

FRONTIER NEWS



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

We are FLamily!

WINTER

JANUARY

2022

#86



BACK IN 1981, forty years ago, Frontier President Glen Ryland sent out this Christmas card. Times were good and Frontier Airlines was prospering. We made a profit of \$32M that year but it was all about to end. 1982 would be a transitional year with layoffs and sharply reduced profits.

This issue is dedicated to our last good year. When we think of the good old days at Frontier, we may be thinking about 1981 and years like it. The coverage starts on page 11.

Here's wishing all of you the best year possible. Our group continues to shrink which is natural and eventually we will all fly west and the Old Frontier terminal will be empty. If there is a destination at the end of our flights west, I look forward to seeing you there and have the FLamily reunited.

JAKE LAMKINS
Editor - Publisher
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 ExFAL@Yahoo.com
<http://OldFrontierAirlines.com>



The FRONTIER NEWS is digitally 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 January for Winter, April for Spring, July for Summer and October for Fall.

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 FLamily.

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.

The Frontier News newsletter will no longer be printed and mailed. Hard copies are not available but you may print your own from the digital post.

The digital editions are posted at our website:

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

ADS

Use Ads to find friends, sell items, publicize meetings, or just say howdy to the FLamily.

AD RATES

\$5 for 20 words. \$10 for 40 words, \$15 for a business card, \$20 for 1/8 page, \$40 for 1/4 page, \$60 for 1/2 page and \$100 for a full page.

All income goes toward the NEWS, the website and support expenses.

Please make checks out to Jake Lamkins.

FRONTIER ON THE INTERNET

<http://OldFrontierAirlines.com>.

Visit the Frontier website and check out our page at FLacebook:

<https://www.facebook.com/groups/172416905475>

Thanks again to Tony Vann for a large donation. Darrell Whitely sent one too.

A question came up recently about the total number of FLolks. Right now I have 2265 folders for confirmed FLights West and 5077 folders for FLolks presumed alive. The last employees roster dated Aug 1990 has 7200 names on it. The last employee number issued near the end was #20,329.

The 1984 Frontier Annual report came out in early 1985 and it said there were 4969 employees as of Jan 31, 1985. That included 549 pilots, 37 dispatchers, 803 flight attendants, 2214 station personnel and 743 aircraft mechanics. 88% of the employees were union members. I would say we have had about 21,000 employees in our history.

That last employee number, #20,329 belonged to station agent C. F. Rutherford who was hired Aug 11, 1986 at Houston, Texas. #00001 was issued to STL station agent Curtis Tucker who recently flew west. He started work on Mar 27, 1969 and I have no idea how he came to have that number. The employee numbers system was alphabetical until it reached #10,000 then it became assigned by hire date, #00001 should have been somebody named Aababa. The employees hired in 1969 reached the 10,000 mark so Curtis may have gotten his number through a computer glitch. I can't find who got #10,000.

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



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 BREAKFAST

Breakfast, monthly, first Wednesday, 9:00 a.m.
at Ted'z Place, 5271 E 52nd Ave, Commerce City, CO
80022

Contact:
Bob Keefer, 303-229-6904

DEN PILOTS

Luncheon, second Tuesday every month at 11:30 a.m.
at Emerald Isle
4385 S Parker Rd.
Aurora, Co 80015
303-690-3722

Contact:
Bonnie Dahl, 303-521-5611, BCDahl777@gmail.com

DEN REUNION PICNIC

Sat, Aug 20, 2022

Contact:
Carolyn Boller, 303-364-3624 bollerck@comcast.net
Julie Dickman, 303-288-2127 jjdickman@gmail.com
Barbara Monday, 303-344-8745
bandbmonday@comcast.net

DFW MECHANICS REUNION

No info yet for 2022

Contacts:
Bill Guthrie, 254-631-5699, bill_guth3@yahoo.com
Brady White, 817-688-9873, ontopavia@aol.com

DFW PILOTS

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

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

FYV-FSM MEMORIAL PIGNIC

No info yet for 2022

Contacts:
Jake Lamkins, 479-879-8358, ExFAL@Yahoo.com
Paul Farris, 479-409-9997, paulamos43@yahoo.com

MCI FLIGHT CREW LAYOVER

Contact:

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

No info yet for 2022

MCI REUNION

Luncheon, 11:00 a.m., third Saturdays

No info yet for 2022

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

Aug 2021 DEN Reunion



Is a large group of Frontier flight attendants called a FLock?

24 DEATHS REPORTED SINCE THE FALL 2021 ISSUE

Alan Abel,
11/20/21, DEN flight attendant, age 73

Marie Chevin Bauer,
DEN flight attendant, 8/25/21, age 77

Ed Beauvais,
DEN accountant, 9/28/21, age 84

Mary Brazda,
DEN secretary, 11/1/21, age 87

Dave Carter,
CPR BIL senior station agent, 6/16/18, age 83

Homer Cauthon,
RIW OMA station agent, senior station agent, 2/9/17,
age 88

Helen Cline,
GSW clerk and secretary, 1/9/20, age 96

Dee Lanick Fulscher,
DEN flight attendant, reservations agent, 9/5/21,
age 91

Bill Graves,
DEN director - line maintenance, 1/5/16, age 93

Buddy Griffin,
LBL FYV LIT DEN SGF station agent, 10/16/21

Lyle Henrikson,
RAP station agent, 5/8/21, age 89

Jim Hildebrand,
GUP ABQ OKC station agent, 12/10/21, age 85

Tom Howard,
GSW MKC MCI DEN pilot, Jul 21, age 91

Dick Kardell,
GSW MKC MCI DEN pilot, 11/24/21, age 83

Bob Lane,
DEN pilot, 9/19/21, age 93, Fall and broken hip

Jack McDermott,
MVS HSR BIS station agent, 11/1/21, age 85, cancer

Mac Meguire, DEN lead aircraft mechanic, 9/15/21,
age 95

Sandi Potts Powers, DEN reservations agent,
5/15/21, age 73

Gene Rector, DEN aircraft mechanic, 11/25/20,
age 88

Dave Shuck,
DEN station agent, senior station agent, 9/12/21,
age 71, COVID-19

Keith Sturgeon,
FSM DEN station agent, ticket counter agent, senior
ticket counter agent, 10/21/21, age 82

Wayne Teakell,
OKC MKC MCI CYS OAK CID station agent, senior
station agent, station manager, 7/8/21, age 82

Curtis Tucker,
STL station agent, 9/30/20, age 69

Gary Turner,
DEN pilot, 11/16/21, age 75, Alzheimer's disease



FRONTIER

FLights West

GONE WEST

We salute our FLriends on their FLight West.
They are not dead until we forget them.

All our memorial webpages are at
<http://FAL-1.tripod.com/Obituaries.html>

Others are

AGENTS, CLERKS, SKYCAPS

<http://FAL-1.tripod.com/ObitsAgents.html>

FLIGHT ATTENDANTS

<http://FAL-1.tripod.com/ObitsFAs.html>

MAINTENANCE

<http://FAL-1.tripod.com/ObitsMx.html>

MANAGEMENT & OTHERS

<http://FAL-1.tripod.com/ObitsMgmt.html>

PILOTS, DISPATCHERS, FLIGHT OPERATIONS

<http://FAL-1.tripod.com/ObitsPilots.html>





ALAN ABEL
1979 - 1986
FLIGHT ATTENDANT
DEN

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



MARIE CHEVIN BAUER
1970 - 1985
FLIGHT ATTENDANT
DEN

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

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ED BEAUVAIS
1960 - 1963
ACCOUNTANT
DEN

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



MARY BRAZDA
1958 - 1959
SECRETARY
DEN

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



DAVE CARTER
 1958 - 1986
 SENIOR STATION AGENT
 CPR BIL

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



HOMER CAUTHON
 1956 - 1986
 SENIOR STATION AGENT
 RIW OMA

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

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HELEN CLINE
 1961 - 1968
 RESEARCH CLERK, SECRETARY
 GSW

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



DEE LANICK FULSCHER
 1950 - 1986
 FLIGHT ATTENDANT, RES AGENT
 DEN

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



BILL GRAVES
1974 - 1986
DIRECTOR OF LINE MAINTENANCE
DEN

http://FAL-1.tripod.com/Bill_Graves1.html



BUDDY GRIFFIN
1961 - 1986
STATION AGENT
LBL FYV LIT DEN SGF

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

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LYLE HENRIKSON
1967 - 1986
STATION AGENT
RAP

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



JIM HILDEBRAND
1956 - 1986
STATION AGENT
GUP ABQ OKC

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

Gone West



But Not Forgotten

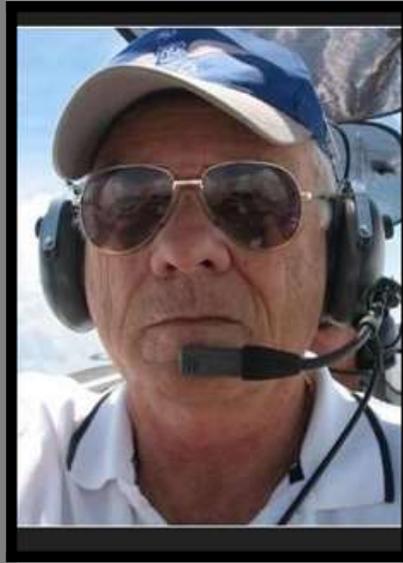
TOM HOWARD

1956 - 1986

PILOT

DEN

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



DICK KARDELL

1961 - 1986

PILOT

GSW MKC MCI DEN

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

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BOB LANE

1966 - 1986

PILOT

DEN

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



JACK MCDERMOTT

1958 - 1962

STATION AGENT

MVS HSR BIS

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



MAC MEGUIRE
1947 - 1986
LEAD AIRCRAFT MECHANIC
DEN

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



SANDI POTTS POWERS
1967 - 1969
RESERVATIONS AGENT
DEN

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

27



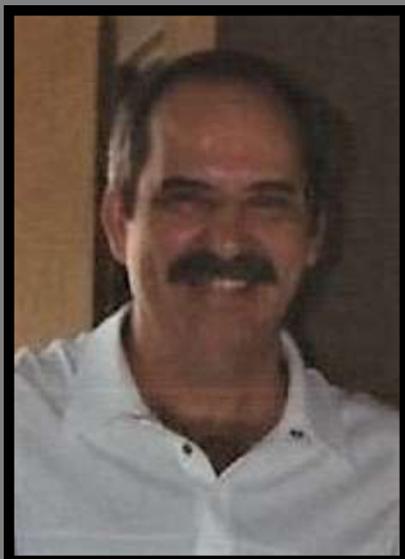
GENE RECTOR
1958 - 1986
AIRCRAFT MECHANIC
DEN

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



DAVE SHUCK
1977 - 1986
SENIOR STATION AGENT
DEN

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



KEITH STURGEON
 1965 - 1986
 STN AGENT, TKT COUNTER AGENT
 FSM DEN

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



WAYNE TEAKELL
 1961 - 1986
 STATION AGENT, STATION MANAGER
 OKC MKC MCI CYS OAK CID

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

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CURTIS TUCKER
 1969 - 1974
 STATION AGENT
 STL

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



GARY TURNER
 1973 - 1986
 PILOT
 DEN

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

LETTER TO SHAREHOLDERS

by Glen Ryland in the 1981 Annual Report
Published in early 1982, Pages 2 - 3

Frontier's earnings and revenues set new records in 1981, marking the fifth year in a row that the company has achieved new highs, and the tenth consecutive year of consistent profitability. This is a particularly gratifying record, especially when viewed in light of the turbulence affecting most in our industry since the passage of deregulation in late 1978.

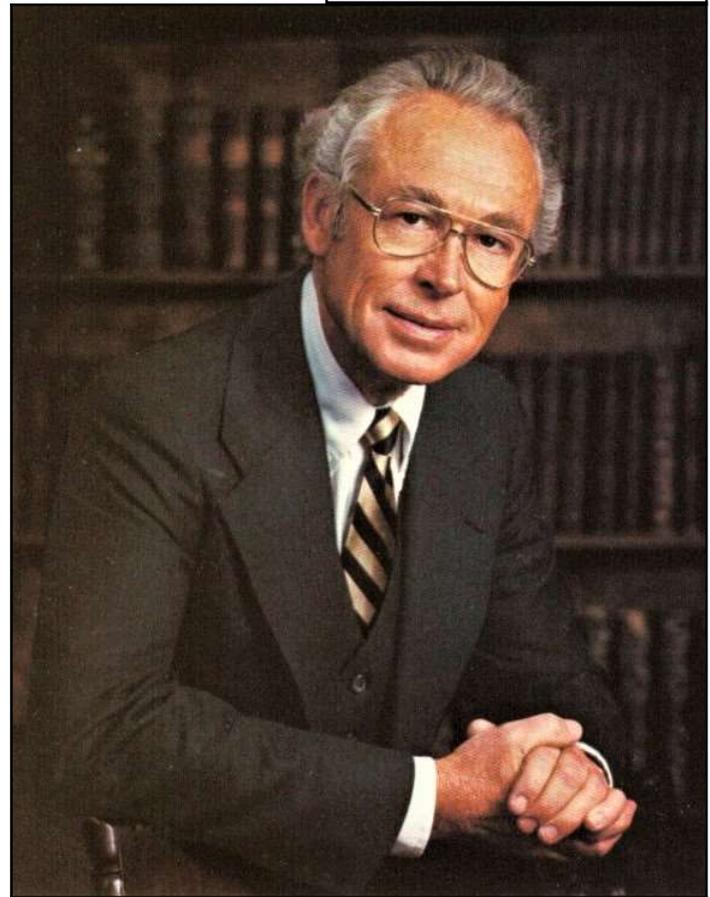
Net earnings for 1981 of \$32 million, equal to \$3.51 a share, were nearly 38 percent higher than last year's previous high. Operating income increased 40 percent to \$51 million, and total revenues climbed 23 percent to \$577 million.

We achieved these results despite significant headwinds. The country's economy remained sluggish throughout the entire year, even though many had expected an upturn in the second half. Inflation continued its upward pressure on costs. Three of our major competitors substantially increased their presence in our markets. And the strike by the nation's air traffic controllers in August curtailed the number of flights we could schedule in and out of Denver, especially during prime hours.

Even with the cut-back in flying since August, total revenue passenger miles increased nearly 18 percent over the prior year. We have added 25 new cities during the past three years, and because of this, we control more of our own "feed" traffic over our Denver hub; passengers are traveling much greater distances with us. We have also tailored our capacity growth to market demand. Available seat miles increased only 13 percent, resulting in a jump in load factor of 2.8 points to 62.1 percent.

Management's continuing emphasis on cost control and productivity kept expense increases slightly below revenue gains, so that our operating profit margin improved modestly to 8.8 percent of revenues. Our cost-control philosophy is to spend what is necessary to maintain the safety and reliability of the operation and to preserve our high standards of passenger service quality, but to diminish or eliminate costs that don't directly meet those criteria. Our objective is to manage our costs and revenues to maintain profitability in the near term, without damaging our long-term investments for the future. At the same time, we continue to identify and implement productivity improvements in operating procedures and effective utilization of the employee force.

