

FRONTIER NEWS



A newsletter for the employees, families and friends of the Old Frontier Airlines

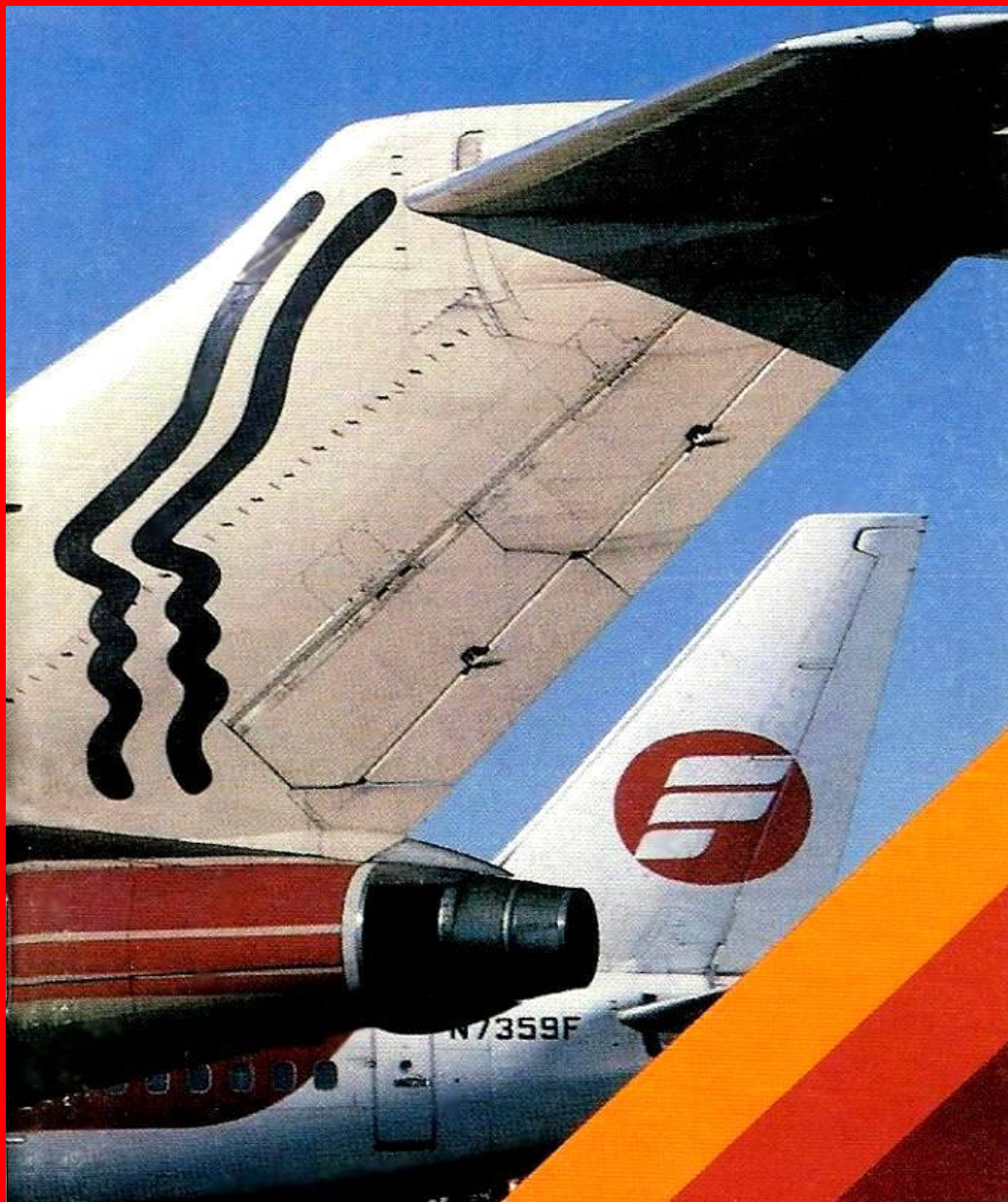
We are FLamily!

SPRING

APRIL

2016

#63



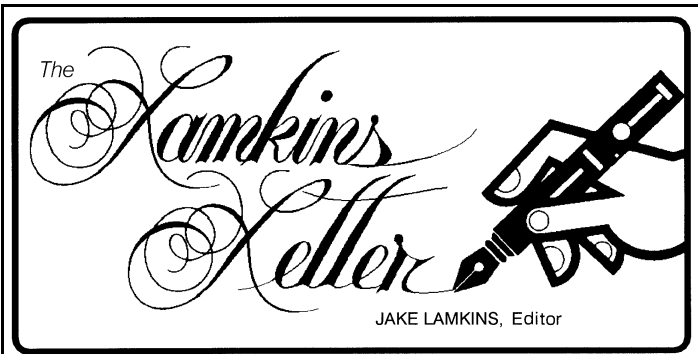
The **FRONTIER NEWS** is published quarterly and dedicated to ex-employees, friends, family and fans of the “old” Frontier Airlines which “died” on August 24, 1986 and was “buried” on May 31, 1990. It is a non-profit operation. All income goes into keeping the NEWS going. Opinions expressed in this newsletter 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 “Timetable”.

Subscriptions are \$12 per year. Some back issues are available & cost \$3 each. Enjoy the newsletter in color and free at the FL website. You can download and print a personal copy there too.

Text ads are \$5 for 20 words, \$10 for 40 words, \$15 for a business card, \$20 for 1/8th page and \$40 for a quarter page, \$100 for a full page. Mail checks to Jake Lamkins, FL NEWS, 1202 Scrimshaw Cove #4, Fayetteville, AR 72701. Thanks for your support.



Cel Landi was a DEN reservation agent and ALEA officer. Her poem on the back page brings back bitter-sweet memories. She flew west Apr 6, 2000.

I’ve been tracking the first Frontier board of directors. Most of the members have flown west. There are many interesting stories. The first group of articles are in this issue. I hope to have the remainder in the Summer issue.

NOTAM: Recently a sad story came my way. The widow of a Frontier employee contacted me for help with her husband’s pension. Since his death last year she got notice from the insurance company handling his pension that the death beneficiary was not her but his former wife whom he divorced over 30 years ago. Either he forgot to change his notice of beneficiary or the insurance company bungled it big time. Make sure your paperwork is in order and make certain your primary beneficiary knows where all the paperwork is in your files. It’s actually not a bad idea to let the secondary beneficiary know too in case something happens to both you and your primary beneficiary.

THE KANSAS CITY CV-580 CREW BASE

is a proud supporter of
**THE FRONTIER NEWS &
 OLD FRONTIER AIRLINES WEBSITE**
 at <http://OldFrontierAirlines.com>
 Jake Lamkins, Webmaster,
ExFAL@Yahoo.com
 and <http://www.KansasCityCrewBase.com>
 Capt'n Phil Stallings, Webmaster,
RedRyder35@att.net
 Check the websites for FL news,
 notices on upcoming events,
 pictures and stories from the past.

FRONTIER ON THE INTERNET

<http://OldFrontierAirlines.com>.

Visit the FL website and check out our page on Facebook. Just search for Old Frontier Airlines.

You can join the FL Club by emailing Jake at ExFAL@Yahoo.com.

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Fly Home FOR THE HOLIDAYS

SPEND MORE TIME WITH THE FAMILY . . . SPEND LESS TIME GETTING THERE



Frontier Airlines flies you in a comfortable hurry to any one of 34 key cities in the Rocky Mountain West.

AND REMEMBER—Frontier connects with *All* transcontinental airlines.

NOTE: *Holiday air travel is expected to break all records this year.*

A word to the Wise: *Make your reservations now for that holiday trip...BE SURE you're not disappointed!*



FRONTIER AIRLINES

RESERVATIONS:
Call any Frontier airlines office or your favorite travel agent.

COLORADO

GRAND JUNCTION MONTROSE GUNNISON DENVER

4 2 1

CORTEZ ALAMOSA PUEBLO

5 3 DURANGO

See Colorado

on FRONTIER AIRLINES



1 GUNNISON FISHING AREA
Frontier serves Gunnison daily. This is one of America's most famous trout fishing areas. Fish the big Gunnison River or choose from many excellent tributaries. Plenty of good resorts, hotels, and cabins available.



2 BLACK CANYON
Just 11 miles from Montrose...served daily by Frontier. One of the nation's most spectacular sights. A black gorge 3,000 ft. deep, carved out of solid granite by the Gunnison River. Frontier flies right over it!



3 DURANGO AREA
Four daily flights to Durango...in the fabulous San Juan Basin, rimmed by Colorado's most rugged mountains. Filled with excellent dude ranches, romantic ghost towns, mining camps, and fishing resorts. "The Switzerland of America."



4 GRAND MESA
Just a few miles from Grand Junction. A two-mile-high mesa covered with beautiful lakes and forests. The largest flat-topped mountain in the U.S. A fishing and camping paradise.



5 MESA VERDE NATIONAL PARK
Between Cortez and Durango. Well preserved ruins of prehistoric Cliff Dwellings built in approximately 700 A.D. These amazing palaces cling to giant cliffs on the side of a mesa rising 2,000 ft. above the Mantezuma Valley.

Reservations:
Call Frontier Airlines or any travel agency.

FRONTIER AIRLINES

**REUNIONS TIMETABLE**

*This is the information we currently have.
Coordinators of FL events; please let us know the details.
More info at <http://OldFrontierAirlines.com>*

DEN MAINTENANCE PICNIC

Tues, Jun 21, 2016 at Squires Park, 99th and Lowell Blvd., Westminster at 11:30 a.m.

Contact:

Shirley Drnovsek, 303-427-1246, WowShirleyD@aol.com

DEN MAINTENANCE CHRISTMAS PARTY

Was Nov 17, 2015 - 11:30 a.m. - 1:00 p.m.

The Country Buffet, 8685 Sheridan Blvd., Westminster, CO.

Contact:

Shirley Drnovsek, 303-427-1246, WowShirleyD@aol.com

DEN PILOTS

Luncheon, monthly, every second Tuesday, 11:30am at Mr. Panda Chinese Restaurant, 2852 S. Havana, Aurora, CO

Contact:

Bonnie Dahl, 720-747-7610, BCDahl777@gmail.com

DEN REUNION PICNIC

Sat, Aug 20, 2016, 10:30 am - 3:30 pm, \$15 admission Wings Over the Rockies Air & Space Museum

Contacts

Carolyn Boller, 303-364-3624, ckboller@comcast.net

Julie Dickman, jjdickman@gmail

Sue Lehotay, suelehotay@msn.com

Barb Monday, bandbmonday@comcast.net

DFW MECHANICS GET-TOGETHER

No info on a 2016 event

Beacon Cafe on Hicks Field near Fort Worth.

Contact

Brady White, 817-913-9313, ontopavia@aol.com

DFW PILOTS

Luncheon, every odd month, 3rd Monday, noon @ Ernies, 8206 Bedford-Euleess Road, North Richland Hills, TX

Contact:

Jim Ford, 817-268-3954, JEFord15@tx.rr.com

FYV-FSM MEMORIAL PIGNIC

Sat, Aug 27, 2016, 11 am-3pm, FSM Burford Pavillion

Contact:

Phil Green, 479-783-2981, nsbhg@att.net

Jake Lamkins, 479-879-8358, ExFAL@Yahoo.com

LNK REUNION

No info on a 2016 event.

Contact:

Gerald 'Cork' Guenther, 402-798-2102, saylor@inetnebr.com

Mike Macek, mikemacek@windstream.net

MCI FLIGHT CREW LAYOVER

Thu - Sun, Sep 15 - 18, 2016

Hampton Inn, Lees Summit, MO

Contact:

Phil Stallings, redryder35@att.net, 816-668-6294

MKC/KCK/MCI REUNION

Luncheon, third Sat of every odd month, 11:00 am

HyVee Grocery, 5330 NW 64th St., Kansas City, MO 64151

Contact:

Rose Dragen, 816-741-1995, mdragen@juno.com

PHX PICNIC

Sun, Nov 13, 2016, 10:00 am - 3:00 pm, Desert Breeze Park in Chandler.

Contact:

Cyndy Camomile, 480-831-1660, cynhoff55@yahoo.com

Ginger Treptow, 480-813-4595, Peaches85233@q.com

SLC PILOTS

Luncheon, monthly, every third Thursday,

11:30 am at Chuck Arama Buffet, 744 East 400 South, SLC

Contact:

New contact needed

SLC REUNION

No info on a 2016 event

Contacts:

Suspended pending new coordination

REUNIONS NEWS**MCI CREW REUNION ON SEP 2016**

Hey Y'all ... just a reminder that if you are planning to attend the 2016 Reunion in Kansas City on September 15, 16 and 17 ... and if you will be staying at the Hampton Inn - Lee's Summit ... it's time to make your reservations !!!

HAMPTON INN & SUITES

1751 NE Douglas Street

Lee's Summit, Mo 64086,

816-347-8600

When calling to make your room reservations please identify yourself as part of the Frontier Airlines Flight Crew Reunion 2016. The regular room night rate is \$159.00 and we have negotiated a special rate for our reunion of \$119.00 per night! For reservations please contact the Hampton Inn & Suites property directly at: 816-347-8600

We have 10 rooms blocked on September 15 and 15 blocked on September 16-17 (7 double queens and 8 kings). 4 weeks prior to our arrival on August 19, 2016 the hotel will release any room nights back into their inventory so we aren't charged attrition for not filling the space they blocked for the reunion.

I will be checking in on September 14th (Wednesday) ... for those coming in from out of town and are riding airlines in ... if you need a pick-up just let me know and I will come to get you. See you in September,

-Phil Stallings, redryder35@att.net, 816-668-6294

DEN REUNION ON AUG 20, 2016

We have booked the Wings Over the Rockies Museum for (Saturday) August 20th, 2016. 10:00 am to 3:30 pm. We are working on an event for the 19th but have not yet confirmed it.

It would be at the old FAA tower on Stapleton---which is suppose to be remodeled by June but so far it does not appear that they are working on it....so the 20th is confirmed....the 19th not yet"

-Carolyn Boller, ckboller@comcast.net, 303-364-3624

PHX REUNION ON NOV 13, 2016

Just confirming that I did make the deposit on the Ramada at Desert Breeze Park in Chandler. The Reunion will be November 13th, 2016, from 10 A M to 3 P M. This will be the last Reunion for the Phoenix Group. Hope we have a good attendance and invitations will go out later.

Take care and thanks for your great work on the FL News.

-Ginger Treptow

STEWARDESS STAFF

MAR 15, 1964 Roster

Viola Lester, Chief Stewardess
 Jimi Foster, Supervisor of Stewardess
 Training

DENVER

Hendrickson, June DCS
 Palkowski, Mary, ASST DCS
 Booth, Carrie R.
 Boyd, Barbara
 Brent, Ruth
 Brown, Beverly
 Brown, Marsha
 Brown, Nancy
 Campbell, Laurie
 Cassidy, Jill
 Chapman, Stella
 Chinnock, Martha
 Chnstonsen, Ellen
 Christensen, Sharon
 Crane, Pamela
 Dahl, Bonnie
 Davidson, Jean
 Deedman, Gayle
 Dick, Vonda
 Erickson, Martha
 Evatz, JoAnn
 Fohn, Joan
 Frandsen, Joan
 Gonzalez, Joyce
 Gouse, Mary Jo
 Green, Heidi
 Greene, Deanna
 Heinrich, Betty
 Henn, Elsie
 Hetzler, Joan
 Hines, Katherine
 Hoskins, Kathleen
 Hudak, Roberta
 Huntzinger, Linda
 Jackson, Janet
 Key, Jannamarie
 Lanphier, Mary
 Lavin, Sandra
 McCollum, Phyllis
 Means, Judy
 Mickel, Dixie
 O'Neill, Patricia
 Owen, Celia
 Panczyk, Shirley
 Peterson, LaVonne
 Poling, Carol
 Price, Arlene
 Quinn, Ellen
 Rickli, Marilyn
 Ribinson, Joy
 Romans, Mary Ann
 Ross, Rachel

Ruhnke, Ramona
 Schardt, Claudia
 Schiemann, Lydia
 Sciacca, Jeannette
 Settles, Lynn
 Snell, Joann
 Tubb, Dorothy
 Wilkinson, Linda
 Wyatt, Sharon

BILLINGS

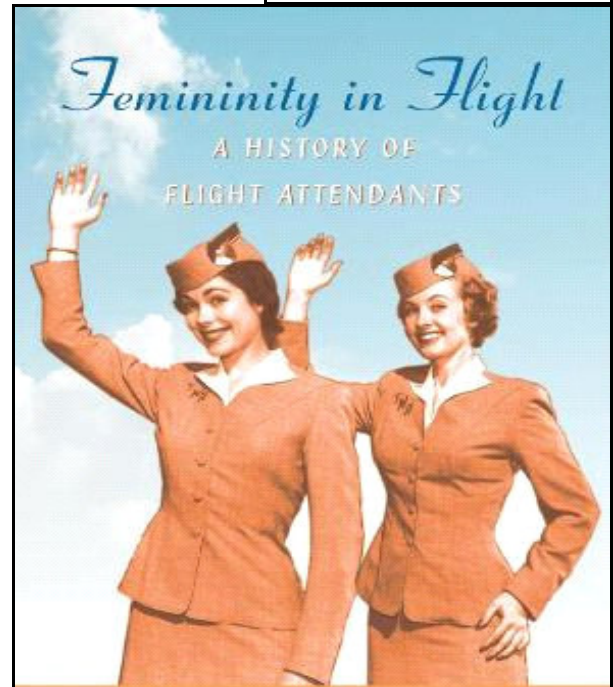
Bastar, Eleanora DCS
 Antrim, Sharon
 Bailey, Peggy
 Bornheim, Michael
 Carter, Judy
 Langston, Penni
 Schafer, Delores
 Schwartz, Kathy
 Sorenson, Bonnie
 Spieler, Darlene
 Terry, Diane

SALT LAKE CITY

Bastar, Eleanora DCS
 Anthony, Virginia
 Bach, Pauline
 Etzer, Helen
 Galiz, Frances
 Gresham, Loretta
 Gress, Kathy
 Lamping Sandra
 Lilly, Carol
 Meisinger, Marlene
 Padfield, Carol
 Rohrstaff, Patricia
 Schauerhamer, Linda
 Smith, Nadean
 Steadman, Sharon
 Van Sise, Mary

PHOENIX

Bussell, Marguerite DCS
 Adams, Dianne
 Caylor, Dotty
 Coyle, Judy
 Darby, Joyce
 Dennard, Martha
 Engel, Sharon
 Fletcher, Frances
 Gaskill, Joanne
 Hearne, Mary
 Drohmer, Darlene
 Lenkauskas, Carol
 Lubway, Donna
 McCoy, Mickey Ann
 Mudget, Terry
 Oats Julie
 Woodward, Carol
 Young, Verona



Kathleen M. Barry

A terrific book and well worth a read. The title says it all. It's available at Amazon.com, other online bookstores and your local bookstore might have a copy. Following is an excerpt from their website.

