

FRONTIER NEWS

**SUMMER****JULY****2023****#92**

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

Yes, it has been 37 years since Frontier ceased operations on August 24, 1986.

This issue is dedicated to the People Of Frontier.

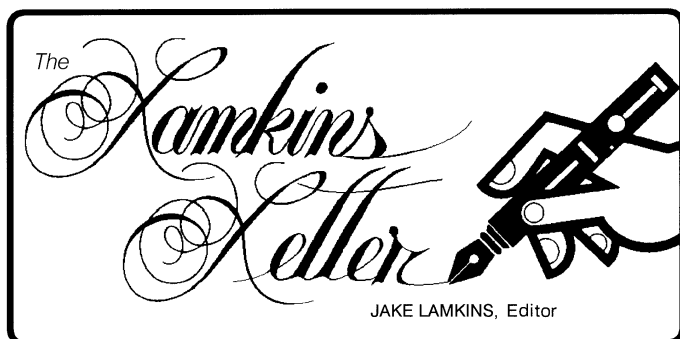
See five pages of your names starting on page 12 - celebrating service awards, promotions, suggestions and transfers.



Most of the information in this issue is from the Frontier newsletters posted at our website. The weblink is on the next page.

As our ranks increasingly thin due to the passage of the years, we will continue to memorialize those FLriends gone before us. They are not gone until we forget them.

JAKE LAMKINS
Editor - Publisher
1202 Scrimshaw Cove #4
Fayetteville, Arkansas 72701
 479-879-8358
 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 October for Fall, January for Winter, April for Spring and July for Summer.

Articles and photos are welcomed and subject to editing and space requirements. We cannot pay for such items but will give credit as appropriate. All submissions should deal with the "old" Frontier Airlines.

Especially welcomed are stories of personal experiences with a humorous slant. All airline employees have a treasure trove of such stories. Please share them with the rest of the 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 is longer 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>

Much of the information in this issue is adapted from the July, August & Septmber, 1973 Frontier News newsletters posted at http://FAL-1.tripod.com/Frontier_News.html

FLights West have kept me busy since the Spring issue on April 1st. That issue had 14 memorials and this one has 23. Four more have come in since I started wrapping it up.

The average age of the 23 gone west is 82 years old. Four of them were in their 90s - three pilots and a reservations/ticket counter agent.

It gets harder and harder to sort out the FLights West of the old Frontier and the new Frontier. Luckily, I have built up quite a trove of seniority lists and employees rosters to help identify them. The new Frontier has been in business for 30 years come this Feb 8, 2024! More and more of their people are flying west as they age and the obituaries just say Frontier Airlines. Often their age tells me right away if they are FLamily. Those born after the early 1960s will be the new group.

I still run across those whose families have confused Frontier with Western, Pioneer, West Coast, etc. in their obituaries. And, sadly enough, obituaries are becoming rarer as costs go up and up on posting them. Newspaper costs are exorbitant. The SSDI (Social Security Death Index) used to be a good source but most are now posted only after three or fours years for reasons of privacy.

Enjoy every minute to the max. We're all on standby for our FLight West!

TABLE OF CONTENTS

The People Of Frontier.....	1
Letter From The Editor.....	2
Reunions.....	3
FLights West.....	5
50 Years Ago.....	12
Deregulation.....	18
Executive Messages.....	24
Notes From FLolks.....	28
Bojang Whyhigh.....	31



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's Place, 5271 E 52nd Ave, Commerce City,
CO 80022

Contact:

Bob Keefer, 303-229-6904

DEN FLIGHT CREWS

Luncheon, monthly, every second Tuesday, 11:30 am
at HIRO Japanese Buffet

2797 S Parker Rd

Aurora, Co 80014

Contact:

Bonnie Dahl, 303-521-5611, BC-
Dahl777@gmail.com

DEN REUNION PICNIC

Sat, Aug 19, 2023, see ad next page.

Contact:

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

Anna Metzsch: 2600 Cirque Way, Montrose CO
81401 303-733-9968, annakay1946@hotmail.com

FYV-FSM ANNUAL REUNION

Luncheon, Tue, Aug 29, 2023

1:00 p.m. at Village Inn Restaurant

3364 N. College Ave., Fayetteville, AR

Contacts:

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

MCI REUNION GATHERING

Sat @ 11am on Mar 25, May 20, July 22 and Sep 23.

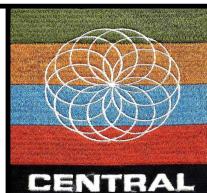
Paul & Jack's Restaurant

1808 Clay Street.

North Kansas City, MO 64116

Contact:

Rose Dragen, 816-741-1995,
rmdragen@gmail.com



YOU ARE INVITED TO THE 56th ANNUAL FYV FSM FRONTIER REUNION

Tuesday, August 29, 2023

1:00 p.m. - 2:30 p.m.

Meet For Lunch

at the Village Inn Restaurant

3364 N. College Ave., Fayetteville, AR

Due to declining attendance, we will have a smaller reunion this year. We will meet for lunch and renew our friendships. We have been getting together since 1968 to re-new friendships and talk about what it was like to work for a great little airline.

All Frontier employees, families & friends are invited. No donations but plan to pay for your meal. Let us know you're coming so we can pre-plan the seating at the restaurant. Hope to see you there.

For info, RSVP and/or directions:

Paul Farris, 479-409-9997, paulamos43@yahoo.com

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

MCI REUNION - MAY 2023



We had a nice turnout for our May 20th gathering.

No pictures from this time....maybe next. In attendance were pilots Neil Miller and Terry Calkins, agents Sharon Rush and spouse Ed from Florida, Glenn and Ruth Lee Hastert from Republic, MO, Pat and Etta Wildberger from St. Joseph, MO, Tom Ellicot from Joplin, MO - then mainly from the KC area...Gary Wise and spouse Brenda, Reva Burke and spouse Larry, Linda Calcotte, Mike and Rose Dragen, Ken Mast, Ed Mondt and Bob Welch ... 19 in all and apologies if I left anyone out or incorrectly spelled names ... I was too busy visiting to make sure everyone got registered.

Our next Gathering is July 22nd, 2023 at Paul & Jacks in North Kansas City, MO. Starts at 11 AM until 1-2 PM.

-Rose Dragen



36th DENVER ANNUAL REUNION PICNIC

Summit Event Center
411 Sable Blvd., Aurora, CO
Saturday, August 19, 2023
10:00am to 2:00pm

It's been 37 years and we are still a family.
Come join the celebration at the Frontier Airlines Reunion.
The cost will be \$25 per person with a brunch and cash bar.
The cost covers the mailings, postage, NCOA, and food.
Masks are optional depending on your comfort level.

There will be no auction items, but we have free tables for any "nostalgia" that you may wish to pass on to another Frontier employee.

A big THANKS to everyone who are attending the function and those who have mailed in advance donations.
We couldn't continue if it were not for your generosity and support.
Finally, it is extremely important that you advise if you will attend by completing the section below and mailing it by August 9, 2023.
This is needed for an accurate food count. RSVP required!!!!!!

Committee

Carolyn Boller, 1293 Revere St., Aurora, CO 80011
303-905-4356 or 303-364 3624, ckboller@comcast.net
Julie Dickman, 15501 E 112th Ave Apt 24A, Commerce City, CO 80022
303-717-6242, jjdickman@gmail.com
Barbara Monday: 9800 E Walsh Pl, Denver, CO 80247,
303-344-8745, bgmonday@comcast.net
Anna Metzsch: 2600 Cirque Way, Montrose CO
81401 303-733-9968, annakay1946@hotmail.com

Mail check or cash to:

Carolyn Boller at 1293 Revere St, Aurora CO 80011.
Check should be made to FAL Picnic Fund. Do not make the check in my name.

Please detach on the line and mail to:
Carolyn Boller at 1293 Revere St, Aurora CO 80011

_____ I will attend the picnic on Saturday _____ (number in party)

_____ Sorry, I cannot attend this year, however please keep my name on your list.
A donation is appreciated for continued mailing to cover postage & printing.

_____ Please remove my name from the list.

Name:
Address:
City:, State, Zip:
Phone, Email:



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>



23 DEATHS REPORTED SINCE THE SPRING 2023 ISSUE

Dale Allen,

DEN stock clerk, 10/22/20, age 74, cancer

Glen 'GE' Anderson,

RAP RDD FSD station agent, 5/10/23, age 70, scleroderma

Helen Baker,

DEN reservations agent, ticket counter agent, 3/3/2023, age 93

Armon Beard,

MKO FSM DAL HOT HOU, station agent, station manager, senior station agent, 1/19/21, age 89

Sharon Camille Engel Bennett,

PHX flight attendant, 3/1/23, age 79

Charlie Campbell,

FSM MLC AMA LAW GUY station agent, relief station manager, 4/5/03, age 74

James Clipper,

STL DEN aircraft cleaner, lead aircraft cleaner, 1/15/05, age 77, asphyxiation

Angela Nichols Diller,

SLC DEN flight attendant, 5/3/23, age 70

Ken Erickson,

DEN pilot, 5/11/23, age 91

Helen Frank Finney,

DEN ticket counter agent, 2/25/23, age 87

Jim Ford,

GSW DFW DEN pilot, 3/17/23, age 80

Claire Fassbender Hirvonen,

DEN flight attendant, 2/24/23, age 88

Chuck Levine,

DEN pilot, 3/26/23, age 89

Peggy Mulligan Lux,

SLC PHX 3/23/23, age 89

Curt Milberger,

GBD BGD DDC FMN SEA station agent, station manager, 2/27/23, age 80

Dennis Miller,

3/31/23, DEN SEA station agent, age 69, cancer

Ken Naylor,

DEN aircraft mechanic, 4/15/23, age 80

Roy Schreder,

MKC STL station agent, 5/26/23, age 88

Tom Siems,

DEN pilot, 3/29/23, age 84

Wayne Sutton,

DEN station agent, 8/30/21, age 67

Glenn Tidwell,

DEN pilot, 5/25/23, age 97

Don Welch,

AMA MKC MCI DEN pilot, 4/13/23, age 91

Judy Craddick Worden,

ACF flight attendant, 11/20/22, age 84



DALE ALLEN
1968 - 1975
STOCK CLERK
DEN

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



GLEN 'GE' ANDERSON
1978 - 1985
STATION AGENT
RAP RDD FSD

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

27



HELEN BAKER
1974 - 1985
RES AGENT, TKT COUNTER AGENT
DEN

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



ARMON BEARD
1954 - 1986
SENIOR STATION AGENT
MKO DAL HOT FSM HOU

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



SHARON CAMILLE ENGEL BENNETT
1963 - 1965
FLIGHT ATTENDANT
PHX

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



CHARLIE CAMPBELL
1954 - 1965
STATION AGENT, RELIEF MANAGER
FSM MLC AMA LAW GUY

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

27



JAMES CLIPPER
1970 - 1986
LEAD AIRCRAFT CLEANER
STL DEN

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



ANGELA NICHOLS DILLER
1973 - 1986
FLIGHT ATTENDANT
SLC DEN

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



KEN ERICKSON
PILOT
 1962 - 1986
DEN

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



HELEN FRANK FINNEY
 1976 - 1986
TICKET COUNTER AGENT
DEN

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

27



JIM FORD
 1966 - 1986
PILOT
GSW DFW DEN

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



CLAIRE FASSBENDER HIRVONEN
 1957 - 1957
FLIGHT ATTENDANT
DEN

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



CHUCK LEVINE

1963 - 1986

PILOT

DEN

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



PEGGY MULLIGAN LUX

1954 - 1957

FLIGHT ATTENDANT

SLC PHX

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

27



CURT MILBERGER

1964 - 1986

STATION AGENT, STATION MANAGER

GBD BGD DDC FMN SEA

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



DENNIS MILLER

1977 - 1986

STATION AGENT

DEN SEA

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



KEN NAYLOR
1968 - 1986
AIRCRAFT MECHANIC
DEN

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



ROY SCHREDER
1967 - 1986
STATION AGENT
MKC STL

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

27



TOM SIEMS
1962 - 1986
PILOT
DEN

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



WAYNE SUTTON
1979 - 1985
STATION AGENT
DEN

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



GLENN TIDWELL

1966 - 1986

PILOT

DEN

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



DON WELCH

1959 - 1986

PILOT

AMA MKC MCI DEN

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

27



JUDY CRADDICK WORDEN

1957 - 1959

FLIGHT ATTENDANT

ACF

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

**FLIGHTS WEST REPORTED
BUT UNCONFIRMED**

Need obituary or death notice

Send info to Jake @ contacts on page 2

BABS LARSON

RESERVATIONS AGENT

1978 - 1986

DEN

JOHN HAYS

1950? - 1950?

