenzo was buzzing around and O'Neil was considering his offers. We employees were burning the midnight oil working on every means to thwart the Lorenzo threat.

This was happening at a time when our "brothers" at United went on strike. Here was our proud little airline crashing down about us - 35 aircraft gone to United - United Pilots on strike - and Dick Ferris inviting the Frontier pilots to cross the line for \$75,000/year for Captains, \$50,000/year for First Officers.

There were over 200 United pilots who crossed the strike line initially. More than 300 UAL pilots earned the name "scab" before the 29 day strike ended.

3 Frontier pilots broke ranks. Only three Frontier Pilots (2 Captains and one First Officer) became strike breakers at a time many of the Frontier pilots were certain Frontier couldn't survive the Ryland/O'Neil destruction.

Not only did the Frontier family walk tall they kept the airline's safety record intact despite the tremendous pressure born out of the terrible uncertainty they and their family's lived with daily.

Ferris was having trouble training replacement pilots. O'Gorman requested our approval to use the Boeing 737 simulator as Frontier would get a bonus rate. We threatened ol' Joe with bodily harm if he accepted. We were totally committed to the United pilots strike. To Joe's credit he did not push the simulator proposal.

Our ESOP was approved by the Frontier Board. We employees paid a dear price to fight off Mr. Lorenzo. However, we then believed we soon would control our destiny.

Lorenzo had become enamoured with TWA. He and Carl Icahn went head-to-head. Icahn was the victor, but it cost the Frontier folks dearly. Lorenzo came back to the Frontier deal days before shareholder approval of our ESOP. Lorenzo's offer was too rich for the employees to out bid.

What would I be writing about today if only ol' Carl had kept friend Frank busy a bit longer? We looked everywhere for a

white hat.

While we felt our ESOP would be successful because O'Gorman had worked a deal with Bob Crandall and American Airlines through an alliance, we would need a buyer willing to out bid Lorenzo.

Crandall was interested. O'Gorman sent Vice-Chairman Doug Bader and myself to DFW for a 3 hour meeting with the Allied pilots. The purpose of this meeting was to see if the APA pilots would help bring a group of ALPA pilots on board with American. The meeting lasted nearly all night. It was a positive meeting. Hank Duffy, ALPA president, called from an IFALPA conference in Sweden saying he would roll out the red carpet if the Frontier pilots wanted to go with American.

The next day, a Saturday, Doug and I boarded an American 727 for Denver with good feelings about our meeting. We met Mr. and Mrs. Bob Crandall on board who were traveling to Denver for a retirement party for some American pilots. Crandall sitting next to us across the aisle, leaned over and said: "you know we have to have this deal done by Tuesday don't you?" I replied: "Yes sir! We had a good meeting with your pilot leadership, and feel there will be no problem moving forward."

That was the last we heard from Crandall. On Sunday I called O'Gorman to report on the trip and my brief conversation with Crandall. Joe then asked me to meet him in his office Monday around noon.

Monday 8:00 AM O'Gorman called to ask me to restate that which I had reported to him the day before. I restated this and then asked what was up. O'Gorman said he had been unable to contact Crandall. He felt Crandall was refusing his calls and was not returning them either.

The American deal was dead. Fred Vogel, president of APA, later informed me of a meeting called by American upper management Sunday. He said the feelings were this would be the "announcement." Nothing happened and the meeting broke up.

Speculation was that Lorenzo got to Crandall and reminded him of a few things. Things possibly like "I won't play in your back yard if you don't play in mine." American had announced big plans in the Denver market. No such plans exist today. Continental, while expanding into many back yards hasn't done so in American's two new hub operations. If this speculation is true, you can bet it wasn't done on the telephone...(ref: the conversation between Crandall and Braniff's Lawrence that caused a major public uproar a few years prior).

Meanwhile, a lot of effort was put forth looking for Mr. "White Hat," who happened to end up being PeopleExpress' Don Burr. Burr was in Monterey, California playing tennis with Jack Macatee a lawyer with Davis & Polk, a New York law firm who worked for Frontier in the past. Macatee was lamenting on the fact that poor ole Frontier was being gobbled up by Lorenzo. They discussed this and by lunch time Burr was very interested. All this happened on the Wednesday following the Saturday plane ride with Crandall. On Thursday Joe O'Gorman and two

Frontier Coalition lawyers went to Monterey to meet Burr. They hacked out a few basic points of agreement after which Burr asked to meet the leaders of the employee groups. The Employee Coalition controlled a lot of what would happen through our "Merger Agreement" developed in the ESOP program.