"On July 2, 1964 President Johnson signed the Civil Rights Act of 1964. Title VII of the Act barred private employers of twenty-five or more workers from discriminating against job applicants and employees on the basis of sex, race, national origin, or religion. The act, however, provided a potential loophole in the "BFOQ" clause, which allowed employers to discriminate in "those certain instances where religion, sex, or national origin is a bona fide occupational qualification reasonably necessary to the normal operation of that particular business or enterprise."

The mere fact of Title VII's existence as of mid-1964 provided an opening wedge for flight attendants to press for changes to age and marriage rules in collective bargaining. Union negotiators found airlines newly willing to cede some ground on the long-disputed issues. Some, for instance, granted six-month grace periods to stewardesses after marriage or revised age ceilings from 32 to 35. Still, many airlines remained committed to basic age and/or marital restrictions."

[-http://femininityinflight.com/](http://femininityinflight.com/)

(In retrospect, it is very ironic that the category of sex as a basis of discrimination was inserted in the bill by an opponent of the measure.

He was convinced that adding sex to the bill would cause great opposition and lead to the defeat of the entire bill. He underestimated Lyndon Johnson who was determined to have a civil rights bill.)



FRONTIER

FLights West

GONE WEST

We salute these FLriends on their final voyage.

They are not dead until we forget them.

More information at <http://OldFrontierAirlines.com>

Some years back I was doing some research in the archive book section of Brigham Young University. In reading about the old airmail pilots who flew the transcontinental mail between the years of 1918 and 1927, I came across an article explaining the term "Gone West."

As the old airmail route continued its expansion from the east coast to the west, thirty-two pilots and nine mechanics lost their lives in the line of duty. Three hundred wrecked aircraft were strewn from the Allegheny Mountains known as "The Hell Stretch," across the open plains to the Rockies, the Wasatch, the Sierras into the west coast. When a pilot was overdue, the term "Gone West" came into being.

-Tex Searle, FL pilot

DEATHS REPORTED SINCE THE WINTER 2016 ISSUE

Frank Beiser, DEN board of directors, 7/10/69, age 64, heart attack

Walt Dunn, DEN assistant treasurer, 1/11/16, age 90

Chris Brooks Fletcher, DFW credit union manager, 1/29/16, age 67

Greg Gregory, DEN cleaner, refueler, aircraft mechanic, 1/18/16, age 73, heart attack

Tom Kelly, DEN ramp supervisor, 1/6/16, age 64, multiple myeloma

Emil Levin, DEN board secretary and treasurer, need info

Fred Manning, LAR SLC DEN board of directors, 10/31/58, age 62, lung disorder

Billy Maxwell, DEN LAW MAF station agent, 1/3/16, age 59

Frank Meyer, DEN flight instructor, 1/16/16, age 87,

FRANK MEYER

1967 - 1986

FLIGHT TRAINING INSTRUCTOR

DEN

http://FAL-1.tripod.com/Frank_Meyer.html

OBITUARY: Francis William Meyer, 87, passed away on January 16, 2016 at Integris Grove General Hospital.

Francis was born August 8, 1928 to the late William and Rose (nee) Belmonte Meyer in New York City. The family moved to Massapequa Park in 1931. The Park was a new village and had an airport named Fitzmaurice Field. From the time Francis first saw an airplane, he wanted to fly. Tyler Flight Service operated a flight training school. Francis was hired as a service and wash boy and would be taught to fly.



Graduating from high school June of 1947, he enlisted in the Army Air Corps. January 1949 he applied for the USAF Aviation Cadet Pilot Training program and was assigned to Class 50C beginning June 1949. Graduating June 23, 1950, two days before the beginning of the Korean War, Francis flew 101 combat missions over North Korea, Russia and China. He also served in Germany and England.

Francis retired after 20 years of honorable service followed by 30 years as a airline pilot instructor.

Francis is survived by his wife Suzanne at their Grove Oklahoma home, their children Laurance and his wife Rita, Catherine, Michael, Jeffrey, Michael and husband Kelly, Melinda and husband Jerry, Christopher and wife Christine, Suzanne and husband Ted as well as numerous grandchildren and great grandchildren. He is also survived by his sister June Steckel, brother William, mother-in-law Dorcas Reich, sisters-in-laws Patricia Clark, Kathleen Burson and her husband Larry as well as their children.

Memorial donations can be made to the American Diabetic Association.

-<http://www.honoringmemories.com>

pneumonia

Jay Miller, DEN pilot, 2/26/16, age 76, cancer

Connie Maughan Mitchell, SLC ticket counter agent, 1/14/16, age 68

Duane Phelps, SLC GJT station manager, 12/20/15, age 85

John Stewart, DEN PHX DAL STL MCI reservations manager, 12/19/15, age 79, lung disease

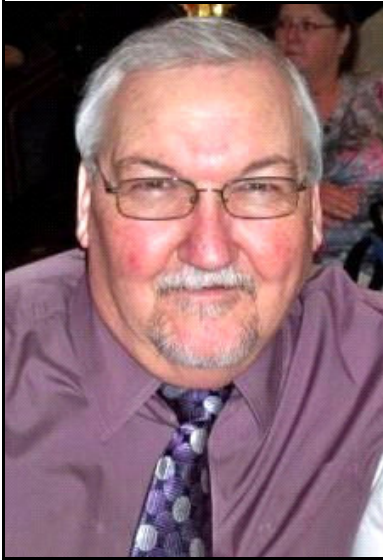
Glenn Taylor, PHX DEN board of directors, 8/2/76, age 87

Walter Walker, DEN board of directors, 10/8/56, age 73

Del Webb, PHX DEN board of directors, 7/4/74, age 75, cancer

BILLY PAT MAXWELL**1979 - 1986****RESERVATIONS AGENT, STATION AGENT
DEN LAW MAF**http://FAL-1.tripod.com/Billy_Maxwell.html

OBITUARY: Billy Patrick (Pat) Maxwell, age 59, of Big Spring, Texas, passed away on Sunday, January 3, 2016 in Big Spring, Texas.



Funeral services will be held 2:00 P.M., Thursday, January 7, 2016 at Cate-Spencer & Trent Funeral Home Chapel with Rev. Matt McGowen officiating. Burial will follow at Sweetwater Cemetery.

Family will receive friends at the funeral home on Wednesday, January 6, 2016 from 6:00-7:30 P.M..

Pat was born on March 6, 1956 in Monahans, Texas to Calvin Donald "Don" and Catherine Ann (Rutledge)

Maxwell. He was a U.S. Army veteran. He married Janet Marie May on June 10, 1977 in Sweetwater, Texas. She preceded him in death on November 20, 2006. He married Donna Gomez on October 20, 2009 in Key West, Florida.

Pat worked as a airline employee for Frontier Airlines, Delta, ASA for many years. He was also a truck driver for many years until he retired.

He is survived by his wife Donna Maxwell of Big Spring, Texas; daughter, Kacey Hefner and husband Brandon of Big Spring, Texas; brother, Ronnie Maxwell and wife June of Big Spring, Texas, sister, Cathy Williams and husband Mike of Plainview, Texas and brother, Michael Maxwell and wife Faith of Abilene, Texas, and numerous nieces and nephews.

He was preceded in death by his parents, Calvin Donald "Don" and Catherine "Ann" Maxwell, wife, Janet (May) Maxwell, and son, Jeremy Maxwell.

-<http://www.findagrave.com>

DEL WEBB**1947 - 1954****BOARD OF DIRECTORS
PHX DEN**http://FAL-1.tripod.com/Del_Webb.html

OITUARY: Del Webb, born May 17, 1899, Fresno, California, USA, died July 4, 1974, Rochester, Minnesota, USA

Delbert Eugene Webb was born on May 17, 1899 in Fresno, California, USA as Delbert Eugene Webb. He was married to Toni Ince and Hazel Church. He died on July 4, 1974 in Rochester, Minnesota, USA.

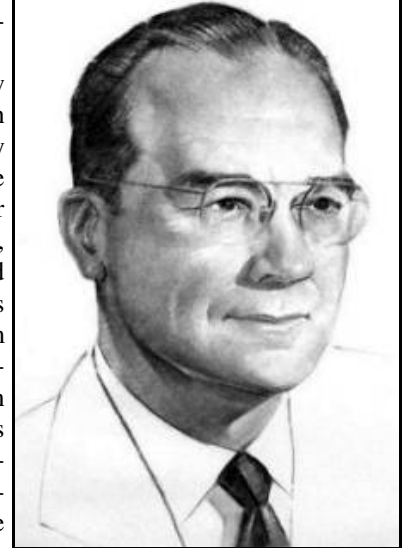
Made his fortune developing high-end hotels and retirement communities. Clients included Howard Hughes and Bugsy

Siegel, for whom he finished the Flamingo Hotel.

Purchased the New York Yankees in 1945 with Daniel Topping and Larry MacPhail, father of Lee MacPhail and grandfather of Andy MacPhail. In 1964, he and Topping (they had bought out MacPhail years earlier) sold the team William Paley and his company, CBS. Paley sold it in 1973 to a group of investors led by George M. Steinbrenner III. On the 3 August, 1962, he was on the cover of Time magazine.

-<http://www.imdb.com/name/nm2340410/bio>

(Del helped found Arizona Airways in 1946 and came on the first Frontier Airlines Board in 1950.)

**CHRIS BROOKS FLETCHER****1979 - 1986****MANAGER-CREDIT UNION
DFW**http://FAL-1.tripod.com/Chris_Brooks_Fletcher.html

OBITUARY: Christine Fletcher, 67, a loving mother, wife, sister and aunt, fell asleep in the arms of her Savior on Friday, Jan. 29, 2016. Funeral Mass: 11 a.m. Saturday, Feb. 13, at St. Joseph Roman Catholic Parish, 1927 SW Green Oaks Blvd., Arlington. Memorials: The family requests that, in lieu of flowers, contributions be made to the American Heart Association .

Christine was born April 11, 1948, in Orwell, Ohio, to Charles and Dorothy Bebout. She spent most of her professional career managing the Frontier



Federal Credit Union. Being an industrious individual in her retirement years, Christine enjoyed working for H&R Block. Harold's family loved Chris and thought she was a huge blessing to them all. She selflessly committed her life to caring for her loved ones. She had an extraordinary talent for always knowing and doing what was best for her family.

Survivors are her husband, Harold Fletcher; her son, Richard Brooks; her brother, Dean Bebout; her sister, Darlene Roland.

-<http://www.legacy.com>

GREG GREGORY**1963 - 1986****CLEANER, REFUELER, AIRCRAFT MECHANIC
DEN**http://FAL-1.tripod.com/Greg_Gregory.html

OBITUARY: William J. "Greg" Gregory, 1942 - 2016, 73, passed away on January 20, 2016 in Aurora, CO. He is survived by his daughter Laura Clevenger of Broomfield, CO; son Derek Gregory of Casper, WY; (3) grandchildren, mother Lucy Gregory of Barrington, RI and sister Susan Silvia of Seekonk, MA. Private services will be held. "Greg's family hopes that his friends will think kindly of him and say a prayer in his name."

-Denver Post

My good friend, Greg Gregory passed away a few days ago, found in his home here in Aurora.

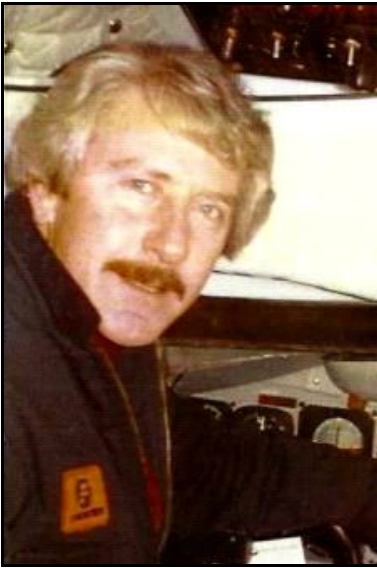
On Monday they will shut down his favorite hangout, Noonan's Sports bar at Heather ridge, Aurora, Co, for a party for Gregg. He went there almost every night for a beer or two and dinner.

I called him recently, but had not been over to visit him. This makes me feel real sad as he was a good friend of mine, since 1964, and a hella of a mechanic. He was the one that handed the refueling slip to Rick Cochran, & Capt Rocky Crane the night they crashed in the DC-3. His last words, Merry Christmas, have a good one.

-Bonnie Dahl**CONNIE MAUGHAN MITCHELL****1969 - 1986****TICKET COUNTER AGENT
SLC**http://FAL-1.tripod.com/Connie_Maughan_Mitchell.html

OBITUARY: Connie Lee Maughan Mitchell passed away Jan. 14, 2016, in Idaho Falls, Idaho, from a short illness. Connie was born in Logan, Utah, on Aug. 10, 1947, to Conway Leishman Maughan and Rula Hailstone Maughan. She attended Logan City Schools and graduated from Logan High School. She worked for Frontier Airlines and Park City Transportation.

Connie enjoyed the outdoors: camping, fishing and hunting. She was an avid gardener, growing



fruit and vegetables, which she canned in large amounts and shared generously with others. She was happiest when feeding her friends and family. She loved traveling, new experiences and made friends easily. Her zest for life, an interest in the world around her and her dry sense of humor will be greatly missed by family and friends.

Connie is survived by her daughter Natalie Byrne (Scottsdale, Arizona); three grandchildren, Blaise, Tatum and Morgan; her father Conway; aunt Roma Jenkins (Bountiful); sisters Pat Budge (Draper), Terri (Michael) Smith (Providence), Kathie (Ward) Wessels (Salt Lake City), Julie Maughan (Logan); and many nieces and nephews. She was preceded in death by her mother, Rula, and brothers Steve and Mike.

There will be no funeral at Connie's request.

-<http://www.legacy.com>**TOM KELLY****1977 - 1986****STATION AGENT, RAMP SUPERVISOR
DEN SMF**http://FAL-1.tripod.com/Tom_Kelly.html

OBITUARY: Thomas James Kelly (June 20, 1951 - January 6, 2016) age 64, died January 6th with his loving wife, Diane, by his side.

Born in Denver, Colorado on June 20, 1951, he is survived by his wife of 24 years, Diane, children Dillon, Ian, Cory (Will) & Kevin, 3 grandchildren; parents Jim & Rita Kelly, siblings Mike (Claudette), Pat (Kathy), Susie (John) and Dan (Lisa). Tom was preceded in death by his sister, Barbi Kelly Tynan.

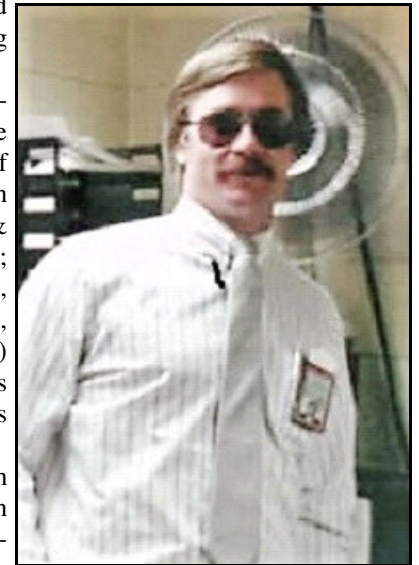
Tom graduated from Mullen High School in 1969 and attended the University of Texas at El Paso on a football scholarship. He returned to Denver after college where he began his successful career in the airline industry with Frontier Airlines almost 40 years ago.

Tom relocated back to Denver with United Airlines in 2014 as a Director. Prior to returning to Denver he led operations for Continental/United in key cities including New Orleans, Los Angeles, Newark and Houston.

His love and respect for customers and his coworkers has been witnessed through the enormous outpouring of well wishes and appreciation for Tom throughout his courageous 14 year battle against Multiple Myeloma.

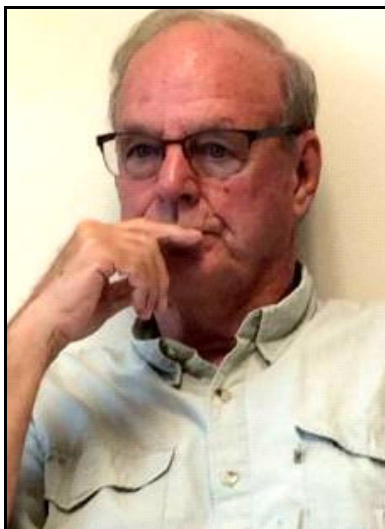
Tom was a loving husband and a dedicated father who found great joy in following his kids in their academic and sports activities.

A Funeral Mass for Tom will be held at Church of the Risen Christ on January 11th at 2:00 p.m. There will be a reception following the Mass at Brooklyns-Pepsi Center.

-<http://www.apollofunerals.com/notices/Thomas-Kelly>

JAY MILLER**1966 - 1983****PILOT
DEN**http://FAL-1.tripod.com/Jay_Miller.html

OBITUARY: H. Jay Miller of Islamorada died in the early morning of February 26, 2016, unable to overcome this third bout with cancer. He was born in Pittsburgh, PA in 1939.