STATION AGENT & MANAGER?

PRC PHX

MARY MARTIN

1961 - 1963

CN FLIGHT ATTENDANT

GSW?

CATHY COLOMBI VINCENT

1968 - 1986

FLIGHT ATTENDANT

DEN



FRONTIER NEWS

JULY 1973

25 YEAR SERVICE AWARDS

Bastar, E., Crew Scheduler — DEN
 Cannon, D., Captain — DEN
 Ehre, A., Aircraft Technician — DEN
 Gee, W., Foreman - DEN
 Logue, C., Captain — DEN
 Pusede, P., Aircraft Tech. — DEN
 Rich, R., Captain — DEN
 Slivka Jr., G., Sales Service Mgr. — CYS
 Welling, D., Captain — DEN

15 YEAR SERVICE AWARDS

Banks, R., Captain — DEN
 Caruthers, C., Asst. Mgr. Trans. Svcs. — DEN
 Clark, S., Captain — DEN
 Farnam, R., Station Agent — RAP
 Fitterer, M., Reservations Agent — DEN
 Hunt, T., Station Agent — DAL
 Kuehnert, D., SATO Manager — TUS
 Martinchick, J., Cleaner — DEN
 Mortensen, D., Mgr. Programs and Publ. — DEN
 Oliver, G., Station Agent — OMA
 Reid, W., Sr. Agent — DEN
 Roy, C., Accounting Clerk — DEN
 Simmons, T., Asst. Mgr. Trans. Svcs. — DAL
 Wachob, J., Station Agent — DEN
 Wagner, R., Sales Service Mgr. — LAR
 Wheeler, H., Captain — MCI
 Wilmes, B., Sr. Agent — DEN

10 YEAR SERVICE AWARDS

Aguirre, F., Tech. Specialist — DEN
 Catron, E., Station Agent — TBN
 Combs, D., Station Agent — ICT
 Counce, F., Mechanic — DEN
 Ellington, D., Mgr. Svc. Procedures — DEN
 Grissom, W., Station Agent — DAL
 Hall, J., Aircraft Tech. — DEN
 Harris, A., First Officer — SLC
 Huet, R., Sr Agent — CPR
 Huffaker, R., Station Agent — MHK
 Hurlburt, D., Secretary — DEN
 Jones, W., Station Agent — DAL
 Kruger, A., Cleaner — DEN
 Lang, M., Mgr. Compensation Prgms. — DEN
 McGhee, J., First Officer — DEN
 Milne, R., Sales Service Mgr. — FLG
 Pearson, R., Relief Agent — DEN

Pester, M., Mgr. Trans. Svcs. — BIL
 Prange, R., First Officer — DEN
 Ruch, C., First Officer — DEN
 Sato, J., Reservations Agent — DEN
 Thaemert, D., Aircraft Tech — DEN
 Thomas, G., Station Agent — DEN

5 YEAR SERVICE AWARDS

Abraham, J., Station Agent — STL
 Acker Jr., W., Staff Mgr. Appearance — DEN
 Allbritton, Jr., Second Officer — DEN
 Baros, A., Cleaner — DEN
 Belanger, G., Air Freight Clerk — DEN
 Bell, C., Stewardess — DEN
 Bolt, P., Station Agent — DEN
 Bruce, C., Accounting Clerk — DEN
 Carroll, R., PBX Operator — DEN
 Carruthers, B., Stewardess — DEN
 Deutsch, C., Cleaner — PHX
 Dickinson, M., Stewardess — DAL
 Elliott, R., Engineer — DEN
 Fruhwirth, R., Print Shop Operator — DEN
 Galusha, S., Station Agent — PUB
 Gibson, B., Cleaner — MCI
 Hardy, J., Secretary — DEN
 Hargis, J., Station Agent — STL
 Johnson, A., Stewardess — DEN
 Lane, R., Asst. Mgr. Trans. Svcs. — STL
 Olaiz, A., Reservations Agent — KCK
 Payne, N., Cleaner — DEN
 Portlock, L., Second Officer — DEN
 Rollins, K., Aircraft Tech. — DEN
 Toomey, G., Station Agent — LAS
 White, R., Lead Aircraft Tech. — CDR
 Wise, E., Aircraft Tech. — MCI

PASS IT ALONG

FRONTIER NEWS

JULY 1973

John D. Ahlquist has been appointed Director of Special Projects for the Marketing Division. He reports to Vice President—Regional Marketing Hank Lund and is responsible for the development and Implementation of various special marketing and customer service projects involving Frontier's major jet markets.

He was associated for 21 years with Northwest Airlines, serving the airline in Chicago the past seven years as District Manager of Transportation Services.

Ahlquist, his wife Shirley, and their two children reside in Aurora.

Karen D. Thomas has been appointed Public Relations Representative for Frontier, and in that job is assisting in handling news media relations and other public relations activities and editing Frontier News. She reports to James W. Ramsey, director of Public Relations.

Miss Thomas, a former reporter and editor for the San Diego Evening Tribune and the Akron (Ohio) Beacon Journal, comes to Frontier from the University of Colorado, Boulder, where she edited a weekly faculty-staff newspaper and worked in the News Bureau. A graduate of San Diego State College, Miss Thomas is residing in Denver.

* * *

Vancil C. Coleman has been named Frontier's Equal Employment Opportunity Coordinator. He comes to Frontier from Freedom House Job Placement Center in Denver, where he was Senior Job Counselor and Developer. Prior to Freedom House, he retired from 22 years of military service.

* * *

Harold Maxwell, a veteran of 15 years with Frontier, is new Manager of Transportation Services at Albuquerque. He formerly was Staff Manager of Field Marketing in the Western Division and has been manager at Muskogee, Manhattan, Oklahoma City and Kansas City.

* * *

Mrs. Jane Sullivan - has assumed new duties as Supervisor of Food and Beverage Service. She previously was Dining Service secretary. In her new job she assumes all previous duties of Don Chambers and reports to Fred Harnisch, Manager of Food and Beverage Service.

* * *

John R. Edens has been appointed to the position of Supervisor, Customer Collections. His responsibilities include establishing credit, granting limits and collecting all debts from designated classes of customers. He is assuming the duties formerly assigned to Karl Leonard, who retired recently.

* * *

Jon Bartram has been appointed Quality Assurance Specialist and Jim Willey, Inspection Foreman. They both report to the Director, Quality Control and Reliability. Bartram will maintain a liaison with the FAA and other governmental regulatory agencies concerning compliance with company and FAA regulations and other applicable rules and procedures. He has been with Frontier 14 years in various technical positions, the latest being Inspection Foreman. Wiley will supervise lead inspectors and inspectors in the performance of their duties. His last position with Frontier was as Manager of the Maintenance Control Center.

July's stewardess graduating class (7/21/73) in-

cluded Linda Jones, Janice Gardner, Noreen "Tommie" Thomson, Cindy Braschos, Cindy Duff, Donna Kump, Cindy Carter, Jan Roper, Paula Williams, Rozanne Milling, Linda Brundgart, Rebecca Herbert, Barbara Gilmore and Judy McMillan.

IDEAS UNLIMITED

FRONTIER NEWS

JULY 1973

DONNA E. BONES, stewardess, DEN, \$15— for her suggestion concerning the issuance of post cards for passengers.

RICHARD CANTWELL, lead aircraft technician, DEN, \$105— for his suggestions concerning (1) the replacement of a spacer on the Attendants seat to prevent breakage, and (2) building a storage compartment out of honeycomb.

JOSEPH B. COOPER SMITH, lead aircraft technician, DEN, \$45 — for his suggestion concerning the manufacture of CV-580 inlet nose fairing seals.

PAMELA DUANE, stewardess, DEN, \$25— for her suggestion concerning the labeling of B-Bags in seat pockets such as "Air Sickness container" or "Motion Sickness Container."

VIC DUNNING, senior agent, OMA, \$30— or his suggestion concerning the changing of the Company Policy and Procedures on chapter 45-6.

U.S. BILL GRANT, aircraft technician, DEN, \$65— for his suggestions concerning (1) the pull out door on the new liquor cart, and (2) putting guide clamps for the two brake control rods on the liquor carts.

R. CLAYTON HOUSH, supervisor of emergency procedures training, DEN, \$45 — for his suggestion concerning the manufacture of a tool to clean and lubricate window shade tracks on Boeing aircraft.

LARRY P. LAMBERT, aircraft technician, DEN, \$15— for his suggestion concerning stocking all beat duct blankets made on the same pattern under the same stock number.

RUTH E. PITTS, stewardess, MCI, \$10— for her suggestion concerning the posting of labels in the lavatory for sanitation purposes.

C. J. POELL, lead aircraft technician, DEN, \$80 — for his suggestion concerning a micro switch on the air stair door handle and wiring it to the existing door warning light.

SANDRA L. SANDOZ, stewardess, SLC, \$25— for her suggestion of replacing the metal bar that joins the cabin carpet to the entryway linoleum which would allow easier movement of the carts and eliminate undue spillage.

O. A. SOMERS, aircraft technician, DEN, \$25— for his suggestion to substitute in places on the 580 right and left elevators a removable angle for curtain attachment.

ERNEST F. SOTO, assistant manager, telecommunications, DEN, \$340— for his suggestion concerning the

installation of a paper holder for the use of teletype paper in the IBM 1977 machine.

JAMES TURNQUIST, aircraft technician, DEN, \$35 — for his suggestion to manufacture a device for holding batteries while taping for manufacture of battery packs.

HAROLD G. WAGNER, aircraft technician, DEN, \$105— for his suggestions concerning (1) repairing the B-737 liquor carts to replace the adjustable clevis bolts on the brake system, (2) the design of a template to drill the pedestal cover, PN 130-1719, and (3) the three aligning clips on the 737 nose cowl.

SID WALKER, manager, sheetmetal and upholstery, DEN. \$125— for his suggestion concerning the manufacturing of convair parts.