We met Don Burr and his following the Saturday following the Crandall plane ride. 72 hours later we walked arm-in-arm into the Frontier Board of Directors meeting in New York and pulled the deal away from Lorenzo.

The employees had offered \$19.00/share. Lorenzo offered \$21.00/share until 3:00AM the morning of the Board meeting when he upped the offer to \$22.00/share. The coalition was waiting in the Davis & Polk office through the night and learned Lorenzo had upped the "ante." We approached Burr thinking he would end up in a bidding war. Interestingly, he decided to "go for broke" and offer \$24.00 if the Frontier board would lock up the deal. The coalition agreed to beseech the board. We explained that if O'Neil and the board decided on going with Lorenzo we would go to war, but that if the board chose Burr's proposal we employees would be willing participants.

The way the employees structured the deal was based on totally democratic principles. While there were ways for the union leaders to act with autonomy, at least in the case of the pilots, it was preferential to give the employees the vote on these major issues. In fact I insisted on this approach throughout my tenure as MEC Chairman.

During the ratification process of what became known as the "October 17th Agreement," I was contacted by Frank Lorenzo.

My first conversation with Lorenzo was a secret telephone conversation held in our old friend Hank Lund's office. Along with Hank, the Vice-Chairman, Doug Bader, and the Executive Administrator, Bob Williams, and I had a lengthy conversation where Lorenzo made us an offer considerably greater than Burr's. Lorenzo asked for a meeting in person. I explained to him that we would carefully consider his proposal, but I needed to discuss this further with members of my MEC. Lorenzo offered his private home number and asked me to call him that evening. I agreed.

The MEC decided to keep all this very close to our chest as the pilots group would be extremely agitated at even the idea of our talking with Lorenzo at this point in time. It was obviously of equal importance to analyze ALL options available.

We did agree to meet Lorenzo personally if he would be willing to put his proposal in writing. He said he would give us a written proposal after we met personally.

My second conversation was equally cordial. Lorenzo was one to radiate confidence and he bet me the PeoplExpress thing would not work. He bet me a steak dinner. However, Lorenzo was still unwilling to give me a written proposal prior to any meeting in person. I had expressed concerns as to the credibility issue. Lorenzo sounded agitated and remarked that he did not "eat his employees." "That he was a family man with four small children." I mentioned that there was a rumor that he ate

his young. This was the one point in our conversation that caused the cordiality to dim substantially. I then commented that if anything was to grow out of our conversation I proposed to shoot from the hip. That he did not enjoy a good rating in the industry with respect to dealings with employees. I further explained that I would move forward if it was in the apparent best interests of the Frontier Family. I would, however, not meet personally without a proposal of his earlier guarantees in writing.

There were several other calls from Lorenzo. One even to me while in session with the Executive Board of Directors meeting with ALPA in Washington just a day or so before the Peoples ratification was to be final.

With more of a business relationship than the former management/labor adversary kind, I informed both Burr and O'Gorman of Lorenzo's overture.

Burr went through the ceiling for a while on that. Burr wanted to sic the attorney's on Lorenzo but, cooler heads prevailed. O'Gorman and I talked him out of this course of action. The employees ratified the October 17th agreement by a very high majority.

Less than a year later the PeoplExpress experiment proved a miserable failure. Burr was to the point of irrational behavior. One executive decision would be followed by something totally different. Many many things were happening which indicated our quest for "buying time" with Peoples would be short lived.

Burr announced in June of '86 that "all or part of PeoplExpress would be for sale." I promptly reached Joe O'Gorman, now a Vice-President with United asking for his help. I felt comfortable calling O'Gorman as we had developed a cordial business relationship while he was with Frontier. He was the one who authorized myself and the other coalition members to act on behalf of the company in our negotiations leading to the "October 17th Agreement." I had also called Roger Hall my counter part at United.

O'Gorman called to say he had set a secret meeting in Chicago. It would be the 25th of June, 1986 when the head of the ALEA and AFA unions would, along with myself, meet with O'Gorman and David Pringle, Vice President Human Resources, at United's hotel near the Chicago airport. It was a cordial meeting lasting a couple of hours with all feeling positive as the meeting broke up. In fact Pringle dropped the three of us off at United ALPA and AFA headquarters in his own car. We then briefed our counterparts on the meeting.

There were a few subsequent telephone exchanges to let us know things were being discussed. Then on the 9th of July Pringle called me to let me know there would be an announcement the next day that United was buying Frontier from PeoplExpress.