Jay is survived by his beloved wife, Suzanne Spence Miller, a son Chris Miller and daughter Jenny Newell (Rick), both of Norman, OK, sons Brian Cone (Denise) of Islamorada and Eric Cone of Richmond, VA; grandchildren Maci, Nathan and Dilan Miller; Kyla Newell; William, Tyler, Riley, Andy Cone; brothers Sterling Miller and

Jeffrey Miller and sister Audrey Easter. He was predeceased by his parents, Harry J. and Audrey Miller.

Jay met Sue when her mother played cupid. They were married on Islamorada's beach on December 12, 1981 and enjoyed entertaining friends and family at their dream home of 35 years on the corner of a canal and the Atlantic Ocean.

Jay served four years in the Air Force. A family joke described Jay as having done "everything." While a pilot with Frontier Airlines, Jay was active in the Air Line Pilots Association (ALPA), frequently assigned the responsibility of lobbying Members of Congress to advocate for ALPA's 52,000 pilots at U.S. and Canadian airlines, focusing on airline safety, security, and other interests of his fellow pilots.

Following his retirement from Frontier Airlines, Jay and Sue opened their own real estate company in Islamorada, which they operated for 20 years before their final retirement in 2001.

Services will be private.

-Sent by Sue Miller

EMIL LEVIN**1946 - 1958****BOARD OF DIRECTORS SECRETARY - TREASURER
DEN**http://FAL-1.tripod.com/Emil_Levin.html

Not much personal info on Emil but he came to Monarch with Hal Darr in 1946. Both were bankers in Chicago and Emil was also an attorney.

Ray Wilson lost control of his company at that time and became a vice-president for the remainder of his time at Frontier.

Emil handled the sale of the company to Bud Maytag in Apr 1958. A census item notes his birth about 1902. Nothing could be found about his death. Nearly all the results at Google.com involved law cases in which he was involved.

Greg Stearn's history of Frontier mentions the Levin - Maytag connection on pages 87 - 88. Still need a photo and obituary

for Emil.

-Jake Lamkins

In 1958, L. B. (Bud) Maytag, Jr., heir to the Maytag washing machine family, bought controlling stock from Emil Levin, a Chicago industrialist, at the age of 31. C. A. Myhre resigned his post as president in January of 1959 and Maytag assumed the job. But by 1962, the Goldfield Corporation bought Maytag's majority Frontier shares and Lewis W. Dymond became president. The Goldfield Corporation then sold controlling stock to RKO General, Inc. in 1964 for more than \$6.5 million.

-http://eadsrv.denverlibrary.org

Industrialist Louis B. Maytag, Jr., purchased 66 per cent interest Saturday, and gained control of Frontier Airlines, the largest "local carrier" airline in the United States. The 31-year-old Colorado Springs man purchased controlling interest from a Chicago group, headed by Emil Levin. Announcement of the sale was made at Denver's Stapleton Airfield after a meeting of the Frontier board of directors. No purchase price was reported.

-The Provo Daily Herald on April 20, 1958

DUANE PHELPS**1949 - 1985****STATION AGENT, STEWARD, STATION MANAGER
ALS LAR RIW SLC GJT**http://FAL-1.tripod.com/Duane_Phelps.html

OBITUARY: Harold Duane Phelps, 85, Grand Junction, died Dec. 20, 2015, at HopeWest and Hospice Care Center.

Mr. Phelps was a manager at Frontier Airlines.

Survivors include one son, Brad of Cedar City, Utah; one daughter, Kimberly Phelps Bradshaw of Layton, Utah; two grandchildren; and two great-grandchildren.

Memorial contributions to HopeWest, 3090B N. 12th St., Grand Junction 81506.

To send flowers to the family of Harold Duane Phelps please visit our Sympathy Store.

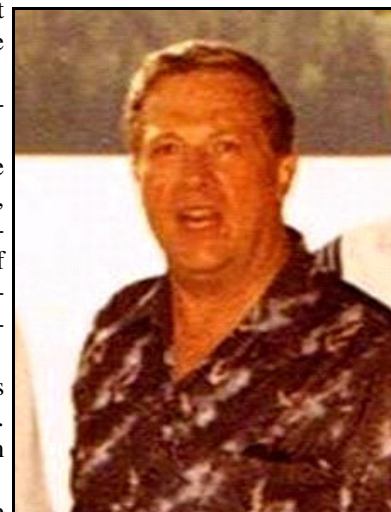
-http://www.callahan-edfast.com/

It was a privilege to know you Duane. I was always glad when we had to attend manager meetings together. No one could lift a person's spirits like you. The minute you entered the room everyone was instantly in a better mood. I sometimes thought that you and I should have taken our comedy routine on the road.

I remember when we had a meeting in Kalispell in 1981. We went to dinner and I was at one end of the table and you were at the other end. You told a joke then I told one. You told a joke then I told another. This went on all night and we had the entire table laughing so hard they were crying. I don't think we had much to eat. We were too busy entertaining.

I also remember how great it was to have you attend my and Dian's wedding at Swan Lake. You were a great friend. I wish we could have spent more time together. Rest in peace.

-Tom Schmidt



JOHN STEWART**1960 - 1983****STATION AGENT, RESERVATION MANAGER
CYS DEN PHX DFW STL MCI**http://FAL-1.tripod.com/John_Stewart.html

OBITUARY: John David Stewart, March 30, 1936 - December 19, 2015, 79, passed peacefully at NorthCard Hospice House. Services are being arranged. Fond memories and words of comfort may be shared at www.CashattFamilyFunerals.com



I am sorry to inform you that John Stewart went to his heavenly home on Dec 19 at North Kansas City hospital. He had lung problems and it finally won.

He was in hospices house and his family was with him. I will miss him - he was a special man.

-Jean Stewart (his wife)

Here it is time to renew my subscription - it seems like it rolls around faster every year. I enjoy reading the newsletter and sad when I read about the friends and co-workers that have gone west. I often think about some of the good times I had in my 23 years of working for Frontier.

When I have read some of the stories about the DC-3s, I recall an aircraft that we had in the early years, it belonged to the Denver Bears Minor league baseball team. I think we furnished the crew and sometimes flew it on our routes.

-John D Stewart (11/15/10)

WALT DUNN**1961 - 1963****ASSISTANT TREASURER
DEN**http://FAL-1.tripod.com/Walt_Dunn.html

OBITUARY: R. Walter "Walt" Dunn, 90, of Vero Beach, passed away on January 11, 2016 at VNA Hospice House. Born



December 11, 1925 to Eleanor and Roland Dunn in Denver, CO, he was the eldest of 4 children.

On his 18th birthday, he enlisted in the Army Air Corp and served until the end of WWII. After he went on to attend and graduate from the University of Colorado, and then went on to pass the CPA exam in Colorado.

After graduation, he worked for an accounting firm in Denver, Husky Oil Company in Cody, WY and Frontier

Airlines in Denver, CO.

In 1963 he moved to Miami where he worked as the Controller for National Airlines, and was promoted to Treasurer and Financial Vice President of National Airlines. He retired in 1979 after PanAm merged with National Airlines.

Predeceased by his brother Norman Dunn and his sister, Eleanor Dunn and is survived by his loving wife of 37 years, Sara "Sally" Dunn of Vero Beach; son, Randall Dunn of Houston, TX; daughter, Debra (Bruce) Shambaugh of Carpenter, WY; step-son, Michael (Christine) Greenman of Miami, FL and step-daughter, Christine Marchetti of Miami, FL; grandchildren, Christian (Jennifer) Dunn, Trisha Dunn, Jon Dunn, Cody (Shannon) Dynes, Olivia (Andrew) Quasada and Madison Marchetti; great grandchildren, Brianna Dunn, Vance Dunn and Julianne Quasada; sister, Elaine and (Larry) Coughlin of Brush, CO.

A Memorial Service will take place at 11:00 AM, Saturday, January 16, 2016 at Westminster Presbyterian Church, 2555 58th Avenue, Vero Beach, FL. 32966. In lieu of flowers, contributions may be made to Westminster Presbyterian Church or Dogs for Life Inc, 1230 16th Avenue, Vero Beach, FL 32960.

-http://www.legacy.com/

FRED MANNING**1945 - 1952****BOARD OF DIRECTORS
LAR SLC DEN**http://FAL-1.tripod.com/Fred_Manning.html

OBITUARY: Fred M. Manning Sr., a prominent oilman in the West for many years, died in a Los Angeles hospital Friday of a lung disorder. Manning, 62, had been in poor health several years.

-The Independent - 11/1/58

Hirsig's interests in Summit Airways were purchased by the Wyoming oil man, Fred Manning. George Forbes, President of the 1st National Bank of Laramie became the new president of Summit Airways and Fred Rice, Laramie realtor, was a vice president of the company.

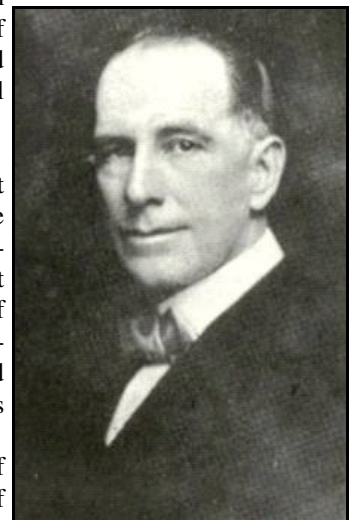
Later George Snyder, Jr. of Salt Lake City and President of Challenger Airlines, Inc. purchased controlling interests in Summit Airways.

The name of the company was changed from Summit Airways to Challenger Airlines, based in Salt Lake City, Utah which began scheduled operations May 3, 1947.

-Ed Gerhardt's history of Frontier Airlines

Fred M. Manning was an American oil developer. Manning was born in Henrietta, Texas. He founded an oil drilling company in Fort Worth, Texas in 1925, and moved his family to Denver in 1930. Manning is credited with discovering the biggest oil field in Oklahoma, and, later in life, as founder of Coastal Drilling, Co. in California, of large finds in the Kettleman North Dome Oil Field.

-http://america.pink/fred-manning_1616791.html



WALTER WALKER**1950 - 1956****BOARD OF DIRECTORS****DEN**http://FAL-1.tripod.com/Walter_Walker.html

OBITUARY: Walter Walker, prominent Democrat and publisher of the Grand Junction Daily Sentinel for 45 years, died late Monday of a heart ailment.



The 73-year-old publisher was taken to St. Mary's Hospital Saturday after a heart attack. He died at 4:30 pm. Monday.

His long career as a publisher saw him active in Democratic politics on both the state and national level. Although he never ran for public office, he served in the U.S. Senate briefly, being appointed to fill the vacancy caused by the death of

Sen. Charles W. Waterman in 1932.

He was a Colorado delegate to Democratic national conventions several times, and in 1936 helped draft the Democratic platform.

The Kentucky-born newspaperman began work on the Daily Sentinel in 1905, and became publisher in 1911. His son, Preston Walker, is general manager of the paper.

Other survivors include his widow; a sister. Mrs. Estelle Reese; and two brothers. Noel Walker of Fruita, Colo., and Hickman Walker of Denver.

The family did not announce funeral plans immediately.

-The Deseret News, Oct 9, 1956

FRANK BEISER**1946 - 1951****BOARD OF DIRECTORS****DEN**http://FAL-1.tripod.com/Frank_Beiser.html

OBITUARY: Frank D. Beiser, a onetime flying school operator who became a City of Tucson and Pima County government official, died of a heart attack in the office of Pima County Supervisor James Murphy yesterday.

Beiser, 64, was post auditor for the City of Tucson from 1966 until last week when he resigned to become executive coordinator for the Tucson Urban Area Regional Reviewing Committee

Beiser also planned continue his seven years work with the Pima County Planning and Zoning Commission to which he was elected chairman in June.

Beiser moved from Chicago to Tucson in 1951 when he became owner and operator of Beiser Aircraft Corp. until 1960.

-http://azcentral.newspapers.com

Frank was another one of Hal Darr's Chicago friends. He left the Frontier Airlines Board in 1951 when Darr sent him to Tucson AZ to take over Darr Aero Tech and run the re-opened Marana Air Base.

MORE GONE WEST

Frank named one of his sons Harold Darr Beiser who is a well known USA TODAY photographer and has a website at <http://hdarr.com/>

-Jake Lamkins

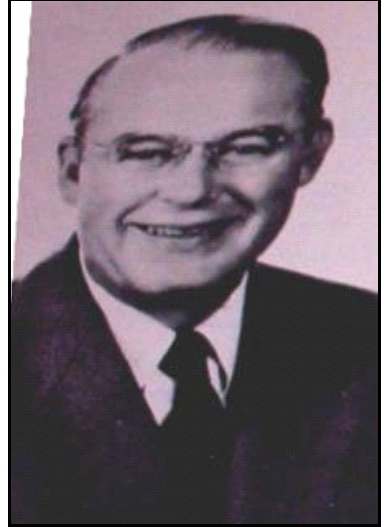
In WWII, what's now Pinal Air Park was the Marana Basic Flying School for cadets training to become pilots.

Pinal County took over in 1948, leasing the property to various tenants.

With the Korean War in full swing, the old air base was reactivated in 1951 by Darr Aero Tech. Beiser Aviation Corp. assumed the lease after Darr founder Hal Darr died in 1956.

In 1961, it all became Marana Air Park, which was sold in 1966 to Intermountain Aviation. Evergreen bought Intermountain in 1975 and took over the air park lease two years later.

-http://tucson.com/lifestyles

**GLENN TAYLOR****1946 - 1953?****BOARD OF DIRECTORS****PHX DEN**http://FAL-1.tripod.com/Glenn_Taylor.html

OBITUARY: Services for Glenn Canfield Taylor, 87, who had been senior vice president of the Valley National Bank's commercial loan department, will be at 11 a.m. today in Trinity Episcopal Cathedral, 100 W. Roosevelt.

Mr. Taylor, 109 E. Palm Lane, who died Monday in his home was on the lay advisory board of St. Joseph's Hospital, and the board of trustees of St. Luke's Hospital. Survivors of Mr. Taylor, who lived in Phoenix since 1922, include children, Phoenix Mayor Margaret T. Hance, Dorothy Heitel and Glenn Clark Taylor: a brother; and eight grandchildren. The family suggests contributions to St. Joseph and St. Luke hospitals.

Glenn C. Taylor's death removes one of Phoenix' most effective civic leaders from the scene. Glenn had been ill for several years, a recluse in an apartment close to the heart of the city he helped build. But the institutions he helped have continued to grow. First among them, of course, was the Valley National Bank. He was the head of its commercial loan department for years.

But it was in the field of public service, that Taylor really left his mark. He contributed to the development of Phoenix as a major health center by helping to organize Blue Cross of Arizona and by serving for 21 years on the lay advisory board of St. Joseph's Hospital. He was the first chairman and a longtime member of the Phoenix Planning and Zoning Commission, treasurer of the Episcopal Mission District of Arizona, and a member of the board of trustees of St. Luke's Hospital.

-Arizona Republic, Wednesday, August 4, 1976

(Glenn was Arizona Airways' man at the bank from at least 1946. I'm not sure if he was on the AZ board but he was heavily involved in AZ's development and came to the Frontier board upon the 1950 merger.)

A FRONTIER DC-3 IN 'NAM

I got an interesting email from an anonymous FLan. "Was looking at your Frontier tail number list and something came back to me. Probably nobody is interested - but one day in 1966 I was marshalling some incoming civilian transports at Cam Ranh Bay air base in Vietnam when I noticed a white DC-3 (or C-47 or whatever) with no name painted on it. I dropped open the passenger door and noticed the word Frontier there on the steps. I've always harbored some interest in Frontier so I looked around more closely and under the thin white paint job, the old Frontier paint scheme was visible. I made the co-pilot, who was oriental, sign for gas so I probably knew who was operating the aircraft at the time but, if so, I don't remember now."

-Jake Lamkins

That is an interesting little tid bit. Too bad no one had a camera or took a picture. That would have been pretty neat.

-Ken Edmondson

Air America? :)

-Gary Wingert

He didn't have the a/c number but it may have been changed by then anyway. So, maybe FL got into the CIA game.

-Jake Lamkins

I would expect that was a Continental Air Services DC-3. There were quite a few DC-3's operated by a number of civilian transport contractors. I was based out of Ponchetong Air Base, Cambodia and flew AT-28D's and Convair C-131's in 1971-1972. I saw a lot of DC-3 and DC-4 aircraft get shot up a lot, but they'd patch 'em up and keep going. Fortunately for me, the C-131 had the power to get above the small arms fire within the airport perimeter at the airfields we operated into (Thailand, Laos, S Vietnam and Cambodia).

Your posting makes me wonder how many of the ol' FAL '3's ended up over there. FAL flew them until 1969 as I recall. So the one in question must have been an early release.

-Billy Walker

I wondered the same thing but it would be impossible to track the aircraft. I was never in Vietnam but flew over it in 1963 to/from Korat RTAFB, Thailand during SEATO maneuvers when Kennedy was pressuring Khrushchev for the Nuclear

Test Ban Treaty.

I got out of the USAF two weeks before the 1964 Gulf of Tonkin incident. Worried for months I would be recalled. In the USAF Reserve til Feb 1967 but never happened.

-Jake Lamkins

I was in Vietnam and Cambodia for about a month two years ago. They were amazing places. Lots of American bases still there in use for civilian uses. Went to Sapa in the north, along the Chinese border where the Hmong are still looked down on for assisting the yanks. Hanoi was crazy busy where crossing the street was an act of courage. All the forests along the Ho Chi Minh Trail have been replanted in perfect rows after Agent Orange. You can still see bomb craters everywhere. Coming into Siem Reap, Cambodia there were dozens of them filled with water and planted with rice. I recommend going there but using a guide.

-Marvin Floyd

Wow! This a bit of history I am writing about in my book. I was one of two FL flight attendants (That I know of) in 1971-72 who volunteered to fly troops into Cam Ranh Bay during the Vietnam War, then got the injured to either Guam or Tokyo, and brought the deceased back to the states. We signed up as government contractors under a short program offered by the government. The air craft we flew in on were mostly Continental, sometimes big Charlies. The person is correct the aircraft were leased by the government and the insignia was painted over. The pilots were American Service Pilots, Navy or Air Force, sometimes Marines. To my knowledge there was never any DC-3's used in Vietnam. But, one of our aircraft could have ended up being bought by Asian Air? This person speaks of the time being in 1966, this was way before I got involved with the transporting of troops. As Vietnam was falling to the North several aircraft was abandoned at Cam Ranh Bay, the airport was abandoned by the South leaving an immense amount of equipment abandoned. Interesting!