FRONTIER NEWS

AUGUST 1973

25 YEAR SERVICEAWARDS

Benish, K., Aircraft Technician — PHX

Stevens, C, Captain — DEN

20 YEAR SERVICEAWARDS

Koughn, D., Sr. Station Agent — TUS

15 YEAR SERVICE AWARDS

Bethel, A., Mgr. Powerplant Shops — DEN

Duvall, J., Aircraft Tech. — GTF

Herrington, K., Lead Aircraft Tech. — DEN

Hicklin, D., Lead Aircraft Tech. —DEN

Huss, E., Inspector — DEN

Krebs, F., Station Agent — DEN

Lucht, H., Aircraft Tech. — DEN

McDowell, F., Captain — MCI

McGarvin, L., Mechanic — DEN

Shackley, L., Lead Aircraft Tech. — DEN

Snively, C, Sr. Accounting Clerk — DEN

Weeks, L., Station Agent — PRX

White, R., Foreman - DEN

10 YEAR SERVICEAWARDS

Demos, R., Station Agent — CYS

Denning, L., Sales Service Mgr. — HDN

Freeman, J., First Officer — DEN

Greenlee, R., Sales Service Mgr. — GCK

Hall, R., Station Agent — OMA

Johnson, D., Station Agent — RAP

Jones, D., Station Agent — GJT

Livingston, R., Stock Clerk — DEN

Long, H., Aircraft Tech. — DEN

Lukow, B., First Officer — DEN

McIntosh, L., Station Agent — OMA

Thyfaut, R., Svc. Engineer — DEN

5 YEAR SERVICE AWARDS

Andrew, M., Station Agent — PHX

Bonds, B., Station Agent — GJT

Butler, R., Station Agent — LAW

Coronado, A., Station Agent — DEN

Robertson, M., Station Agent — SLC

Smith, S., Station Agent — MCI

Starr, J., Station Agent — DEN

Teiber, J., Station Agent — DEN

Thomas, D., Station Agent — PPF

Thury, B., Station Agent — DEN

Vlach, P., Station Agent — MCI

PASS IT ALONG

FRONTIER NEWS

AUGUST 1973

Several personnel changes have been announced in marketing. Jim Marine has been appointed Director of Local Service Marketing, reporting to Gordon Linkon, Vice President of Marketing. In the Regional Marketing Division, C.L. Demoney is now Director Field Marketing — Eastern Division, and Kaye Burgon, formerly Sales Manager in Salt Lake City, is Director Field Marketing — Western Division. Ed Dunaway, formerly Manager Transportation Services, Kansas City, has been named Deputy Director Field Marketing — Western Division, and J.W. Moore is Manager Transportation Services, Kansas City.

Mr. Linkon announced the consolidation of the Local Service and Regional Marketing Futures Planning departments into a single Futures Planning group under the direction of Dan Love, Director of Futures Planning.

Ben Harris, Project Manager — Futures, reports to Love. They are moving into offices in Room 306-B, DENKO.

Reorganization in the Maintenance and Engineering Division has also been announced. Four separate departments have been created, the directors of which report to Les Keely, Vice President — Maintenance and Engineering.

B.R. Naylor heads Aircraft Maintenance, which is responsible for all production work. His responsibilities include Line Maintenance, Avionics, Major Maintenance, Base Overhaul Shops and Production Planning.

Gary Bowring heads Quality Control, which is responsible for all aircraft inspection, quality assurance and reliability.

W. "Bill" Durlin heads Engineering, which has responsibility for all aircraft, engine and related engineering.

N. L. "Ric" Adkins heads Administration, which is responsible for those areas relating to the administration of Maintenance and Engineering.

Naylor has made further management appointments within Aircraft Maintenance. Donald G. Brady has been appointed Director of Line Maintenance. His responsibilities include line maintenance stations at Denver, Kansas

City, Dallas, Phoenix and Billings; automotive and equipment maintenance at Denver, and the Maintenance Control Center.

Glenn T. Shouldice was appointed Director of Major Maintenance, with responsibilities including heavy checks, aircraft overhaul, Sheet Metal Shop, Upholstery Shop, and the Paint and Fiberglass Shop.

Jack M. Crawford is the Manager of Line Maintenance at the Denver Station and will be responsible for the total line maintenance function at Denver.

Brady announced that P.D. (Phil) Blackwell has been appointed Area Manager of Maintenance for the north-west area, based in Billings and with the maintenance responsibility for Billings, Chadron, Great Falls and Salt Lake City.

William D. Wayne Named Operations V.P. and Manager

Election of William D. Wayne as Frontier's Vice President and Manager of Operations has been announced by A. L. Feldman.

Mr. Wayne was promoted from his most recent post as Vice President — Local Service Marketing. In his new position, he is in charge of all Flight Operations, Materiel, Maintenance and Engineering activities for Frontier's entire system.

Reporting to him are Les Keely, Vice President of Maintenance and Engineering; Ed O'Neil, Vice President of Flight Operations; and Tom McCartin, Director of Materiel.

Mr. Wayne joined Frontier in May 1971 after 11 years with the Aerojet Nuclear Systems Co., Sacramento, Calif., where he held various management positions, including those of Vice President — Test Operations and manager of Aerojet's Idaho Operations.

A graduate of the U.S. Merchant Marine Academy, he served as a carrier-based jet fighter pilot in the U.S. Navy. He is a registered professional engineer and a former member of the American Nuclear Society.

Mr. Wayne's office is now located in room 201 of the General Offices in Denver.

IDEAS UNLIMITED

FRONTIER NEWS

AUGUST 1973

BRICE GARNER, aircraft technician, DEN, \$25 — for his suggestion concerning installing an oversize piston on the Twin Otter brake system.

DONALD SABO, aircraft technician, DEN, \$40 — for his suggestion to have the machine shop plate the bearing container in the front and rear end bells of the 779-5842 tachometer generators.

SID WALKER, manager, sheet metal and upholstery, \$1,770 — for his suggestion concerning replacing the CV-580 lower AFT wing honeycomb doors with FAL manufacture.

LES BENDICKSON, sales service manager, BFF, \$10 — for his suggestion concerning attaching a safety chain to a towing vehicle such as ramp carts and tugs.

AUGUST EHRE, aircraft technician, DEN, \$170 — for his suggestion for the replacement of the upper hold clamp on pilot's oxygen bottle.

JAMES TURNQUIST and JOSEPH COOPERSMITH, aircraft technicians, DEN, \$40 — for their suggestion to manufacture a device for holding batteries while soldering jumper wires for manufacture of battery packs.

DEE OBERG, aircraft technician, DEN, \$50 — for his suggestions to install only one piece of bumper strip in the rub strip installation, and to install aluminum doublers in the edge of the corners and center of the escape slide compartment assembly.

D. W. DE VRIES and D. L. KLOKE, aircraft technicians, DEN, \$27.50 each — for their suggestions for a special tool to polish transfer tubes.

M. C. RUSSELL and MAX CHAMBERS, aircraft technicians, DEN, \$22.50 each — for their suggestion to manufacture a materials rack to hold the several rolls of new material needed regularly due to the expanded duties of the fiberglass shop.

ABRAM DYCK, aircraft technician, DEN, \$60 — for his suggestion for the utilization of the portable hydraulic pump on field trips.

A. S. HAMMERSMARK, aircraft technician, DEN, \$40 — for his suggestion to install forked terminals on window heat sensors on the CV-580.

RICHARD CANTWELL, lead aircraft technician, DEN, \$140 — for his suggestion to change the stewardess seat cushions from an expendable part to a repairable part.

D. E. ALLEN, aircraft technician, DEN, \$40 — for his suggestion to install an Heliarc spot gun overhead support.

Good Idea Brings Big Check: Sid Walker, Manager, Sheetmetal and Upholstery Shop, had a smile on his face the day he was presented with a check for \$1,770 by Base Overhaul Shops Director C. R. Meisenbach. The check was for a suggestion Walker made which should save the company \$17,700 a year.

It pays to have money-saving ideas. Sid Walker, Manager, Sheetmetal and Upholstery Shop, can verify that.

Sid submitted a suggestion in Frontier's employee suggestion award program — "Ideas Unlimited" — which should save the company \$17,700 a year. For his idea, Sid received a check from the company for \$1,770, ten per cent of the amount his suggestion means to Frontier in one year. The check is the highest money award received in Maintenance and Technical Services in the suggestion program.

Walker's suggestion concerned the Convair 580 lower aft wing honeycomb doors which have to be replaced

when worn. Frontier had been purchasing the doors from Convair, but Sid's suggestion that Frontier manufacture its own replacement doors will result in considerable savings.

C. R. Meisenbach, director, Base Overhaul Shops, presented Walker with his check recently. "I think it's pretty good," Sid commented when asked what he thought of the suggestion program.



FRONTIER NEWS SEPTEMBER 1973

25 YEAR SERVICE AWARDS

Aspinall, Jr., W., Captain — DEN
Davidson, F., Mgr., Fuel & Communications — DEN
Matsumoto, T., Inspector — DEN
Olinger, Jr., A., Mgr., Tech Svcs. Training — DEN

15 YEAR SERVICE AWARDS

Anderson, G., Aircraft Tech. — DEN
Bartholoma, K., Station Agent — PHX
Bass, J., Sr. Agent — DEN
Baumgartner, L., Sales Service Mgr. — LAW
Blanchard, T., Sr. Agent — GRI
Davies, K., Captain — SLC
Dessauer, C., Sr. Agent — DEN
Divelbiss, J., Sr. Agent — DEN
Fiorelli, L., Sr. Agent — DAL
Franklin, J., First Officer — DEN
Greer, J., Station Agent — COS
Hammersmark, A., Aircraft Tech. — DEN
Hilderman, R., Dir. Personnel Administration — DEN
Horton, D., Lead Aircraft Tech. — DEN
Marquez, C., Sr. Agent — DEN
McElhaney, W., Station Agent — ABQ
Miller, L., Station Agent — EAR
Miller, J., Lead Inspector — DEN
Moretz, W., Sales Service Mgr. — MCK
Morris, W., Captain — DEN
Nenstiel, L., Mgr. Transportation Svcs. — LAS
Norris, W., Captain — DEN
Oberg, D., Aircraft Tech. — DEN
Parsons, P., Inspector — DEN
Postlewate, E., First Officer — DAL
Rector, E., Aircraft Tech. — DEN
Redd, S., Aircraft Tech. — DEN
Schneider, M., Mechanic — DEN
Trautmann, A., Aircraft Tech. — DEN
Travis, Jr., O., Station Agent — GJT
Vail, L., Station Agent — OMA
Whalen, W., Station Agent — LAR

Zusman, D., Relief Dispatcher — DEN

10 YEAR SERVICE AWARDS

Aden, M., Inspector — DEN
Bakker, R., Stock Clerk — DEN
Edwards, R., Aircraft Tech. — SLC
Hoeglund, J., Stock Clerk — DEN
Littlefield, A., Aircraft Tech. — DEN
Moore, D., Aircraft Tech. — DEN
Peterson, J., Station Agent — TOP
Sramek, J., Aircraft Tech. — DEN
Thomas, E., Station Agent — ALS

5 YEAR SERVICE AWARDS

Berend, R., Sr. Accounting Clerk — DEN
Blake, W., Station Agent — MCK
Campbell, R., Stewardess — DEN
Clark, N., Station Agent — DEN
Deerr, B., Ticket Counier Agent — MCI
Denner, S., Stewardess — DEN
Gonzales, E., Station Agent — GJT
Henry, A., Station Agent — DAL
Jones, C., Sr. Provisioning Agent — DEN
Lundberg, G., Station Agent — OL U
Marcum, B., Stewardess — DEN
Meyer, K., Station Agent — OMA
Pinson, G., Station Agent — SLC
Ross, D., Sr. Agent — DEN
Sanderson, K., Stewardess — SLC
Snyder, J., Analyst Programmer — DEN
Sprangers, B., Stewardess — DEN
Stivers, L., Station Agent — LNK
Turner, C., Stewardess — DEN
White, J., Stewardess — DAL
Ziemba, R., Station Agent — MCI

PASS IT ALONG FRONTIER NEWS SEPTEMBER 1973

W. R. Monday, who has been Director — System Reservations, has been appointed Director of Data and Communications, with responsibility for directing the company's computer services and telecommunications systems. He reports to William Hogan, Treasurer.

