



Sunliner News

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Construction On Frontier's New General Office Gets Underway!

November 9 was an important milestone in the astounding progress of Frontier Airlines. That afternoon, ground was officially broken for the new \$1 million general office building at 5900 East 39th Avenue, near Kearney Street, in Denver. Daily progress is now being made on the construction of the building, so that it will be ready for occupancy by this summer.

G. Ray Woody, Frontier's Executive Vice President, stated at the time of the ground-breaking, "Frontier Airlines' recent route expansion, which now extends the airline's 6,813-mile system to 70 cities in 11 states, necessitates more office room and more modern quarters to handle the enlarged functions of the airline's general offices in Denver."

The beautiful two-story brick and tile building will house the airline's Executive, Treasury, Traffic and Sales, Industrial Relations and Economic Controls Departments. Traffic and Sales, Industrial Relations and Training will occupy the first floor, along with a spacious



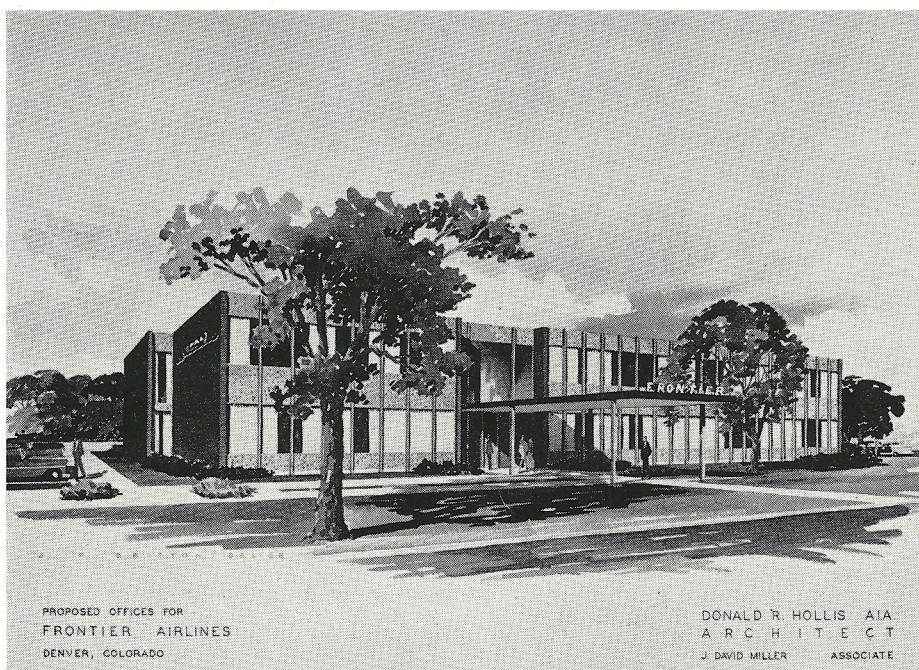
Taking the first step toward the construction of Frontier's new office building are (left to right) L. Preston Blatter, Vice President-Treasurer; Harvey P. Barnard, Vice President of Operations; Richard T. Bickhard of the R. T. Bickhard Construction Company; W. Pat Dulaney of Hollis and Miller architects; G. Ray Woody, Executive Vice President, and J. Dan Brock, Vice President of Traffic and Sales.

employees' lounge and lunchroom. Executive offices, Economic Controls and Treasury will be located on the second floor. Parking facilities will be installed around three sides of the 20,000-square-foot building.

Contractor for the building is the R. T. Bickhard Construction Company. Financing was arranged by Van Schaack and Company, who placed the loan with Connecticut General Life Insurance Company. Donald R. Hollis, of Hollis and Miller in Denver, was the architect.

Because of a steel shortage, plans for a basement to accommodate more offices have had to be cancelled. Therefore, Reservations and Payload, Flight Operations and Maintenance Departments will remain at Hangar 5, Stapleton Airfield, until such time as an annex can be constructed onto the new building.

Tied in with Frontier's plans for a new general office building is an expansion of the airline's Maintenance and Overhaul Base in Denver. In January, 1960, the airline will move its engine, accessory and prop shops from their present Stapleton Airfield location to a 13,000-square-foot building presently occupied by the Clad-Rex Corporation at 8200 East 40th Avenue, north of the Smith Road boundary of Stapleton Airfield. An additional 5,000-square-foot space will be occupied by Frontier's line service, inspection, radio and instrument shops in Hangar 5.



PROPOSED OFFICES FOR
FRONTIER AIRLINES
DENVER, COLORADO

DONALD R. HOLLIS AIA
ARCHITECT
J. DAVID MILLER ASSOCIATE

Employees of Frontier's general offices in Denver should be settled in this beautiful, airy, tile and brick building by the summer of 1960. The building has been designed with light, beauty, and convenience in mind.

Teamwork Important In Frontier's Development . . .

The inability of an organization's management to recognize corporate problems, intelligently analyze these problems, and initiate bold corrective measures usually results in the organization's ultimate failure. This broad concept is applicable to all organizations functioning under our free enterprise system, and appears to be relatively simple to circumvent through the equally simple procedure of acquiring management with abilities rather than inabilities. Unfortunately, there exists an inherent flaw in this apparent fool-proof solution. It is this with which we must be concerned.

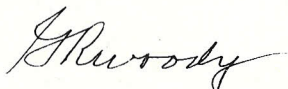
Frontier with its sprawling route system covering eleven states, seventy cities and communities, and utilizing almost twelve hundred employees in conducting around-the-clock operations presents — to say the least — some rather perplexing problems. The relentless demands in coordinating such a complex and fast-moving business requires considerably more than an able management. It requires an exceptionally capable employees' team who have a full understanding of their company's goals and a desire to accept aggressive leadership directed toward accomplishing these goals. Such a team, convinced of their purpose and responding to direction, is the only way to eliminate this inherent flaw and clear the way for success.