Strategic planning plays an important role in our management discipline, and our planning efforts were not in vain during 1981. In particular, we were ready to absorb new competition in more than a dozen of our major markets last year with scheduling and price adjustments that replenished the inevitable revenue losses in markets with added competition. Planning also paid dividends in



our ability to react swiftly to the restrictions resulting from the air traffic controllers strike. Although we incurred additional costs because of frequent schedule adjustments and passenger service requirements, we were able to maintain a relatively high level of service and minimize the inconvenience to our passengers.

The factors that have been plaguing our industry for the past several months have not diminished, and in some cases they have grown worse. The economic outlook for the country remains particularly clouded, and will most certainly continue to have a substantial negative impact on travel. Flight restrictions at several of our major airports, and particularly at Denver, will continue during the gradual rebuilding of the air traffic control system. We will not be able to get enough arrival allocations at Denver to utilize, as effectively as we had planned, the five new airplanes we have coming in the spring. We will deploy these additional resources in markets that produce the richest mixture within the constraints imposed upon us.

We continue on our planned path to be free from federally subsidized markets in 1982, and will be withdrawing from 11 smaller communities during the first half of the year. This will bring to 36 the number of subsidized points we will have deleted since the onset of deregulation. With the elimination of subsidy, so will go our service obligations and the inordinately high costs associated with them. Between now and summer, our remaining fleet of 15 Convair 580 turboprop aircraft will be retired

from service.

We expect that operating margins will be depressed temporarily during the year, due to unusually soft traffic in the first half and the inefficiencies inherent in the air traffic control environment. Helping to offset this short-term decline in operating income, however, will be substantial investment income credits earned on the seven new airplanes delivered this year, as well as the potential for non-operating gains from selling off our Convair fleet.

Our employee and management team is thoroughly dedicated to keeping Frontier in the leading ranks of consistent profitability within our industry. We have a solid financial structure in place, and we remain well-positioned to capitalize on a economic upturn for substantial future growth.

OPERATIONS REVIEW

1981 FRONTIER ANNUAL REPORT

Published in early 1982, Pages 4 - 7

Earnings reach new highs, aided by record revenues, effective cost control, productivity gains

Total operating revenues for 1981 were \$57,430,000, an increase of 23 percent over 1980. Operating income increased 40 percent to \$50,947,000, and net earnings of \$31,961,000 were nearly 38 percent higher, despite an increase in the effective tax rate.

All were new records for Frontier, and they were achieved in a year when most airlines were producing staggering deficits.

Demand for air travel throughout the country was soft in 1981 because of the uncertain economy, and Frontier was not immune to its impact. Nevertheless, revenue passenger miles registered an 18 percent gain, resulting from a 20 percent increase in the average length of passenger trip to 718 miles. As Frontier has added new routes from its Denver hub over the past three years, more passengers are able to complete their entire journey on Frontier, rather than having to connect to another airline. At the same time, smaller cities that do not contribute meaningful feed traffic at Denver have been deleted from the system, resulting in a two percent decline in total originating passengers.

Increasing length of haul, combined with the growing availability of discount fares, tended to moderate gains in yield per revenue passenger mile. Average yield for the year was 14.78 cents, only six percent higher than in 1980.

In contrast to the modest yield growth, passenger revenue per aircraft mile flown was up nearly 17 percent, reflecting pricing flexibility, capacity control of deep discounts and an increase in load factor to 62.1 percent.

Operating expenses for the year increased 22 percent to \$526,483,000. Fuel costs again paced the increase, although the rate of growth in cost per gallon slowed somewhat from previous years. The total fuel bill for

1981 was up 27 percent, representing an 18 percent increase in unit cost and an 8 percent increase in consumption.

Substantial progress in productivity improvement was achieved throughout many operating units of the company. Notable among them were program changes in the maintenance area - which actually enhanced the safety and reliability of the aircraft, while reducing maintenance costs - and refinements in incentive programs that have produced productivity gains among field sales and service managers.

Costs of operating the Convair 580 turboprops have been increasing nearly 50 percent faster than those of the Boeing 737 fanjets.

Interest expense for 1981 was down seven percent, reflecting reductions in long-term debt from the conversion of Frontier's 6 percent debentures and the use of generated cash to pay down revolving bank debt. Non-operating profit increased 38 percent, due principally to sale of five Convair 580s for approximately \$1.6 million apiece.

*Controllers' strike constrains growth;
effects will continue*

The strike by the Professional Air Traffic Controllers Organization (PATCO) on August 3 of 1981 dealt a severe blow to the airline industry. Although Frontier was able to adjust quickly to the reduced flying initially necessitated by the strike, the action at the peak of the summer travel season constrained growth in passenger revenue during August, and has resulted in increased costs and operating inefficiencies that will linger until the air traffic control system is eventually rebuilt by the Federal Aviation Administration.

Management was prepared for the schedule curtailments with a number of alternative plans, and was able to return to near-normal capacity within a few days by moving several flights away from the peak periods that required the most severe reductions. Subsequent adjustments by the FAA in arrival allocations at Denver's airport - where the bulk of Frontier's operations are - have caused frequent schedule changes.

Last year's controllers' walkout may have an even greater impact on Frontier in 1982 by limiting the rate by which new flights may be added in and out of Denver. Frontier plans to increase frequencies on a number of flights out of Denver, as well as add new markets to its system. How much of this plan will be implemented depends largely on the FAA's ability to accommodate overall traffic growth in the West.

*Route restructuring continues; jet fleet grows,
turboprops retired*

Even in the face of 1981's sluggish economy and the PATCO strike, Frontier identified opportunities for profitable new routes. Service was inaugurated from Denver

to Reno in March, to Los Angeles in May, to Oakland in July, to Madison and Sioux Falls in October and to Seattle in November. Service was also extended from Montana to Regina and Saskatoon in Saskatchewan, Canada, on May 1. These bring to 25 the number of new cities added to the Frontier system since the advent of deregulation in late 1978.

New opportunities for route growth will continue to be exploited in 1982, within constraints of air traffic control situations. Two beach resort cities on the west coast of Mexico - Puerto Vallarta and Manzanillo - will be added beginning Mar 15. These will bring to five the number of Mexican cities served by Frontier, and will offer a wide array of vacation destinations that could be particularly economical for travelers, due to the recent devaluation of the peso in that country.

In May, Frontier will begin flying from Denver to San Diego; in June, service will be inaugurated to Fresno, serving California's growing San Joaquin Valley.

While major metropolitan areas are being added, the airline continued to follow its plan to withdraw from smaller cities, most of which are dependent on federal subsidy for air transportation. Four cities were deleted in 1981: Amarillo, Tex.; Gallup, N.M.; Lawton, Okla., and Liberal, Kan.

Frontier was serving 53 subsidy-dependent cities in 1978, when a course was drawn to gradually withdraw from the majority of these markets and to be free of subsidy need in 1982. Since then, Frontier has left 25 of these cities, and their service obligations were assumed by smaller carriers. Eleven additional cities are scheduled for withdrawal in the first half of 1982. Those that will remain in Frontier's route structure appear to have the potential for profitable service without the need for subsidy.

As Frontier withdraws from these cities it is also retiring its Convair 580 turboprops. Only 15 Convairs remained in the fleet at the end of 1981, and they are all scheduled to be surplus by mid-1982. Although Frontier's costs of operating the Convair have been rising disproportionately to those of the Boeing 737, smaller airlines with lower costs are finding these 50-passenger airplanes are valuable stimulants to their own profitable growth. Consequently there has been a ready resale market for Frontier's Convairs. Three were sold in 1980 and five in 1981 at an average price in excess of \$1.6 million.

Frontier's pure jet fleet continues to grow as the propjets are phased out. Two new fuel-efficient Boeing 737-200s were added in 1981, four more will be added in 1982 - two at mid-year and two in December - and two more have been ordered for 1983 delivery. These will bring to 51 the number of 737s in Frontier's fleet. Of these, 17 have the JT8D-17 higher-thrust extended-range engines, and the four new planes will have the "17-A" engines, which offer

even greater fuel economies. The Boeing fleet will be supplemented this spring with three McDonnell Douglas Super 80s, configured with 147 seats for use on high-density routes.

Employment remained stable; two union contracts negotiated, two others in progress

Employment remained stable during all of 1981. By year-end, the total number of employees had increased slightly to 5,887 from 5,622 at the end of 1980. While many other airlines continued to furlough their people and ask those that remained to take pay cuts, the average Frontier employee generally enjoyed substantial increases in wages and benefits. Layoffs will be necessary in the first half of 1982 because of withdrawal from 11 small cities, the elimination of the Convair fleet, and general economic effects.

Two major labor contract negotiations were concluded in 1981 with the Air Line Employees Association, representing station and reservations agents and clerical personnel, and with mechanics and technicians, represented by the International Association of Machinists. Talks began early in 1982 with the Air Line Pilots Association and the Association of Flight Attendants.

Frontier's consistent profitability built on basic strengths

To a great extent, the success of Frontier Airlines over the past decade has grown from a few basic strengths. One is a hub-and-spoke route structure that developed from the old "feeder airline" concept of the '50s and '60s, when Frontier's main function was to bring people from small towns to places where they were turned over to trunk carriers to complete their journeys to major cities. Gradually, Frontier added its own long-haul routes from Denver to principal population centers and, since deregulation, has restructured its route network to embrace 27 state, Canada and Mexico - and virtually everything reinforces the Denver hub. Now the airline no longer has to turn its passengers over to others, and the average length of a passenger trip has increased from 458 miles in 1977 to 718 miles in 1981.

While the hub-and-spoke has become both an offensive and a defensive weapon in the competitive arena brought about by deregulation, another of Frontier's basic strengths has proven to be a significant economic advantage. The Boeing 737-200, with its 106 seats, two engines and two pilots, is ideally suited for the route structure it serves, and delivers a seat-mile cost substantially lower than its competitors.

A third basic strength is a management discipline that stresses long-range strategic planning to anticipate changes in the economic and political climate and the actions of its competitors. The discipline also provides for flexible short-range planning to react swiftly to unexpected events.

- 1980 Jan. Aircraft tail floodlights installation is completed
- 1980 2/1 Glen Ryland becomes 7th president, service to MDW is deleted, service to LEX begins
- 1980 2/13 Aircraft mechanic Jay Shah killed on DEN ramp by provisioning truck
- 1980 5/1 DEN-HOU service started and SMF-SCK
- 1980 6/30 Service to the "highline" is dropped: HVR LWT GGW OLF ISN SDY MLS & GDV
- 1980 8/1 MLC is dropped from service, last one man station
- 1980 9/21 New ATL terminal opens with FL a tenant
- 1980 10/1 Jet service starts at LBF
- 1980 11/30 Nebraska stations of CDR SNY & AIA cease operations, Twin Otters are retired
- 1980 12/1 New service, DEN-DSM-LNK, service to JAN is dropped
- 1980 12/15 LAS-SNA flights begin
- 1981 Feb. Frontier announces that it had record profits of \$23.21 million**
- 1981 3/1 First flight, DEN to RNO**
- 1981 5/1 Service begins to LAX YXE & YQR**
- 1981 5/1 New service: DEN-LAX**
- 1981 6/1 AMA & LBL closed down, JAC gets 737 jet service**
- 1981 6/12 FL files with SEC to sell \$40M in debentures to buy aircraft and general corporate purposes**
- 1981 Jun. JetMates begin service at DEN**
- 1981 7/1 New service to OAK FSD MSN, FL magazine has 10th anniversary**
- 1981 8/3 PATCO air traffic controllers go on strike**
- 1981 8/9 Al Feldman, 6th president, 1971 - 1980, dies in Los Angeles at age 53**
- 1981 9/1 GUP service is terminated**
- 1981 9/30 New service: FSD-MSN**
- 1981 10/1 Service dropped at GUP**
- 1981 10/1 First flight DEN-MSN**
- 1981 10/1 DEN-FSD service begins**
- 1981 10/19 ALEA and FL sign new contract**
- 1981 11/1 DEN-SEA service starts**
- 1981 11/15 Service dropped at LAW**
- 1981 11/30 ALEA contract ratified with a 98% yes vote**
- 1982 Jan. The company lays off 220 workers in a cost-cutting move.
- 1982 Feb. Profit of \$32M in 1981 announced, laid off another 400 employees as a result of declining air traffic.
- 1982 Apr. Frontier bought the Western hangar at DEN
- 1982 1/31 Drops service to FYV HRO and TBN
- 1982 3/1 Service dropped at COD WRL and VEL
- 1982 3/16 ABQ-PVR flights start
- 1982 3/18 FMN 580 lands at Aztec, NM instead of FMN
- 1982 4/1 Service dropped at ALS CEZ GUC HDN and PUB
- 1982 4/22 Shareholders vote to establish holding company
- 1982 4/30 DEN-SAN service starts
- 1982 5/6 Frontier Holdings formed with Frontier Airlines its primary subsidiary
- 1982 5/20 First FL flight using DC-9-80 aircraft
- 1982 5/31 Last CV580 flight made,
- 1982 6/1 DEN-FAT flights begin
- 1982 8/6 DEN 737 emergency landing with blown left gear tires
- 1982 Oct. Signage on Western hangar changed to Frontier Airlines
- 1982 11/19 Service to PSP via DEN-SAN-PSP starts
- 1982 12/15 DEN-IND-CMH begins
- 1982 12/23 Mac Myhre, 2nd Frontier president, 1953 - 1959 flies west at age 71
- 1982 12/24 Blizzard at DEN shuts down airport at 9:30 am for 33 hours
- 1983 Jan. Profit of \$17M for 1982 announced.
- 1983 1/6 DEN-SGF service commences
- 1983 3/3 Start up DEN-PDX and BOI-PSC service
- 1983 3/3 PDX-EUG service starts

These have combined with the inherent economic strength of the region that Frontier dominates to produce consistent profitability for ten straight years. That it is a leader in its industry is borne out by a 1981 Forbes study that ranks Frontier first among scheduled passenger airlines in return on total capital over the past five years. By its own comparisons, Frontier consistently surpassed the industry averages for return on investment and net profit margin in every year since 1971.

Frontier has achieved this record even in the face of substantial new competition since the airlines were deregulated. The attractiveness of the Rocky Mountain region has drawn new entry from nearly all existing airlines, and there

are several new airlines being formed that have announced plans for service to Denver. Sixteen of Frontier's top markets have experienced a total of 29 incursions over the past three years. In seven more Frontier markets where one carrier has exited, it was replaced by an even stronger competitor.

While the majority of markets out of Denver are highly competitive, Frontier has a dominant position in many routes that link medium-sized cities with major metropolitan centers, requiring only a stop or a connection at Denver. The airline derives its strength from small markets, using the leverage of the Denver hub, along with pricing and scheduling flexibility, to neutralize the impact of new competition in the denser markets.

FRONTIER NEWS

April 1981

Employees

John Ahlquist was recently named senior director, field marketing. He directs the entire field marketing group, consisting of the Eastern and Western divisions, Denver station and the staff sales and sales distribution department. Before joining Frontier in 1973, Ahlquist was associated with Northwest Airlines for 21 years. At Frontier he served as director, special projects, and most recently, director, field marketing, Western division.