Reporting to Monday is Carol Hicks, director — Computer Services; Kenneth Dedrick, Manager — Telecommunications; J.F. O'Drain, Manager — Telephone Systems, and Bea Aragon, Communications Coordinator.

M. C. Lund, Vice President Regional Marketing, will supervise Reservations until a replacement for Monday is appointed. Frank Davidson will continue to direct the Fuel Program, reporting to T.J. McCartin, Director — Materiel.

Dave Burr, Director — Facilities, has been transferred from Regional Marketing, and reports to G.A. Smith, Vice President Asset Management. Hugo Elmore, Manager — Facilities Planning, will continue to report to Burr.

Daniel Kraber who has been Staff Manager — Field

Marketing, Eastern Division, has been appointed District Sales Manager in St. Louis, replacing Pete Black, who has resigned.

Jim Judd, who has been District Sales Manager in Las Vegas since 1972, has been appointed District Sales Manager in Salt Lake City. He replaces Kaye Burgon, who was in Salt Lake the last six years. Burgon has been promoted to Director Field Marketing Western Division.

Jim Borchers has been, transferred from Manager — Payables to Manager — Payroll. Dennis Wagner, who has been a retail store controller with Sears Roebuck and Company for six years, is the new Manager — Payables.

G. Dan McGauley has been appointed Sales Representative in the Denver area. He joined Frontier in 1972 as an Inflight Customer Service Representative, serving Frontier system-wide. He will be handling commercial sales and promoting ski travel in his new position.

Conrad "Dutch" Greenemeier, a Frontier veteran since the days of Monarch Air Lines, is being honored this month by the industry which he's been a part of professionally for 45 years. He was selected by the Colorado Aviation Historical Society for induction into the Colorado Aviation Hall of Fame on Sept. 29.

Dutch's outstanding contributions to the state's aviation history are marked by innovations in aircraft design which go back to a time when passengers wearing sheepskin-lined flying suits were strapped in open cockpits and surrounded by mail bags.

As early as 1936, Dutch and fellow builder Ray Melberg designed and flew the MG-i Hornet. A 15-foot biplane, the 90-horsepower Hornet had a 16-foot wingspread and carried one person.

While at Mountain States Aviation, Dutch worked with Harry Combs, another inductee into the Hall of Fame, on an experimental aircraft called the Combscraft. In 1928 he helped build the first 4-engine airplane, Fokker-32.

Dutch's interest in aviation began at the age of 12 when he built and flew models of the Curtis Jenny. During his aviation career, Dutch taught at the Emily Griffith Opportunity School.

Dutch and seven other inductees join 36 Hall of Fame members, including Monarch Air Lines' founder Ray Wilson. Dutch started working with Ray in 1946 as a



Dutch Greenemeier

mechanic. Now employed as an instrument overhaul inspector, Dutch is scheduled to retire from Frontier in December, and, he says, then will pursue his hobby of growing pine trees on his two farms in the Denver area.

The newest stewardess class (8/25/73) includes Pattie Stetson, Donna Talley, Jeannie McNeill, Rose Giron, Sally Burrows, Mary Hass, Pam Stanley, Ann Freese, Nancy Edwards, Adele Tyre, Jan Friederich, Ranelle Stephens, Teresa Putnam and Molly Coyle.

IDEAS UNLIMITED FRONTIER NEWS SEPTEMBER 1973

CLAYTON HOUSE, supervisor, emergency procedures training, DEN, \$25 — for his suggestion for removal of the KS oxygen masks from the CV-580 and stores.

ROBERT REICHERT, aircraft technician, DEN, \$85 — for his suggestion to eliminate the welded section on the Burns seats completely by spot facing each arm.

SCOTT MUNRO, aircraft technician, DEN, \$40 — for his suggestion to accelerate lag time in the test procedure of the air temperature valve control.

ROBERT L. TOMALINO and RODNEY SLACK, aircraft technicians, DEN, \$25 — for their suggestion to round and smooth the ends of the retainer on the adaptor in the 580 prop regulator.

DALE DEVRIES and D.L. KLOKE, aircraft technicians, DEN, \$22.50 — for their suggestion to build a motor protection bracket on three or four reservoirs.

C.R. BARLOW, lead aircraft technician, DEN, \$30 — for his suggestion to use "spreader bars" to recontour radomes.

JOSEPH B. COOPERSMITH, MERLE I. RUSSELL and MAX D. CHAMBERS, aircraft technicians, DEN, \$210 — for their suggestion to employ the use of an adjustable A-C current high voltage power supply (High-pot) to locate sub-surface CV-580 metal base propeller spinner electrical flaws which cannot feasibly and economically be located otherwise.

REGULATORY REFORM

the rhetoric ignores the reality

Unsigned editorial, Jun/Jul 1976, Frontier News

"Deregulation fever" is spreading in Washington this year. Its goal of producing substantial reductions in air fares sounds great — rhetorically. But its proponents haven't offered any hard, factual evidence to prove that the plan will work. And there is increasing concern that what Congress is now being asked to legislate into law amounts to a "gamble" — with the potential of disrupting the nation's air transport system if it doesn't work.

These and other "real world" cautions were voiced by President Al Feldman to the Senate Aviation Subcommittee on June 16 during week-long hearings on the issue. His testimony, presented along with the views of 21 other airlines, agencies and associations, was especially pertinent because Frontier serves more cities than any other airline, including the largest number of small cities — communities that would have the most to lose should the deregulation plan backfire.

"The thesis of the deregulators," Feldman pointed out, "is that the competition which would prevail in the marketplace (if there were "free entry" into air routes) would produce better results than the present system. However, the evidence they have presented is far short of conclusive, and they are asking you to take a terribly big risk to test an approach which at best will only achieve marginal gains."

Pie in the sky

Claims of drastically lower air fares in the offing are nowhere supported by facts, he stressed, noting that the abolishment of route protection and other features of deregulation will not reduce the costs of facilities, material, equipment, fuel or, in the long run, labor.

Without lower costs, he told the subcommittee, the only other way to justify fare reductions is through increased productivity, that is, through higher load factors. But, he pointed out, a recent analysis by the U.S. Department of Transportation showed that deregulation would produce only nominal load factor increases, "certainly not enough to permit a measurable reduction in fares."

He added: "I'm afraid that the rhetoric describing the virtues totally ignores the analysis describing the reality. I don't understand why the advocates of these changes would elect to ignore their own homework."

The proposed abolishment of route security, Feldman continued, "would not relieve us of all the ... impediments and trappings of regulation." Should Congress decide in favor of the plan, he urged that the mountain of economic regulations that now governs the industry be done away with as well. As Feldman put it: "If you are going to send us out to fight for the survival of the fittest, don't leave our hand tied behind us with a lot of red tape."

Improvements are needed

"Frankly," Feldman said, "I don't know why (the current regulatory system) should work well, but it does. If you want to go by air, you can get from just about any place in this country to any other place, and it doesn't cost too much." He emphasized, however, that substantial improvements "can and should be made" in the present system, and that the Civil Aeronautics Board can make most of them under present laws.

Specifically, he urged that improvements be made through awards of more competitive route authorities, development of a more realistic policy in fares and steps to assure continued air service to small communities.

Feldman complimented the CAB for recognizing that "service to many small, isolated communities is essential and that it is timely to look at methods to modernize such service and make it more economical." But any action to replace regional airlines with commuter carriers in small towns "should be considered carefully, and done gradually" over a period of several years, he stressed.

Replacement guidelines

"We would be dealing with a service of vital importance to many American cities," Feldman continued, "and each of them is entitled to have its needs carefully considered."

Further, he emphasized that any replacement service should be eligible for subsidy support from the Federal government and certificated by the CAB. Additionally, the new service should be limited to small aircraft (30 passengers or less) and governed by the same safety and security requirements of any other certificated carrier.

Frontier, he noted, flies to 46 of the 106 U.S. cities with less than 25,000 population served by local service carriers. "If we can improve the situation (in carefully selected cases) for small cities on Frontier's system," Feldman suggested, "we will have gone a long way toward improving the situation for small cities everywhere."

DEREGULATION DETAILS

A Look At The Issues

By Bob Schulman, Jun/Jul 1976, Frontier News

Free entry and exit . . . zone of reasonableness regulatory lag: These are some of the key "buzzwords" of legislation now being considered to open up various industries to increased competition, which in turn, the proponents believe, would lower prices for consumers. A number of so-called "deregulation" plans have been offered, including proposals from the Administration, leading members of Congress and such agencies as the CAB and the Department of Transportation.

While the proposals differ, most zero in on these three areas of concern to the airlines:

1) Free entry and exit: As proposed, airlines would be virtually free to start up or abandon service in any new or existing market at will. With the increased competition that would thus result, proponents of the plan believe, the

added market forces will press the competitors into lowering their prices. Opponents, on the other hand, point out that since the fixed prices of providing the service cannot be lowered, there is not much room to lower prices without lowering profits — in some cases, forcing weaker carriers out of the markets altogether, and eventually out of business.

Further, the opponents project that free entry and exit would concentrate service on the heaviest traveled routes, leading to a lessening or abandonment of service to the rest — particularly affecting service to small communities.

2) Fare flexibility: To further foster competition, airlines would be allowed to raise or lower their ticket prices within a “zone of reasonableness,” that is, to an upward limit of 10 percent over current prices, and downward to 40 percent (and possibly even lower). While both proponents and opponents of the plan agree that some flexibility is needed, they have marked differences on how to go about setting up the criteria, and on how far to go.

3) Regulatory lag: Again, both sides agree that the current regulatory process needs to be streamlined and speeded up. But they are miles apart on how to do this without adding even higher mountains of red tape.

Ongoing hearings before transportation committees of the U.S. Senate and the House of Representatives have been held over the past year, most recently before the Senate Aviation Subcommittee June 14-17. At the conclusion of the hearings, the committees will set out to develop proposed language for their bills, which must then be passed by the membership of both Houses.

From there, assuming the bills are reported out of the committees and voted upon favorably, differences between the two pieces of legislation must be ironed out by a House-Senate conference committee, then resubmitted to the memberships of the two Houses. If passed, the legislation must be submitted to the President for his approval or veto.

The speed of this process, or whether legislation will eventually be produced at all, at this point are matters of sheer conjecture. It is expected that the debate will continue well into 1977, since Senator Howard Cannon, the aviation subcommittee’s chairman, has announced that he will submit his own bill in the near future. Reportedly, however, hearings on this bill cannot be held until next year — which in turn precludes the passage of any legislation (even if the House of Representatives passes a bill in the interim period).