Jump for Joy

Soon the employee leadership, with the exception of the IAM who separated from the Coalition prior the Peoples deal, met

with United's Pringle and others who would be involved with labor negotiations. We felt we would be treated fairly such as the PanAm/United deal a year earlier... Wrong!

It was evident United would only deal with the pilots first and then expect the other unions to follow suit. It was also obvious we were about learn some new dance steps a-la Pringle. Doug Bader, MEC Vice Chairman, Skip Taylor, MEC Secretary, and I flew to Seattle for the United pilots MEC meeting. I instructed the pilots Negotiating Committee to begin the process in hopes our initial indication was just posturing on the part of Pringle.

Our initial fears proved justified as United clearly wanted the Frontier pilots to negotiate a deal based on our then current wages and then it would be up to us to convince the United pilots to accept it. In essence, we were being asked to do something illegal. We were being asked to abrogate the United pilots contract.

At that time we felt fortunate as we had developed a great relationship with the United pilots. Doug and I had several meetings with Roger Hall the United MEC chairman. Earlier, Roger had made some efforts to approach Ferris with the hope he would be interested in acquiring Frontier. We had gone to point to agree, in principle, that a future merger would be on a straight date-of-hire basis.

The next step was to put our respective MEC negotiating committees together to work in concert.

We had several meetings both jointly and severally. The United pilots many many times promised, assured, and guaranteed the Frontier pilots that what happened August 28th, 1986 could not, would not happen. But it did. Why?

Roger Hall was called on by members of the Frontier Coalition for re-confirmation of these promises. More than once the Coalition traveled to Chicago for personal meetings with Hall and Pat Friend, United AFA Chairperson. Each time we received the same answer first espoused by Pat Austin..."We might dangle you, but we won't let you drop." Doug Bader requested re-assurance on several occasions.

Randy Babbitt, Executive Administrator ALPA, worried that the United pilots were in Las Vegas gambling with the Frontier pilots money. I asked what options were available. Of course there were none, only the promise that in the end all bets would be covered by our United "brothers."

Meanwhile the two negotiating committees met on and off with Pringle and his team. There was plenty of posturing and game playing, much to the consternation of the Frontier folks. We asked Congressman Tim Wirth (later a Senator from Colo) to intercede. Tim would come to our aid many times and into the negotiations twice.

It was becoming apparent that United had structured a win-win deal for themselves and a lose-lose deal for us. Ironically, United would end up losing the Frontier assets to Continental. These Frontier Assets were acquired illegally by United. UAL paid PeopleExpress for specific FAL assets with People transfer-

ring ownership direct to United. Nothing ever flowed through Frontier. Even more ironic was the later Continental's argument, through its new subsidiary Frontier, showed United failed to bargain in good faith with the Frontier employees.

With these concerns becoming more apparent the Frontier Negotiating Committee expressed their position, as did I for the MEC, to the United MEC.

A few days prior to the FAL bankruptcy I requested ALPA president, Hank Duffy's, presence in Chicago. Duffy rearranged his schedule and met with Hall and myself for a complete briefing at which time I reiterated my concerns. I intimated I had been left dangling out a 40 story building. That I was hanging by a couple of finger nails, but that Roger Hall and the UAL ALPA negotiating committee assured me they would not let me drop. I explained that, although I had locked arms with the UAL MEC up to this point, I now disagreed with Hall's view. That unless the United pilots agreed to take United up on their last offer we could well be sacrificed.

We Frontier folks should feel confident the United pilots would not let us down. After all we among their strongest supporters during the 1985 29 day strike. Probably, we were their strongest allies.

Duffy turned to Hall and asked him for his assessment, which Hall agreed was as I had described. Hall went on to reiterate his position, that he and the MEC knew this management and that they would be there to pull me to safety at the "right time." That we might have to suffer going through a shut down of operations and possibly a bankruptcy, but that last call from Hartigan (then president of UAL) would come or Hall would make that last call himself. Believe me, if I didn't have an ulcer by then it wasn't for the lack of trying.

This meeting occurred hours before the shut down. The shuttle negotiations having failed, not for lack of effort by Tim Wirth and his aide Phil Clapp, brought the next crisis.

Burr threatened that unless the pilots struck a deal he was going to put Frontier into Chapter 11. Again, I requested Duffy's presence. Again, Duffy responded and met with Hall and myself for a lengthy briefing on our situation.