Jim Brice was recently named director, field marketing, Eastern division. A 13-year veteran with Frontier, Brice has held various sales and operations positions, including sales and service manager, Tucson; sales and service manager, Kalispell; station agent, Denver and Lincoln; and, most recently, deputy director-stations, field marketing, Eastern division. Brice served four years in the U.S. Air Force and attended the University of Nebraska.

Kenneth Burgess was recently named director, flight planning and control. Burgess joined Frontier in 1971 as assistant director, station operations, serving most recently as director, schedules. A graduate of San Jose State College in California, Burgess holds a master's degree in business administration from the University of Colorado. He served as a Navy carrier-based attack pilot in Viet Nam.

Mark Coleman was recently named director, strategic marketing. This new position investigates such areas as merchandising, sales and distribution techniques, and competitive opportunities. Most recently director, field marketing, leisure division, Coleman has also served as director, special projects; staff manager, Western division; and district sales manager, Kansas City. Coleman is a graduate of Westminster College, Salt Lake City.

Ed Dunaway was recently named senior director and assistant general manager, sales and service division. A 24-year veteran with Frontier, Dunaway has held managerial positions for the airline in St. Louis, Fort Leonard Wood and Kansas City, Mo. He served as director field

marketing, Western division, and most recently as director, consumer services. Dunaway joined Central Airlines in 1957, which merged with Frontier in 1967.

Mike Leonard was recently named director, staff sales and sales distribution. In his 11 years with Frontier, Leonard has held various marketing management positions, including deputy director, sales, Eastern division field marketing; district sales manager, Denver; Western division. Leonard holds a bachelor's degree and master's of business administration from the University of Utah.

Betty Roberts was recently named director, tariff planning. A 20-year veteran with Frontier, Roberts has held several pricing-related positions, including tariff analyst and manager, local passenger tariffs. Roberts coordinates Frontier's tariff filings, fare displays in reservations computers, and internal communication regarding tariffs.

Mark Schneider was recently named director, pricing and capacity control. Since joining Frontier in 1977, Schneider has served as analyst, futures planning; assistant manager, futures planning; and manager, pricing and capacity control. Schneider holds a bachelor's of science degree in economics and master's of business administration, both from Colorado State University.

Fred D. Tiller was recently named director, industry and interline affairs. Tiller joined Frontier in 1980 as manager, marketing distribution. Prior to joining the airline, he was president of Tiller's Travel in Denver. He is a past officer of A.S.T.A. (American Society of Travel Agents) and the Colorado Travel Association. Tiller is a graduate of the University of Northern Colorado.

Al Toll was recently named director, field marketing, Western division. Since joining Frontier in 1970, Toll has served as station agent, customer service representative and assistant manager, transportation services, all in Kansas City; manager, transportation services, Tucson; sales and service manager, Tucson; staff manager, Western division; and, most recently, deputy director-stations, field marketing, Western division. Toll is a graduate of the University of Arizona.

Sue Wilson was recently named director, consumer services. She has responsibility for dining and cabin ser-

vices, reservations, flight service and station training and procedures. Wilson joined Frontier in 1970 as manager, food and beverage services, and was elevated to director, dining services in 1972. In 1976, she assumed additional responsibility for cabin interior design and equipment. She was named deputy director, consumer services in 1979. Wilson is a graduate of the University of Denver.

APPOINTMENTS

Nick Barron — Assistant city manager, ABQ
 June Beuchler — Mgr., fare quote/capacity display
 Nan Bradley — Manager, passenger revenue
 Bob Brown — City manager, JAC
 Jenny Brown — Manager, marketing automation
 Linda Brungardt — Flight attendant supervisor
 Yvonne Canady — Flight attendant supervisor
 Connie Combers — Manager, traffic coordination
 Jerry Follmer — Mgr., pricing systems development
 John Fries — City manager, YXE
 Pattie Givens — Flight attendant supervisor
 Pete Gray — Deputy director - stations, field marketing, Western division
 Ed Greenfield — Deputy director, strategic marketing
 Bob Hall — Supervisor, ticket by mail, reservations
 Bill Heath — Mgr., systems/procedures, revenue accounting
 Sandy Kangas — Manager, passenger pricing
 Lana Kelley — Flight attendant supervisor
 Mary Ellen Mann — Manager, sales audit, refund
 Rich McCune — City manager, STL
 Ron Ness — City manager, LAX
 Rick Patterson — City manager, YQR
 June Rapp — Schedule display analyst
 Peggy Sisk — Data control analyst, schedules
 Lois Taylor — Mgr., sales/service traffic coordination
 Scott Tyra — Market analyst
 Kenneth Wiseman — Project manager, facilities
 Elaine Worsham — Consumer affairs representative
 David Ziolkowski — Deputy director - stations, field marketing, Eastern division

HONORS

Glen L. Ryland, president and chief executive officer, was elected chairman of the Association of Local Transport Airlines at the association's annual meeting Washington in February, effective April

Duke Ellington, director of procedures, training and facilities, was recently elected chairman of the Passenger Committee of the Air Transport Association. The committee helps set industrywide standards of passenger service in areas from automated ticketing to reservations procedures and baggage processing.

JAN FEB MAR SERVICE AWARDS

30 Years

Brown, W.B. — Captain, DEN
 Casey, C. — Aircraft technician, DFW

Claffy Jr., J.A. — Dispatcher, DEN
 Davis, P. — Aircraft technician, DFW
 Fuqua, E. — Traveling Bldg. Mtce. Mechanic, DFW
 Johnston Jr., C.R. — Station agent, PHX
 Lasseter, W.L. — Captain, DEN
 Meshko, G.M. — Captain, DEN
 O'Flaherty, J.W. — Captain, DEN
 Pratt, H. — Aircraft technician, DFW
 Sharkey, W.M. — Station agent, LBL
 Stelter, J.A. — Captain, DEN
 Stevens, W.B. — Dir., Flight Operations Training

25 Years

Bussell, M.W. — Ticket counter agent, ATL
 Caudle, W.D. — Senior agent, FYV
 Cauthon, H.D. — Station agent, RIW
 Churchill, R.H. — Captain, DEN
 Enos, D.A. — City manager, FYV
 Francis, J.R. — Captain, DEN
 Hillis, A.W. — Captain, DEN
 Houston, W.T. — Lead stock clerk, DEN
 Howard, T.P. — Captain, DEN
 Johnston Jr., L.G. — Senior agent, LIT
 Kohler, D.S. — Captain, DEN
 Lamkin, P.H. — Captain, DEN
 Martin, E.F. — Senior agent, BIL
 Maxwell, H.D. — Mgr., transportation services, SLC
 Medcalf, W.G. — Captain, DEN
 Perry, C.S. — City Manager, GTF
 Pfau, T.J. — Station agent, ABQ
 Phenix, J.A. — Dispatcher, DEN
 Sanders, B.R. — Station agent, LIT
 Willhite, D.D. — Station agent, FSM

20 Years

Altman, J. — Inspector, DEN
 Armbrister, CC. — Station agent, SLN
 Beecham, R.E. — Station agent, FYV
 Bevans, L.E. — Station agent, PUB
 Castilloux, P.E. — First officer, DEN
 Conner, J.M. — Staff manager, sales/service
 David, L.E. — Ticket counter agent, DEN
 Decha, R.A. — Captain, DEN
 Farrar, CA. — Station agent, LIT
 Fletcher, H.L. — Captain, DEN
 Goffart, H.J. — Station agent, LIT
 Griffin, B.R. — Station agent LIT
 Gross, E.B. — Captain, DEN
 Gunn, D.A. — Captain, DEN
 Hanna, D.D. — Station agent, PHX
 Haven, D.W. — Station agent, GTF
 Haynie, P.C. — Captain, DEN
 Huchowski, J.W. — Station agent, STL
 Kardell, R.C. — Captain, DEN
 Lambert, C.G. — Captain, DEN
 Lane, J.E. — Station agent BOL
 Leander, K.R. — Station agent, SLN

Lowe, S.L. — SATO manager, RND
 Mackie, G. — Senior agent, TUS
 Marquez, M.L. — Ticket counter agent, DEW
 Mayo, E.M. — Captain, DEN
 Mueller, D.F. — Airframe/systems engineer, DEN
 Murray, C.D. — Ticket counter agent, DEN
 Musselman, L.H. — Senior agent, FOE
 Nagle Jr., B.J. — Station agent, LIT
 Nestelroad, O.L. — Station agent, ICT
 O'Connor, J. — Flight attendant, DFW
 Peterson, O.C. — Station agent, FSM
 Pierce, A.A. — Captain, DEN
 Powell, D.R. — Captain, DEN
 Rowe, G.D. — Station agent FCA
 Sarver, W.L. — Station agent, MEM
 Teakell, W.A. — City manager, CYS
 Vaughn, J. — Aircraft technician, DEN
 Watkins, B.J. — Captain, DEN
 Weldon, L. — Flight attendant, DEN
 Williams, J.R. — Captain, DEN
 Wilmoth, A.L. — Senior agent, STL
 Wyche, J.P. — Asst. general manager, flight ops.

15 Years

Antos, W.R. — Senior accounting clerk, DEN
 Bagley, M. — Reservations agent, DEN
 Baker, K.R. — Station agent, FSM
 Barlow, T. — Dispatcher, DEN
 Barrett, R.D. — Station agent, DEW
 Beach, D. — Inspector, DEN
 Bell, J.E. — Senior agent SHV
 Cook, E.D. — Captain, DEN
 Dake, M.G. — Station agent, TBN
 Dickson, W.R. — First officer, DEN
 Elliott, W. — FAA liaison specialist, DEN
 Epperson, D.L. — Aircraft technician, MCI
 Galland, A.E. — Supv., sales audit, DEN
 Ganske, M.L. — Ticket counter agent DEN
 Green, J.E. — Captain, DEN
 Hastert, G.F. — Senior agent, TUS
 Hershberger, C.D. — Aircraft technician, DEN
 Holmgren, L.J. — Station agent, BZN
 Huebner, P.D. — Captain, DEN
 Jacobson, R.E. — Aircraft technician, DEN
 Jernegan, J.A. — Ticket counter agent, DEN
 Keffalos Jr., G.S. — City manager, OMA
 Kioke, D. — Lead aircraft technician, GEG
 Larson, B.A. — Reservations agent, DEN
 Laskoski, R. — Aircraft technician, DEN
 Legge, R.W. — Inspector, DEN
 Montgomery, R.E. — Porter, MCI
 Mullins, G.W. — Station agent, DEN
 Newman, R.W. — Aircraft technician, DEN
 Orr, P.R. — Station agent, LAS
 Ostrom, R.A. — Station agent, MEM

Petty, K. — Reservations agent, DEN
 Rankin, J. — Flight attendant, DEN
 Reed, P.J. — Senior accounting clerk, DEN
 Rhea, Y.A. — Reservations agent, DEN
 Rotenbery, B. — Reservations agent, DEN
 Ruster, S.P. — Captain, DEN
 Ryan, S. — Flight attendant, DEN
 Samuelson, H.A. — Station agent, DEN
 Sayre, W.T. — Station agent, FCA
 Sowerwine, R. — Station agent, BFF
 Stone, J.T. — Station agent, DEN
 Taylor, K.L. — Captain, DEN
 Wareham, G.F. — Ticket counter agent, DEN
 Wooding, M.J. — Flight attendant, DEN

10 Years

Berry, L. — Expendable mv. controller, DEN
 Dearing, P. — Flight attendant, DEN
 Fresquez, TM. — Pass bureau lead clerk, DEN
 Gallegos, B. — Aircraft technician, DEN
 Heath, W.G. — Mgr., systems/procedures, DEN
 Jeppe, W.H. — Area mgr., line maintenance, BIL
 Ryland, G.L. — President, chief executive officer
 Stacy, L.S. — Expendable mv. controller, DEN
 Warren, R. — Cleaner, STL
 Wayne, W.D. — V.P., manager of operations

In Memoriam

Jack Gardner, captain, February 26. Donations may be made to the El Jebel Shrine, Crippled Children Hospita Fund, c/o Bill Littrell, 4625 West 50th Ave., Denver, Cob. 80212.

Retirements

Willis Boden — Aircraft technician, DEN, 12 years
 Ben Stewart — Captain, DEN, 35 years
 Elmajene Yantorno — Manager, passenger revenue

Woods leads winners

Ken Woods, manager of the action service center, was recently voted Sales and Service Support Manager of the Year by other employees in the sales and service division. Woods, honored for coordinating travel agency reservations, was recognized at the sales and service incentive banquet in Las Vegas.

City managers were honored for station productivity, based on the numbers of passengers, cargo and flights versus the number of employees. Awards were given in two categories according to station size: A and A1 stations; and A2 stations and larger.

Winners include:

Best productivity, with an increase in passengers and cargo:

Dick Newberry, Tulsa (A, A1) Larry Nensteil, Las Vegas (A2 and above)

Best productivity, with a decrease in passengers and cargo:

Carole Perry, Great Falls (A, A1) Jeff Lyman, Spokane (A2 and above)

Best budget productivity

Steve Michel, Memphis (A, Al) Harold Maxwell, Salt Lake City (A2 and above)

Jim Shores, director of local service division, field marketing, won the award for best productivity of a sales and service division.

FRONTIER NEWS

June 1981

Frontier files \$40 million proposed public offering

Frontier Airlines filed a registration statement June 12 with the Securities and Exchange Commission for a proposed public offering of \$40 million convertible subordinated debentures.

Money raised through the sale of the debentures will be used to acquire aircraft and for general corporate purposes. In 1982, the airline will take delivery of four new Boeing 737-200 aircraft and three DC 9-80 aircraft.

PATCO Notice

At press time, PATCO (Professional Air Traffic Controllers Organization) and the FAA (Federal Aviation Administration) had reached a tentative contract agreement. Frontier management continues to monitor the situation and will inform employees of any new developments.

'Jetmate' to begin service at Stapleton

Frontier's 'Jetmate' docks with a Boeing 737 at Stapleton International Airport.

Frontier's first "Jetmate" — one of six to be purchased by the airline — will be introduced to passengers at Denver's Stapleton International Airport in June.

The \$500,000 vehicles will shuttle passengers between Concourse D and aircraft parked across the field near the Frontier hangar.

Part of a \$10-million program to increase Frontier's passenger handling capacity at the airport, the "Jetmates" will give Frontier the equivalent of five additional gates when fully implemented this fall.

Carrying up to 150 passengers each, the lounges will depart from a new \$1-million passenger check-in area at Gate D-8 for the four minute ride to the aircraft. When construction is completed, the new check-in area will accommodate six simultaneous "Jetmate" operations.

Other facilities in the \$10-million program include:

—a \$1.8-million parking ramp, adjacent to the Frontier hangar, to accommodate up to six aircraft at a time for the lounge operation.

—a \$1-million baggage handling system.

—a \$500,000 "Jetmate" maintenance facility under construction on the west side of the Frontier hangar.

—related maintenance and lighting facilities and ground handling equipment.