But most observers agree that regulatory changes are coming, whether they be through changes in law or through improvements in the present system under existing laws. And while it is unlikely that significant changes will be forthcoming in the immediate future, the issues are nonetheless of major concern to both the users and operators of the nation’s air transportation system.

DEREGULATION IS NOT THE ANSWER

Editorial, The Air Line Employee, March/April, 1977

On December 22, a month before he took office, President-elect Jimmy Carter asked his aides to summarize Congress’ current position on deregulation of the air line industry—the 11 trunk carriers, nine local service companies, and three all-cargo lines certificated by the Civil Aeronautics Board, and which provide scheduled service to 58,000 pairs of cities.

The idea of reducing federal control of this industry is not new; as a matter of fact, it has probably been floating around ever since 1938 when the Civil Aeronautics Act was passed for the specific purpose of bringing stability and orderly development to air transportation. And the Act has done exactly that, producing the world’s finest system, so that no sweeping changes were ever proposed ...until the Ford administration, 1975.

It was this legislation, coupled with a number of other fuzzy suggestions by various senators and representatives and the CAB, itself, that Carter asked to be briefed on. In their summary, his researchers said Congress sought to provide better service at lower fares and lower freight charges, and that it hoped to accomplish this without harming existing carriers, labor, investors, airport development, or service to small towns. A nice trick if they can do it!

And just how did Congress expect to achieve this happy state of affairs? First (said Carter’s aides) they would make it easier for new companies to enter the industry. Second, routes would be opened up to allow more competition. Third, air lines would be permitted to drop (or raise) ticket prices within a wide range and with much less approval from the CAB. And fourth, the carriers would be released to a great extent from anti-trust charges in cases of mergers and other cozy arrangements that are sure to be made.

Well, Jimmy Carter is now in the White House, and the 95th Congress is now debating this very subject . . . to the very deep consternation of every scheduled air line and every labor union in the industry. But if the goals are so laudable, why all the uproar? Simply because there is no real assurance the desired end product will ever be reached, and there is a very real chance the entire industry may be wrecked in the attempt.

It is feared, for example, that putting more companies with more aircraft and more flights into the system will mean more empty seats, even if fares are lower. And when fares and freight charges drop below cost, or even approach it—as would surely occur with cut-throat competition—look out! That’s when small and financially weak companies cannot survive and are swallowed up by the few remaining giants. That’s when investors, seeing once valuable routes cheapened by being thrown open to all

DEREGULATION

Will it fly?

Editorial, The Air Line Employee, May/June 1977

As talk of airline deregulation moves into the "evaluation stage" there appears to be little doubt that this industry is headed for a change. The extent of this change, however, and whether it will be beneficial or harmful (and to whom), are still very much up in the air. ALEA's own position was set forth in no uncertain terms in the previous issue of this magazine. In short, we don't think total deregulation is the answer to air line problems. We don't like it, and we don't think it will work.

The Kennedy/Cannon bill, S689, which is getting most of the attention, would take effect in January, 1979, and this is what it calls for:

1) the five largest carriers (American, Delta, Eastern, Trans World, and United) could add one new route per year—up to 2,000 miles—without approval from the Civil Aeronautics Board; the other carriers could add four routes, totaling no more than 4,000 miles;

2) through 1980, fares could be raised 10 percent per year and after that, 20 percent—or they could be dropped to the level of direct costs, again all without CAB approval;

3) the companies would be free to merge or to set up their own interline agreements;

4) any airline judged "fit, willing, and able" could start a new route not being used by another carrier.

So who favors this proposal, the first major shakeup in 40 years? Well, for starters, we have the President of the United States, Jimmy Carter, who wants S689 or something like it passed into law this year. Next comes United Airlines which likes the competitive angle—and also the fact that when smaller airlines fall by the wayside, UA will be there to take over. Arthur Lewis, chairman of the U.S. Railway Assn. and former president of Eastern Airlines, has said that unless the airlines accept deregulation they will face the same financial problems that destroyed most of the railroads. And the CAB, itself — notably former chairman John E. Robson, urges less control on the premise that increased earnings will help pay for modernizing the fleet. Oh yes, and then there's Ralph Nader, the consumer advocate. He likes the idea of deregulation, too, only he says it doesn't go far enough.

But if Ralph Nader is for it, who can be against it? Well, just about everybody who is actively in the business — most all scheduled airlines, all of the labor unions including the parent of most of them, the AFL-CIO, and both management groups — the Air Transport Assn., and the Assn. of Local Transport Airlines. A Piedmont executive blasts the bill as "anti labor," saying it will ground hundreds of planes and cost 29,000 jobs. ATA says 1,200 routes would be subject to abandonment. ALPA calls the whole idea a "cruel hoax" that will not produce lower

comers, pull in their horns and make it impossible for an air line even to order new equipment, much less pay for it.

The experience of Southwest Airways (Texas), and Pacific Southwest (California), has been held up to Congress as a prime example of what can be done under "free enterprise," but it is extremely doubtful their success could be duplicated nationwide. The truth is that SW enjoys a monopoly between close-in airports, that it operates under the protection of the state, and that its labor costs are low because most of its employees are non-union. As for Pacific Southwest, it is the sole survivor among 15 carriers which for years competed under chaotic conditions—a clear warning as to what could happen on a grand scale!

Now what about service to small towns? Despite promises to the contrary, it is almost certain they will suffer, along with medium size cities which today may be served by two trunks, or one trunk and one local service carrier. And with fewer flights, what need is there for improved airports or more modern terminals?

Safety, too, is an extremely important factor that has been almost entirely overlooked in the rush to de-regulate. The Air Line Pilots Association stresses that safety must never lose its No. 1 position in priority, and ALPA reminds us that safe procedures don't come cheap. The pilots also point out that safety precautions on certificated air lines are much more stringent than the standards set for commuters.

But among the risks associated with de-regulation, none is feared more than the spectre of widespread unemployment, not by the hundreds, but by the thousands. It is this grim outlook that has labor unions—backed by the AFL-CIO—standing side by side with management. As explained so well in the February issue of National Airlines' employee magazine NOW, deregulation coupled with expansion of charters and the prospect of mergers, would be a three-headed monster. It would cause wholesale cut-backs in the work force, and endless bumping of employees from one station to another.

So it all boils down to something ALEA President Victor J. Herbert said in this space last summer and has elaborated on several times since in his President's Newsletter: "Any attempt at radical de-regulation amounts to a Congressional overkill. We agree reform is needed to speed up route awards and to update certain other procedures, but we cannot stand by and do nothing when the entire system is threatened with collapse."

The least we can do, certainly, is to contact our Senators who even now may be trying to decide how to vote on this vital issue. The legislation is entitled Senate Bill S689, and it's sponsored by Howard Cannon of Nevada and Edward Kennedy of Massachusetts. A similar "companion bill" has been proposed in the House of Representatives.

fares. American's president, Albert Casey, asserts that companies are competitive now . . . that prices haven't been out of line . . . and that increased flights can only decrease load factors.

As for ALEA's view, we tend to side with former astronaut Frank Bonnan, who now heads Eastern Airlines. He said: "We already have a good system which needs improvement—not a bad system that must be destroyed."

AFTER DEREGULATION

How is Frontier doing?

Q and A with Al Feldman

Oct/Nov 1978 Frontier News

Has deregulation paid off? Are we going to buy larger jets? Is there a merger coming? How are we coping with rising fuel costs?

These are among many questions on the minds of Frontier's employees with the first year of deregulation just behind us and much of the recession still ahead. In recent meetings with our pilots and at field stations, President Al Feldman gave the following answers:

Q/ Is deregulation working the way we thought it would?

It looks O.K. We are finding it much easier to acquire new routes, although it is not as easy as we thought it would be to terminate unprofitable service. On balance, things are turning out pretty good.

There are a lot of new freedoms now available to us, but the trick is to use them the right way. Our planning is geared to orderly, profitable growth, and that's what is paying off for us—as opposed to jumping into every new market that glitters.

Q/ What is our track record in terms of terminations versus new routes since deregulation?

We terminated our service to 10 of our smaller cities and added 10: Detroit, Vancouver, Boise, Eugene, Shreveport, Toledo, Jackson (Miss.), Redding, Helena and Ixtapa/Zihuatanejo. The first eight of these have all proved to be very profitable, in fact, much better than we expected. The two latter cities, inaugurated Nov. 8, also look like they will be winners.

The bottom line of all this is a major shift of our resources to routes where we make most of our money.

Q/ Will this pattern continue next year?

Yes, although the numbers will be different. We have already given notice of our intent to leave 13 cities, 11 of which are now served by Twin Otters on the Montana/North Dakota High Line and in the Nebraska Panhandle. The other two are McAlester and Chicago O'Hare.

We've spent two years trying to make a success of our service linking Salina, Topeka and Manhattan with O'Hare via Lincoln. However, the revenue generated between Lincoln and O'Hare was never sufficient to overcome the light loads out of Salina, Manhattan and Topeka. So we plan to move on to greener pastures on

February 1.

Q/ Where are we planning route expansions?

One key project on the drawing board is nonstop service from Denver to Atlanta next summer. Also, we have an O.K. from the Civil Aeronautics Board to extend our Denver-Minot service on to Regina and Saskatoon in Canada, and if we can get approval from the Canadian CAB early enough we'll inaugurate that route next summer as well.

Beyond that we're eyeing some exciting new cities in the U.S. and some that may be less exciting but equally profitable. But to reveal our thinking right now, as much as I'd like to share it with our employees, would be too much of a tipoff to our competition.

Q/ What is our future fleet planning?

Right now we are riding out the recession with two Boeing 737s on lease to Air Florida, and a third will be leased out for 6½ months starting in December.

Building up again, we'll put a new 737 into service next March, in May the first of the leased jets will be returned to us, and another will be back by June. The last one will be returned in October, to be followed by delivery of another new 737 in November and two more in December.

Our jet build-up is timed to support a major marketing offensive next summer when we expect the economic slump to have bottomed out, and when our traffic historically picks up.

By year-end 1980 these fleet additions will bring us to 43 jets, compared with 37 in service now and 36 in December. All of our new planes will have the higher thrust "Dash 17" engines, bringing our fleet of aircraft so equipped to 13 at the end of 1980.

Q/ What about the smaller planes?

As part of our long-term plan to phase out the Convair 580s we expect to trim two of these aircraft from our present fleet of 24 by early 1980. We also expect to sell our three Twin Otters next year as service is terminated to cities where those aircraft now operate.

We haven't yet pinned down an exact timetable for completion of the Convair phase-out—although we do plan to substantially reduce the fleet by the end of 1982 when the improved subsidy formula we have today will be slashed by the CAB.

There could be an advantage to keeping a few Convairs around after that. On the other hand, it is becoming increasingly more expensive to maintain the Convairs, and we need more maintenance space for our jet additions. We have some tough decisions to make.

Q/ Is Frontier looking at larger jets?

Yes. We are specifically studying the Boeing 757, the DC-9-80 and the Boeing 727, and we may take a look at the A-310. The 727 probably wouldn't make it with Frontier due to its high fuel consumption, and the other aircraft would have to show a significant advantage over

our fuel-efficient 737s before we'd want to make a change.

Q/ Are we pursuing any merger plans?

No. Ever since the Continental-Western issue (I'm glad that's dead) was raised we've been doing studies of possible merger candidates. Nothing we've seen so far looks as good as continuing to grow within our own system and with our own employees.