PTSD--I got triggered by the memory of cheap white paint covering insignias on aircraft and go off on a tangent about something entirely different than what you are looking for! Sorry!

One of FL's old aircraft could have ended up in Vietnam



being flown by a civilian Asian airline! Vietnam is not a big country, a DC-3 would have served it well.

-Pamella Frank Corvelli

The C-47 simulation on the opposite page was found online with no info on why the number 994 was used. Frontier had a DC-3/C-47 numbered N-4994E, named Sunliner Missouri. It had an accident in GUP and DEN station agent Ted Gregg reports what happened on page 58 in his book "Frontier Days": "In the summer of 1966 the airline experienced an accident with one of their aging DC-3s. On the afternoon of July 27th, flight 188 departed Phoenix, enroute to Albuquerque. The first two legs of this flight were uneventful.

The plane departed Gallop, New Mexiso about 4:00 pm and was within three quarters of a mile from the end of the runway before dropping back to the ground. The aircraft sheared off its main landing gear, damaged both wings and engines. There was a minor flash fire in the right engine. Minor injuries were sustained by the crew and thirteen passengers. There were no fatalities."

The NTSB Accident Description read

Date: 27 JUL 1966, Time: 14.53, Type: Douglas DC-3

Operator: Frontier Airlines, Registration: N4994E

Msn / C/n: 12442, Year built: 1944

Crew: 0 fatalities / 3 on board

Passengers: 0 fatalities / 13 on board

Total: 0 fatalities / 16 on board, Airplane damage: Written off

Location: Gallup, NM (USA)

Phase: Take-off, Nature: Scheduled Passenger

Departure airport: Gallup, NM

Destination airport: Albuquerque, NM

Remarks: Swerved off the runway and ended up in a ditch.

PROBABLE CAUSE: 1) Co-pilot - improper operation of brakes and/or flight controls; 2) Pilot-in-command - failed to maintain directional control, failed to abort takeoff, and inadequate supervision of flight.

per <http://aviation-safety.net/database/1966/660727-0.htm>

We will never know what happened! Was our Sunliner Missouri repaired and sent to Vietnam? Was it parted out and the door ended up on another aircraft in Vietnam? We can only wonder.

-Jake Lamkins

FRONTIER EMPLOYEES NEWS

Jun 1983 FL News

In Memoriam

Gene Finkelstein, director of advertising and sales promotion for Frontier Airlines, died May 12 in Denver.

An advertising executive for 28 years, Finkelstein came to Frontier in 1978 from the Neusteters Fashion Store in Denver, where he served as vice president of advertising, sales promotion and special events.

Before joining Neusteters he held advertising posts with department and specialty stores in New York, Ohio and Michigan.

Finkelstein was a graduate of New York Community College, holding a degree in advertising and graphic arts.

Those who wish to make contributions are directed to the Listen Foundation for Hearing, 2525 S.Downing, Denver, 80210 or the National Asthma Center, 3800 E. Colfax Ave., Denver,

80206.

Appointments

Frontier Airlines

John Ahlquist — Vice President, field services

Jon Bickford — Director, pilot scheduling

Don Brady — Director, special projects, maintenance

Karen Cowgill — Supervisor, flight service

Jim Dawson — City manager, Pasco

Chuck Demoney — Senior vice president, marketing

Gary Dumas — Director, revenue accounting

Ed Dunaway — Vice President, marketing services

Joe Eichhorn — Systems planning, telecommunications

Ray Engstrom — City manager, Springfield

Pete Fox — City manager, Eugene

John Friess — City manager, Winnipeg

Pete Gray — Deputy director, field marketing, West

Maggi Hanson — Director, flight attendant services

Dan Hersh — Senior Director, market planning

Roger Heubner — City manager, Missoula

Robert Johnson — City manager, Farmington

James L. Kolstad — Senior Director, Communicatons and Public Affairs

Al Leighton-Floyd — City manager, Sioux City

Kent Lewis — City manager, San Diego

Carol Luther — Manager, public affairs

Birddella McKenna — Manager, pilot scheduling planning

Tom Rowe — City manager, North Platte

Bob Sims — City manager, Columbus

Jack Smith — Supervisor, flight service

Raymond Smith — Manager, aircraft appearance, Denver

Keith Taylor — City manager, Indianapolis

Wes Te Winkle — Assistant regional director, flight operations

Ron Thornton — General manager, sales

Nancy White — Supervisor, flight service

Jim Wurtele — City manager, Portland

Bob Ziegler — City manager, Detroit

Frontier Services

Jim Brice — Director, ground transportation and tours

Ed Greenfield — Director, travel and training services

Greg Smith — Manager, ground transportation center, Boulder

Paul Varady — Manager, ground transportation center, Fort Collins

Frontier Holdings

Roy Rawls — Vice President, financial planning and development

William D. Wayne — Additionally named Chief Operating Officer

Retirements

Larry Doud — Aircraft technician, Denver, Jan. 14, 26 years of service.

Merle A. Ferguson — Aircraft technician, Denver, Feb. 25, 15 years of service.

Henry 'Hank' Lux — Captain, Feb 19, 32 years of service.

William D. Reynolds — Aircraft technician, Denver, Jan. 4, 27 years of service.

Ora A. Somers — Aircraft technician, Denver, Jan. 7, 27 years of service.

W. S. Vance — Captain. March 10, 28 years of service

GONE WEST AGENTS, CLERKS, CLERICAL

Phil Achey, MTJ RKS SEA station agent, 6/17/13, age 55, accident at work
 Don Adams, TUL station agent, 12/8/99, age 62
 Don Adey, MKC OMA ABQ HOU station agent, ticket counter agent, 3/10/96, age 62, cancer
 Fred Aerni, HYS OMA DEN station agent, 7/7/14, age 78, pulmonary fibrosis
 Marlen Agena, LNK station agent, 5/25/06, age 67
 Harold Akens, DEN crew scheduler, 10/9/04, age 58, heart disease
 Walt Albany, station agent, 10/31/88, age 73
 June Aldrich, DEN executive secretary, 7/23/14, age 84
 Karen Allen, STL ticket counter agent, 10/28/76, age 29, during childbirth
 Kerry Allen, SAD FLG STK MKC CYS station agent, station manager, 8/18/13, age 78, cancer
 Virgil Allen, RIW station agent, 5/2/06, age 80
 Dave Allison, LAW DFW station agent, 7/11/80, age 34, motorcycle wreck
 Margaret Allspach, DEN secretary, 10/25/06, age 88
 Bob Anderson, CYS station manager, 12/3/65, age 42, heart attack
 Don Anderton, SLC senior ticket counter agent, 8/8/12, age 80, cancer
 Wilma Herlacher Antos, DEN senior accounting clerk, 4/29/05, age 84
 Tony Aragon, DTW SCK station agent, 12/5/12, age 61, cancer
 Don Armstrong, RIW RKS BIL OMA SLC station agent, 10/1/13, age 88, pneumonia
 Jim Ashley, LNK senior station agent, 6/6/95, age 65
 Zeke Atwood, BIL senior station agent, 4/11/09, age 80, cancer
 Marguerite Bagley, DEN reservations agent, 5/26/04, age 76
 Jerry Baker, PUB DEN station agent, 8/28/14, age 65
 Elsie Ballard, DEN clerk, 5/5/00, age 94
 Jack Ballard, LAW DEN MAF station agent, 2/12/93, age 44, heart attack
 Roger Ballast, DEN station agent, 5/7/07, age 70, cancer
 Jerry Baltz, DAL STL station agent, 3/25/07, age 65
 Eileen Barker, DEN clerk, 3/5/02, age 78
 Hub Barker, DUC OKC station agent & manager, 9/15/92, age 62
 Roger Barks, TUS station agent, 7/11/93, age 52
 Burt Barnes, FLG station agent, 12/30/90, age 65
 Bob Barrett, MKC DFW OMA station agent, 3/28/09, age 68
 Patrick Barry, DEN reservations agent, 9/24/90, age 46
 Ellie Bastar, DEN flight attendant, crew scheduler, 10/14/87, age 63, hit & run
 Margaret Goodman Battles, DEN reservations agent, 3/16/15, age 91
 Jerry Bauer, LBF LNK senior station agent, 5/18/14, age 73
 Marge Bayliss, Need info, 4/13/07, age 66, pancreatic cancer
 Frank Bazadier, MCI skycap, Jul82, age 68
 Al Beek, CDR BFF COS station agent, 12/18/89, age 68
 Lamar Belnap, PUC SVC station manager, 12/21/11, age 85
 Foy Belvin, DEN OKC station agent, 6/12/05, age 64
 Les Belyea, BZN station agent, 10/22/01, age 65, heart failure
 Jim Beu, DEN maintenance scheduler, 8/11/00, age 87

Lysle Bevans, PUB station agent, 9/6/89, age 55
 Lloyd Bibo, DEN FCA station agent, 8/20/88, age 45, heart attack
 Dottie Bingham, DEN accounting clerk, 10/7/07, age 61
 Elvin Black, MHK station manager, 4/26/89, age 70
 Harry Black, DRO station agent, 7/14/04, age 78
 Eldon Blake, EAR DEN station agent, 9/24/07, age 57, cancer
 John Blake, MCK GRI PDX station agent, 6/18/06, age 63, cancer
 Don Blanford, PHX station agent, 11/1/90, age 78
 Norm Blank, RAP OLU station agent, 6/16/10, age 71, COPD
 Norm Blum, SLC ticket counter agent, 5/18/06, age 82
 Phil Bolt, DEN station agent, 4/25/02, age 73
 Billy Bonds, GJT DEN station agent, 1/6/15, age 67
 Dan Boone, DEN GEG senior station agent, 2/22/12, age 72
 Jim Booth, DEN JAC RNO station agent, 6/12/82, age 35, cancer
 Gordon Bost, SLC station agent, 11/7/00, age 75
 Leroy Bowman, DEN SNY STL station agent, 1/15/05, age 59, diabetes
 Mary Bradford, DEN accounting clerk, 4/28/75, need more info
 Sonja Brown, DEN accounting clerk, 12/17/99, age 62
 Sue Brown, FSM reservations agent, 4/10/14, age 79
 Ollie Brunz, BIL MSO station agent, 2/11/14, age 87
 Shirlye Bryan, DEN reservations agent, 3/17/99, age 72
 Dean Buethe, SLC senior station agent, 4/2/14, age 77
 Mike Bumstead, DEN MKE ticket counter agent and CSR-InFlight, 3/2/92, age 49
 Martin Bunjes, DEN mail clerk, 2/13/90, age 76
 Ann Bunn, DEN reservations agent & ticket counter agent, 1/14/10, age 77, pancreatic cancer
 Charlie Burgess, DAL DFW station agent, 11/26/95, age 53
 Dale Burns, MKC MCI senior station agent, 7/2/08, age 71
 John Burrows, TUS station agent, 4/12/12, age 73
 Gary Burson, BFF DEN MHK LAW station agent, SATO, 9/9/93, age 53
 Marg Bussell, flight attendant, ticket counter agent, 11/18/10, 78 years old, heart attack
 Unave Bussell, DEN secretary, 4/10/92, age 71
 Gayle Bussinger, MLS station agent, 3/12/64, age 27, DC-3 crash at MLS
 Jim Butler, TUS PHX station manager, LAS station agent, 3/19/06, age 85
 Loren Butterfield, EAR station agent, 7/10/05, age 72
 Ken Byers, LNK station agent, 4/16/12, age 76
 Bobby Byrd, RKS DEN GTF station agent, 9/17/03, age 60
 Bud Cain, RIW station agent, 10/17/92, age 72
 Clif Calcote, MKC MCI ticket counter agent, 6/4/91, age 49, cancer
 Doug Calvird, station agent and DEN flight attendant, 12/25/13, age 64
 Sid Camomile, PHX station agent, 2/28/14, age 70
 Joan Marquez Campbell, DEN reservation agent, ticket counter agent, 6/8/02, age 68, leukemia
 Jeannie Carey, DEN accounting clerk, 1980, need more info
 Lefty Carlson, DEN reservation agent, 6/2/99, age 66, stomach aneurysm
 Marybeth Carlson, DEN accounting clerk, 11/15/13, age 73
 Sparky Carlson, SLC agent, 4/27/02, age 65
 Sandy Ware Carper, DEN secretary?, 6/13/14, age 76

Jack Casey, DEN station agent, 6/5/13, age 76
 Mary Dazevedo Casey, DEN secretary, 3/27/05, age 55
 Rudy Castillo, ELP OAK MAF DEN SLC station agent, reservations agent, age 49, cancer
 Ferd Castrop, EAR OKC station agent, 7/4/14, age 84
 Del Caudle, FYV MAF station agent, 2/18/92, age 56
 Jim Charbonneau, DEN station agent, 4/4/93, age 49
 Mark Charles, MKC ABQ ELP station agent, 12/25/07, age 73, brain hemorrhage
 Ed Chladek, RIW STL MEM TUS ELP station agent, 8/21/04, age 78
 Laudie Chorne, ISN BIS station agent, 10/5/13, age 84, COPD
 Ruby Hamm Church, DEN lead data conversion operator, 5/14/89, age 64, heart attack
 Jerry Churchwell, DEN station agent, Inflight CSR, 6/19/07, age 60
 Al Ciferri, ABQ station agent, 10/9/02, age 70
 Ed Ciskowski, PNC WWR DUC COS STL JLN SGF station agent, station manager, 9/26/13, age 83, cancer
 Clyde Cisneros, DEN network control operator, 3/12/09, age 62
 Wilbur Clemons, BFF station agent, 10/30/10, age 74
 Steve Collins, DEN accounting, need more info
 Walker Collins, FYV PNC SLC FSM DEN station agent, 6/23/07, age 65
 Bill Cook, RIW WRL, station agent & manager, 7/12/08, age 82
 Shirley Cook, DEN clerk & secretary, 2/7/01, age 66, ALS
 Don Cope, DEN senior ticket counter agent, 2/4/11, age 87
 Ron Cornelison, OKC station agent, 12/16/04, age 64
 Bill Craney, DEN accounting clerk, 3/11/12, age 58
 Claire Creviston, MKC MCI station agent, 5/1/10, age 90
 Harry Cutler, MTJ station manager, 7/24/94, age 70
 Danny Daniel, FOE DEN station agent, 1994?, age 40?, need info
 Dean Daubert, DDC SLN JAC station agent, 1/19/08, age 70
 Lois David, DEN ticket counter agent, 7/3/94, age 63, cancer
 Chiquita Wheeler Davis, DEN reservations agent, 4/12/15, age 60
 Glen Davis, STL station agent, 11/11/11, age 67
 Dick Demos, CYS station agent, 10/1/01, age 64
 Chuck Dessauer, DEN station agent, 9/18/90, age 52
 Lynne Dessauer, DEN reservation agent, 9/15/04, age 69
 Danny DeVore, FMN RNO station agent, 5/12/12, age 65
 John DeYoung, PHX station agent, 11/7/02, age 72
 Elton Dial, FYV HOU SGF station agent, 11/20/00, age 72, heart attack
 Richard Dix, OMA station agent, 12/27/12, age 69, cancer
 Gordon Dockter, RAP station agent, 5/9/08, age 59
 Candy Ore Dolan, DEN accounting clerk, ticket counter agent, 12/18/13, age 63
 Lana Doll, DEN accounting clerk, 7/5/03, age 59
 Richard Draddy, MKC FSM MEM DEN station agent, 3/8/07, age 71
 Jean Dunn, DEN accounting clerk, 3/22/96, age 57
 Judy Bunn Eagle, DEN accounting clerk, 9/20/03, age 63
 Bob Eckhardt, RKS RIW BIL station agent, 5/28/10, age 79
 Ron Eckles, GRI FSD station agent, 9/6/93, age 53, cancer
 Bob Ediger, SVC MSO station agent, 1/9/11, age 66
 Cal Eiker, PHX senior station agent, 12/11/08, age 83
 Sue Elder, DEN accounting clerk, 5/23/06, age 80
 Ouita Elliott, GJT DEN senior ticket counter agent, 1/23/11, age 93
 Bob Elliott, DEN station agent (#1), 1/9/02, age 76
 Gloria Elquest, DEN accounting clerk, 11/1/00, age 68, cancer
 Blaise Engelking, FSM station agent, 12/16/14, age 83
 Tom Enger, JAC station agent, 5/8/11, age 67
 Liz Enright, DEN buyer-purchasing agent, 5/31/03, age 72, emphysema
 Luther Evans, DEN SMF station agent, Jul 86, age 62
 Gaylord Evanson, MOT BIL RIW DEN GEG station agent, 11/24/15, age 74
 Duane Faltys, TUS station agent, 2/28/02, age 67
 Ray Farnam, DRO RAP station agent, 2/2/04, age 76
 Wally Farrar, PUB DFW station agent, 6/10/98, age 65
 Garry Felzien, RKS LAX station agent, 2/11/06, age 62
 Shirley Middlebrook Finkbeiner, DEN reservation agent, 12/12/08, age 70
 Louie Fiorelli, DFW senior station agent, 4/14/98, age 75
 Bob Fish, PHX senior station agent, 7/2/07, age 86
 Dean Fisher, ANW LNK station agent, 10/4/80, age 49
 Ralph Fisher, SVC station agent, 3/9/00, age 69
 Bill Fleming, DEN PHX station agent, 7/6/06, age 65, from a fall
 Tom Flynn, DEN ticket counter agent and station agent, 2/11/95, age 50
 Frank Fountain, ADH HYS station agent, 9/13/08, age 74
 Manita Fowler, DEN accounting clerk, 4/14/06, age 90
 Toshie Fresquez, DEN pass bureau, 10/1/87, age 54, heart attack
 Dale Fultz, TOP station agent, 1/25/05, age 70
 Gary Frogge, MCI ATL senior station agent, 8/3/84, age 45, heart attack
 Mary Jean Gallagher, DEN reservation agent, 12/13/04, age 78
 Art Garcia, MCI LIT station agent, 7/19/79, age 44, auto crash
 Lorie Gasiorowski, DEN accounting, Nov 85, age 52
 Gordon Getz, ABQ GUP station agent/manager, 8/6/09, age 81
 Johnny Gibbs, ABQ station agent, 1/8/11, age 72, cancer
 Ken Gieck, COS station agent, 5/4/93, age 53
 Jeff Gilbert, ABQ station agent, 2/18/95, age 64
 Roy Glasgow, SAF ELP station agent, 2/1/14, age 76
 Hank Goffart, LIT station agent, 9/3/98, age 60, Lou Gehrig's disease
 Marti Grass, DEN reservation agent, 6/27/84, age 41, brain tumor
 Tom Green, DFW SWO PRX station agent/manager, 4/6/96, age 61
 Jim Greer, HOT CYS LIT station agent, Oct 86, age 60
 Jack Groom, SGF BIL DEN ALS PHX station agent, 9/11/03, age 65
 Reub Gutierrez, GRI ABQ station agent, 2/15/05, age 63
 Ben Gutierrez, DEN senior station agent, 6/12/14, age 77, heart disease
 Barb Hackathorn, DEN reservation agent, 11/26/08, age 67, heart failure
 Jim Haley, DAL GSW LAW DEN station agent, reservation agent, Aug78, age 48, heart attack
 Doug Hamblin, PRC station agent, 12/29/14, age 86
 Doug Hanna, LNK PHX station agent, 9/6/15, age 74, cancer
 Terry Hansen, GEG station agent, 5/20/10, age 70, heart attack
 Vickie Perry Hanson, DEN crew scheduler, 11/11/13, age 60