Manufactured by the Airside Systems Division of Ludwig-Honald Corp., Wilmington, Del., the "Jetmate" is 47 feet long, 15.5 feet wide, and can be raised to a height

of 27.5 feet. Powered by two diesel engines, the unit weighs 71,000 pounds and can obtain a maximum speed of 19 miles per hour.

24 Denver-based "Jetmate" customer service representatives were trained in operating mobile lounges at Dulles Airport in Washington, D.C., and Lambert Field in St. Louis.

First regularly scheduled jets fly to Jackson Hole

Regularly scheduled Boeing 737 lands at the Jackson Hole Airport.

The landing of the first regularly scheduled Boeing 737 jet at Jackson, Wyo., June 1 marked the latest step in Frontier's lengthy effort to secure scheduled jet service to the area.

Three daily Denver-Jackson round trip jets are being offered by Frontier, with two additional flights on weekends. Two of the daily flights also serve West Yellowstone, Mont. An additional Denver-Jackson round trip using Convair 580 equipment is available, and two daily round trips between Jackson and Salt Lake City are offered using Convair 580s.

The Jackson jet schedule was finalized after the FAA approved Frontier's operations specifications in February for the Boeing 737-200 with the higher thrust JT8D-17 engines. The Sierra Club — an active opponent of the jet service — requested a temporary injunction against Frontier to stop the jet service. This was turned down by the U.S. Court of Appeals, although a Sierra Club lawsuit to stop the jet service is still pending.

At the center of the issue is the location of the Jackson airport in Grand Teton National Park, the only commercial airport in the U.S. located in a national park. Since 1967 — when Frontier first announced plans to serve the area with Boeing 737 jets — the issue has been considered by various governmental bodies, including the FAA, National Park Service, Department of Interior and the courts. Active participants include the Sierra Club, Jackson city officials, Wyoming state officials and Wyoming Congressional representatives.

Jackson Airport Chronology

1929: Grand Teton National Park is established on a 150-square-mile site, not including the present airport site.

1939: The airport is built on land leased by Jackson from federal, state and private owners.

1941: Western Airlines begins service at Jackson with DC-3 equipment.

1943: Land near the Park, including the present airport site, is donated to the U.S. Government and is designated a National Monument.

1950: Original Park and much of the Monument property, including the airport site, are incorporated into a new Park by act of Congress.

1955: National Park Service approves the Use Permit leasing the airport to the City of Jackson for 20 years.

1959: A 6,305-foot paved runway is constructed. Frontier begins service with DC-3s, and Western discontinues service.

1964: Frontier introduces Convair 580 propjet service.

1965: National Park Service develops plans for extending the runway to 8,000 feet.

1967: Frontier announces plans for future Boeing 737 service and asks for suitable runway extension.

1969: The U.S. Congress passes the National Environmental Policy Act, establishing requirements for Environmental Impact Statements (EIS) for projects such as the proposed runway extension.

1973: National Park Service circulates the EIS for the Jackson airport runway extension and other improvements.

1974: After receiving comments, the final EIS is submitted, minus plans for the runway extension, which is determined to need further study. Other improvements, such as runway widening and the installation of some landing aids are approved.

Among "further" studies prompted by the 1974 EIS are wildlife and noise studies, a study by the University of Wyoming (contracted by the National Park Service), a Regional Transportation Study by the Department of Interior and a Master Plan by the FAA in conjunction with the Jackson Hole Airport Board. Development of the Master Plan, in turn, prompts another EIS.

1975: National Park Service renews the airport lease to the City of Jackson for an additional 20 years.

1977: Initial draft of the EIS is submitted to various federal agencies and parties to the case for comments. Strong opposition, particularly to the runway extension, is voiced by key agencies, including the Department of Interior.

1978: Frontier requests the FAA to amend its operations specifications to allow service by Boeing 737 jets equipped with higher thrust JT8D-17 engines, thus negating the need for the runway extension. The FAA orders another EIS.

1979: FAA submits the initial draft of the new EIS to various federal agencies and parties to the case. Public hearings are held throughout the year in Jackson and Washington, D.C.

1980: In June the Jackson Airport Board, following public hearings, implements a Noise Abatement Plan designed to minimize noise over the Park by controlling aircraft flight paths and operating procedures for all aircraft using the airport.

In July the Jackson Hole Ski Corporation contracts with Frontier to operate charter flights to the resort using Boeing 737s with "dash 17" engines during the 1980-81 ski season.

The charters, operated on Saturdays from mid-December to late March, are flown in addition to Frontier's regular Convair 580 service between Denver and

Jackson and Salt Lake City and Jackson.

National Park Service publishes a proposed Noise Abatement Plan in October in the Federal Register that would effectively ban all jet operations, commercial and general aviation.

In November, a U.S. House-Senate conference committee adopts an amendment to the Interior Department appropriations bill that prohibits the National Park Service from implementing its noise abatement proposal.

The Secretary of Transportation gives approval to the final Environmental Impact Study in December. The EIS concludes that there will be "no significant environmental impact" as a result of regularly scheduled Boeing 737 jet operations, and adds that "social and economical impacts will be beneficial to the area.

1981: In February the FAA approves the amendment to Frontier's operations specifications allowing Boeing 737 jet service to Jackson.

The U.S. Court of Appeals turns down the Sierra Club's request for a temporary injunction against the scheduled jet service in April.

The first regularly scheduled Boeing 737 jet lands at Jackson June 1.

Sioux Falls, Madison to join route system

SIoux FALLS AND MADISON will be new "spokes" added to Frontier's "hub" at Denver, where the airline will be operating 133 daily departures as of July 1.

Sioux Falls, S.D., and Madison, Wis., will be added to Frontier's route system Oct. 1.

Two daily nonstops will be offered in each direction between Denver and Sioux Falls, with one of these flights continuing to Madison. One daily nonstop in each direction between Denver and Madison will also be offered. This schedule will provide both new cities with two daily flights to Denver.

Frontier President Glen L. Ryland said the new routes "will further strengthen Frontier's 'hub' at Denver." Passengers from Sioux Falls and Madison will be able to make "on line" connections in Denver to Frontier flights to cities throughout the West, Southwest and Northwest.

Sioux Falls, the largest city in South Dakota, will be Frontier's second point in the state, along with Rapid City. Madison, the state capital, will be the airline's first destination in Wisconsin.

Service starts July 1

Oakland to be airline's sixth California airport

Oakland International Airport — serving communities throughout the Oakland/San Francisco Bay Area — will be the sixth point in California served by Frontier when service begins July 1.

Frontier will offer two daily nonstops in each direction between Oakland and Denver. One stop service will be offered from Oakland to Houston and Dallas/Fort Worth. Why Oakland International?

—Oakland International is located at the center of the

Bay Area's population of nearly five million.

—The East Bay Area best served by Oakland International — communities on the East side of the San Francisco Bay — leads the Bay Area in population with more than two million, or 40 percent of the Bay Area total.

—Oakland is the hub of the highway system serving the Bay Area and Northern California.

—Oakland is the center of distribution and transportation in Northern California.

—The Port of Oakland is the leading container port on the West Coast.

—Ground transportation is available from Oakland International to communities in the East Bay, Mann County and — via the BART subway system — to downtown San Francisco. The passenger charge to the tour downtown San Francisco BART stations is \$2.00 and travel time is 20-27 minutes.

—The Oakland/San Francisco area ranks seventh in population in the U.S., sixth in effective buying income and sixth in retail sales.

Frontier's introductory pricing will enable passengers to fly between Oakland and Denver for \$89 one way; between Oakland and Cheyenne, Colorado Springs, Grand Junction, Laramie and Pueblo for \$225 round trip; and between Oakland and 71 key U.S. cities served by Frontier for \$349 round trip. These discount fares carry some restrictions, and expire Sept. 30.

Service to Liberal, Xan., and Amarillo, Tex., was suspended June 1.

The terminations bring to 26 the number of cities deleted since the airline deregulation act passed in October 1978. 23 of these cities — including Liberal — were subsidy eligible.

Oakland International is the 22nd airport to be added to the Frontier system since deregulation. In October 1978 Frontier served 89 airports in 20 states and Canada. Addition of Oakland will bring to 85 the number of airports served by the airline in 26 states, Canada and Mexico. Service to Gallup, N.M., a subsidized point, will be terminated Sept. 1.

12 cities to be deleted; dates to be set

Dates have not been finalized for Frontier's termination of service to 12 small and medium sized cities — Alamosa, Hayden, Cortez, Gunnison and Pueblo, Cob.; Worland and Cody, Wyo.; Vernal, Utah; Harrison and Fayetteville, Ark.; Fort Leonard Wood, Mo. and Lawton, Okla.

Frontier will schedule the terminations — most likely before the end of the year — pending the passage of legislation by the U.S. Congress to end subsidy payments to regional carriers for serving subsidy-eligible small and medium sized cities. The Reagan administration has proposed to end subsidy Sept. 30, 1981.

Frontier is required by the CAB to provide 90 days official notice to communities before terminating service.

If Frontier's departure leaves the city without essential air service, the CAB must secure an acceptable replacement. Frontier will work with civic officials and replacement carriers in the 12 cities to ensure a smooth transition.

At the annual meeting

Ryland: Frontier's strengths and challenges

Frontier President Glen L. Ryland credits a route structure designed to capitalize on the economic strength of the Rocky Mountain region and a fleet of cost-efficient Boeing 737 jets as key elements that led the airline to record revenues and earnings for the first quarter of 1981 and the full year 1980.

For the first quarter of 1981, Frontier recorded earnings of \$7,335,000, on total revenues of \$139,594,000. For the same period a year ago, earnings of \$2,773,000, were reported on revenues of \$108,921,000.

Frontier reported record revenues of \$469 million for 1980, a 20 percent increase over 1979; pre-tax earnings of \$34 million, a 25 percent increase; and net earnings of \$23 million, a 7 percent increase.

In comments to shareholders at the airline's annual meeting in late April, Ryland commented that Frontier's first quarter performance was the best in the airline's history, but the second quarter will see some substantial new incursions by other airlines into Frontier's route system.

"To protect our domain," Ryland said, "we are redirecting service to strengthen the affected markets, redeploying capacity where appropriate and adding new routes to reinforce our Denver hub."

Ryland attributed the airline's consistent profitability since 1971 to a number of strengths including the region it serves. "Fast growing in population and appealing to both business and vacation travelers, Frontier's part of the country tends to be economically stronger than the nation as a whole," he said. "The 1980 U.S. Census showed that the 26 states we serve registered a population growth of 15.4 percent in the past decade, while the rest of the country grew only by 6.6 percent."

Ryland called the hub-and-spoke route structure based in Denver "both an offensive and a defensive weapon in a highly competitive environment. It allows us to control our own feed traffic by bringing passengers into Denver, where they connect to other Frontier flights to continue their travel."

The Boeing 737 was labeled by Ryland as a primary Frontier strength, "comparing favorably with the aircraft most of Frontier's competitors fly — the Boeing 727 and the DC-10." In an era of high fuel and labor costs, said Ryland, the 737's two engines and two pilots "translate into a 20 percent cost advantage per seat mile."

Other keys to Frontier's success emphasized by Ryland

are a continued dedication to high quality service, a team of skilled employees and a management discipline "unique in our industry."

Looking to 1981, Ryland explained the airline's strengths and the use of scheduling and pricing flexibility will help Frontier meet the challenges of the year. "The biggest challenge in the long term lies in continuing to improve productivity," Ryland said. "The productivity gains of the future will come from the application of new technology, such as more fuel efficient engines, as well as from better use of our employee resources."

"I am confident that our employee and management team, working together, can and will meet these challenges to assure Frontier's continued profitability well into the future. We have the resources and the resolve necessary to continue to perform well in this volatile airline industry environment."

Dalton elected

John J. Dalton was recently elected to the board of directors of Frontier Airlines.

Dalton is vice president, general counsel and secretary of the General Tire and Rubber Company of Akron, Ohio. Employed by General Tire since 1953, he was elected secretary in 1971, general counsel in 1975 and vice president in 1981.

Dalton replaced Jack H. Vollbrecht, who did not stand for re-election to the board.

(Vollbrecht had been Chairman of the Board the entire time Al Feldman was President. His departure opened the door to Glen Ryland being named Chairman of the Board, a title his mentor Al Feldman was never given by the O'Neil brothers.)

New 737 interiors

New interiors will start appearing in the Boeing 737s this fall.

The new seats are brown with pinstripe backs and headrests displaying the Frontier stripes. The carpet is reddish-brown.

"The new interior provides a significant improvement in durability and service life," says Jim Jette, manager, dining and cabin services. "The seat fabric - 100 percent wool - is more durable than current seat fabrics - a wool and polyester blend."

Seat fabrics and carpet were thoroughly tested in one 737 aircraft for several months. At least eight 737s will be installed with the new seats and carpet by the end of the year.

News around the Frontier system

Durango agents hit the road to promote area

10 station agents based in Durango have spent off-duty time promoting Southwestern Colorado throughout the U.S. as part of a campaign to attract travelers to the area.

The agents — Kasey Simmons, Roy Lemay, Donna Peterson, Bob Johnson, Bob Teiber, John Betka, Mel Hullet, Pat Callihan, Gary Murrell and Mike Saul — and

Frontier city manager Ron Berg visited 265 travel agencies in 35 major cities in late 1980 and early 1981, spending over 840 hours of off-duty time on the project.

The agents will be making calls throughout 1981.

"The agents visited cities which supply tourists to the Durango area," according to Ron Berg, Frontier's city manager in Durango. "They visited major travel agencies, distributing information and talking about what the area has to offer."

The project resulted in 33 complimentary letters directed to the agents from local tourism officials. According to Marilyn Pierce, director of agency and tour sales at the Tamarron resort, "We have booked individual reservations as a result of the calls and made contacts with several groups. I sincerely appreciate your efforts."

Hutchinson commended for assistance

Norman "Jeff" Hutchinson, a station agent based in Lawton, Okla., has been commended by the chief of the Oklahoma City Airports District Office for "courageous and lifesaving actions" after the crash of a U.S. Army U-21 aircraft at the Lawton airport March 30. Hutchinson was credited for putting out a fire in the cockpit with a small hand fire extinguisher. *(See page 33)*

Harnisch tells food story to media

Fred Harnisch, director of inflight food service, visited six Frontier cities in late April to discuss the airline's meal service with the media, in conjunction with the inauguration of service to Los Angeles. Harnisch did some 30 television, newspaper and radio interviews in Lincoln, Rapid City, Fargo, Minot, Bismarck and Grand Forks. He discussed how food is prepared for Frontier flights, specifically to Los Angeles, and why the airline emphasizes quality meal service.

Tucson visitors 'wow 'em' in Georgia

By the time the Home and Garden Show in Columbus, Ga., ended in late March, just about everyone in town knew about Tucson and Frontier.

Newspaper stories, television and radio interviews, and broadcast advertisements spread the "Tucson" message during the four day run of the show.