Duffy asked me to assess things from my perspective. I painted the picture of having been hanging by finger nails since he left our last meeting. Only now I was certain Hall and the UAL MEC would renege on the promises, assurances, and guarantees made to the Frontier family and I had better try to work my way to safety. I went on to say I had worked my way up to the roof-top, but the building was a blazing inferno and I would burn to death or jump. If I jumped the only thing that could save me would be someone with a net. I turned to Roger Hall and looked him square in the eye and asked, "are you going to be there with that net, Roger?" Roger did not hesitate and said he would definitely be there.

(To be continued in the next issue.)



Deaths In The FLamily

Please contact the editor with corrections, additions, suggestions and information. A deceased pilots list is carried in the FL Retired Pilots Assn. newsletter.

Agents, Clerks, Skycaps

Dave Allison, 7/11/80, age 34
 Jack Ballard, 2/12/93, age 43
 Lysle Bevans, 9/6/89, age 55
 Lloyd Bibo, Aug88, age 46
 Jim Booth, need info
 Frank Bazadier, Jul82, age 68
 Sonja Brown, 12/17/99, age 62
 Shirley Bryant, need info
 Charlie Burgess, 9/16/97, age 63
 Cliff Calcote, 6/4/91, age 49
 Lefty Carlson, need info
 Del Caudle, 2/18/92, age 56
 Jim Charbonneau, 4/4/93, age 49
 Ron Eckles, 9/6/93, age 53
 Wally Farrar, Oct98, age 65
 Gary Frogge, Aug84, age 45
 Art Garcia, need info
 Jeff Gilbert, 2/15/95, age 64
 Hank Goffart, 9/3/98, age 60
 Tom Green, 4/6/91, age 61
 Jim Greer, Early 1987, need info
 Jim Haley, need info
 Everett Hawthorne, 4/23/00, age 87
 Dean Head, 3/23/98, age 76
 Lizzie May Heinz, 3/7/72, age 65
 Jackie Hewitt, 11/13/76, age 46
 Hillary Hosman, 2/15/90, age 61
 Max Hunt, 9/10/85, age 53
 Jan Jernegan, 2/6/00, age 63
 Bill Kilian, 1976, age 31
 Dean Kirksey, 5/15/95
 Cel Landi, 4/6/00, age 61
 Dave McCall, 1992, need info
 Dolly McPhee, 8/11/98, age 70
 Al Mosley, 12/5/99, age 78
 Larry Musselman, 2/16/94, age 66
 Stan Needham, 6/8/99, age 76
 Moe Osborne, 5/22/94, age 56
 Orval "Pete" Peterson, 11/3/98, age 76
 Will Pliska, 9/7/76, age 29
 Don Plunkett, 10/10/98, age 68
 Celeste Reid, Apr81, need info
 Dave Richards, unconfirmed, need info
 Ron Rogers, 5/12/98, age 56
 Ed Rohrmann, need info

Duane Sharp, 10/29/99, age 61
 Dale Simonin, 11/26/97, age 51
 Rosanna Sima, 3/29/97, age 65
 Howard Stewart, 8/10/92, age 50
 John "J.R." Stults, 7/28/99, age 64
 Vivian Tevebaugh, 6/5/00, age 79
 Danny Thomas, 7/8/90, age 56
 Charlie Timmons, 12/3/88, age 47
 Chester Turgon, 10/30/92, age 67
 Roger Utsunomiya, 6/17/96, age 44
 Larry Vail, 1/17/00, age 60
 Gordon White, 1985/86, need info
 Doyle Willhite, 9/30/98, age 65
 Jim Zalesky, 4/15/90, age 57

Flight Attendants

Ellie Bastar, 10/14/87, need info
 Melanie Boyd, 8/8/95, age 37
 Jody Colquitt Brinkley, 5/29/99, age 65
 Janet Cupps, age 51
 Thomas Hampton, 11/6/90, age 36
 Susan Hanson, need info
 Dana Hoch, 8/23/97, age 45
 Carol Johnson, Jan71, age 23
 Elaine Langloss, need info
 Rosalind Mathews, 11/16/98, need info
 Deanna McKenna, 10/12/93, age 46
 John Montgomery, 1992, need info
 LaVonne "Petey" Peterson, 5/17/95
 Scott Ponton, 3/22/94, age 42
 Dorothy Ruth Reif, 3/12/64, age 22
 Eugene Schroeder, 1991, need info
 Lee Smart, 12/16/89, age 45
 Jeannie Mahaffey Whitlock, need info