Chuck Harding, MKC STL SLC SNA SAN station agent, 8/10/06, age 66
 Tom Harding, DEN station agent, 5/25/04, age 63
 Marie Hardwick, DEN accounting clerk and PHX ticket counter agent, 9/10/04, age 72
 Linda Harris, GSW DFW DEN reservations agent, station agent, 1/5/11, age 66
 Marlana Harris, SLC ticket counter agent & SATO agent, 11/3/99, age 59, heart attack
 Gene Harrison, STL senior station agent, 9/3/01, age 64, heart attack
 Bonnie Fisher Hart, DEN reservations agent, 7/12/15, age 69, corticobasal degeneration
 Bill Hatfield, PNC ACF DAL GUC station agent/manager, 7/25/00, age 68
 Carol Haught, DEN accounting clerk, ticket counter agent, 8/15/96, age 53
 Don Haven, GTF station agent, 9/5/05, age 68, Parkinson's
 Everett Hawthorne, BIL senior station agent, 4/23/00, age 87
 George Hayes, STL station agent, 10/27/08, age 66
 Dean Head, RIW GRI station agent, 3/23/98, age 76
 Nancy Heath, DEN reservation agent, 2/10/05, age 65
 Jesse Heidrich, GJT senior station agent, 2/24/15, age 90
 Lizzie May Heinz, DEN accounting clerk, 3/7/72, age 65
 Carl Henderson, COD RIW manager, 5/7/02, age 78
 Lee Henneberg, MKC MCI ATL DEN station agent, 8/2/11, age 64, liver disease
 Marilyn Kountz Hermann, DEN reservation agent, 11/27/08, age 78, cancer
 Kenny Hett, TUS station agent, 1/9/93, age 71
 Dick Hill, DRO station agent, 12/26/09, age 79, alzheimer's
 Patty Duff Hill, STL MCI LAX ticket counter agent, 3/20/14, age 73, pulmonary fibrosis
 Chuck Hilton, TUS station agent, 6/6/01, age 56
 George Hobbs, SLC station agent, Mar 87, age 69
 Millie Hodges, DEN reservation agent, 7/8/07, age 60
 Dan Hogberg, GFK MAF RFD MSP FAR station agent, 2/27/13, age 59, heart disease
 Wayne Holder, FYV JLN DFW station/ticket counter agent, 1/3/02, age 65, heart disease
 Ray Horrell, SLC reservation agent, 2/2/85, Age 25
 John Horvath, STL station agent, 7/29/09, age 71
 Hilary Hosman, MCI senior agent, 2/6/90, age 61
 Vern Hostetler, ABQ station agent, 11/26/90, age 55
 Marlene Houck, DEN secretary, 12/15/13, age 72, cancer
 Ro Howenstine, DEN reservation agent, 2/20/13, age 86
 Larry Hughey, DEN GJT station agent, 1/23/00, age 66, cancer
 Bill Hull, OKC senior station agent, Nov69, age 36, heart attack
 Melvin Hullet, DEN senior station agent, 11/20/86, age 53
 Ermund Huseuth, ISN CPR COD SCK station agent & station manager, 3/19/14, age 77
 Jerry Humbracht, ABQ CEZ SLC station agent, 3/17/03, age 85
 Larry Hunt, DEN accounting clerk, 7/15/98, age 50
 Max Hunt, IML GJT DEN station agent, 9/10/85, age 53, heart attack
 Jan Hyatt, DEN ticket counter agent, 2/24/08, age 65
 John Hynes, CPR RAP senior station agent, 4/7/10, age 76, COPD lung disease
 Terry Ino, DEN secretary, 5/15/00, age 73
 Mickey Ishida, DEN clerk, 1/21/62, age 33, heart disease
 Wayne Jack, WDG TUL station agent, 1/22/11, age 80
 Ray James, GEG senior station agent, 2/28/08, age 68, cancer
 Don Jansen, GLD TOP station manager, 5/21/68, age 33, auto accident
 Charlie Janssen, DEN station agent, 7/29/08, age 67
 Jan Jernegan, DEN ticket counter agent, 2/6/00, age 63
 Bill Johnson, DEN station agent, 6/13/10, age 83
 Bob Johnson, RWL GXY station agent/manager, 7/25/07, age 82
 Dell Johnson, RAP station agent, 11/26/08, age 67
 Edgar Johnson, ABQ station agent, 9/25/71, age 65
 Jim Johnson, FLG JAC TUS RNO station agent, 5/27/07, age 65
 Lewis Johnston, TUL HOT LIT OKC station agent, 4/19/12, age 74
 Ray Johnston, CEZ PHX station agent/manager, 1/1/09, age 83
 Ed Jones, RIW FSM DEN station agent, 8/2/15, age 75
 Myron Kamarad, PHX SNA SAN station agent, 12/22/94, age 64, cancer
 Dee Kearns, PRC TUS station agent/ticket counter agent, 9/1/07, age 76
 Art Keck, OFK CNY RKS station manager, 7/3/02, age 67
 Don Keener, 7/29/13, ADH MKO GCK OKC station agent/manager, ticket counter agent, age 81
 Nile Keeseey, DEN station agent, 2/7/04, age 65, lung disease
 Larry Kefalas, DEN station agent, 11/27/13, age 64
 Wayne Kegley, SDY station agent, 7/2/03, age 71
 Steve Keller, PNC station agent/manager, 3/25/11 age 73
 Bob Kelsch, SLC DEN PHX station agent, 7/28/13, age 75
 Oran Kennedy, LNK senior station agent, 3/15/94, age 76
 Phyllis Seeley Kent, DEN reservation agent, Jun13, age 83
 Art Key, LAS senior station agent, 12/3/01, age 65
 Bill Kilian, DEN station agent, 11/24/76, age 31, killed by gun in luggage
 Dale Kindred, GEG senior station agent, 2/3/07, age 77, cancer
 Bill Kirkley, DAL DFW station agent, 4/18/12, age 71
 Dean Kirksey, STL senior station agent, 5/15/95, age 64
 Bill Kirkwood, RKS station manager, 9/4/01, age 73
 Corwin Kitelinger, RKS station agent, 2/13/12, age 76
 Fred Klatt, DRO station agent/manager, 7/28/12, age 92
 John Knapp, CPR senior station agent, 8/23/07, age 80
 Doug Knipfer, DEN JAC RNO station agent, 3/8/02, age 63, cancer
 Don Koughn, PHX GUP LNK GJT TUS SLC HLN RNO station agent & manager, 10/15/13, age 83
 Paul Kreitman, ALS GRI CDR STL HVR EUG station agent, 7/22/04, age 78
 Erv Kroepflin, TUS station agent, 4/16/02, age 84
 Roland Kuhn, BFF MKC HUT FOE ICT station agent, 10/1/97, age 68, leukemia
 Floyd Lafferty, DEN senior ticket counter agent, 9/18/02, age 54, heart attack
 Dee Lake, POY FLG station manager, 3/12/10, age 80, cancer
 Cel Landi, PHX DEN reservation agent, 4/6/00, age 61
 Ann Latimer, PHX STL DEN reservation agent, 12/4/07, age 90
 Jack Latta, DEN senior station agent, 11/9/13, age 77
 Jeane Laws, DEN secretary, 3/15/89, age 61
 Paul Lawson, AIA station manager, 11/28/93, age 74
 Gary Lee, INW MOT GFK station agent, 4/25/07, age 61

John Lee, ELP station agent, 1960s, need info
 Robert Lee, TUS station agent, need info
 Chris Leferink, COS ticket counter and station agent, 6/4/13, age 60
 Peggy Lenig, DEN executive secretary, 1/17/14, age 77
 Theo Leprich, PHX res & tkt agent, Mar82, age 54, lung cancer
 Art Lewis, MKC MCI station agent, DEN president's assistant, 7/20/11, age 81
 Sol Lockett, GSW DAL JLN DFW station agent, ticket counter agent, 8/21/06, age 68
 Harold Long, RIW station agent, 3/17/02, age 71
 Butch Loucks, FTW GSW DEN reservation agent, 11/25/06, age 76
 Herschel Lowe, DEN station agent, 12/9/02, age 81
 Jeff Luginbuel, DEN ticket counter agent, 11/16/08, age 62, cancer
 Bob Lutkiewicz, DEN senior station agent, 12/17/05, age 78
 John Lyons, DFW station agent, 7/20/03, age 66
 Otis Lytle, JLN SGF station agent, 10/7/07, age 81
 Cliff Maggard, ALS FLG BOI station agent, 12/23/06, age 76, cancer
 Leo Maldonado, MCI station agent, 1/24/02, age 58, stroke
 Marvin Mallen, MCI DEN station agent, 10/4/13, age 61, heart failure
 Rex Marble, INW station agent, Feb67, age 60
 Charlie Marquez, DEN senior station agent, Jun93, age 54
 Doug Martin, TBN station agent, 5/1/11, age 68, pneumonia
 Gene Martin, BIL senior station agent, 1/30/07, age 77
 Billy Maxwell, DEN LAW MAF station agent, 1/3/16, age 59
 Joe McCaleb, PUB station agent, 6/7/87, age 62
 Dave McCall, LBF FSD station agent, 8/15/91, age 57, heart attack
 Carolyn McCallister, DEN accounting, need more info
 Gary McCarrel, SLC senior station agent, 5/2/07, age 72, pneumonia
 Mac McElhaney, ABQ station agent, 9/2/13, age 86, renal failure
 Gary McGee, PUB ALS ATL DEN station agent, 3/23/13, age 70
 Jack McGee, BFF station agent, 1/2/86, age 66
 Mark McGrath, LEX DEN station agent, 6/27/04, age 47, heart attack
 Larry McIntosh, OMA station agent, 1/19/04, age 64
 Muriel McKenney, DEN secretary?, 9/4/11, age 88
 Dolly McPhee, DEN ticket counter agent, 8/11/98, age 70
 Terry Meehan, ALS station agent, 1/18/2001, age 72
 Frank Merrill, VEL station manager, 7/7/89, age 66
 Dana Henry Merten, DEN reservations agent, 7/31/08, age 48, auto accident
 Sallie Meyer, DEN ticket counter agent, 2/7/11, age 73, stroke
 Glendora Miller, KCK DEN reservations agent, 12/9/01, age 74
 Stu Miller, PHX station agent, 12/21/89, age 56
 Gary Mitchell, DEN reservations agent and crew scheduler, 3/23/09, age 69
 Raymond Mitchell, FYV senior station agent, 8/4/10, age 78
 Becky Kesterson Morgan, PHX DEN reservation agent, 11/5/07, age 79, lung disease
 Nancy Moritz, DEN reservations agent, Oct 86, age 53
 Dave Morris, RAP JAC DEN LAX station agent, 10/31/07, age 68, cancer
 Francene Morris, GSW DEN reservations agent, 9/22/01, age 86
 Al Mosley, PHX, senior station agent, 12/5/99, age 78, heart attack
 Glenn Mullins, DEN station agent, 5/18/05, age 66, lung cancer
 Larry Musselman, FOE DEN station agent, 2/16/94, age 66
 B K Myers, AMA FMN ABQ station agent, 5/30/14, age 81, alzheimer's
 Donna Myers, DEN executive secretary, 1/23/01, age 85
 George Myers, DEN ticket counter agent, 12/7/92, age 46
 Bernie Nagle, LIT DEN station agent, 2/16/07, age 75, cancer
 Don Naile, HRO SGF station agent, 5/1/09, age 78
 Stan Needham, JAC senior station agent, 6/8/99, age 76
 Bill Nelson, FMN senior station agent, 12/12/10, age 89
 Lewis Nelson, BFF station agent, 2/9/14, age 81
 Ora Nestelroad, ICT station agent, 8/12/00, age 66
 Mike Nettleton, DEN senior station agent, 5/6/06, age 61
 Louise Newton, DEN accounting, need more info
 Bob Niejadlik, FLG BOI station agent, 11/23/04, age 61, cancer
 Joann Norton, MCI secretary-line maintenance, 5/15/93, age 54
 Don Oberg, MCI station agent, 1/6/04, age 56, heart attack
 Ian O'Connor, YVR YQR station agent, 2/17/12, age 56
 Bob Olds, DEN maintenance scheduler, 3/1/14, age 86
 Joe Oliver, DEN MKC OMA PHX senior station agent, 1/15/11, age 72, cancer
 J. L. Olsen, PHX BOI station agent, 11/20/08, age 74
 Milford Olson, MOT station agent?, 2/18/06, age 93
 Ray Orr, DFW ticket counter agent, 12/28/14, age 76
 Mo Osborne, system relief agent, 5/22/94, age 56
 Rich Owens, STL DEN station agent, 2/16/05, age 55, heart attack
 Glenn Palser, DEN senior agent, 11/9/03, age 79
 Darrol Parker, FLG station agent, 1960s, need info
 Jerry Parkhill, FYV HRO HOU SGF station agent/manager, 1/14/15, age 83
 Sue Paul, DEN secretary, 11/1/13, age 65
 Jack Payne, FMN MEM MAF senior station agent, 11/20/05, age 64
 Lou Pecora, OLF BIL station agent, 4/22/14, age 77, stroke
 Johnny Pellin, MKC station agent, 1/18/08, age 70
 Linzy Pendergraft, OKC senior station agent, 7/19/89, age 60
 Dewey Penley, FMN MTJ DFW station agent, 9/8/13, age 92
 Herman Pennington, SAD TUS station agent, 6/9/07, age 69
 Ken Perkins, GEG station agent, 4/26/00, age 72, heart attack
 Lenda Persiko, DEN Administrative Assistant, 11/28/07, age 86
 Pat Reeves Pester, DEN secretary, 7/29/13, age 65, cancer
 Orval "Pete" Peterson, FSM DEN station agent, 11/3/98, age 76
 Howard Petracek, ICT OAK senior station agent, 2/5/10, age 75, cancer
 Cy Pfannenstiel, DEN accounting clerk, 7/14/98, age 61
 Jackie Pfeiffer, RAP BIL RNO SAN SNA station agent, 4/24/04, age 59, heart disease
 Bob Phiffer, CPR LBF SGF station agent, 9/12/15, age 81
 Margaret Pickering, GSW CN statistician, 12/21/97, age 79
 Bob Pier, DEN senior station agent, 5/14/95, age 69
 Teddy Pierce, LAW station agent, 7/14/01, age 70
 Gary Pinson, MKC SLC JAC DEN station agent, 10/28/07, age 60
 Will Pliska, KCK reservation agent, 9/7/76, age 29, motorcycle accident