Royal Burt and Patty Blackhall, Frontier's Tucson team, promoted the airline's service between Atlanta and Tucson at the event, which was attended by some 20,000 people. Also attending the show from Tucson were representatives of the Canyon Ranch Spa and Jack Jackson's Sundancer Saddle and Surrey Ranch Resort.

Agents present Lowe with B-17 model

Herschel Lowe, a Denver-based station agent, was recently honored by his fellow employees with a detailed model of a B-17 G "Flying Fortress" aircraft, constructed by Station Agent Glen Mullins.

Lowe, a 25-year Frontier employee, served as a bombardier in the U.S. Air Force in World War II. He flew some 30 missions including D-Day.

Mullins spent approximately 100 hours building the

model, recalling conversations with Lowe and a knowledge of aviation history.

According to Mullins, "If it weren't for men like Hersch, I probably wouldn't be here today. I owe him and the countless others who fought for this country during that war a debt of gratitude."

Walker presents 737 model to Smithsonian

Captain Billy Walker presented a model of a Frontier Boeing 737 to the National Air and Space Museum, part of the Smithsonian Institution, in Washington, D.C., in April.

The model will be added to the museum's collection of models from airlines from the U.S. and the rest of the world.

Appointments

E. Archuleta — City manager, Alamosa
 Joe Barker — City manager, Grand Forks
 Mark Birch — City manager, Fargo
 Jack Birnbaum — Assistant city manager, ramp services, Denver
 Marjorie Cannon — Flight attendant supervisor
 Dan Chappellear — Marketing representative, Oakland
 Tom Denardin — Marketing representative, Houston
 Don Enos — City Manager, Casper
 Tod Evans — Marketing representative, Houston
 Suzanne Frazier — Ramp service supervisor, Denver
 Ron Gordon — Market research analyst
 Charlotte Hackett — Special assistant, Wichita
 Suzi Malloy — Flight attendant domicile manager, Denver
 Ric McCune — City manager, St. Louis
 Mark Nickells — Marketing representative, Oklahoma City
 Lisa Owen — Marketing representative, Tulsa
 John Pappas — City manager, Reno
 Tom Peterson — Marketing representative, Sacramento
 Claire Sherwood — Marketing representative, Oakland
 Mike Smicker — Supervisor, pricing and capacity control
 Robert Swanson — Marketing representative, Los Angeles
 Keith Taylor — Marketing representative, Los Angeles
 Scott Tyra — Market analyst
 Roger Vote — City manager, Cheyenne
 Steven G. Ward — Supervisor, pricing and capacity control
 Mike Weber — City manager, Oakland

John Blue was recently elected treasurer of Frontier by the company's board of directors. Blue, who has been executive assistant to the president since February 1980, will assume his new post Aug. 1, to replace William W. Hogan, vice president and treasurer, who is retiring at that time.

Since joining Frontier in 1971, Blue has held several management posts in accounting and economic planning.

He had been director of budgets and analysis prior to his current position.

He holds a bachelor's degree in finance from the University of Colorado, and a master's degree in finance from the University of Denver.

Hogan has been Frontier's treasurer since 1972, when he joined Frontier from BWIA, and a vice president since 1978.

Frontier Facts: June 1981

Employees: 5,748

Boeing 737s: 45

(30 with JT8D-9 engines; 15 with higher thrust JT8D- 17 engines)

Convair 580s: 20

Airports served: 84 in 26 states, Canada and Mexico.

Suggestion winners

Recent winners in the employee suggestion program include:

Robert Gaines — Aircraft technician, DEN \$590 — Convair 580 stabilizer leadng edge.

Robert Sutton — Traveling auto mechanic, DEN \$202 — Using paint with an airless sprayer.

Andrew Sargent — Aircraft technician, DEN \$175.40 — Thrust reversal door modifications.

Joe Kramer — Aircraft technician, DEN \$65 — Sensing elements.

Gary Easterling — Aircraft technician, DEN \$57.50 — Logo lights.

Kent Powell — Inspector, DEN \$57.50 — Cable pull adaptors.

Lisa Kerr — Flight attendant \$55 — Latch for dry stores and ice chest.

Frederick Jackson — Senior agent, DEN \$52.50 — Strength and stamina test.

Gene Rector — Aircraft technician, DEN \$52.50 — Distributor element puller.

Dale Knutson — Aircraft technician, DEN \$50 — 2961 starter valve repair and overhaul.

William Taylor — Mechanic, DEN \$50 — Baggage cart wheels.

John Wilton — Lead aircraft technician, DEN \$50 — Generator drive, standby power modules.

Jack Bailey — First officer \$45 — Flight rerouting for fuel savings.

Ken Coggeshall — Captain \$42.50 — Rerouting DEW departure.

J. Holland — Lead cleaner, DEN \$42.50 — Changes in access panel.

Donald Cope — Aircraft technician, DEN \$37.50 — Permanent installation of jacks.

Donald Hoeckelberg — Station agent, SMF \$35 — Load planning sheets revisions.

Stephen Pollak — Aircraft technician, DEN \$32.50 — Armrest shroud modifications.

Richard Barrett — Aircraft technician, DEN \$32.50 — Material replacement.

Marlin Malone — Aircraft technician, DEN \$35 — Bracket mounting plate changes.

Scott Rogers — Station agent, DEN \$30 — Six door closures installation.

Roger Carter — Lead inspector, DEN \$27.50 — Engine cowl storage.

Billy Peeples — Inspector, DEN \$27.50 — Engine cowl storage.

Charles Magnetti — Aircraft technician, DEN \$25 — Motor plates.

Bruce Clapham — First officer, DEN \$20 — Crew bid sheet information.

William Brundage — Lead stock clerk, DEN \$12.50 — Reusable pouch for serviceable tags.

Babette Larson — Reservations agent, DEN \$12.50 — Ann Arbor, Mich., telephone listings.

William Barreith — Mechanic, DEN \$11 — Steering gear box modification.

Kim Carney — Flight attendant \$10 — Napkin removal from dinner trays.

Carol Dunz — Reservations agent, KCK \$10 — New DRS category.

James Jenkins — Reservations agent, DEN \$10 — Agents' holiday calendar.

Francis Meyer — Flight operations instructor \$10 — RTD bus stop at general office.

In Memoriam

John Diehl, first officer, was killed in April when his World War II-vintage P-38 crashed on takeoff at Salt Lake City International Airport. He was preparing the restored aircraft for an air show in Utah. Diehl joined Frontier in 1974.

Celeste Reid, a former Frontier employee, was killed in April in a plane crash involving an Air U.S. aircraft. Reid joined Frontier in September 1978, and served as station manager in Miles City, Mont., until Frontier suspended service to the city in June 1980. She joined Air U.S. in January 1981 as a flight attendant, based in Sheridan, Wyo.

Retirements

Everett L. "Ev" Aden — Captain, May 5, 35 years.

Charles L. Steele — Aircraft technician, DFW, April 10, 29 years.

Notices

A Frontier running club/corporate racing team is now forming. Contact Tom Morris, radio shop, DEN XM, for information.

Frontier Magazine celebrates No.10

Frontier Magazine celebrates its 10th anniversary with the July 1981 issue.

The inflight publication of Frontier Airlines — edited by retired Captain C. A. "Chick" Stevens — is viewed by passengers as unique among airline magazines. The editorial content reflects the views of Stevens, not the airline, and the magazine rarely avoids any topic, regardless of potential controversy.

"The publication is aviation oriented," Stevens says, "and, in a word, homespun. It deals with personalities and attempts to convey the behind the scenes' activities of the airline, specifically flight operations and maintenance, to let people know what keeps Frontier planes safely in the air."

Stevens was manager of jet flight training for Frontier in 1971 when he approached airline management about publishing a booklet describing airline operations, as if he were answering questions from the cockpit. Famed aviation writer Bob Serling edited the booklet and Frontier Captain Paul Haynie supplied illustrations.

The success of the booklet led to the first issue of Frontier Magazine, with Stevens, his wife Judy, and Bob Serling forming the editorial staff. Stevens returned to the flying line in 1972, which gave him more time for the magazine, and signed an agreement with Webb Publications of St. Paul, Minn., to design and print the magazine, with Stevens serving as editor and publisher. Started on a quarterly basis, the magazine went bimonthly in January 1978 and monthly in January 1981. Stevens took early medical retirement in late 1977 after 27 years with Frontier.

Stevens has never studied journalism; in fact his writing experience before the magazine was limited to Frontier training and operations manuals. What the readers of Frontier Magazine appreciate is Stevens' strong affection for aviation — its passengers, challenges and rewards.

"The magazine is tailored to the passenger who flies Frontier regularly, and our surveys indicate we are reaching this audience," says Stevens. A readership study in late 1980 revealed 40.6 percent of the readers completing the survey rate the magazine "one of the best," 42.8 percent "very good," 9.2 percent "tolerable," 1.1 percent "poor," and 2.8 percent "one of the worst." Since 1977, over 99 percent of passenger letters about Frontier Magazine have been complimentary.

Frontier Magazine currently has a monthly press run of 70,000, with exclusive rights to be distributed in the aircraft seat pockets.

Captain Aden retires

A LONG AND COLORFUL AVIATION CAREER ended in May with the retirement of Captain Everett L. "Ev" Aden after flying 35 years with Frontier and its predecessors. Aden, the number one senior pilot with Frontier, is well remembered as the pilot of the Christmas Eve Flying Cross from 1946 to 1959, flying over Denver with a neon cross attached to the underside of a DC-3. Aden is now working in Frontier's pilot training department.

April/May	Anniversaries		
30 Years	30 Years	W. S. Hays	Station agent, SLC
J. C. Heidrich	Station agent, GJT	N. Heath	Reservations agent, DEN
W. R. Stokes	Captain	L. E. Heinbaugh	Station agent, DEN
R. B. Williams, Jr.	Manager, flight training	C. L. Hicks	Director, computer services
J. W. Wright	Captain	F. Huskey	Captain
		T. C. Jackson	First officer
25 Years	25 Years	L. Jette	Mgr., sales coordination
J. J. Hershfeldt	Lead aircraft tech., DEN	R. D. Klumker	Captain
K. L. Hunt	Station agent, MTJ	R. W. Knickrehm	Frontier agency
O. J. Kennedy	Senior agent, LNK	E. J. Kwasney	Station agent, HLN
D. J. Kerr	Senior agent, GEG	V. A. Lahman	Station agent, GEG
J. V. Knapp	Senior agent, CPR	R. E. Lane	Captain
T. Leprich	Ticket counter agent, PHX	W. A. Mahnks	Reservations agent, DEN
H. E. Schiermeyer	Station agent, PHX	G. M. McCready	Lead aircraft technician, DEN
		A. G. McMahan	Reservations agent, DEN
20 Years	20 Years	G. J. Miller	Station agent, EUG
P. J. Blecha	Reservations agent, KCK	H. J. Miller	Captain
L. Brogdon	Traveling auto mechanic, FSM	K. L. Morey	Reservations agent, DEN
D. A. Davis	Station agent, OMA	E. S. Morgan	Reservations agent, DEN
R. W. Estey	Stock clerk, DEN	L. C. Pitts	Supervisor, reservations, DEN
L. Frazier	Aircraft technician, DEN	J. L. Schultz	Station agent, GRI
E. N. Huseth	City manager, COD	M. K. Seib	Reservations agent, DEN
J. R. Lether	Station agent, BZN	E. A. Small	Reservations agent, DEN
A. Mercer	Secretary, DEN	R. K. Smith	Captain
G. D. Pryor	Aircraft technician, DEN	T. S. Smith	Captain
C. M. Rimmel	Station agent, TUS	D. L. Sorensen	Senior station agent, STL
A. W. Sheehy	Station agent, OMA	R. Straily	Station agent, DEN
K. B. Simmons	Station agent, DRO	D. V. Strauss	Asst. reg. dir., flight ops.
D. Spieler	Ticket counter agent, BIL	V. L. Tevebaugh	Reservations agent, DEN
R. C. Voight	Senior agent, BIL	R. C. Tucker	Station agent, GEG
J. E. Zabriskie	SATO manager, NEL	R. Wentzel	Aircraft technician, DEN
		D. C. Weston	Station agent, 801
15 Years	15 Years	R. A. White	Lead accounting clerk, DEN
J. Alley-Smith	Flight attendant	N. S. Wichmann	Reservations agent, DEN
B. A. Arnot	Captain	D. M. Williams	Flight attendant
D. Burke	Secretary, DEN	V. L. Wilson	Station agent, DEN
L. E. Burson	Captain	G. L. Wise	Ticket counter agent, MCI
W. E. Carroll	First officer	L. E. Woodard	Station agent, DFW
R. D. Carter	Lead inspector, DEN	10 Years	10 Years
W. R. Champlain	Flight simulator technician	S. Y. Carnahan	Flight attendant
G. J. Dardano	Captain	P. S. Davis	Maintenance scheduler, DEN
C. L. Davis	Senior agent, TUS	F. E. Early	Mgr., power plant engineering
W. R. Downey	Station agent, FSM	T. J. Hood	Aircraft technician, DEN
J. Ferrara	Ticket counter agent, HOU	J. C. Leavitt	Security investigator, DEN
D. D. Finke	Captain	L. J. Martinez	Ticket counter agent, DEN
J. L. Hanson	Captain	J. K. Sands	Senior clerk, DEN
C. O. Hawk	Senior agent, DEN	J. L. Stuart	Accounting clerk, DEN
		S. E. Warriner	Traveling auto mechanic, DEN

Ed Gerhardt: A look at Frontier's history

ED GERHARDT met with the late Ray Wilson, founder of Monarch Airlines, and Donna Myers, corporate secretary of Monarch, at Wilson's birthday celebration in September 1978.

For Ed Gerhardt, telling the history of Frontier Airlines is a lot like reviewing his own career. He has been a part of the company since it started.

Gerhardt, who recently retired from Frontier after 35 years of service, is currently writing Contrails Over The

Old Trails. The book traces Frontier's development from the start of the local carrier concept after World War II, to the merger of three small airlines — Monarch, Challenger and Arizona — into Frontier in 1950, and the challenges and rewards of the 1950s through the 1980s. As part of his research, Gerhardt conducted more than 250 interviews with past presidents of the airline, past and present officers, pilots, flight attendants, station agents and mechanics. And, he has looked back at his own career.

"I've seen it all," Gerhardt says. "I've watched Frontier grow from a small local service carrier to a major force in the airline industry. Most important, I've had the chance to participate in that growth."

During his 35 years with the airline, Gerhardt held several positions, including Challenger Airlines' first station manager in Denver; district sales manager, based in Denver; regional sales manager, based in Phoenix; regional director of sales training, Denver; Frontier's first director of publicity; vice president of public relations; director of special projects, local service marketing; director of public affairs; and, most recently, company historian.