Maintenance

Ed Allmond, 12/8/97, age 83
 Jerry Altman, 5/3/99, age 65
 Bill Buckley, 3/8/00, age 80
 Sherman Cornstubble, 11/13/99, age 74
 Bob Cruckshank, 11/27/86, age 39
 Bob Donley, 3/9/80, age 44

Dale Epperson, 11/25/82, age 34
 Wayne Gordon, 9/27/78, age 37
 Nash Guerra, 10/4/98, age 79
 Cecil Hardacker, Jul86, age 66
 Duanne Johnson, May99, age 61
 Art Krieger, 11/19/98, age 85
 Larry Larson, 9/25/94, age 81
 A.D. Laurence, 5/27/00, age 82
 Bud Matlock, 3/30/80, age 58
 Jack Mericle, 4/1/99, age 79
 Tim Norman, Dec78, age 37
 Ed Pejko, 3/18/80, age 66
 Randy Ray, 11/30/98, age 52
 Marv Schwein, 5/31/92, age 64
 Ned Shanks, 3/3/59, age 46
 Norm Talbot, 7/12/96, age 70
 Bob White, 3/20/00, age 66

Management

Bill Bates, 5/16/00, age 71
 Orvin Black, need info
 Clay Blaylock, 3/14/99, age 70
 Dave Burr, 4/9/97, age 68
 Ralph Cole, 7/20/78, age 62
 Mike Conner, 2/29/00, age 63
 Hal S. Darr, 6/21/55, age 61
 Christine M. Denning, 12/13/79, age 32
 Bob Dirksen, 11/8/87, age 52
 Donald A. Duff, Dec52
 Ed Dunaway, 12/8/99, age 62
 Al Feldman, 8/9/81, age 53
 Gene Finkelstein, 5/12/83
 Ed Gerhardt, 3/7/98, age 81
 Billy Hatfield, 7/25/00, age 68
 Don Hatfield, 1/15/96, age 62
 Bill Heath, 9/24/81, age 55
 Charles Hirsig, 1/15/45, age 34
 Doyle Johnson, 12/20/96, age 61
 Paul Jones, 4/26/97, age 72
 Keith Kahle, 7/4/97, age 87
 Buz Larkin, 7/15/93, age 60
 James McEldowney, 2/26/99, age 84
 Jim Moore, Jun99, need info
 Bud Naylor, 5/26/97, age 76
 Rocky Nelson, 3/6/51, age 46
 Pappy O'Drain, 12/4/95, age 72
 Murray Parker, 11/21/80, age 57
 Bob Pier, 5/14/95, age 69
 Floyd Rollins, need info
 Jim Shores, 7/6/84, age 60
 George Snyder, 5/11/83, age 65
 George Swonger, 11/7/76, age 60
 Sid Tolbert, 12/5/72, age 37
 Stan Trudeau, 10/29/74, age 37
 Ray Wilson, 5/11/79, age 78
 Betty Worl, 2/10/77, age 54

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Contact me for more information, or to re-live some of the Good Times!



FRONTIER EMPLOYEE COALITION

A SPECIAL LABOR DAY MESSAGE TO THE PEOPLE OF COLORADO

We have appreciated the opportunity to serve you as Denver's home-town airline—and Colorado's primary air carrier—for the past 40 years.

It has been said that "history is something we all make together." At Frontier, your support and loyalty helped us build an airline that was recognized as the finest in the world—a leader in quality service, with a record of safety unparalleled in the industry.

In a very real sense, as Denver grew Frontier grew over the years . . . from a DC-3 puddle-jumper to a major jet carrier that linked our home town to small and large cities alike across the U.S. and in two other countries. For many years, your patronage of Frontier led to a record of profitability that was once the envy of the airline industry.

You were loyal to the end, as we struggled to survive the shockwaves of deregulation and what ultimately turned out to be, for Frontier, a no-win battle for dominance of the Denver hub.

Our color will never fly again, but we hope our legacy of service and safety will stand as an inspiration for others.

For us, the Frontier spirit lives on—in the pride of our traditions, and of the efforts we made, as a family, to help our company through its financial agonies.

And in the pride of having given you—the 87 million passengers who flew with us—the very best the airline industry had to offer.