Don Plunkett, LIT senior station agent, 10/10/98, age 68
 Lynn Pope, VEL GJT station agent, 11/19/70, age 47, car wreck
 Mary Warhover Pover, DEN flight attendant, chief clerk, 9/23/75, age 52
 Pretz Prellwitz, OLF BIL station agent, 4/16/13, age 89
 Murry Price, PHX ticket counter agent, 6/26/14, age 91
 Jane Quimby, DEN reservation agent, 10/30/09, age 74, cancer
 Dorothy Ray, DEN accounting clerk, 10/24/07, age 76
 Ralph Rea, SVC station manager, 3/20/97, age 70
 Jo Crowdy Rector, DEN PHX reservations agent, 6/21/06, age 67, lung cancer
 Walt Rea, DRO station agent & station manager, 8/14/02, age 75
 Pam Hampton Reed, DEN senior accounting clerk, 1/20/01, age 59
 Celeste Reid, MLS station manager, 4/17/81, age 21, Air U.S. aircraft crash
 Dottie Relaford, DEN reservation agent & crew scheduler, 10/11/08, age 63, cancer
 Conrad Rimmel, TUS station agent, 8/4/94, age 60
 Dean Reynolds, VEL station agent, 2/6/15, age 91
 Peg Richard, DEN secretary, 6/27/07, age 74, cancer
 Dave Richards, DEN SEA station agent, 9/15/87, age 42
 Don Riek, DEN MHK station agent, 6/6/11, age 85
 Monica Robertson, DEN accounting, need more info
 Leon Robinson, DEN station agent, 11/9/98, age 52
 Jane Rodgers Neudeck, DEN STL ticket counter agent, 11/26/11, age 68
 Ron Rogers, FSM station agent, 5/12/98, age 56, cancer
 Ed Rohlmann, STL station agent, 3/23/03, age 61
 Leon Ross, BFF LAS station agent, 3/21/13, age 73
 James Russell, CN agent, 6/9/02, age 62, cancer
 Freida Russell, DEN data conversion operator, 7/27/87, age 55
 John Sacotte, OKC station agent, 3/1/04, age 57
 Bill Sanders, HOT LIT station agent, 6/3/15, age 85
 Wes Sarver, COS JLN MKC MEM DEN SGF station agent, 6/28/15, age 85
 Walt Sayre, DRO COS FCA station agent, 1/6/15, age 77, stroke
 Horace Schenck, DEN station agent, 5/15/97, age 67
 Eva Schiele, DEN secretary, 4/30/91, age 66
 Harvey Schiermeyer, STJ MKC MCI station agent/manager, 5/10/07, age 83
 Dana Razee Schiff, DEN station agent, 9/22/07, age 48, heart failure
 Alan Schlosser, ABQ station agent, 2/21/99, age 82
 John Schulte, FMN OMA station agent, 1/8/97, age 66
 Rosemary Sullivan Schuster, DEN secretary, 12/29/14, age 87
 John Scott, DEN senior station agent, 2/14/04, age 66, murdered
 Virginia Shacklett, DEN secretary, 8/26/08, age 85
 Ron Shamburg, GUP AMA MEM DEN station agent, 6/7/09, age 66
 Duane Sharp, ABQ DEN JAC BOI station agent, 10/29/99, age 61
 Bill Sharkey, GUY LBL DEN station agent/manager, 7/9/88, age 67
 Gleason Shaver, LNK senior station agent, Nov80, age 62
 Bud Shepherd, COD BIL POY ABQ FLG GDV station agent/manager, 6/3/04, age 77
 Jeanette Sickler, DEN accounting clerk, 12/3/93, age 55, cancer
 Len Siler, DEN station agent, computer operations, 11/25/10, age 67, infection
 Everett Simkins, GTF WRL COS HDN station agent/manager, 4/26/11, age 84
 Dale Simonin, MCI FAT DEN station agent, 11/26/97, age 61, cancer
 Rosanna Sims, DEN reservation agent, 3/29/97, age 65
 Bobby Sissons, DEN senior station agent, 1/29/10, age 69
 Ron Slater, DEN BOI station agent, 4/20/04, age 62
 George Slivka, SLC ticket counter agent, 10/24/04, age 80
 Jon Sluder, DAL DFW senior station agent, 6/5/08, age 74, brain tumor
 Kaye Smedly, DEN accounting clerk and ticket counter agent, 3/23/08, age 69
 Baird Smith, LAR station agent, 5/8/12, age 88
 Bob Smith, MCI STL DEN station agent, 3/10/14, age 67
 Bob Smith, SLC station/ticket counter agent, 9/15/98, age 55, car wreck
 Dan Smith, DEN station agent, 9/2/86, age 30, motorcycle crash
 Jane Whitmore Smith, DEN SAN accounting clerk, ticket counter agent, 9/7/13, age 65
 Jim Smith, MCK station manager 1959-71, 3/6/96, age 62
 Leon Smith, LIT DEN station agent, 12/1/05, age 68
 Ric Smith, PUB COS DEN station agent, 11/22/07, age 60, Alzheimer's
 Tommy Smith, ELP station agent/ticket counter agent, May 88, age 51, cancer
 Bernie Smolczyk, MCK DEN station agent, 5/29/14, age 81
 Charley Southerland, PHX station agent, 3/27/14, age 84, strokes
 Marion Southerland, PHX reservation agent, 3/20/03, age 68, heart failure
 Dorsey Spencer, TBN station agent, 10/1/03, age 60, cancer
 Ivan Spencer, COS station agent, 12/1/13, age 78
 Ray Spiars, RIW LAR HSI GRI WRL SEA senior station agent, 1/6/96, age 64
 Darlene Wiley Sprenger, DEN communications operator, reservations agent and flight attendant, 12/31/13, age 73
 Paul Stevenson, DEN station agent, 3/10/04, age 58
 Howard Stewart, DEN DSM ticket counter agent, 8/10/92, age 50
 Ken Stewart, FYV senior station agent, 11/25/10, age 77, stroke
 Mattie Stibrich, DEN accounting clerk, 6/13/96, age 72
 Clyde Stillman, SLC station agent, 4/21/05, age 63, heart disease
 Bob Stine, MCI FYV station agent, 9/23/06, age 57, heart attack
 Carl Stinson, MCI station agent, 6/24/06, age 73
 Keith Strickland, DEN station agent, 9/21/01, age 71
 Jim Stuart, DEN accounting clerk, 10/20/06, age 56
 John "J.R." Stults, FYV DFW station agent, 7/28/99, age 64, ramp accident
 Bill Sullivan, OMA DEN ticket counter agent, 12/28/11, age 73
 Lyle Swedberg, CYS station agent, 9/29/13, age 88
 Clay Tanner, RIW WRL HSR SLC station agent, 9/28/05, age 86
 Mark Tasler, LNK DEN station agent, 4/6/10, age 55, auto accident
 Susan Tawara, DEN accounting, 1/28/90, age 51

Keith Taylor, DUC station agent, need more info
 John Teiber, DEN DRO station agent, 7/2/13, age 70, cancer
 George Terryberry, MCI GEG senior station agent, 1/27/99, age 57, bee stings
 Vivian Tevebaugh, DEN reservation agent, 6/5/00, age 79
 Bill Thiets, RWL HSI DEN station agent, 12/24/08, age 70
 Danny Thomas, MCI DEN station agent, 7/8/90, age 56
 Ed Thomas, BOI senior station agent, 8/31/12, age 72, heart disease
 Jim Thomas, FYV LEX MAF senior station agent, 9/16/12, age 70, alzheimer's
 Lyman Thomas, DEN steward & GUC station manager, 2/4/03, age 76
 Fred Thompson, TUL senior station agent, 12/19/92, age 65, cancer
 Charlie Timmons, BIL SNA DEN station agent, 12/3/88, age 47, cancer
 Billy Towns, MEM station agent, 12/1/94, age 62
 Jane Jones Townsend, DEN reservation agent, 9/29/10, age 75, kidney failure
 Bud Travis, BFF GJT station agent, 2/11/05, age 73, heart attack
 Pete Tremont, PUB station agent, 2/13/99, age 68
 Art Trevithick, ABQ senior station agent, 1/24/06, age 78
 Chester Turgon, STJ MCI station agent, 10/30/92, age 67
 Pat Turner, DEN senior station agent, 1/1/02, age 65, brain tumor
 R J Turner, GUP JAC LBL STL ICT GUC GEG station agent, senior station agent, 3/1/10, age 65, cancer
 Roger Utsunomiya, DEN LAX ticket counter agent, 6/17/96, age 44
 Larry Vail, OMA SMF station agent, 1/17/00, age 60
 Gary Vandenberg, OFK STJ LBF station manager, 12/30/09, age 80
 AJ VanVeldhuizen, RNO SCK station agent, 10/15/93, age 29
 Carol Nyberg Veeh, DEN reservation agent, 5/30/01, age 48
 Morris Vogel, AMA station agent, 2/20/03, age 73
 Vivian Wadley, DEN reservation agent, 11/7/06, age 86
 Carol Wallace, DEN secretary, May 99, need more info
 Betty Watson, DEN secretary, 12/21/14, age 83
 Chuck Waullex, TUS station agent, 4/4/07, age 66
 Gayle Pilgrim Weatherman, DEN receptionist, 4/9/12, age 77
 Bob Webb, FYV station agent (temp), Aug 70, age 20?, drowned, need more info
 Judy Weber, DEN accounting clerk, 2/16/97, age 50
 Frank Weilminster, DEN print shop operator, 7/18/95, age 82
 Alma Welty, CPR PHX ticket counter agent, 6/10/12, age 79
 Harry Werbelow, GEY COD station agent, 3/30/09, age 95
 Dave Weston, PUB DEN BOI station agent, 10/30/01, age 58
 Bill Whalen, CYS LAR SMF station agent, 1/23/03, age 63
 Gordon White, LNK PUB WYS MSO FSD station agent, 6/26/83, age 39, auto accident
 Ruth Ann White, DEN accounting clerk, 1/15/12, age 70
 Sherie Whitaker Whitlow, DEN reservation agent, 12/14/98, age 51, cancer
 Neil Wickstrum, GBD MHK DEN station agent, 8/10/12, age 69
 Doyle Willhite, FSM LAS station agent, 9/30/98, age 65
 Earl Williams, LAW RDD DFW station agent, 4/11/01, age 57, stroke

Larry Williams, TOP MEM SLC DFW station agent, 9/1/05, age 59
 Max Willis, PHX senior station agent, 12/22/99, age 83, alzheimer's disease
 Logan Wilmoth, TBN STL LEX station agent, 6/6/06, age 69, cancer
 Larry Witkowski, LNK senior station agent, 1/23/97, age 64
 Dick Withrow, CPR TUS LAW OKC station agent, 2/9/05, age 65, lung cancer
 Vic Wokal, GGW station manager, 1/15/06, age 92
 Carol Komar Wolfe, DEN flight attendant, clerk and communications coordinator, 4/26/06, age 60, cancer
 June Wood, DEN secretary-purchasing, 4/21/02, age 86
 Bud Woodward, CPR station agent, 4/24/08, age 74
 Betty Worl, DEN secretary-flight operations, 2/10/77, age 54
 Pete Wortham, CPR DEN station agent, 7/26/09, age 71
 Mike Yancey, DEN MSN MKE senior station agent, Jan 90, age 37, auto accident
 Peg Youngs, DEN accounting clerk, 7/13/96, age 95
 Jimmie Zalesky, OMA JAC FSD LNK station agent, 4/15/90, age 57
 John Zobens, DEN station agent, 2/9/14, age 77

Frontier Employee News**Jun 1983 FL News****Suggestion Winners**

Andrew J. Chambers, Little Rock, \$2,531; Jack B. Scheeringa, Kansas City, \$1,560; Robert L. Miller, Salt Lake City, \$42.50; Martha A. Stockard, Kansas City, \$40; Doug F. Knipfer, Reno, \$35; Jerry L. Cordova, Cheyenne, \$35; Steve F. Pickard, Kansas City, \$35; Michele A. Bowen, Kansas City, \$30; Joe L. Kramer, Kansas City, \$30;

Anthony S. Ames, Toledo, \$27.50; Mary C. Weseman, Kansas City, \$27.50, \$25, \$20, \$10; E. T. Hall, Orange County, \$20; Brenda Lyman, Kansas City, \$10, Denver: L. J. Shackley, \$878; Jim A. Ligrani, \$541; T. L. Heiney, \$518; Mathias J. Litzinger, \$477, \$155, \$27.50; Charles R. Magnetti, \$404, \$62.50; Harry H. Ewing, \$252; Jack E. Zelkin, \$113; Joyce F. Washington, \$100;

Ernest M. Steffek, \$100; C. John Novosel, \$100; Arthur A. Benson, \$92; Mike Aden, \$80; Charles W. Marler, \$75; Gregory F. Unrein, \$75; William D. Reynolds, \$70; Ken E. Cartwright, \$70; Jerold C. Howell, \$61; Bill Blackerby, \$61, \$52.50; M. H. Pelkey, \$60; R. F. Teter, \$55, \$35; Wayne Brandhorst, \$52.50;

Ora A. Summers, \$52.50; Thomas DeWoody, \$51; Mike D. Humphrey, \$50; Richard T. Barrett, \$47.50; Thomas J. Muterspaugh, \$40; Norma M. Barnett, \$37.50; Gordon D. Pryor, \$35; Aubrey D. Lawrence, \$32.50; Pete Gray, \$32.50; Sandra L. Reich, \$32.50; Robert I. Tomalino, \$28.50; Gareth K. Erickson, \$28.50; Ranell Dodge, \$27.50; William J. Bryan, \$27.50; Ruth E. Pitts, \$27.50; T. J. Gee, \$27.50;

L. K. McDonald, \$27.50; David L. Schneiter, \$27.50; Robert J. Hammarley, \$25; Mary Ann Stone, \$25; Geoffrey Morneau, \$25, \$12.50; Kristine A. Smith, \$25; Jan M. Steele, \$25; Dennis D. Cannon, \$25; John L. Dameron, \$22.50; Elwood W. Abbott, \$20; John W. Gleason, \$20; Deborah Y. Stayton, \$20; Robert R. Wear, \$20; Kenneth A. Mardis, \$20; Greg W. Aspinall, \$17.50; Peggy Spencer, \$17.50; Julie F. Dickman, \$15; Marvin E. Schuett, \$15; Marianne Vito, \$12.50; Marilyn M. Vroman, \$10; Robert Laskoski, \$10.

FRONTIER AIRLINES ACQUISITION BY PEOPLE EXPRESS

By Gregory R Stearns

The advancement of Frontier's route transformation was a necessity following the Deregulation Act of 1978, and continued as planned into the 1980s. Smaller cities were phased out, and subsidy reduction was on an overall schedule that was to conclude with a planned termination date of early 1983. As this process continued, the Denver hub, and particularly Frontier, experienced a build up of competition into its market territory which slowly began to erode its revenue base. In addition to this, alternate hub competition was prevalent in increasing numbers, further swiping at the operational revenue based bottom line. As these factors continued to develop, Frontier's parent, RKO General of Ohio, began a series of meetings where such factors and Frontier's position and future business model were discussed.

Toward the end of 1983, it was becoming increasingly obvious that an operational net loss for the year would occur. It was later in the year that RKO began their respective discussions on Frontier's position, and solicited the services of Merrill Lynch to help them evaluate some options which may have been available. Remember, at this point the Frontier Horizon unit of Frontier Holdings was only a few months away, and the wide diversification which was to include Frontier Services and other products that had been expanded outwardly were also present. But the worsening condition of Frontier Airlines, which was the primary unit of the holding company, severely needed to be addressed as their competitive position worsened.

With the assistance of Merrill Lynch, RKO held discussions with several other airlines in this period, to see what merger possibilities might exist. It is of particular relevance to note that discussions were held with Texas Air, parent of Continental, during this time as well. It was a scant few months since the Chapter 11 re-organization of Continental, and the tone or seriousness of these discussions concerning a merger was described to me in an off the record talk as "quite preliminary." But a few months into 1984, RKO terminated Merrill Lynch's services. After only six months on the job, their services were ended and an initial plan was formulated by RKO to begin a sale of the company.

Following this action, the Frontier Board of Directors formed a committee consisting of seven members that were tasked to study, review, and recommend action based on some of the findings of the Merrill Lynch report. There were a number of discussions and meetings that took place in the ensuing months, and one of the things that was hotly conferred about was the short term future, as Frontier Holdings had announced a loss of more than 13 million for 1983. As a result of this, Kidder, Peabody & Co. (KPC) was retained as a financial adviser to Frontier Holdings, and was closely in contact with the seven committee members. They reported their findings in the late Summer of 1984, and I was graciously supplied a copy of what the committee was studying/recommending by one of its members, and it was mostly laid out as follows:

1. Pursuance of a new business plan/model would take place, and discontinuance of ancillary activities was going to be a necessity.
2. No new Frontier hubs should be established (the studies

on the initial investment allocation required a HUGE amount of investment capital...the amounts were simply too cost prohibitive.)

3. A significant sale of assets, mainly aircraft, was not yet in the company's interest.

4. Consideration of cash offers to stockholders at a starting price range of \$16 a share would be explored (taking into account many other factors in association with this.)

5. A liquidation of Frontier Holdings, which had been openly discussed, was not to be pursued at present.

6. No reasonable merger possibilities existed which could be pursued or acted upon presently.

KPC worked closely with the committee and helped draft some of the aforementioned recommendations. At a special meeting in August of 1984, where these items were discussed and laid out, one additional item was talked about. A proposal by Travis Reed, which was a draft presented to board members. The plan was a proposed acquisition by himself and a group of investors which had made initial contact with RKO a few weeks before.

As far as Frontier was concerned, they had already committed to an operational reduction of costs, which was forthcoming in late October with the "84-10" cutback. The airline was pulling out of more than 20 cities, and the reduction was reflective of a cost cutting measure designed to both utilize higher frequency scheduling and unit cost reduction. The cutbacks were going to utilize the same amount of block hours, but remove inefficient station models, therefore reducing the overall system cost. In my Frontier book, I used the Denver-Detroit model as an example of the problem Frontier was in with pricing on the longer route models, and this was the basis for why Frontier Horizon had come to be in the first place. There was NO WAY to profitably operate these pairs with Frontier Airlines as it existed at this particular time. United was reducing the company's traffic and Continental reducing their fares. But barely a month after the new 84-10 system was in place, Glen Ryland was replaced, which had a few negative effects that were somewhat unseen.

Ryland had come to Frontier with Al Feldman more than a decade before, and had been more or less the leader of the financial side of the company. When the "84-10" reduction was implemented, it was he who had signed off on the company changes, then was replaced. The architecture and vision of what the short term future at Frontier would hold was now in the hands of someone else, and unfortunately this series of events would continue moving forward, with a few damaging effects. In addition, Ryland had a working relationship with some of Frontier's lead lenders, and his dismissal now put an "unknown quantity" at the helm. Though Hank Lund wasn't a total stranger, he was a marketing man by background and wasn't involved in the financial circles Ryland had been. I inquired to some of the folks with knowledge of the situation why an outside, totally new face wasn't brought into the mold at this time, but the leading candidate that was favored was an officer with RKO and their lawyers advised against taking this action, citing a conflict of interest.

In October, at a special meeting of the Board of Directors in Denver (the same one where Glen Ryland was fired and Hank Lund was appointed president) Travis Reed made a thorough presentation of the proposal he previously had supplied.

The notable part of the presentation was that Reed and his financial backers, First Securities Investment Corporation (FSIC), were proposing to operate the carrier in a high frequency, scaled down model and was intending to sell 30 aircraft in order to finance this. The Frontier board did confer with their outside counsel, who advised them to reject the proposal mostly because of the legal contingencies that the proposed aircraft sale created.