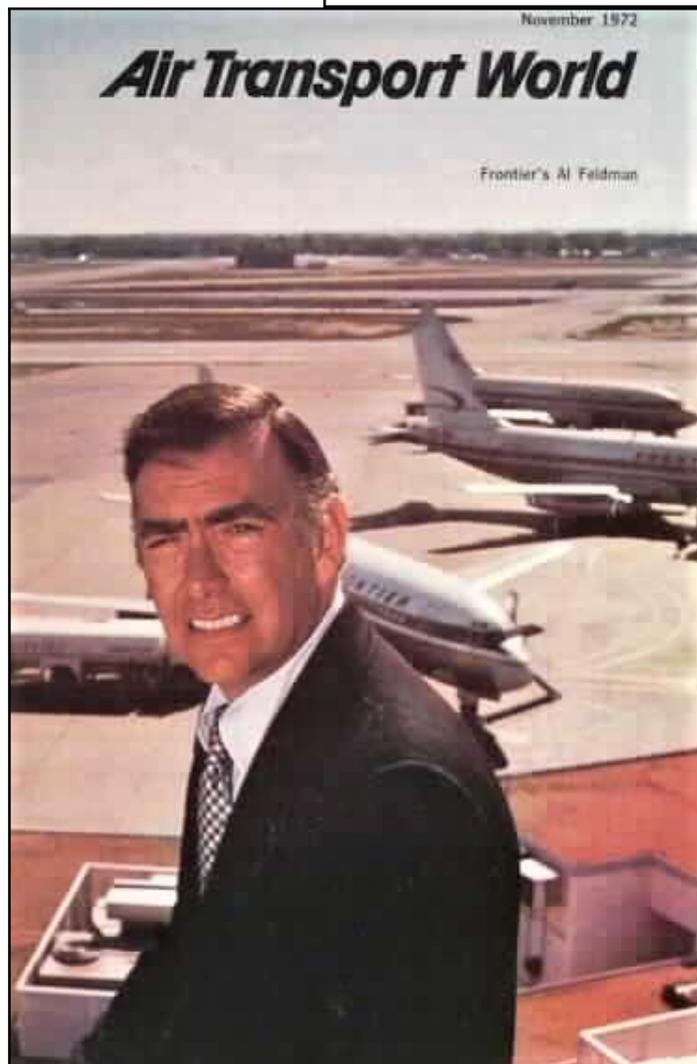
"I was at Buckley Field in Denver at the end of World War II," Gerhardt recalls. "I liked the area and the people, and I decided to stay and attend Denver University — majoring in airline management — instead of going home to Michigan.

"One day, George Snyder, president of Challenger Airlines, came to D.U. to recruit employees. When Challenger inaugurated its Denver to Salt Lake City run — with several stops — I worked at the station at Stapleton. Since there was no flying at night in those days — Challenger only had V.F.R. (visual flight rule) authority — attended night classes at D.U."

Gerhardt remembers a blizzard in 1949 in Wyoming that lasted 45 days. "It blocked all the roads and tracks, so the only way to get in and out was to fly. Challenger flew shuttles between Denver and Rawlins, and Salt Lake City and Rock Springs. In Rawlins, five Union Pacific trains were stranded, so we flew in food and clean linen and flew passengers out. For 45 days, we were the only link those people had. My job while in Rawlins was to contact the Union Pacific about the passengers to be shuttled back to Denver."

After Challenger merged with Monarch and Arizona Airways to form Frontier in 1950, Gerhardt went to Phoenix as regional sales manager. He developed one of the industry's first 'interline' tour programs — a visit to the Grand Canyon via Frontier tailored to passengers flying to Phoenix on other carriers. "I offered reservations agents at American Airlines in New York and other cities in the East a five percent commission for booking the package. It started a trend."

In the mid 1950s, Frontier's didn't have a formal reser-



AL FELDMAN DIES AUG 9, 1981!

In Memoriam

A. L. Feldman, former president and chief executive officer of Frontier Airlines, died Aug. 9.

Feldman joined Frontier in March 1971, serving as president and chief executive officer until January 1980, when he was named president and chief executive officer of Continental Airlines. Prior to joining Frontier he served 17 years with Aerojet-General Corporation, two of the years as president of Aerojet Nuclear Systems Company. He held a bachelor of science degree in mechanical engineering from Cornell University. He was married to the former Rosemily Petrison, who died in 1980. Their son John is a scheduler in the materiel division of Frontier; David is an engineer for Phasecom in Los Angeles; and Susan is a student in La Jolla, Calif.

"Al Feldman has been a close personal friend as well as a business associate for many years," said Glen Ryland. "Like all his friends, I am terribly shocked and saddened by his untimely death. I know the loss of Rosemily last year was a severe blow to him and to his children. His contributions to the aerospace industry and the airlines are tremendous."

ations training program, so Gerhardt developed one. He also edited the airline's first employee newspaper, Sunliner News.

"Frontier held celebrations — air fairs — in our cities in those days. We would fly over a town, drop timetables from the plane, and give a free ride to the person lucky enough to pick up a timetable with an 'X' marked on it. We also flew sightseeing runs. We also turned up the engines to let everyone know a plane was in town"

Gerhardt worked with community leaders and news media reporters in Frontier cities in the 1960s and 1970s. He always carried his camera, capturing many moments in the airline's history.

Why the decision to write the book?

"I was afraid the history of Frontier would get away — that's why I started the project. I am also a pack rat — and I have saved a lot of material through the years.

"I am overwhelmed at times. Pulling all the information together is a difficult job. But it is so important to me for the history of the company to be preserved — especially so our employees will know the heritage of the airline."

Completion of *Contrails Over The Old Trails* is several months away. For Frontier employees, the book will provide an interesting look at an exciting period in aviation history, from the eyes of a master storyteller.

PROGRESS & OUTLOOK

Ryland Meeting, Oct 1981

Frontier President Glen Ryland met with the airline's pilots in late October (1981). Among the topics he discussed were:

Air Traffic Control Situation

"The planning by the FAA before the Aug. 3 strike by the air traffic controllers was one of the best planning jobs I have seen by the federal government. At this time, the FAA is not looking for a final resolution of the PATCO-induced air traffic control situation until the fourth quarter of 1983, although we may see some improvement by April 1982.

"We are looking beyond this current situation in our long term planning. However, due to the air traffic control limitations, we may not be able to use our additional aircraft in 1982 as effectively as under normal conditions. The DC 9 Super 80s we introduce next June may provide a real bonus — the same number of airplanes providing more seats for customers.

"Our third quarter results - even though we set an all-time record for any quarter - would have been even better without the strike. We lost some passenger traffic and incurred additional expenses for scheduling, reservations and customer service."

Financial Results

"My commitment to our board of directors is to deliver an adequate rate of return on the company's equity and total capital investment. There is now about \$250 million

invested in the company, which will increase \$85 million in the spring with the purchase of new airplanes. As this capital investment increases, we increase the absolute numbers and hopefully maintain the acceptable rate of return. We are in business to give a return to the people who invest in the company. We are a growing airline. Every time we add a jet or add a city to our route system the capital investment increases, and so does the burden to be profitable."

Incursions

"Several airlines have entered some of our major markets this year. Before these incursions we captured a lot of interline traffic from these carriers, so the incursions have certainly hurt us. However, we have 'refilled the buckets of revenue' by adding new routes and rearranging our traffic flow at the Denver hub. This, in combination with prudent pricing and scheduling, has kept us in the ballpark. Plus, we have maintained strong cost control, and maintained the capacity in markets producing good load factors."

New carriers

"17 new airlines have announced intention to form, several of which intend to serve Denver. I don't know how many of these will be able to raise the money to get off the ground, but if they do, they will be very competitive, especially in the area of fares. We must continue to strengthen the hub and spoke system, the quality of our service, our traffic flow in and out of Denver, and our pricing and scheduling to offset these possible new incursions."

Productivity

"In order to continue to be profitable, the airline must continue to emphasize productivity. At the same time, it is important for individual employees to progress in wages and benefits. We are in a turbulent industry, so the company must work to increase productivity to help pay for the progress our employees are making."

Aircraft

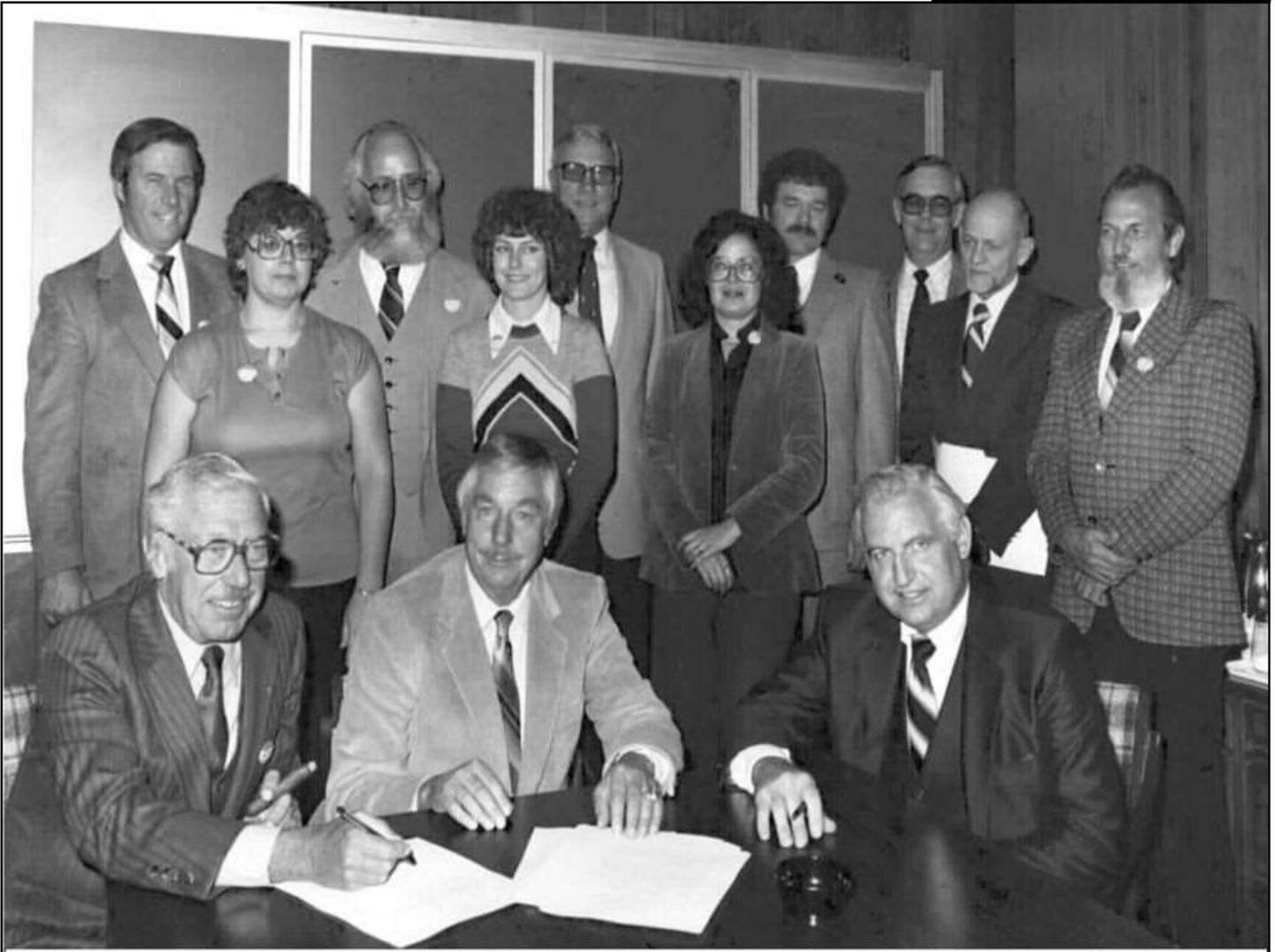
"The three DC 9 Super 80s we are purchasing - with service planned to start next June - will supplement, not replace, the Boeing 737s in our fleet.

"The DC 9 80s will be flown primarily on high density routes, such as Denver-Orange County. In fact, we would be out of Orange County for all practical purposes without the DC 9 80, due to public sensitivity over airplane noise.

"Purchasing the DC 9 80s will give us the opportunity to evaluate how a 147-passenger airplane sells in markets currently served by 106-passenger planes. There are some markets that simply won't be able to support the larger plane without a reduction in frequency, so the most appropriate mix of the DC 9 and the Boeing 737 remains to be seen.

"The 737 is the best plane in the air today, especially for our use. We maintain our

Cont'd page 28



On Monday, October 19, 1981, both negotiating teams met to sign the agreement. Seated (L to R): Dr. M. B. Wigderson, Sr. Staff Vice President and ALEA's chief negotiator; Harry Bickford, National Mediation Board Mediator; and Allan G. Larkin, Vice President-Administration and FL's chief negotiator.

Standing are (L to R): Jack Casey, ALEA Regional Director; Carolyn Boiler, International Secretary and Chairman #46; Jake Lamkins, Master Chairman and Chairman #74; Sandra Bambei, Chairman #70; M. C. Lund, FL Vice President-Sales & Service; Mary Lou Wood, FL Ticket Agent, DEW; R. D. Rohrman, FL Director-System Reservations; Don Hatfield, FL Director-Industrial Relations; J. E. Shores, FL Director-Administration; and Ralph Brott, FL Passenger Service Agent, PHX.

In an unprecedented early response to ratification of the amendment to the basic agreement, the membership by a 98% approval indicated their enthusiasm for the new contract!

Negotiation of the new contract had extended over a record thirteen month period of direct negotiation, mediation and super-mediation. Agreement was finally reached and signed on October 19th and ratification was accomplished on October 30th.

The new contract is highlighted by a 36.2% across-the-board wage increase over a thirty-month period beginning January 1, 1981 and continuing to July 1, 1983.

A ten year station agent would go from \$1810 per month to \$2465 on December 1, 1982 (36.2%). Employees with less seniority climb the ladder to success rapidly under the ALEA established professional wage increment plan.

(Within three years ALEA was forced to sign a "giveback" contract in an effort to save the airline.)

ofitability by serving modest sized communities with good frequency to stimulate traffic, which we flow through the Denver hub to "feed" ourselves. The 737 has the best airplane-mile cost in the industry, which also enables us to "add on" a modest community to a larger city at a lower cost, such as service to Shreveport from Dallas/Fort Worth.

"Two of the 737s delivered in 1982 will have the JT8D-17A engine, offering a 5 percent reduction in fuel burn compared to the -17 engine, and higher thrust to extend range. We'll no longer be constrained by aircraft range within the US.

"At one time I encouraged Boeing to 'stretch' the 737-200 and produce the 737-300. Boeing is now planning to build this plane, but we aren't among the first purchasers. It looks now as if the new 737-300 will not be as cost efficient as the 737-200 for our route system until fuel costs are substantially higher than projected for the rest of this decade."

Stapleton Airport

"We continue to lead the effort to capture the Rocky Mountain Arsenal adjacent to Stapleton for future airport expansion. The Department of Army wants the arsenal to be used as an airport, especially now that the controversial weapons once stored there have been moved. The level of pollution clean up by the federal government would be far less for an airport than if the land is used for housing or schools. An airport is the only practical use for the property. We are making good progress. We have the support of most local, state and federal officials, and business leaders.

"By the end of 1984 we conceivably could have new runways on the arsenal land that would provide necessary separation for operation during bad weather. I don't see the building of additional ground facilities on that land for several years, but that is okay. I would much rather build the new runways and have our planes taxi perhaps four miles to them, than have our planes circle waiting to land at Denver during bad weather."