Q/ How are we handling the fuel situation?

We started off 1979 paying our suppliers 42 cents a gallon, as of late October we were paying them 70 cents and we'll surely be paying over a dollar a gallon next year. At a fuel burn of 130 million gallons a year, each penny hike prompts an added \$1.3 million in annual operating costs. The CAB lets us pass along the added costs to our customers in the form of industrywide fare increases. So far we've been able to keep our head above water financially, although we are closely monitoring the impact of higher fares on our traffic growth.

Other airlines are announcing substantial flight cutbacks and furloughs to cope with the recession. What's our situation?

We did our homework over a year ago when we saw the recession coming. Plans made then led to the first two lease-outs to Air Florida earlier this year, a move aimed at tailoring today's capacity to today's demand. Traffic is softening more than expected, however, so we are going to trim our jet flying over the winter—with the third lease-out next month.

We will have 36 pilots off the payroll for awhile, but we don't anticipate significant reductions in other areas.

Q/ Will 1979 be a profitable year for Frontier?

You bet. For the first nine months we made a net profit of \$15,722,000, 13.2 percent better than our earnings in the same period a year ago. We expect 1979 to be our best year ever.

DEREGULATION SPELLS TROUBLE for nation's unionized laborers

By Laurent Belsie, Feb 9, 1987, Christian Science Monitor

These are troubling times for union chief Victor Herbert. Depending on the outcome of an organizing drive, his union, the Air Line Employees Association (ALEA), will either rebound to near-record membership levels or dwindle to practically nothing.

His plight is a dramatic example of what is sweeping through a large part of the labor movement. Deregulation has not only rattled most transportation and communication companies. It is shaking up the unions in those industries as well.

"It's been utterly devastating," the AFL-CIO's John Zalusky says of deregulation, although there are hopeful signs for labor that the worst part of the turmoil is ending.

So far, airline unions have endured the worst shakeout. The Independent Federation of Flight Attendants, for

example, scraped bottom last year when Carl Icahn, the new head of Trans World Airlines (TWA), took a hard line with employees. The union's strike was broken. Almost all its dues-paying members were replaced by nonunion workers. Its coffers were nearly exhausted until a series of successful court battles reestablished the union's dues collection.

The Aircraft Mechanics Fraternal Association faces a similar problem. Airline mergers have devastated its ranks. Its last bastion - Ozark Air Lines - has merged with TWA. The union is pushing for an election among the newly combined mechanics to decide what union should represent them, but airline sources doubt the union could beat out the much larger International Association of Machinists.

Before deregulation, unions fared well - perhaps too well, some union members concede - because companies gave out wage increases and passed on the added costs to consumers. Deregulation shattered that cozy relationship. New, nonunion companies entered the game, slashing costs and forcing established, unionized firms to cut their own labor costs.

Of course, the new competition was probably inevitable and has reduced air fares, concedes Mr. Herbert at ALEA's headquarters across the street from Chicago's Midway airport. "The final decision isn't in whether it's good or bad," he says about deregulation.

Currently, ALEA is battling the Machinists and the Brotherhood of Railway and Airline Clerks (BRAC) to represent 14,500 white-collar ground personnel at newly merged Northwest and Republic Airlines. As the representative of 7,500 Republic workers, ALEA has the biggest bloc of voters, but it suffers from a weak image, says one industry official. Losing at Northwest would leave ALEA with only 150 active employees at tiny Aspen Airways - down from a peak of 16,000 members flying on 18 airlines.

Deregulation in trucking and railroads has had similar impacts on labor. By some estimates, the International Brotherhood of Teamsters has only about 160,000 unionized truckers left, less than half the number before deregulation. Railroads have lost 200,000 jobs, adds BRAC head Richard Kilroy.

In some industries, the turmoil from deregulation seems to be ending. "The major wrenching that took place in the early '80s is over," says William Busker, general counsel of the American Trucking Associations.

"It's coming back slowly," adds Machinists spokesman Jim Conley. But he sees no great resurgence of unionism.

One airline source says, "The drive toward lower labor costs continues unabated - and will continue."

Perhaps because the telephone industry was deregulated more recently, the labor turmoil has been less severe. Although AT&T has announced large layoffs, the Com-

munications Workers of America is working with the company to ease the transition, accomplishing much of it through attrition over the next few years, says George Kohl, the union's special-projects director.

(ALEA lost the representation election at Northwest to the Machinists and had only Aspen Airlines left to represent. Aspen ceased operations on April 1, 1990, when separate portions of the airline were acquired by Mesa Airlines and Air Wisconsin Services, Inc.)

AIR LINE EMPLOYEES ASSOCIATION

Bids Farewell

Victor J. Herbert, president of Air Line Employees Association (ALEA), wrote an article for the July/August 2002 edition of their news digest, the Air Line Employee. The following is an excerpt of his comments:

"At this time, it is my sad duty to announce that ALEA will be closing shop on December 31 of this year. At one time or another over the past 50 years, we have had the privilege of representing every class or craft of employee in the airline industry on 33 airlines.

Tremendous changes have taken place in the airline industry during the past 50 years, most of them having to do with the advances made in technology that have provided us with faster, more efficient, safer and more comfortable planes. We have improved methods of handling air traffic control, and better tools to handle daily operations.

One thing has not changed and it is a subject near and dear to my heart and one I have written numerous editorials about over the past 50 years - labor-management relationship. We still have a deep distrust of one another. Many ideas have been put forth over the years to improve relationships, such as ESOPs, profit-sharing, labor peace plans, quality circles, flexible work schedules, and stock options to name a few. Labor and management working together are indispensable to the success of an airline. How effectively they work together is the problem. Each acts as a counter-balance to the excesses of the other, which in itself is not bad. Each side should stop the chest pounding, trying to impress their constituents with how tough they are.

We can and should start bringing some good old-fashioned common sense to the bargaining table...listen to one another, discuss problems with an open mind and make an honest attempt to resolve them. Stop blaming one another for the airline's problems and start working together to find solutions. There is too much at stake. Many of our airlines will go down the drain of financial ruin if both labor and management do not demonstrate intelligent, reasonable and forceful leadership".

(The largest union at Frontier by far, ALEA represented about 2500 employees in 1981. A good argument can be made that deregulation fostered its decline and final ending. After Aspen it never represented an airline again.)

ALEA AT FRONTIER

The Air Line Employees Association was certified to represent station personnel at Frontier on Nov 9, 1956. It was called the Air Line Agents Association then. The name was changed in about Jan 1960 to represent the greater range of employees represented. It was affiliated with the Air Line Pilots Association. Before that there was an in-house union called Rocky Mountain Agents Association. The first ALEA contract became effective April 1, 1957. Station agent & manager Kerry Allen helped start ALEA at Frontier. I asked him how it started.

-Jake Lamkins

Jake... I do not remember the date. We met with the NLRB representative in Chicago, it was bitter cold and storms everywhere. The agent from FMN who represented the opposition to the merger with ALAA was unable to get into CHI due to weather, so Victor Herbert and I and the representative of the NLRB met in a government building and as I remember it was after hours because we waited for the FMN agent to get there (which he did not until a day or two later). Under the direction of the NLRB the ballots were counted and certified of the success of the election of ALAA.

I sweated blood (almost) on the actual outcome of the vote. I think we won the election by a mere 10 or so votes. I could just see my career with Frontier going up in smoke if we lost the election. We were successful however. I believe in my heart of hearts that it was a good situation for the employees. ALAA, eventually ALEA, in my opinion resulted in a benefit to the employees. I truly hope so. It created some personal problems but hopefully it was a benefit.

Change is difficult no matter how well it turns out. There were some bitter feelings and understandably so.

Isn't there someone that can contact maybe Venita Foster Herbert and find out if there were not some records (copies of the ALEA newsletter) from the beginning that were saved and might be tucked away in someone's garage? Lots of interesting happenings could be recovered if they are. Maybe copies of ALEA contracts, etc. might, just might be available as well?

If someone could find Vic's phone number I would be happy to call and talk with Vic or Venita. I left ALEA under excellent circumstances and consider Vic Herbert not only a real gentleman but a good friend.

-Kerry Allen

Hi Kerry, I think that's a good idea about checking on the records. I fear they are gone tho - they sold the ALEA HQs building and moved to a smaller office when they lost all their airline representation. When FL and then RC were lost, they only had Aspen left and they failed within a few years. ALEA never again represented any airlines and were closed down by Dec 2002.

-Jake Lamkins

EXECUTIVE MESSAGE

A. L. Feldman

President and Chief Executive Officer

June 1973, Frontier News

I told shareholders at our annual meeting in late April that Frontier Airlines will be strongly profitable in 1973 and in the years ahead.

In stating "we have set the foundation for continued growth," we recited the financial turnaround Frontier has achieved in 1972 and in the first quarter of this year, with which I know you are familiar.

Several recent developments have pointed to the continued growth potential of our company.

— Our success in the Denver-Lincoln, Denver-Grand Junction, Denver-Rapid City, and Denver-Jackson markets has proven government financial assistance is not required, enabling us to file with the Civil Aeronautics Board to remove these markets from subsidy eligibility.

— We have asked the CAB to approve a route exchange agreement with American Airlines which would permit us to extend our service for the first time to Southern California.

— We have purchased two additional Boeing jets in the past six months, a 17% increase in our jet capacity. The reasons for these acquisitions were our people's performance in selling seats, in flying and maintaining reliable on-time performance, and in providing the kind of service that keeps filling those seats. Future purchases of new equipment will be predicated on the same kind of performance by our employees.

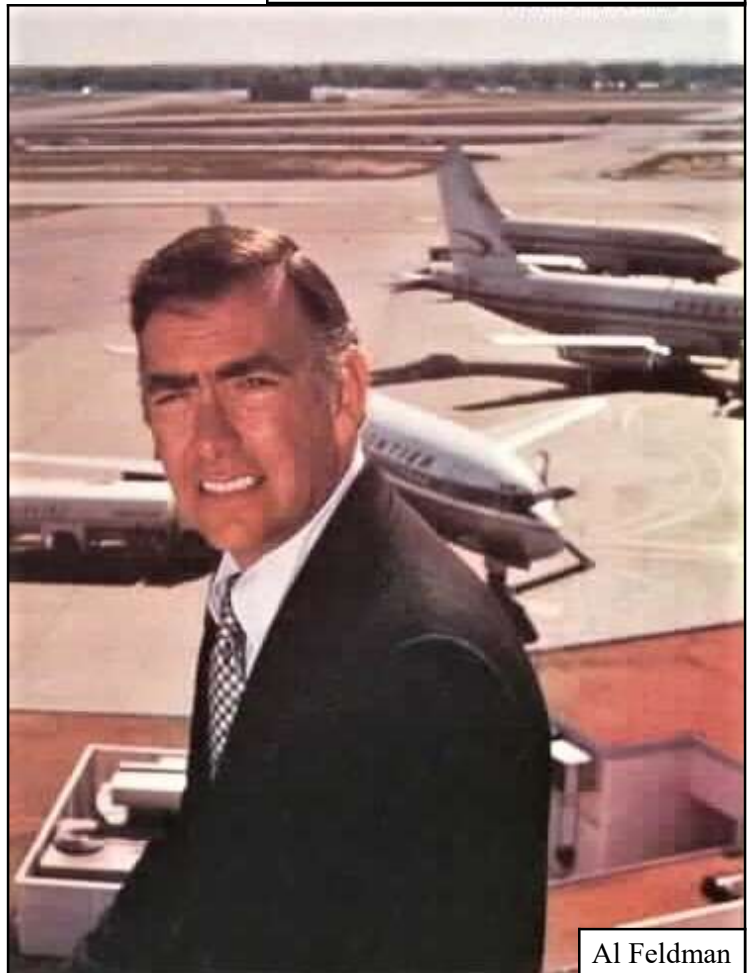
— We recently introduced jet service to the Big Sky Country of Bozeman and Missoula, and we are putting our additional new jet — Number 14 in the fleet — into service on July 1, in time for the summer peak.