In November, the board recognized that a further transformation of the company cost structure was necessary, and began negotiating with the unions on new work rules and pay structures. In addition, the initial ESOP agreement was entered into, and the new work rules and wage rates were the start of the employees investment in the new ESOP plan. It was concurrent with this that a large study was concluded which was a top to bottom analysis of the benefits of a merger of Western Airlines. Members of the Frontier finance department had concluded making a recommendation to further pursue such a course, and the study showed all asset to debt ratios, long term commitments, long term debt structures, and aircraft lease commitments. Though both companies had similar interest in pursuing discussions further, the upcoming 1984 financials derailed talks, and forced the Frontier management corps to move forward into what was going to be an extremely difficult 1985.

Just after the first of the year, news leaks began to surface about the massive loss which was going to be reported for 1984. The board, ownership, and management supported the new ESOP, but could already see that losses were going to exceed the "hemorrhage limit" in the text of the agreement with the employee groups, thus giving RKO the option to terminate the agreement completely, should it choose to do so. Concurrent with this, the Board began to receive several inquiries from other interested parties, and the management corps themselves were having to deal with their lead lenders pulling their credit line and applying encumbrances to a portion of the fleet, as per some of the agreements in their debt structure. This action alone was going to necessitate some extraordinary actions moving forward, and a sizable portion of the company's long term debt structure was going to need to be retired. The ownership faction made the decision to sell the five MD-80's to begin to accomplish this, as the debt and financial condition needed immediate improvement if they could interest any outside parties in a purchase. "That particular piece of the business wasn't as important", one RKO officer told me, and re-iterated "We never deviated from selling the company", once losses and negative publicity began piling up at an alarming rate. Holding companies aren't in the business of losing money, so I understood their position.

In early February 1985, Joseph Frates made initial inquiry to Frontier Holdings, and was supposedly prepared to make a cash offer of \$16 a share for Frontier. I was told the Board of Directors was "quite interested" in pursuing further discussions with the Frates people, but they had been insistent from the start of the talks that they be granted an exclusive option to purchase the outstanding stock. The Board refused this request, mostly because they were largely unconvinced that the Frates people had the necessary financing immediately available. In turn, the Frates financiers had stipulated they would only proceed with an exclusive option available, and thus, any prospective deal never materialized.

Later in the same month, the Frontier Union Coalition (the

employees) had appointed an ESOP specialist, Brian Freeman, to present their own plans for a full employee buyout of the company. While the proposal was in line with the terms laid out in the agreement with RKO, Freeman had attempted to obtain financing but ultimately was unable to do so. Key to his failure to do so was that there were disagreements over the company's financial projections moving forward. Thus, nothing specifically came of this arrangement concerning future ownership.

On February 21 and 22 of 1985, Hank Lund concluded a series of meetings with representatives of United where an agreement in principle on a sale of 25 737's was entered into. The agreement which resulted from these meetings included language which would see Frontier inform United by April 1 of their intentions, and also included a figure of \$265 million as the purchase price for the aircraft. A "need to know" restriction was included as well, and the framework was now laid for the significant asset sales that were to permeate the 1985 period.

Three days following this, on February 25, a select few United officers (who were "in the know" concerning the 737 deal with Frontier) drafted a confidential, internal memo outlining the aircraft deal and detailed the terms of Frontier's fleet structure, that 29 aircraft were owned outright and two were safe harbored. In addition, they observed that "The outcome isn't as certain as Lund would like to believe", and further observed that "management wants to run a larger airline than the banks will likely go along with", and had their legal team ready if the Frontier IAM instigated legal action to block a potential sale. It was clear that United's upper management were closely eyeing the Frontier situation, especially since they were in the middle of a potential asset deal.

In lengthy discussions with one board member, he stated to me that dealing with Hank Lund and the unions "wasn't much fun," in reference to the unfortunate situation that the financial picture had created. RKO and its officers very much wanted to see Frontier succeed, but the realities of the new marketplace had carved out an arduous situation for all involved. The sale of the MD-80s was the catalyst that positioned the company for a potential sale, and RKO was sure they'd find a suitor soon after. After having the agreement in principle for the airplanes in hand, Gerald O'Neil received yet another inquiry in early March, which arrived in the form of two different offer sheets addressed to the Frontier Board of Directors.

The offers came from the Texas Air Corporation, but neither purchase offer came close to the par value of Frontier stock. Though the offers were drafted with language that made them payable in cash and notes, Frank Lorenzo communicated his intentions personally to Mr. O'Neil and indicated a willingness to pursue the matter further if RKO elected to do so. Lorenzo had made initial inquiries to the Frontier board back in the summer of 1984, and continued efforts well into the fall, but how much communication each party had at that time became unknown because I received conflicting information on exactly how many offers and how frequent the communication was between Texas Air and RKO in this time period. In addition, a news leak in the business circles found its way straight to the Wall Street Journal, and a subsequent headline hit the business press proclaiming "TEXAS AIR IS SAID TO BE NEGOTIATING TO BUY FRONTIER". In reality, that portion didn't matter much, only because the majority of the RKO officers were quite turned off by the way Frank Lorenzo did business.

A normal course of exercising a purchase agreement would be for a purchasing company to work with the stockholder, draft a sales statement/press release, and clearly communicate what the intentions are with respect to financial agreements. With Frank Lorenzo, RKO officers were reading statements in the news media and were left to try and interpret these into what Texas Air might be doing. After one lengthy phone conversation with Lorenzo on April 14, 1985, (the last day of the Masters golf tournament, which he was watching on TV), one RKO director immediately phoned Gerry O'Neil and exasperatedly stated "why are we doing business with this guy!"

At this time period, RKO was forced into advancing all options with respect to Frontier. One course of action which had to be ready, should things become far more dire than forecast, was a liquidation plan. The values and financial figures needed to be present for company valuation if nothing else, but this action incensed Hank Lund and he offered to resign at this point. I had several discussions with board members and RKO directors concerning this action, and each was clear with me that this action was an ownership protection that was necessary considering the bleak financial picture. How close Frontier was to ACTUALLY liquidating was the logical next question. One source told me "I'm not commenting on that," while another stated "It's NEVER close until the deal is DONE." Either way, Gerry O'Neil replaced Hank Lund with Joseph O'Gorman, and Frontier's ownership questions motored into the summer of 1985, where the aircraft sale to United officially took place.

On May 13, the Frontier board received a letter from Texas Air which upped their original purchase price to \$19 dollars a share. The board again had to meet to discuss this offer, but instead decided to move on a sale of 25 aircraft to United Airlines instead, which would immediately provide additional operating capital and transform the Frontier business model moving forward. Since the unions had failed to obtain acquisition financing by this point, there wasn't much left to do with respect to a company ESOP/purchase. But RKO instead made a revised deal, where wage levels which were agreed upon previously would stay in place in exchange for an option to purchase outstanding stock for \$17 a share. The Frontier board subsequently met on July 16, and received an opinion from KPC that the \$17 a share price was fair with respect to this arrangement.

The resulting deal, referred to as the "Union Merger Agreement," would see RKO voting its shares in favor of a union acquisition pursuant to a few conditions that were set forth. Both sides were confident a deal would come to fruition, but three weeks later Frank Lorenzo initiated another telephone conversation with Gerry O'Neil and was discussing another acquisition plan that was to exceed \$17 a share. O'Neil called the board and reported this, and now all parties had to decide which course was best for all parties involved. Concurrent with this, Joseph O'Gorman met with Frank Lorenzo in Denver on September 16, whereby Lorenzo made an offer for some of Frontier's assets at Stapleton Airport. The next day in a private meeting, the board and O'Gorman concluded they were unable to make a decision on the offer, as neither party had evaluation numbers necessary to negotiate a transaction.

The following day, Lorenzo informed the board and RKO that he was delivering a tender offer for Frontier Airlines, or more specifically, Frontier Holdings. Through a subsidiary named FHI Acquisitions, Lorenzo was intending on a purchase

of shares at \$20 per share, which was far in excess of the \$17 proposed by the employee group. It is interesting to note that at this particular point, Texas Air already controlled more than 5% of the voting stock through Cede & Co., who was a nominee for the Deposit Trust Co. who had the shares on behalf of Goldman Sachs who was a nominee for the Texas Air Corporation (In reality, Frank Lorenzo.) The board was now forced to meet around a week later and consider, with legal and financial staffers in New York City, the terms of the Texas Air offer. It was at this time that an important tennis match was taking place in Monterey, California, between Donald Burr and an attorney who had previously done work with Frontier.

Sitting on the table adjacent to the court, the Wall Street Journal was open with an article detailing the ownership and financial woes Frontier was experiencing. Donald Burr, who was the head of People Express, had taken note of this and by lunchtime was interested in entering the fray. Burr had been quite a success with People Express in the post deregulation marketplace, and one People Express officer told me that "we were looking to get people from Boston to Bozeman." This approach, possibly ahead of its time, was a driving force in getting the PEX people not only involved in a possible purchase of Frontier, but could position the unions to thwart Frank Lorenzo in his attempts at an acquisition.

On October 2, at a second meeting with the board of directors, discussion ensued concerning the Lorenzo offers and at the end of a long day, the board concluded they were unable to take a position with respect to Texas Air's acquisition plans. Concurrent with this, just days later, Frontier management reached an agreement in principle with PEX representatives on a proposed purchase. The RKO directors, receiving info on the talks, were somewhat unenthused by this development. An RKO director, who was present in New York during these talks, told me that offers began to waft in at values FAR in excess of company value. This meant that viability was now a question moving forward, and one director told Gerry O'Neil point blank that PEX was "making offers for more than the company was worth." One response from a dumbfounded director was "It was interesting People Express got into the fray." Most directors couldn't believe this situation, and a few days later, Texas Air upped their purchase price to \$22 a share.

On October 8, the Frontier situation was now at a crossroads. Either RKO and the board could approve the Texas Air purchase, and face a "kicking and screaming" union contingent, or revisit PEX on an alternative. PEX came back with \$24 a share, and if the RKO directors weren't short of breath before, they were about to have a full on heart attack. It was difficult to imagine PEX absorbing and surviving this kind of cost burden, and many in the director circles made this fact known. Hoadley Dean, longtime legacy director at Frontier, was a dissenting vote on the PEX acquisition and refused to sign the Agreement of Merger. He had been vocal early on in the process concerning Frontier ownership, and even called one employee on the phone one evening in the fall of 1985 and emotionally exclaimed "Its a shame what's happening to Frontier Airlines!" What he was proposing instead was reengaging Texas Air to potentially merge Frontier into Continental, as he felt this was a much stronger action for the future. A few other directors were similarly concerned as he, with respect to PEX, but it didn't matter in the end because options were limited and each signed and agreed

to the document which transferred ownership to People Express. At the 11th hour of the deal being made, a member of the board independently contacted representatives of both Western and Delta Airlines, but neither was able or willing to get involved, absent any hard data or credible future projections with respect to Frontier's finances. As holly contested as this situation was, the Lorenzo presence was simply too touchy an issue to approach with any degree of reason.

In my discussions with the directors, financiers, lawyers and officers who were involved in this deal, many really couldn't understand why there was such adverse negativity towards a deal with Texas Air, which would have been the catalyst to a merger with Continental. I understood their plight, as they had no exposure to the union positions or attitudes that prevailed after Lorenzo had executed the reorganization of Continental. From their point of view, a deal with Continental could be sensibly completed, while this PEX deal looked destined to fail. I'm aware that a Frontier-Continental deal at this point would have had numerous challenges, and been extremely difficult from the union's standpoint, but the majority of these men, having no exposure to the inner workings of the airline world, were unable to see this, again by no fault of their own.

The 1985 annual report to stockholders partially summed up a good portion of the transaction, but still didn't tell the whole saga. I was surprised to see the stock breakdowns, financial shortages, and terms of the People Express deal. While it was going to preserve the Frontier name for the time being, it was going to dreadfully strain the PEX business model moving ahead. Following the completion of the deal in New York, an

RRKO financier turned to Gerry O'Neil and said "I don't think they made a good deal." The windfall on the sale was obvious, but keeping a viable company for all parties involved moving forward was clearly not what this transaction engendered.

In Denver around a month later, Burr gave a large presentation in Hangar 2 on Smith Road, and spoke about what the future looked to be with respect to growth and service. At the conclusion of his well communicated pitch, several employees were anxious to begin investments and jump on the Burr Bandwagon. There's no doubt Mr. Burr had the gift of engendering spirit, but his real failing was the financial reality the Frontier purchase put him and his officers in. People's COO had approached many separately concerning this, but without convincing Burr, he was at a dead end. I think most know how the final chapter of this ended eight months later, and a great anecdote happened prior to all of that at Burr's hangar presentation. Following the presentation, some employees were making small talk and asking questions of a few of the PEX officers who were present. One wife of an employee, who had listened to the spiel, innocently asked a People Express attorney what would happen if they "ran out of money"?

"People Express isn't going to run out of money," the attorney said with a matter of fact tone. "That'll NEVER happen..."

(Gregory R. Stearns is the author of "Frontier Airlines: A History of the Former Frontier Airlines 1950 - 1986". His father was a pilot and his mother a flight attendant for Frontier Airlines. All three are pictured below at Greg's marriage to Kristi in 2015. This essay is reprinted with his kind permission.)



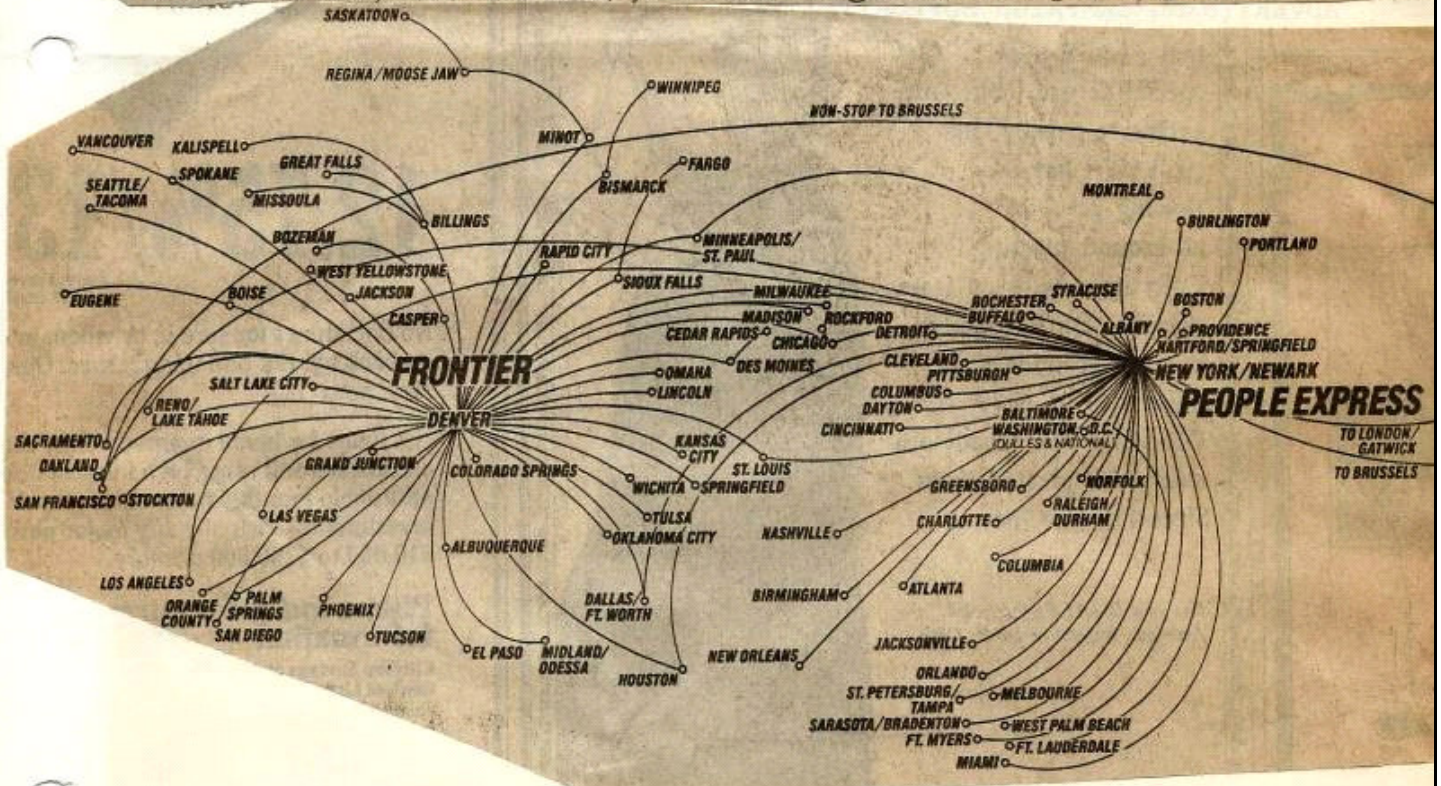
Frontier and People Express.

Low fares to over 100 cities coast to coast.

The people at Frontier and the people at People Express are thrilled both airlines are flying together. Because combining our strengths gives us a system that few airlines can match.

But the real winner is the person reading this newspaper. Because now you can fly to over 100 cities coast to coast at the low fares both airlines are famous for. Unbeatable low fares. With the same high standards of service you're already used to.

So the next time you want to fly to almost anywhere in the United States, call Frontier, your travel agent or People Express.



Take off with an old friend.



FRONTIER

The New World of Frontier and People Express

Frontier is changing its operations to reflect the People Express image, and becoming a strong part of the twin "barbell" hubs, Newark and Denver.

The new lower fares currently filling the aircraft, and the new bag-checking fees starting March 15, have that PE touch. Serving over 50 cities out of Denver, Frontier and People meet only at ORD, LAX, MSP, STL, DFW and HOU.

Plans that O'Gorman had for opening new hubs away from the competitive Denver market appear to have been put on the back burner until People founder **Don Burr** determines whether the benefits of feeding PE flights will more than pay for the continued losses of the FL/UA/CO fare war. **Larry Martin**, an ex-PE officer, has replaced O'Gorman as president of Frontier...four presidents in two years!