Mergers

"Show me one merged carrier in the last five years that is currently in the black. Mergers are not necessarily the solution. You don't get a great boon from a merger in the deregulated environment, simply because any carrier can fly anywhere in the U.S. There are modest gains, such as additional aircraft and facilities, but mergers are terribly expensive."

Convair 580

"There are now 16 Convair 580s in our fleet. We recently sold three Convairs to Metro Airlines, a Houston-based commuter, for \$1.6 million each. At the end of 1982 we'll have eight Convairs, and we'll probably sell the rest during 1983. There are several smaller carriers interested in these planes. Our Convairs have water alcohol injec-

tion, are well maintained, and they will be valuable planes in the right hands."

Deregulation

"What is occurring in the industry now is what we predicted when we supported the airline deregulation act: five years of shake out, people in the business failing, new guys coming into town. We are still in the early stages of deregulation. The managements of most airlines were raised in an entirely different environment, and some have been forced to take a different tack to live in the deregulated environment."

Additional hubs

"Several studies have been conducted on developing additional hubs outside Denver. However, in the current environment of inflation and crowded airports, developing a second hub with a sufficient amount of flight frequency would be difficult and very expensive. We will continue to strengthen our hub at Denver, and continue to study the feasibility of developing additional hubs. Perhaps the most efficient design would resemble a 'dumb bell' with two major hubs in different areas of the country with high density flying between them."

NOTES FROM FLOLKS

It is always interesting when the invites to the Denver Reunion hit the mail boxes...and we get calls from individuals who are former FAL and are interested in making contact. Today I got a call from Robert Bricker who worked in Denver and Missoula, MT. He is currently in a nursing home in Missoula...no family around--his oldest son passed away, his youngest son lives in Washington State and his granddaughter in North Carolina. He wanted to know if any of his old friends were still around. I gave him the names of those folks I have Missoula address for...and I think he would love to hear from those folks in Missoula or anyone who knows/remembers Bob.

Phone number 406-542-2952 Missoula and his address is 3600 American Way, Apt 339, Missoula Montana 59808

I think he would really enjoy hearing from FLolks and he did mention that at some time he had run into Red Barringer and really sparked up when I mention Red's name.

-Carolyn Boller

I got Bob's recap of his career many years ago. It will serve to re-introduce him to the FLamily.

-Jake Lamkins

I started my career with Frontier at Pueblo in August of 1956. After almost 4 yrs I transferred to the newly opened station at Sterling, CO.

After three months I accepted a Senior Agents job at Lincoln, NE. After 3 years and a few months I stated I was going to bid the next managers job even if it was Wolf Point. and that's where I ended up for the next two very cold winters. I bid and won the managers position at

Gallup, NM then on to a new station at Missoula, MT.

After starting my career on August 24th 1956 it all ended exactly 30 years later on August 23 1986.

Since August of 1986 I worked for about 10 years as a US Customs Agent at the Missoula Airport then accepted complete and final retirement and have enjoyed every day of it.

-Bob Bricker

35th ANNIVERSARY

Since 1946, dedicated employees have worked hard to make Frontier succeed. Frontier's progress results from the qualities and efforts of all our people. Those of us who have joined Frontier in more recent years owe a debt to those who preceded us and created the foundations upon which we continue to build. Congratulations on the 35th anniversary of our company and may there be many more.

-Glen L. Ryland, November 27, 1981

1946

Denver-based Monarch Airlines, founded by Ray Wilson and F.W. Bonfils, begins service Nov. 27 linking Denver to Durango, Cob., with stops in Colorado Springs, Pueblo, Canon City and Monte Vista/Alamosa.

1946

Monarch carries 28,062 passengers during the first year on five DC-3 aircraft. Initial staff: 150 employees.

1947

Challenger Airlines is formed in Salt Lake City, and Arizona Airways is formed in Phoenix.

1950

Monarch is the surviving airline in a June 1 merger with Challenger and Arizona. Under the new name Frontier, the airline serves 40 cities in seven states with 12 DC-3s. Employees: 400

1951

Frontier carries 138,000 passengers during its fifth year.

1956

With 28 more cities on its route system, Frontier records 1.5 million passenger boardings during the first 10 years. 1956 passengers: 306,000. EmpLoyees: 700.

1959

Convair 340 aircraft are introduced.

1961

During its first 15 years, Frontier boards 3.8 million passengers. 1961 passengers: 601,000. Employees: 1,000.

1964

Piston-powered Convair 340s are converted into propjet-powered Convair 580s. The route system now links 11 states.

1966

Frontier is the first regional airline to introduce Boeing 727 tn-jets. 1966 passengers: 1.6 million. Accumulated passengers: 9.2 million. Employees: 1 ,600.

1967

Frontier merges with Central Airlines of Fort Worth in

October, extending Frontier's routes to 114 cities in 14 states.

1968

Frontier retires the last DC-3.

1969

Frontier introduces Boeing 737 twin-jets.

1971

Frontier celebrates its 25th anniversary by breaking the 21-million mark in accumulated boardings. 1971 passengers: 2.5 million. Employees: 3,200.

1972

Frontier phases out the Boeing 727s.

1974

Frontier becomes an international airline July 1 with new service to Winnipeg, Manitoba.

1978

Frontier is a three-nation carrier with new service to Mazatlan and Guadalajara in Mexico.

1980

5 million passengers board Frontier flights during the year, bringing the accumulated boardings to 56.6 million.

1981

Third quarter earnings of \$11 million set an all-time company record, and the airline will achieve new earnings highs for the year. Fleet: 45 Boeing 737s and 16 Convair 580s. Routes: 86 airports in 27 states, Canada and Mexico. Since passage of the airline deregulation act in October 1978, Frontier reports major new service entries at 25 cities along with exits at 28 cities, mostly small communities. Employees: 5,800.

FRONTIER NEWS

December 1981

Employees

Board of directors promotes key Frontier executives. Several key executives of Frontier Airlines were elected to new positions by the airline's board of directors Nov. 4.

Principal among them is William D. Wayne, who was elected executive vice president and a director of the corporation.

Three vice presidents were promoted to the new title of senior vice president: Charles L. Demoney, senior vice president - market planning; Allan G. Larkin, senior vice president - administration; and M. C. "Hank" Lund, senior vice president — sales and service.

Two new vice presidents were named: John D. Ahlquist, vice president - field sales and service; and Edwin L. Dunaway, vice president and assistant general manager - sales and service.

Frontier President and Chief Executive Officer Glen L. Ryland was elected to the additional post of chairman of the board of directors, a vacant position.

Two changes effective Jan. 1 were also announced. David N. Bricton, vice president - legal, will become vice president - general counsel; and Charles S. Murphy, cur-

rent general counsel, will become counsel to the president.

Wayne fills the executive vice president position, which had been vacant since early 1980, when Ryland was named president and chief executive officer. Wayne will have primary responsibilities for the areas of flight operations, maintenance, engineering, administration, legal and finance.

A Frontier employee since 1971, Wayne had been vice president and general manager - operations since 1973. Previously he served as vice president - local service marketing. Wayne came to Frontier from Aerojet Nuclear Systems Co., Sacramento, where he held positions for 11 years in various phases of the company's nuclear rocket and nuclear reactor and gas turbine programs. Prior to joining Frontier he was vice president and manager of test operations, responsible for nuclear test programs in California and Nevada. From 1960 to 1961 he was an engineer for the General Electric Co., Cincinnati, Ohio. Wayne is a professional engineer, holds a bachelor's degree in engineering, and has had several years of graduate work in engineering and technology. He is a graduate of the U.S. Merchant Marine Academy, King's Point, N.Y., and



Charles L. Demoney

served as an engineering officer on merchant and naval vessels. Wayne is a Naval aviator, having led divisions of jet fighters in all-weather carrier operations.

Charles L. Demoney had been vice president - market planning since June 1979. A 23-year Frontier employee, he was named vice president and assistant general manager - sales and service in February 1975. Prior to this he held numerous sales and marketing management positions for the airline, including district sales manager, Rapid City; regional sales manager, Phoenix; and director - Eastern division field marketing. Demoney is a graduate of the Stanford University Executive School.

Allan S. Larkin joined Frontier in December 1973 as vice president - administration. He came to Frontier from Chemical Construction Corp. (CHEMICO) in New York where he served as vice president - industrial relations. Prior to that he was vice president — industrial relations for Aerojet Liquid Rocket Co., Sacramento, and held various employee and industrial relations posts for Allied Chemical Corp., New York. Larkin is a graduate of Fordham University and served as an officer in the U.S. Army.

M. C. "Hank" Lund had been vice president and general manager — sales and service. He joined Frontier in 1967 as manager - station services, and was subsequently named general manager - transportation services. Lund was promoted to vice president - transportation services in 1969, to vice president - regional marketing in 1972, and to vice president - sales and service in 1974. Before joining Frontier, he was with Northwest Airlines for 26 years, specializing in customer services. Lund attended Jamestown College, Jamestown, ND., and served in the U.S. Naval Reserve.

John D. Ahlquist most recently served as senior director — field marketing. He joined Frontier in 1973, serving as director - special projects, and director - Western division field marketing. Before joining Frontier, Ahlquist was associated with Northwest Airlines for 21 years.

Edwin L. Dunaway most recently served as senior director and assistant general manager - sales and service. A 24-year veteran with Frontier, Dunaway held managerial posts in St. Louis, Kansas City and Fort Leonard Wood. He also served as director - Western division field marketing, and director — consumer services. He joined Central Airlines in 1957.

David N. Bricton had been vice president - legal and secretary of the company since 1978. A graduate of the University of Colorado School of Law, Bricton joined Frontier in 1967 as an attorney, and became assistant secretary in 1969, associate general counsel and assistant secretary in 1970, and associate general counsel and secretary in 1971. Before coming to Frontier he held positions with law firms in Washington state and Denver.

Charles S. Murphy had been the company's general counsel since 1971. He is and has been affiliated with the

Washington, D.C. law firm of Baker and Hostetler (formerly Morison, Murphy, Abrams and Haddock) since 1969. Prior to that time he was chairman of the CAB (Civil Aeronautics Board) from 1965 to 1968. Murphy was administrative assistant and special counsel for President Harry S. Truman and also served in the administrations of John F. Kennedy and Lyndon B. Johnson. He served as Undersecretary of the Agriculture and headed a legislative writing group on Capitol Hill in Washington, D.C.

According to Ryland, "these promotions reflect the growth and expansion of the company, and strengthen the management team for the opportunities and challenges that lie ahead."

Dates set for city deletions

Frontier intends to discontinue service to Cody and Worland, Wyo.; and Vernal, Utah, effective March 1, 1982; and to Alamosa, Cortez, Gunnison, Hayden and Pueblo, Colo., effective April 1, 1982.

As earlier announced, service to Fayetteville and Harrison, Ark., and Fort Leonard Wood, Mo., will be discontinued Feb. 1, 1982.

Service to Gallup, N.M., was suspended Oct. 1, and service to Lawton, Okla., was suspended Nov. 15.

Deletion of these cities from the airline's route system is part of Frontier's plan to be free of federal government subsidy for service to small communities.

Under the airline deregulation act, these cities are guaranteed a level of essential air service through 1988. Frontier is working with city officials and potential replacement carriers to help assure a smooth transition of service.

Frontier inaugurated service to Pueblo on Nov. 27, 1946, the airline's first day of operations. Service to Cody started June 1, 1953; Worland, June 10, 1947; Hayden, Oct. 9, 1966; Vernal, July 1, 1949; Alamosa, Nov. 9, 1947; Cortez, Aug. 14, 1949; Gunnison, Aug. 15, 1947; Gallup, June 23, 1947; and Fort Leonard Wood, April 14, 1961. Fayetteville and Harrison joined the route system in 1967 when Frontier merged with Central Airlines.

More than 2.8 million passengers have boarded Frontier flights at these cities since service started.

Employees in the news

Rita Vandergaw, Frontier marketing representative; Betsy Morscher, author of "Heal Yourself The European Way;" and Hattie Wilson, president of the Denver chapter of the Professional Secretaries International Association greeted members of the Professional Secretaries International Association at the recent "Women In Travel" seminar in Denver. Some 300 Denver area secretaries attended the Frontier-sponsored seminar, held Sept. 12 at the Denver Merchandise Mart. Seminar participants also included Maggi Hanson, director of flight service, and Sue Wilson, director of consumer services. The seminar focused on trip planning, activities and stress.

Ed Greenfield was recently named director of strategic marketing, a position in Frontier's sales and service division at the corporate headquarters in Denver. Greenfield joined Frontier in 1972, and has held the positions of district sales manager, Billings; district sales manager, Phoenix; deputy director, leisure division field marketing; and deputy director, strategic marketing. A native of Salt Lake City, he is a graduate of Westminster College.