— For the year to date through May, our overall load factor was 51.1% compared with 49.2% a year ago, and our jet fleet load factor was 54.6% compared to 52.5% in the face of a system capacity increase of 17.1% in available seat miles. Also for the year through May, revenue passenger miles were up 21.7% over the same period a year ago.

During all this, we have continued emphasis on good operating performance ... giving our passengers scheduled service they can count on. We recognize that dependable service — operating on time — must underlie everything else in our business.

We have had a winner in our marketing innovation of converting the jet fleet to a single-class configuration with first-class legroom and twin-seat comfort throughout. We are still the only airline to offer both these features at coach prices.

Our pilot group is doing a fine job of keeping our flights ontime, and our maintenance group in keeping them in service, and we are continuing to offer quality meals and



Al Feldman

snacks served by the best stewardess group in the airline industry.

All this progress sounds good, and it is, but the real test lies ahead. Can we sustain and reinforce this good performance in the face of ever more demanding competition and circumstances?

Our competitors are no longer seeing us as "that little country airline" but as a threat on every route where we compete with them, and aggressive reaction is resulting. Other factors, such as government subsidy still necessary for many of our segments, the general instability of the economy and market place, higher costs and fuel shortages — are posing severe hurdles in the future.

We advertise and promote: "You get a better deal on Frontier." With a tougher and tougher environment facing us, the message is quite clear. We must deliver on that promise. We must really fly on time. We must really have better service. We must really get the passenger's baggage off quickly. We must really make it easier, more comfortable, and more reliable for the passenger to fly on Frontier.

In this way, and only through your efforts, can we make good our pledge to our shareholders — and our promise to ourselves.

EXECUTIVE MESSAGE

Gordon Linkon
Vice President - Marketing
July 1973 Frontier News

I'm sure you will all agree that it's a lot more fun being on a winning team than being with a loser. Frontier is a winner. We like it, our shareholders like it, the communities we serve and our customers like it. We want it to stay that way for the future — when the economy is up or when it is down.

To be a consistent winner, however, is not easy. It takes the same kind of hard work, dedication and smartness that it took to make us a winner in the first place.

When the loads are the greatest, the challenge and opportunity to win are also the greatest. August is Frontier's biggest traffic month. Our customer contact people represent the "front line." To make August a performance and customer service winner, we must first recognize the additional work all of us have — particularly the reservations, ticket counter, station and stewardess personnel and, second, we must give our "front line" personnel our full support through our own professionalized job performance.

Bobbi Driscoll characterized the trials and tribulations of a ticket counter agent's job very well elsewhere in this issue of Frontier News. While she describes the work on an individualized basis, she also refers to the basics which are essential to the successful achievement of every job in the company, such as "... self confident reliable ... knowledgeable ... sophisticated ... and professional."

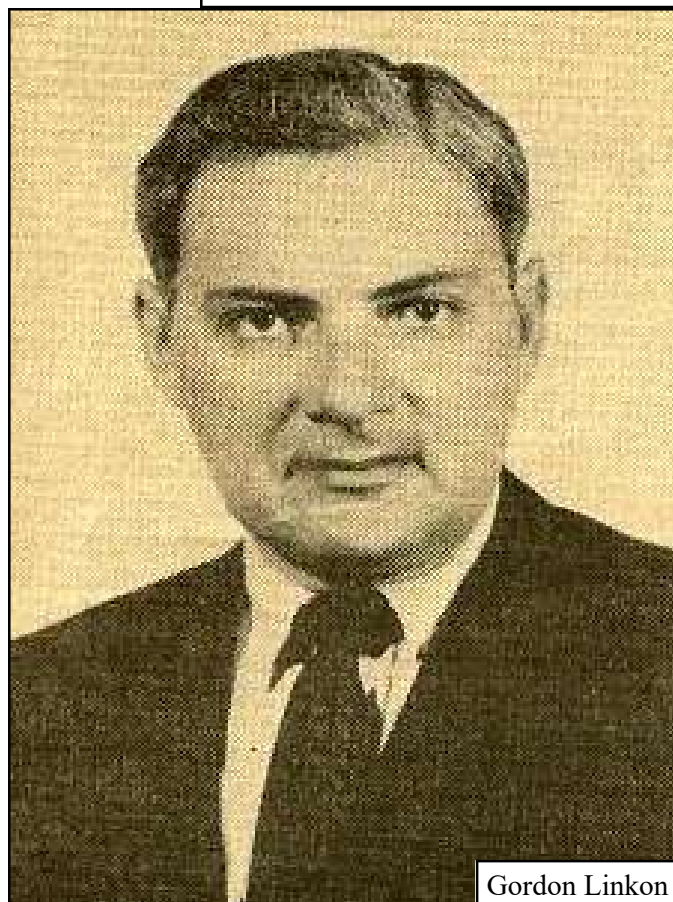
In short, Bobbi's message and mine are the same: our job — regardless of job title or location — is to contribute to the accomplishment of our corporate goals:

- by out-performing our competition in terms of reliability, quality customer service and the competitive desire to perform better with integrity, pride and professionalism;

- by being more effective in using the talents and capabilities we have already proven we have, and

- by applying the kind of teamwork that produces a total meaningful result for the customer, as well as the personal satisfaction to each of us in knowing that we are doing our individual job well and by so doing are winners on a winning team.

Our corporate goal of profitability today, while building a base for continued profitability in the future, is supported by a variety of marketing objectives, operations objectives and finance/administration objectives. Each of these objectives may be and is translated into a personalized, individualized job like your own. Each job has some differences and some similarities. The differences are what make the airline run. The similarities are



Gordon Linkon

what tie us together to make it run on a common course toward keeping it a winner.

In the executive message I wrote last year, I stressed professional expertise, integrity and personal desire to turn bad situations into winning opportunities. Our marketing people in the field do that every day in dealing directly with our customers, in getting flights out on time (often making up time), and in showing our customers we really appreciate their business.

They do a good job at it. In doing the job, they are fulfilling three obligations — first, to themselves, as individuals; second, to the company; and third, to all the rest of us as individuals because we also, individually, want to do what's right and to show our customers that we appreciate their business. They and all the rest of us are equal members of the same team.

Each of you is to be congratulated on our second quarter earnings — each of you made it happen. Congratulations on a job well done.

What Is A Ticket Agent?

Bobbi Driscoll

Dallas Senior Ticket Counter Agent

July 1973 Frontier News

Frontier has some 107 ticket agents, who are key elements in Frontier's personal contact with its customers. One of Frontier's agents, Bobbi Driscoll, senior ticket agent at Dallas, recently expressed her thoughts of what a

ticket agent is, or should be, in a letter. Here is an excerpt of that letter:

“What is a ticket agent?

“That is a very difficult question to answer. I believe a ticket agent is in the same league as a mother, ‘jack-of-all trades and master of most.’ It would be impossible to include all his duties in a job description.

“A ticket agent is the first personal contact our customer has with Frontier. A ticket agent is well-groomed with neatly clipped hair or a beauty shop hair-do. . . a clean, pressed uniform . . . a friendly smile and warm greeting. . . dignified. . . poised. . . self-confident . . . reliable . . . knowledgeable. . . and professional.

“A ticket agent is a baggage handler, baggage tracer, ticket writer, reservationist, accountant, telephone operator, but especially a salesman and a PR man. The one person who handles all the misconnects, the irate passengers, the unaccompanied children, the foreigners, the elderly. He takes the brunt of the mishandled passenger’s anger regarding lost and damaged baggage, missed flights, mis-quoted fares, unconfirmed and/or oversold reservations and cancelled and delayed flights. He is a psychologist and soft-shoulder.

“Yet he is the one person who never loses his cool under any circumstances — including verbal abuse by a passenger.

“He normally works under pressure, constantly running against the clock, always with a deadline to meet. He adapts to any given situation at a moment’s notice.

“The rules and procedures he works under are constantly changing. It is his job to keep up with all these changes and remember them.

“A ticket agent’s position should be a coveted one and deserves the very best selection of personnel.”

EXECUTIVE MESSAGE

William D. Wayne,

Vice President & Manager - Operations

August 1973 Frontier News

“Is that a scheduled airline? It operates more like a non-sched. They’re always late.”

How many times have we heard these or similar comments about the performance of an airline? It is Frontier’s schedule performance that I want to discuss. Operating to schedule is probably the single most important factor affecting the success of an airline. Without it, Marketing has nothing reliable to sell and the customer can’t depend upon the service.

Today our objective is to operate all flights as scheduled on the average of 86 per cent of the time, taking into account delays for all reasons — including weather, en-route flight delays, mechanical problems and station delays. Frontier is operating very close to that objective now.

When he first came to Frontier, A.L. Feldman said: “If



Bill Wayne

we publish a schedule and then don’t fly it on time, we are guilty of lying to the customer.” At that time, Frontier had been operating in the 70 per cent ontime range and sometimes even lower.

To improve our performance, each element contributing to schedule performance was identified and the responsibility for each span of time making up the total of every flight was assigned. If the times shown in the schedule could not be routinely met, the schedule was changed to that which the individual responsible could commit to. We added critical spare parts and improved our work planning in order to improve maintenance reliability.

Flight Operations people commit to the enroute part of the schedule, the station marketing personnel commit to the scheduled ground times, and maintenance and engineering people promise that flight departures will not be delayed for aircraft repairs more than two per cent of the time. Translated into action the performance to scheduled operation works like this:

The station personnel service the aircraft, board the passengers, baggage and cargo within the allotted time in order to release the aircraft to the flight crew for an ontime departure. Our flight crews must then cope with a multitude of variables to taxi the aircraft, get airborne, fly on course to the destination, and land. Their job is a tough one of managing and adjusting the options available to them to stay on schedule. They must consider the winds, the altitude, course, speed, and fuel consumption while making judgments and corrections as to how to stay on or

get back on schedule. The captains "team up" with station personnel via radio communications while still enroute to alert ground people to a special circumstance where it may help to get a flight back on schedule.

All the while, the flight dispatchers and operations managers track and coordinate this effort and the maintenance people are busy executing planned and unplanned maintenance and inspection of the aircraft.

Who really makes it possible for us to fly more than one hundred thousand miles a day with the performance we have? It is the pilot who makes the extra effort to request a direct course instead of the route originally filed and optimizes other enroute procedures to fly on schedule. It is the station agent who hustles to make up time on the ground and is on the spot with the right equipment to handle the aircraft when it arrives.

It is the aircraft technician who knows his business and troubleshoots a problem correctly the first time. It is the material person who has the right spare part now. It is the dispatcher who figures out how to substitute a spare aircraft to get a badly delayed flight back on schedule.

It is all these people and many more, each knowing what his job is and doing it conscientiously and well, that makes it possible for us to meet our promise to the public — the published schedule.