THE 4,700 MEN AND WOMEN OF THE FRONTIER AIRLINES FAMILY



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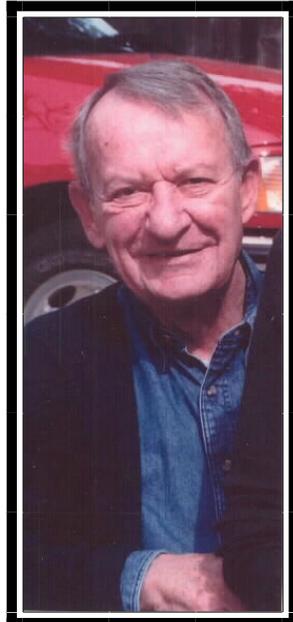


Air Line Employees
Association

Air Line Pilots
Association

Association of Flight
Attendants

Transport Workers
Union



IN MEMORIAM

Ken Coggeshall

August 14, 1932 - May 27, 2000

He was a fighter pilot in the Navy and Marine Corps before becoming a Frontier pilot. He retired in 1981 as a captain after 23 years with the company because of his battle with multiple sclerosis. As a friend commented at the Fls Club's message board after his death, "He was always a gentleman and a pleasure to be around. I saw him at quite a few of the Fls reunions in Fort Worth. He set an example for all of us on how to face adversity. I know he was admired by many." You can forget someone's name or forget their face but you never forget how someone makes you feel. In the years I knew Ken, even after his retirement, when I saw him he always brightened my day with his attitude and cheerful outlook.

CALENDAR OF EVENTS 1999

Denver Millenium Reunion
June 24

FYV-FSM Memorial PIGnic
August 26

Bash 2000 Golf Tournament
September 16 & 17

Kansas City Annual Picnic
October 7

Phoenix Annual Party
October 29

2000

Denver
June (tba)

FYV-FSM Memorial PIGnic
August (tba)

Bash 2001 Golf Tournament
September 22-23

(Let Rusty Lambert know of address changes)

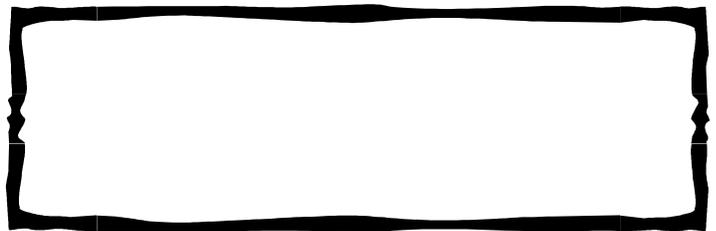
Kansas City Annual Picnic
October (tba)

Phoenix Annual Party
October (tba)

FRONTIER NEWS

A newsletter for the ex-employees, families and friends of the "old" Frontier Airlines: 1946 - 1986

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CH BCK's Jasmine of Willowridge

"Jazz" finishes!!



(CH Acreages Grand Slam x Meg Macloud of Quail Hollow)
 Another 5 point major the weekend of the August 2000 National Roving Specialty and the West Highland White Terrier Club of Greater Denver Specialty

"Jazz" joins her litter sisters CH BCK Dreamgenie v. Willowridge and CH BCK's Monkey Business - Abu plus several championship offspring of my 3 girls!

Thanks to Judge Betsy Dale for her appreciation of "Jazz"

Her win picture in Greeley is so bad, I will not let the world see it! The dog show world needs a GOOD photographer!!

Owner handled by:
 Carol P. Stillman
 797 E. Rainforest Drive
 Murray, UT 84107
 801-263-0765

Breeder/co-owned by:
 Brent C. Knudson
 BCK WESTIES
 Willowridge Westies
 WillowWestie@aol.com

The FRONTIER NEWS is published quarterly and distributed to ex-employees, friends, family and fans of the "old" Frontier Airlines which died in August, 1986. Opinions expressed in this newsletter are those of the author and not the editor or the publication. Publishing dates are October for Fall, January for Winter, April for Spring and July for Summer. Articles and photos are welcomed and subject to editing and space requirements. We cannot pay for such items but will give credit as appropriate. All submissions should deal with the "old" Frontier Airlines. Especially welcomed are stories of personal experiences with a humorous slant. All airline employees have a treasure trove of such stories. Please share them with the rest of the FLfamily. We also want to publicize ALL "old" Frontier gatherings. Be sure to notify us with details: place, date, contact and so forth. They will be published in the "Calendar Of Events".

Classifieds

Carol Stillman & Darrel Robson have generously supported the launch of this publication with paid advertisements.

Your Ad

could help pay the expenses of keeping the newsletter coming to the FLfamily.

Cost

of an ad in this space is \$5. Must be all text, not to exceed 20 words.

E-me

or drop a note with your ideas, ad/payment, submissions, notifications, and/or questions.