Appointments

Bill Ball - City manager, Joplin
 Red Barringer - City manager, Seattle
 Daisy DeJesus - Technical specialist, Info. Services
 Chuck Deloach - City manager, Redding
 Wayne Dudley — Principal analyst, Info. Services
 Bruce Haldeman - Supervisor, pricing and capacity control
 Jim Holden - Principal analyst, Information Services
 Robert Johnson - Information Services
 Karen Murray - Programmer/analyst, Info. Services
 Tom Schmidt - City manager, Missoula
 Mike Smicker - Manager, pricing and capacity control
 Douglas Stevens - Principal analyst, Info. Services
 Bill Wellman - Programmer, Information Services
 Bruce Wilson — Technical specialist, Info. Services
 Thomas Wise - Programmer, Information Services
 Ronald D. Wright - Economic analyst

Anniversaries

30 Years

J. W. Butler — Station agent, LAS
 D. W. Coppock — Station agent, OKC
 L. E. Evans — Station agent, SMF
 R. W. Fish — Station agent, PHX
 A. Gillespie — Aircraft technician, DFW
 G. W. Wilson — Inspector, DEN

25 Years

K. R. Banman — Station agent, PHX
 A. R. Beek — Senior station agent, COS
 C. Florin, Sr. — Plant maintenance mechanic, DEN
 O. L. Goode — Station agent, ICT
 J. E. Hildebrand — Senior agent, OKC
 B. Roberts — Computer operator, DEN
 R. T. Sampson — Captain
 K. M. Stewart — Senior station agent, FYV

20 Years

T. C. Allen — Station agent, CPR
 J. E. Baker — Captain
 B. Beene — Aircraft technician, SLC
 R. D. Bonan — Station agent, FMN
 B. N. Davis — Station agent, TUL
 A. H. Gwin — Director, pilot scheduling
 V. M. Hague — Flight attendant
 J. D. Hanes — Lead aircraft technician, DEN
 F. C. Hoffmann — Captain
 D. W. Holder — Ticket counter agent, DFW

W. R. Johnson — Station agent, ABQ
 E. R. Morris — Captain
 J. D. Riedl — Station agent, SLN
 L. G. Roberts — Station agent, PHX
 C. Smith — Aircraft technician, FMN
 K. Stielow — Area manager, maintenance, MCI
 D. M. Wollenzien — Foreman, DEN

15 Years

L. Abels — Aircraft technician, DEN
 H. Barks — Station agent, TUS
 D. P. Brown — Station agent, LAW
 D. Burke — Secretary, DEN
 C. Clay — Traveling auto mechanic, DEN
 W. W. Collins — Station agent, FSM
 J. Crider — Aircraft technician, GEG
 L. M. Dragen — Station agent, MCI
 J. I. Edwards — Aircraft technician, DEN
 A. Gehman — Flight attendant
 L. R. Green — Captain
 T. L. Hollister — Captain
 J. Johnston — Reservations agent, DEN
 W. L. Kirkley — Station agent, DFW
 D. Krieder — Flight attendant
 L. J. Lane — Flight attendant
 M. Malone — Aircraft technician, DEN
 J. A. Marquez — Aircraft technician, DEN
 L. K. McDonald — Captain
 E. McMillan — Manager, avionics engineering
 J. Michael — Aircraft technician, DEN
 V. L. Nibbe — Aircraft technician, DEN
 J. Payne — Aircraft technician, DEN
 J. Peterson — Reservations agent, DEN
 E. D. Ragan — Expendable inventory controller
 R. F. Rogers — Station agent, FSM
 B. Rose — Aircraft technician, DEN
 C. S. Ruffino — Ticket counter agent, STL
 M. I. Russell — Aircraft technician, DEN
 R. C. Schneider — Aircraft technician, DEN
 W. R. Sullivan — Senior ticket counter agent, DEN
 G. E. Tidwell — Captain
 R. B. Van Camp, Jr — Station agent, LIT
 R. Van Epps — Flight attendant
 L. M. Vied — Captain
 L. A. Wallace — Captain
 D. L. Whiteley — Aircraft technician
 P. J. Wildberger — Station agent, MCI
 D. E. Zimmerman — Station agent, DEN

10 Years

J. M. Bay — Reservations agent, DEN
 J. F. Beuchler — Mgr., fare quote, capacity display
 B. Caylor — Flight attendant
 C. Combers — Mgr., tariff coordination
 G. T. Eckert — Station agent, TUS
 R. Henderson — Dispatcher

M. LeCaptain — Flight attendant
 T. J. McMartin — Vice President, Materiel
 B. M. Miller — Statistician
 E. L. Perea — Accounting clerk, DEN
 C. Sonius — Flight attendant
 R. Tarp — Print shop operator
 P. Taylor — Marketing manager-Arizona
 J. M. Vann — Secretary, DEN

Suggestion Winners

Recent winners in the employee suggestion program:
 Charles Magnetti - Aircraft technician, DEN, \$510 —
 Motor plate of a De-Ice valve.

Edward Schroeder - Aircraft technician, DEN, \$196 -
 Repairing valve flanges.

Fred Brechbuhl - Aircraft technician, DEN, \$190 -
 Molding on Airst 2000 seats.

Anthony Delcavo - First officer, \$65 - Minimum fuel
 computation.

Charles Clay - Traveling automotive mechanic, DEN,
 \$60 - Shut off valves on de-icer.

Sandra Brooks - Supervisor, accounts payable, \$57.50 -
 Fuel procedures and forms.

Harry Paul - Aircraft technician, DEN, \$54 - Use of
 scrap carpet to make a set of sidewall carpet on the
 Boeing 737.

Nancy Stockstill - Advertising/sales promotion, \$50 —
 Car rental insurance.

Sherry DuValle - Accounting clerk, DEN, \$42.50 - TSR
 late station log.

Sandra Force - Reservations agent, DEN, \$37.50 -
 Ticket-by-mail uncollectables. \$15 — Ticket-by-mail pro-
 cedures.

Bruce Osborne - Senior agent, FAR, \$37.50 - Overlay
 tag for interline bags.

David Krieger - Aircraft technician, DEN, \$32.50 -
 Work ladder accessibility.

Anthony Leyba - Station agent, DEN, \$32.50 - Stop sign
 in the new Denver baggage complex.

Russell Gehris - First officer, \$27.60 — Listing of
 overnight hotels.

Ian Banner - Aircraft technician, DEN, \$22.50 - Setting
 of brakes on RON aircraft at non maintenance stations.

John Dahl - Senior agent, DEN, \$22.50 — Advertising
 message line on arrival/ departure monitors.

Dane Vannice - Station agent, DEN, \$22.50 — Painting
 pillars bright orange in the baggage room below the D
 concourse.

Jeff Black - Station agent, DEN, \$20 - Flashlight and
 battery holders at gates.

Wanda Pittman - Ticket counter agent, DEN, \$20 —
 installing doors on "well" near bag check

Lawrence White - Station agent, DEN, \$20 - Reprinting
 revalidation stickers.

Ken McIntosh - Station agent, CPR, \$17.50 - Assistance
 for completing MA forms.

Jim Duran - Ticket counter agent, PHX, \$15 - Changing the baggage tag.

Chat Ratenport - DENO, \$12.50 - Curtains for baggage carts

Sandra Reich - Clerk-typist, DEN, \$10 - Computer entries.

David Soine - Station agent, MOT, \$10 — Constructed tariffs.

In Memoriam

Bill Heath, manager of special projects and procedures, died Sept. 24, 1981 at his home after a long illness. A graduate of the University of Michigan, Heath was also a veteran of the U.S. Navy. He is survived by his wife, Barbara, two children and five stepchildren. Contributions may be made to the Heath Memorial Fund, Littleton Christian Church, Littleton, Colo.

(http://FAL-1.tripod.com/Bill_Heath.html)

Retirements

F. D. "Jug" Jella - Captain, Sept. 2, 35 years.

Eugene A. Warren - Aircraft technician, Denver, Oct. 31, 22 years.

"Jug" Jella retires

F. D. "Jug" Jella - last of Frontier's pilots from the Ray Wilson flying school - retired Sept. 2 (1981) after 35 years of service. Jella started with Monarch Airlines, Frontier's predecessor, in March 1946, after working for the W and B Flying Ranch in Oklahoma, operated by Ray Wilson, founder of Monarch. Jella served as chief pilot of the Denver flight base in the late sixties, and also served at flight bases in Billings, Omaha and Phoenix. Jella's daughter, Joanne Jella Smith, is a Frontier flight attendant.

Frontier Facts: December 1981

Employees: 5,893

Boeing 737s: 45 (30 with JT8D-9 engines; 15 with higher thrust JT8D-17 engines)

Convair 580s: 16

Airports served; 86 in 27 states, Canada and Mexico

Hutchinson awarded Frontier, FAA honors

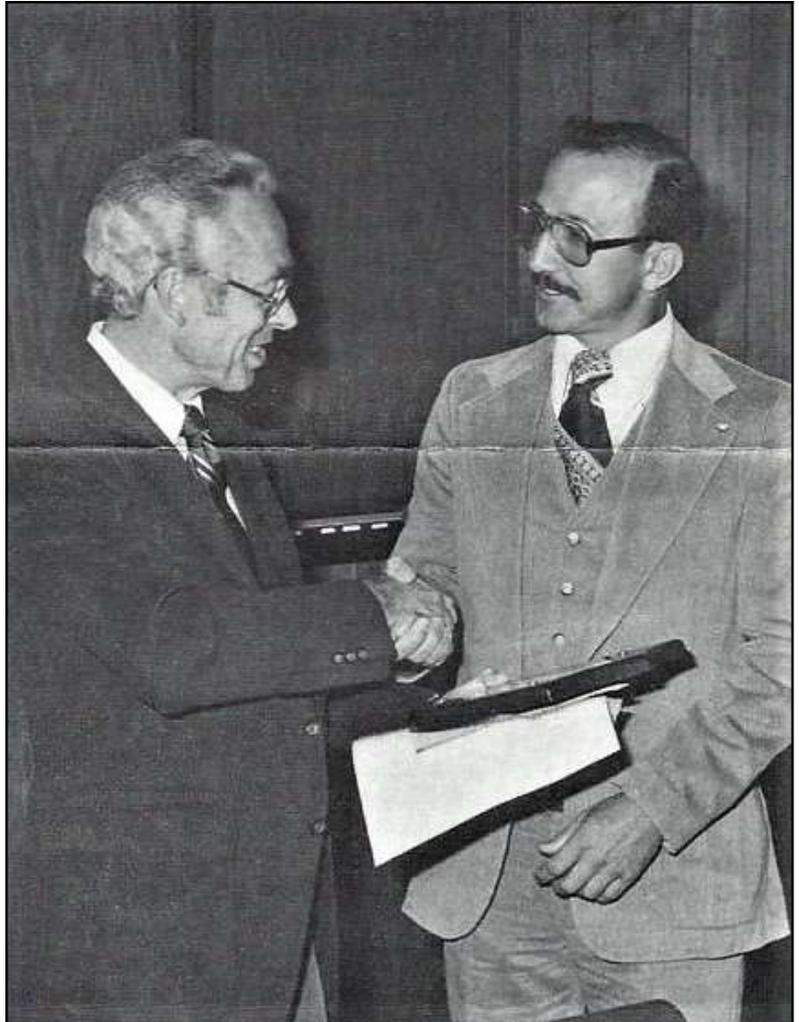
NORMAN "JEFF" HUTCHINSON, a station agent based in Lawton, was recently awarded a Frontier Presidential Award by Glen Ryland for his actions March 30 after the crash of a U.S. Army U-21 aircraft at the Lawton airport.

According to Ryland, Hutchinson entered the burning aircraft and saved the lives of two officers who were trapped inside.

"With total disregard for his own safety and under extremely dangerous conditions," Ryland says, "Hutchinson's unselfish and automatic response was to aid the two officers. He immediately notified fire and rescue units, and extinguished the flames outside the cabin and inside the cockpit. This is heroism at its finest."

Hutchinson was also recently awarded the Federal Aviation Administration's Distinguished Service Award for his actions - the FAA's second highest award.

A veteran of the U.S. Marine Corps, Hutchinson first joined Central Airlines in 1961, later joining Frontier after serving in Viet Nam. Hutchinson is married and has five children.



The ALEA added to the honors Jeff received by giving him their Award of Merit. I was proud to nominate him.

Jeff was a terrific guy! I know - I worked with him in LAW in 1970 and 1971. He and I were senior station agents and he was helpful to me on many occasions.

However, he was infamous in the LAW station for his deadly flatulence. It was silent and could clear a room in seconds. There was a high cat ammonia sharpness to it that was extremely noxious. Jeff claimed that he was able to do it because of his natural talent and U. S. Marine training.

50 years later and the memory of his silent toots is as sharp as they were then. Out of the blue a few years ago, Jeff sent me an old Central Airlines highball glass for my collection. Terrific guy!

-Jake Lamkins

Glasgow, Mont. (June 30, 1980)
 Wolf Point, Mont. (June 30, 1980)
 Williston, N.D. (June 30, 1980)
 Sidney, Mont. (June 30, 1980)
 Miles City, Mont. (June 30, 1980)
 Glendive, Mont. (June 30, 1980)
 McAlester, Okla. (Aug. 1, 1980)
 Chadron, Neb. (Nov. 30, 1980)
 Sidney, Neb. (Nov. 30, 1980)
 Alliance, Neb. (Nov. 30, 1980)
 *Jackson, Miss. (Dec. 1, 1980)
 *Amarillo, Tex. (June 1, 1981)
 Liberal, Kan. (June 1, 1981)
 Gallup, N.M. (Sept. 1, 1981)
 *Indicates non-subsidy-eligible cities.

As of January, 1982, Frontier employed 5,803 people: of whom 85% were represented by five unions
 ALEA - 2620 station, reservation and clerical
 IAM - 930 aircraft mechanics
 ALPA - 633 pilots
 AFA - 760 flight attendants
 TWU - 45 dispatchers
 -1981 Frontier Annual report

FRONTIER PLAQUE

Spencer Rice at FLacebook

For those of you who may not be aware of it, in 1990 my late bride Sheila and I spearheaded a campaign to honor Frontier and all of us who were lucky enough to work there. The plaque was dedicated in 1990 and given to the city at the entrance to the D concourse. It was moved to DIA and is still up today as I am now sitting 50 feet or so from it.

So the next time you are at DIA find the Red Rocks Bar and the plaque is on the wall opposite the bar where the escalators are. It is a nice reminder of the 'Commitment to Excellence' we all had.

(The plaque is pictured on page 4 of this issue.)

Carolyn Boller

When the move to DIA happened--we were not clear who or where the plaque was...it so happened that Turner West was heading up DIA....so one day when I was out there--I asked him and he said "Its right here in my closet"...We and Duke Ellington got it placed up and it's still there.

Kathy Sorensen & Family

My husband was Roger Sorensen! He was with the old Frontier & became director of the New Frontier above & below the wing! He passed away unexpectedly 7 years ago & is still deeply missed.

He loved Frontier, especially its people. I know he would have been VERY HAPPY seeing the plaque at the new airport.

(He lives on in cyberspace:

http://FAL-1.tripod.com/Roger_Sorensen.html)

Cindy Smith Yourishin

I always go see it when I'm at the airport. My Dad loved Frontier so much and my childhood memories include a lot of Frontier. The plaque makes me feel close to him and makes me smile.

Sherrie Ann Burdette

This is truly a "Work of History" & when I went to work for the city; I eventually "audited" into a "newly created" position at DIA. As "Agency Trainer For Airport Operations"; I trained new & existing employees on facility training/locations & the amazing works of Art.

This is a wonderful, piece of local history. Thank You. Take a bow.

Lance Ross

That was a good day. I remember it fondly.

Charles Martin

That's awesome, it was such an honor to work for such a great airline, and the employees were the best.

Mary Avers Albeck

Thank you for posting this, I didn't realize it was there.

Lorrie Craven Tarr

Thank you. We all were luck to have worked for an amazing company.

Sheree Hansen McLaughlin

I miss my Frontier Family. It was more than just an airline!

Tony Vann

I will be flying there in June - will definitely search it out. Thank you!

Linda Bartlett Weston

So happy I was a part of this great airline for nearly 10 years. I later became a teacher, but FAL SLC was the most fun I ever had at work.

Marie Franco

Such a fantastic airline. I wish that everyone has their own great memories of such a wonderful airline. I know I certainly do.

Ken Davidson

I look at it every time I go out to DIA

Shirley Mitchell

Thank you for keeping the tradition alive

Jan Lefler

Thank you for letting us know where it's at. I loved my years at Frontier, it's so wonderful to still see the friends I made there. It was the BEST.

Donna Holm

Wow Spencer Rice...nice to see your post! Where is the Red Rocks Bar? Will have to look for the Frontier plaque!
(Jeppesen Terminal, Level 5 East, 1 303-342-7176.

Website is at

https://www.flydenver.com/enjoy_relax/dine/red-rocks-bar-bbq

THE KANSAS CITY CV-580 CREW BASE

is a proud supporter of
THE FRONTIER NEWS at

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

OLD FRONTIER AIRLINES WEBSITE

<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.



BOJANG WHYHIGH

**ONE WHO SEES
ONLY HALF THE PROBLEM
WILL BE BURIED
BY THE OTHER HALF**