EXECUTIVE MESSAGE

William W. Hogan
Treasurer

September 1973 Frontier News

In this issue we thought we would give you a quick look at some of the behind the scenes activities for a change. Recent executive messages, for the most part, have discussed the more visible functions of the business, and how they contribute to giving "a better deal on Frontier." However, there are some less visible and indirect functions which, although not directly involved in getting a passenger from point A to B, nonetheless are in themselves vital to Frontier's overall success.

There are numerous activities in this category, such as, accounting, auditing, C.A.B. relations, communications, computer services, financial management, legal services, public relations, and many others. It is not possible to discuss even briefly more than one or two of these in a message of this kind, so we will limit our discussion to a quick look at computer services and data communications, and what we are doing and planning to do to improve these services to you — the user.

Both computer services and data communications are visible to most of you as CRT screen display sets (IBM 2915's) or hard copy agent sets (IBM 2740's, 1977's and DMC 201's). However, this visibility represents only the tip of the iceberg as it were. The system also includes high speed telephone lines, shared line adapters and multiplexers, terminal interchanges and concentrators, data prepara-



Bill Hogan

tion equipment, remote job entry and output equipment, the computers and peripheral equipment in Virginia, and many other intermediate devices. It is expected to transmit and digest literally thousands of pieces of data and messages every hour to process the material at fantastic speeds, and to issue the material in a usable format on a timely basis. It can be said to be the mechanical heart of the airline body pumping data for reservations, handling communications for operations and marketing, and reporting data on which business decisions can be made.

What are some of the things we have done and will be doing to improve these services, and thus to minimize your irritations with the system?

First, we have:

- Revised computer programs to reduce run time and increase control.
- Acquired backup data set attachments for the IBM 2740 hard copy agent sets.
- Established a network control center with responsibility for system-wide data communications control.
- Acquired test equipment for data communications
- Arranged frequent meetings with equipment suppliers to coordinate and improve maintenance and reliability of data communications equipment.
- Replaced the batch processing printer with a faster printer.
- Assisted Greenwich Data Services in converting batch processing from non Frontier computers operated by an associated company of GDS to Frontier computers

operated by GDS personnel to improve batch processing turn around time.

— Increased our trouble shooting diagnostic techniques in computer services which should improve reliability, accuracy and timeliness of our data base.

— Realigned computer services and communications to bring them under one director.

Some of the things we will be doing in the next several months are:

— Increasing the speed of the line connecting our batch processing in Denver with the computers in Virginia. This will enable us to get even faster input and faster printouts.

— Adding one more high speed line to Virginia for data communication message transmission.

— Improving edits and controls of all computer services systems.

— Adding an additional terminal interchange to the data communications system, and realigning the terminal connections to high speed circuits and agent sets to allow a more even distribution of agent sets, and to minimize the effect of a mechanical malfunction.

— Working with computer service users to spread work load more evenly throughout the month and thus reduce delays.

— Revising patrol statistical system to simplify station

input and improve edits and checks performed in input.

— Evaluating other kinds of data communication and message switching to improve or upgrade the existing system.

It should be clear from the above that there is a continuing and substantial effort always underway to improve these services. We do not pretend that these improvements will make the system absolutely perfect. It is too complex and too many things can go wrong for that to happen. But we do intend to make it as useful and reliable as is possible at an acceptable cost level.

In closing, let me say that a system as complex and demanding as we need to operate this airline requires the greatest possible discipline not only in the personnel who are operating the system, and believe me they are dedicated and competent people, but also in the users of the system. The people in the field operating the agent sets and all users inputting data into the system can contribute substantially to its success by a strict adherence to prescribed procedures and techniques. Any laxity in this area on the part of the users only adds another potential source of trouble with which we must contend.

Your cooperation and assistance in making these vital services more reliable will help us to help you give the customer "a better deal on Frontier."



NOTES FROM FLolks

Jake Lamkins at FLacebook

I had some fool ask me today why I spent so much time on a dead airline. My answer, in a loud & obnoxious voice, is incorporated into the meme that I made. I've noticed that the older I get the less tolerance I have for fools, and the world is full of them.

Pam Coffman Ellis

Good for you, Jake!

Judi Fenton Plumer

Right on!

Ray Marney

Good for you Jake!

Lorrie Craven Tarr

Frontier was such an important part of my life. My father flew for them starting in 1968 and I started in accounting 1979 and then in res in 1980. I had the best education in customer service, loyalty and made long

lasting friendships. I will always be grateful for my experience even though it was short lived.

Bill Buse

Your response is excellent

Mary Robertson Harter

Amen!

Marie Franco

My answer would be GGYF.

Lynn Robins

Best time of my life! That's why. It's a part of us, in our hearts.

Barb Womack

Amen!

Steve Riddle

Amen

Christina Bonatti

I agree with Lynn Robins best years of my life

Spencer Rice

Jake and All...While our physical airline maybe gone ...The Spirit of Frontier is alive and doing quite well in each and every one of us! That's all that matters

Steve Johnson

Don't listen to them. As you said, they're only fools.

Ron Herring

Yep, best 27 plus years of my life.

Larry Johnson

Frontier was the best company I had ever worked for along with the best job I ever had and the best people. Made a lot of friends. I'm sorry that my time with Frontier was only a little over 6 years.

Stephen Gould

We all need people like you Jake. Someone who has the determination and drive to keep great memories alive. We are all lucky to have been a part of FAL and blessed to have someone to remind us of it daily.

Lana Wiehe

You got that right!!!! Love the meme!

Janice Gassett

I don't think people understand the bond we had at Frontier Airlines. It truly was a family. We all loved each other and our company. It still makes me well up with tears just thinking about the end.

Karen Berry

Yes all true

Cindy Bell

My first real job I loved every minute of my 21 years. Love field, Denver CTO and DFW.

Lynn Osadchuk

Thanks Jake for keeping our memories alive!

Paul Farris

It won't be dead until every person in our family "is dead, and maybe not even then. FRONTIER FOR EVER!

Bill Guthrie

I spent my entire career at Frontier working on airplanes in extreme heat and bitter cold in many different places. I

was surrounded by some of the finest people on this earth. I made many friends that I cherish very much, you included.

Carolyn Lutz

You are so right Jake

Debra Spurgeon

Frontier forever and ever

Sandi Paulson Hampton

That same person is more than likely one of the "fools" that feel that erasing history will make them feel better about themselves. LOVE our original Frontier Airlines!!

Bonnie Dahl

Thanks Jake! I enjoyed the Spring Newsletter ?? I liked article on Emily and Art Ashworth. Other airlines like Continental have nothing like this! You're the best??

Karen Berry

Same!

Steve Gustafson

Well said Jake'

Lance Brough

You can say that again! You should be on a few of my flights nowadays!

Dave Jarvis

I agree!

Jan Lefler

You said it...we're still family alive and kicking. I don't know any other (dead airline or company) that is still family after this many years. LOVE OUR FL AIRLINE & FAMILY.??

Claudia Walters

Love all the comments. Best airline ever. Thanks Jake!

Dick Rohrmann

Jake, I am glad you do not put up with that crap. That person is a sore loser. FL was the best in performance, service and customer care. We treated our customers well. I remember the times we were on the cover of ATW. You're a wonderful person, Jake.

Marcia Glasrud Crump

Yes, we are a special Frontier family that have many memories of a great airline that endured a lot. Memories are the best! Some people just don't even know about them!

Bill Delaney

I applied for jobs in the airline industry for 14 years and feel that the universe wanted me to be around people who would benefit everything I did afterwards.

Deb Berkey

You are so right! The older I get I realize the world is full of fools. Doug Berkey and I LOVE our FAL family and it's so important to us. Thanks for all you do for our family!

Jaunice Gray-Gonzales

Amen to that, and we'll always be a Frontier family, greatest airline even

**Kevin Finke**

Many ask me what the “little F” pin on my lapel of my United uniform is for! It gives me opportunity to tell them about the greatest airline ever! I show them many photos of the Stapleton airport based carrier and explain the importance of their place in history.

(Kevin, son of Denny, is a very senior UA captain now.)

Doug Berkey

Kevin, always great to fly with my former FL co-worker in CLE!

without hearing a story about someone he worked with. So please ignore the fools and keep doing what you do. Love your response.

Jaynie Bishop

Frontier Forever I still have my bag tag on my purse and carry it very proudly working here for United ???

Janice Gasset

I wore my Frontier wings on the inside of my CO uniform...always Frontier.

Kimberly Christianson Reuer

It's history!

Tina Larreau

Best airline ever thanks to all the great people that worked there. FLamily!

Billy Walker:

Jack “Beetle” Bailey recently arranged for a nifty FAL 580 model. I asked him to see if it might be possible to get a “Ttwitter” in the old livery (best time I had with FAL was flying that ol’ rag across the highline).

Beetle said the costs go down considerably with multiple orders. Would you put out the word? Also, he can get 580/737/MD-80s. His contact: Jack “Beetle” Bailey (817) 721-3959.

Roger Greenlee

Wonder how many other times this might have happened. At Jackson, VFR controlled air traffic, FL had authorization for a straight-in approach. Flight 515 was on the final approach. Light aircraft pulled out on the runway and didn't stop and look. Our crew saw him and pulled gear up and could hear the pitch to the props change. The sink rate was pretty good and when our flight went over the light aircraft is was about to lift off might have been 10 feet of clearance between the two, the guy flying the light aircraft was able to turn and came in and parked. Our flight continued down the path of the runway and finally got enough airspeed to climb and went around. Light aircraft parked and got out and walked over to me and ask if it would be ok if he stood down the fence a little. He said your captain is going to want to give me a good a** chewing. The guy was shaking pretty bad. 515 landed and I parked it, first person off was the captain and I said he is the one in the yellow shirt by the fence. He really got chewed. That was the closest I have ever seen.

Jake Lamkins

I saw several similar incidents to that in FYV in the early days, 1964 - 1968, before we got a tower. It was worst on football Saturdays when the Razorbacks played at home. So many private aircraft flew in and all were intent on getting to the game. Many had already started celebrating. We had a couple of flights threatened to overfly. One captain said it looked like the dogfights in Korea he had been in.

Marybelle Hoffman

There seems to be a resonance—Frontier—just wonderful!

Dennis Guthrie

Jake, I totally agree with my Brother, Bill Guthrie!! I got to go to “work” with him at times when visiting. I got to know a lot of the people who worked with him, plus I had several cousins who worked there. From Central Airlines to Frontier it's all Family to us. Thank you for all you do!! P.S. I think I was around eleven years old at the time I started getting to go with him when we visited in FTW, I'm 78 now. Loved all the people he worked with too.

Bob Harpin

Well said Jake!

Ken Nicholas

The best job I ever had.

Wilbert Sherman

How true. Jack.

Fred Erenfeld

I flew Frontier many times and my wife was a flight attendant for Frontier for 20 years. It was a great airline. She passed away unexpectedly at age 49. RIP Karen. Great service and great food.

(Memorial to Karen McBride Erenfeld:

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

Rick Broome

You have my vote. Thank you Jake! We love you!!!

Fred Watson

And don't you forget it!

Ken Edmondson

You and me both Jake.....

Dorothy Fisher Caldwell

It will never die!

Sharon Guthrie Kenneth

I love this group and everything you post on here. I've heard about Frontier Airlines most of my life so it is very much like family to me. I never talk to Bill Guthrie

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

**Kindness
is being nicer
to people
than they deserve.**