Marilyn Mishkin, Frontier's communications manager, reported that the combination has created a strong growth in traffic for both Frontier and People Express systems. **Newark to Denver flights have grown from two a day to seven.** Mishkin added that PE expects to add 747s to the EWR-DEN route this spring with 2600 seats a day. That should help fill Frontier flights into and out of Denver.

Connie McAlister, Senior Station Agent, notes that Frontier's resort area flights to **Las Vegas, Phoenix and Southern California** are already receiving large feeds of passengers from People's Newark flights.

New Construction at Stapleton

Frontier's expanded gate service is expected to be available and its facelift completed this spring.

The \$7,000,000 project includes ten aircraft parking slots served by six jetways. The largest project, Gate

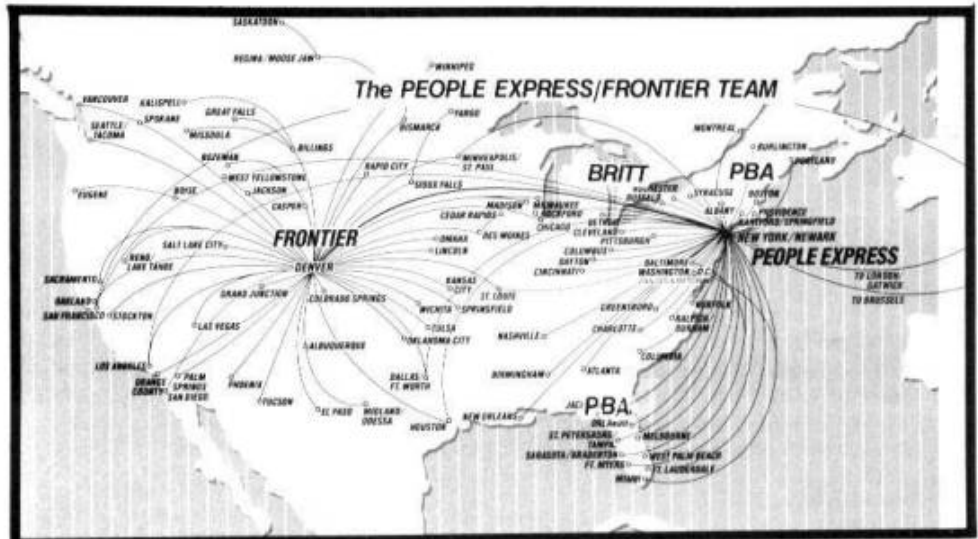
8, will have three slots. Called the "octopus" by Frontier agents, Gate 8 has three 50-foot long arm-like jetway bridges. The City of Denver will absorb most of the cost for the improved facilities.

Redecorating is being done at the Frontier ticket counter, lost-and-found, the lounges, gate areas, offices and unaccompanied minors' room. Plans are under consideration to build jet bridges on the "Kansas" gates at the East end of the "O" concourse which could handle the new People Express 747s. □



Solving Problems

Frontier/ALEA officers meet with international staff members February 25 to solve labor-management problems: (L to R) **Bob Nichols**, ALEA General Counsel; **Eva Touhill**, Chairman-Council #47, SLC; **Jack Casey**, International Representative; **Carolyn Boller**, Master Chairman, DEN; **Ed Hatfield**, Chairman-Council #71, OMA; and **Victor J. Herbert**, ALEA President.



Working the PE flights are **Spike Mock** and **Andy Cardenas**, Denver/FL station agents. **Jack Latino**, a member of the crew, is in the bin. **Cardenas** is an

officer in Council #73, while **Latino** is the Council Chairman. The arrival of 747s in May will change how the baggage in Denver is handled.

GRAND OLD LADY MAKES ITS LAST SCHEDULED FLIGHT ON FRONTIER'S ROUTES

From the October 1968 Frontier News

That "Grand Old Lady of the Skies" - the venerable DC-3 aircraft - made her last scheduled flight on Frontier routes on October 23, 1968. When the three-bladed props on Frontier's flight stopped turning on the ramp at Dallas Love Field, it meant the end of an era and another chapter for the history books on aviation. Ever since the Douglas Aircraft Company, Inc. brought out its first DC-3 in 1936, with the first coninercial version going to American Airlines and Trans World Airlines, the time-tested "Three" has established aviation records which will be a long time being duplicated by any other aircraft. Since that time, over 12,000 of the aircraft were constructed up until the time that the aircraft went out of production in 1945.

By December 7, 1941, there were 360 DC-3's in domestic air service. With Pearl Harbor and the declaration of war, the Air Transport Command took nearly 200 of these aircraft and ordered Douglas Aircraft to speed up production of the transport. By 1945, over 10,000 had been built, mostly for the Air Force, which called them C-47's and the Navy, which used the designation R4-2. Eventually, 12,000 DC-3's were built in Douglas plants in Santa Monica, Long Beach and Oklahoma City. Over half of these are believed to be operating today in all parts of the world.

The Air Force and Navy still use over 1,000 of the affectionately termed "Gooney Birds" for a great variety of their missions. More than 150 scheduled airlines in seventy countries of the world include them in their fleet. During the war, approximately 2,000 were sent to Canada and England where they were known as Dakotas; 700 were sent to Russia, and in addition, the Soviets got tooling from Douglas and built 2,000 more which they called Lissimov-2's.

American Airlines, which was in on the beginning use of the DC-3, was the first to retire the venerable bird in the spring of 1949. For the nine regional airlines in the United States, such as Frontier Airlines, the DC-3 was the backbone of their fleets until jet-prop and new jet aircraft updated their operations and brought into retirement "the Three."

One of the two DC-3's ('D' - Douglas "C" - Commercial "3" - the third in a series of transport designs) in the collection of celebrated aircraft in the Smithsonian Institute in Washington, D.C. is there mainly because it represents a run-of-the-mill example of what the United States Government cited as the "best single aircraft ever built."

In addition to being sturdy and reliable, the DC-3 has proved over the years to be expandable. Standard capacity of the plane 21 passengers, but users have operated it in 24, 26, and 28-seat configurations. Frontier Airlines uses the 24-seat arrangement. In Japan and the Philippines, where the natives generally are smaller and lighter, carriers often put 53 or more passengers in a DC-3. The all-time record was probably set by a C-47 which evacuated 93 refugees, mostly children, from a flood area in Bolivia.

By today's standards of flying, the venerable "Three" was not much of an airliner. It weighed only 16,500 pounds empty, compared with the DC-8 and the Boeing 707 which tip the scales at 300,000 pounds. Its cabin was not pressurized, which meant

that passengers did a lot of gum chewing on take-offs and landings to alleviate possible ear drum discomfort. Because of lack of pressurization, it cruised under 10,000 feet. Its top speed was 180 miles per hour and its average cruise was 150 miles per hour, compared with today's jet passengers, who cruise at 600 miles per hour at altitudes up to 36,000 feet.

Frontier's last scheduled DC-3 has been sold by the airline to an aircraft broker in Houston, Texas. At one time, Frontier had a fleet of 37 DC-3's. Most of the DC-3's from Frontier's fleet, after flying over 20 years in the high and dry country of the West, have been bought by an airline operating in the Philippines where they will be flying low and wet. Flights which Frontier previously operated with DC-3's were replaced by jet-prop Convair 580's, which cruise at over 350 miles per hour and carry 53 passengers in pressurized, air-conditioned comfort. In addition, Frontier has eight Boeing 727 jets which carry up to 134 passengers and which cruise at 600 miles per hour. There is also a difference in price. Frontier bought most of its DC-3's from the trunk airlines or converted the military C-47's into DC-3's with the purchase price being approximately \$20,000 to \$25,000. In contrast, Frontier's newest 727-200 carries a \$6,000,000 price tag.

Although the scheduled operations of Frontier's DC-3 are now a matter of history, the DC-3 aficionado will be pleased to know that the DC-3 will still be cruising at 150 miles per hour in skies throughout the world for a long, long time to come.

FRONTIER AIRLINES DC-3s

AIRCRAFT IDENTIFICATION

A/C #	PSGRS	MFG. SER #	A/C NAME
N-75028	24	No. 6053	Sunliner Teton
N-65135	24	No. 13803	Sunliner Montana
N-65276	24	No. 19202	Sunliner North Dakota
N-53376	24	No. 19542	Sunliner Wyoming
N-65385	24	No. 20542	Sunliner Colorado
N-64421	24	No. 19003	Sunliner Arizona
N-64422	24	No. 19476	Sunliner New Mexico
N-64423	24	No. 9251	Sunliner Royal Gorge
N-61442	24	No. 9642	Sunliner Phoenix
N-66610	24	No. 9786	Sunliner Utah
N-64910	24	No. 20062	Sunliner Williston Basin
N-57985	24	No. 19996	Sunliner Yellowstone
N-4992E	21	No. 12139	Sunliner Salt Lake City
N-4993E	21	No. 12440	Sunliner Denver
N-4995E	21	No. 12039	Sunliner Lincoln
N-4996E	21	No. 12141	Sunliner Kansas City
N-4997C	21	No. 12191	Sunliner Billings
N-4998E	21	No. 13559	Sunliner Nebraska
N-4990E	21	No. 12007	Sunliner South Dakota
N-4991E	21	No. 12106	Sunliner Omaha
N-4994E	21	No. 12442	Sunliner Missouri

-From Frontier Airlines Operations Specifications manual, 7/15/63, 70/75-2, 5-1, page 2 (Sent by Ken Schultz

I am not sure why they are listed in the order shown - this is the way they appear in the manual.)

FRONTIER REPORTS FOR SALE*(Costs are 20¢ per page to cover expenses for envelopes, postage & copying.)*

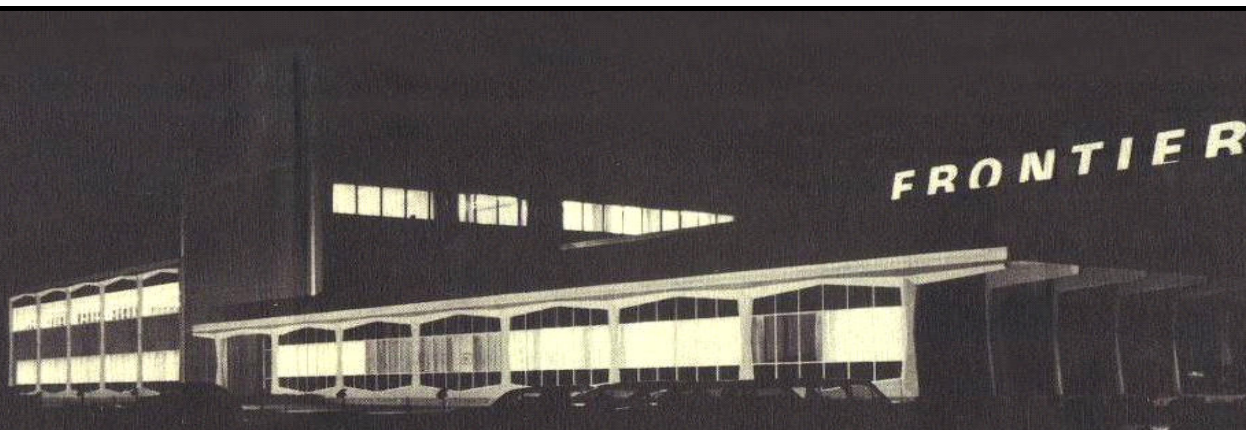
Air Mail Route Info, excerpt from 1978 book, 20 pages
 AZ Brief To CAB 1946, 42 pages
 AZ-Monarch Merger Application 1949, 52 pages
 AZ-Monarch Merger Application 1950, 32 pages
 AZ Stock Offer 1948, 23 pages
 Challenger Airlines Employees Directory, 7/15/48, 25 pages
 Challenger Airlines Prospectus, 9/3/47, 37 pages
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 Challenger Airlines Stockholders Report, 9/30/49, 8 pages
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 CN Packet, Articles & seniority list, 75 pages
 Convair Aircraft Packet, Articles & charts, 73 pages
 DC-3 A/C Roster (inc. predecessors) & Check List, 11 pages
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 DEN station roster, 6/1/70, 5 pages
 DEN station roster, 8/9/86, 12 pages
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 FL AFA Seniority List, 2/1/81, 17 pages
 FL AFA Seniority List, 2/1/86, 15 pages
 FL ALEA Seniority List, 2/1/65, 7 pages
 FL ALEA Seniority List, 1/1/66, 8 pages
 FL ALEA Seniority List, 8/1/66, 10 pages
 FL ALEA Seniority List, 1/1/74, 30 pages
 FL ALEA Seniority List, 7/1/84, 55 pages
 FL ALEA Seniority List, 1/1/86, 48 pages
 FL ALPA Seniority Lists, 1955-72-81-85 37 pages
 FL ALPA Seniority List, 10/28/67, CN/FL merger, 6 pages

FL ALPA Seniority List, 9/1/86, 11 pages
 FL-CO Job Preservation & Litigation packet, 10/2/86, 66 pages
 FL Files on a CD, \$5 each
 FL History & Stuff on a CD, \$5
 FL History, articles, photos, etc. , 49 pages
 FL IAM Personnel Roster, 7/1/67, 6 pages
 FL IAM Seniority List, 11/1/74, 22 pages
 FL IAM Seniority List, 11/1/76, 26 pages
 FL NEWS printed back issues, \$3 each
 FL NEWS back issues copied on a CD, \$5 each
 FL NEWS, May & Aug, '69 introducing 737s, 20 pages
 FL Obituaries on a CD, \$5
 FL TWU Seniority Lists, dispatchers 1966-68 , 7 pages
 FL's Death, articles & essays, 63 pages
 GRI Accident (12/21/62) Report & news clippings, 19 pages
 GXY Incident (11/24/71) Beech 99 engine lost, 16 pages
 Ken Schultz' Obituary List (Rev. 3/22/08), 11 pages
 MLS Accident (3/12/64) Reports, news clippings, 41 pages
 MLS Accident (3/12/64) Reports on a CD, \$5 each
 Personnel Roster, Stations-Sales-FAs, 8/15/63, 6 pages
 Personnel Roster, Stations-Sales-FAs, 9/15/63, 6 pages
 Personnel Roster, Stations-Sales-FAs, 10/15/63, 6 pages
 Personnel Roster, Stations-Sales-FAs, 12/15/63, 6 pages
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 PHX Accident (4/21/57) Reports on a CD, \$5 each
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Once upon a time, there was an airline.....

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

GONE BUT NOT FORGOTTEN

By DEN reservations agent Cel Landi on Aug 24, 1986

WE STARTED OUT WITH PROPS, TAXIING DOWN
THE RUNWAY
AND FLOATING THROUGH THE RAINDROPS.
THE PASSENGERS WOULD CALL AND REQUEST A
FLIGHT,
ON OUR MILK RUN THAT FLEW ALL NIGHT.

ALL OF A SUDDEN WE BEGAN TO GROW,
AND THEN OUR PRIDE REALLY STARTED TO SHOW.
SUDDENLY THERE WERE 727s, 737s & SUPER 80s,
AND THE ROUTES SPREAD FROM CANADA TO MEX-
ICO & EAST TO WEST.

THE PROFITS WERE HIGH
AND WE KNEW WE HAD FINALLY MADE OUR MILK
RUN THE BEST IN THE SKY.
OUR PASSENGERS KNEW WE GAVE THEM OUR BEST,
AND COULD CERTAINLY HOLD OUR OWN WITH ALL
THE REST.

THERE WERE HIDDEN ACCOMPLISHMENTS TOO,
THE KIND YOU DONT READ & HEAR ON THE NEWS
FRIENDSHIPS GREW STRONG AND FEELINGS RAN
HIGH
BETWEEN ALL THE EMPLOYEES WHO SHARED A
GOOD CRY.

THE BOND WAS CREATED THROUGH BLOOD,
SWEAT & TEARS
BUT THE HARDSHIPS WERE OFFSET BY THE LAUGH-
TER & CHEERS.
WE SHARED SO MUCH THAT MADE OUR FEELINGS
STRONG,
AND WHY NOT - AT ONE POINT WE COULD DO NO
WRONG.

ALL OF A SUDDEN SOMEONE SAID,
THE PROFITS WERE FAILING, THE AIRLINE WAS DEAD.
SURELY THIS WASN'T TRUE,
WE HAD WORKED SO HARD.

GAVE ALL WE HAD,
HOW COULD IT POSSIBLY TURN OUT BAD?
WHAT HAPPENED TO ALL THE INVESTMENTS AND
EXCESS FUND?
DONT TELL ME AFTER ALL THESE YEARS THAT IT'S
OVER & DONE.

WE RALLIED TO THE RESCUE AND GAVE CONCES-
SIONS TWICE,
WE KNEW IT WAS THE ONLY WAY TO SAVE OUR
AIRLINE & WE WERE WILLING TO PAY THE PRICE.
WE ALMOST MADE IT TOO,
EXCEPT FOR US THIS TIME THE MONEY SEEMED TOO
FEW.

WE ENDED UP BEING BOUGHT BY PEOPLE EX-
PRESS,
AND IN 6 SHORT MONTHS SAW OURSELVES RAPIDLY
REGRESS.
WE SIT HERE TODAY WAITING TO HEAR OUR FATE,
BUT FOR FRONTIER AIRLINES I'M AFRAID IT'S TOO
LATE.

THE EAGLES WILL MISS THE FAMILAR SIGHT
OF THE FRONTIER PLANE SOARING JUST TO THEIR
RIGHT.
AS WE LOOK TO THE SKY AND WATCH THE SUR-
VIVORS GO BY,
WITH A TEAR IN OUR EYE WE WILL ALWAYS WON-
DER WHY.

THE PLANES MAY BE GONE, THE COLORS MAY
CHANGE,
BUT AT ONE TIME WE KNEW THAT "ANYTHING" WAS
WITHIN OUR RANGE.
WE HAVE LOST AN OLD FRIEND WHO WE ALL HOLD
DEAR,
AND FOR US THE WARM FEELINGS WILL "NEVER"
DISAPPEAR.

WHAT HAPPENED TO US WAS REALLY ROTTEN,
ONE THING FOR SURE FRONTIER MAY BE GONE,
BUT NEVER FORGOTTEN.