It would appear that our goals have not been clearly defined since it has been asked, "what are our goals?" What are the goals of any organization operating under the free enterprise system? The answer — unmistakably clear — is profit which is unquestionably for the benefit of all, for without profits it is manifestly impossible to perpetuate our organization. The profit goal is considerably easier to obtain with an aggressive, able team and leadership free of unrealistic regulating. The team is developing. Time will be required to eliminate the maze of regulations through which we must weave decisions for rapid and orderly progress. That, too, will be accomplished.

There yet stems from a very minor quarter of our organization an extreme distaste for the hard facts of successful business administration. This minority prefer to bury their heads in the sand, hoping the problem will disappear and all will be right if left undisturbed. They lack the courage to confront the apparent delicate situation of high costs brought about by overstaffing and inefficiencies. In a word they dislike intensely the basic necessity of cost reduction because it requires forthrightness and intestinal fortitude. They feel instead that management should be able to put together a master plan in which success is assured without disturbing in any degree the air of complacency with which they are surrounded. This might occur in Utopia, but even that is questionable.

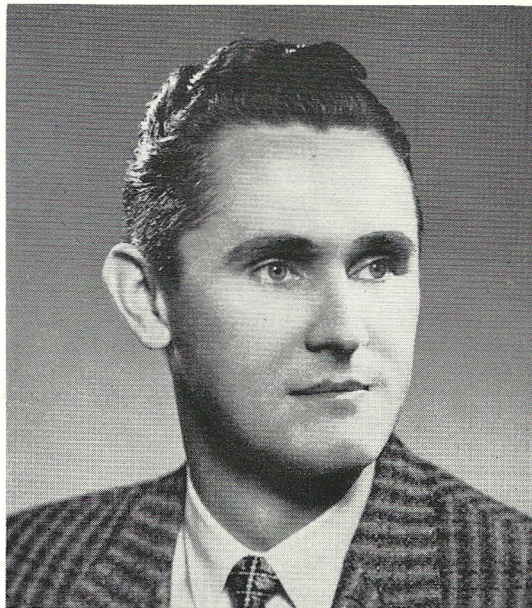
Our problem is simple enough. The solution — not so simple. Our costs exceed substantially our revenues. One might say, "why not increase revenues and resolve the problem?" The facts are that the preponderance of our system covers very thinly populated areas and, therefore, we may expect limitations on the amount of traffic generated. In the areas of higher density we are confronted with regional and trunk competition which dilutes our traffic. As a solution to this dilemma, we propose to exert every effort to suspend service at points where it is obviously unwarranted and to continue pressing for more authority for route amendments and non-stops within our system. This program will not move with great rapidity, but it will move. Additionally, constant study is given to schedule changes to improve our revenue situation. This program backed by active sales solicitation will improve our revenues but not to the extent that we may disregard cost economies throughout our entire company.

Since our goal is to reduce costs and increase revenues, the plan to meet this goal cannot be accomplished by the use of mirrors or a magic wand. It will — unfortunately for some — require a singleness of purpose and hard work. The rewards of financial gain for all and knowledge of being part of the best are certainly worthwhile. I have confidence that the overwhelming majority of Frontier's splendid personnel are solidly behind any goal to make their airline the finest. I sincerely hope to contribute something to your efforts in accomplishing this undertaking.



G. R. Woody, Executive Vice President

LLOYD LOVE JOINS MARTIN . . .



Lloyd L. Love, who has been Frontier's Training and Safety Manager since 1955, has resigned his post to become Administrator of Management Development for the Activation Division of Martin Company in Denver.

Love began his career with Frontier Airlines in July of 1951, serving as station agent in Albuquerque and station manager in Phoenix. He became Training and Safety Manager for the airline in February, 1955, working in the Industrial Relations Department. In February of 1957, Love also took over the regulations end of Frontier's operations, handling the Company Policy and Procedures Manual revisions. Love also conducted employee orientation in his capacity with Frontier. Love was an active participant in Frontier's employee activities, during his career with Frontier.

With Love's leaving, Frontier's management is presently reviewing the over-all training program. Plans are shaping up for a more centralized control of all training to enable the company to do a more effective job economically.

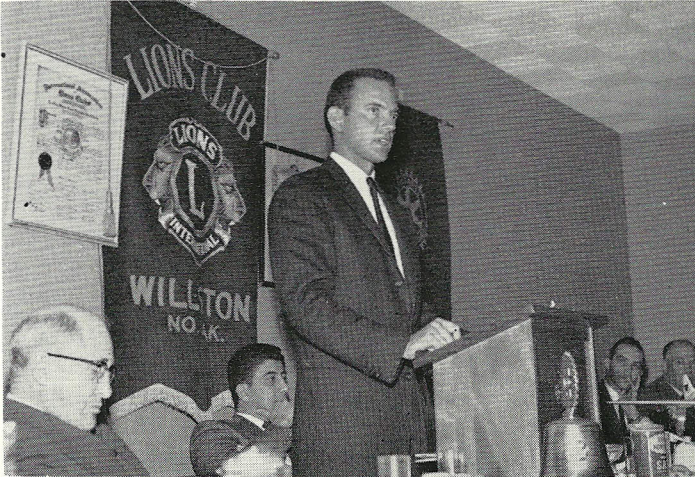
GEIGER IS NEW CHIEF STEWARDESS



Mary Ellen Geiger has been appointed Frontier Airlines' Division Chief Stewardess in Billings. Miss Geiger replaces Charlene Mullen, who resigned her position to be married.

Miss Geiger began her stewardess career with Frontier in May of 1958. After spending several months based in Phoenix, she was transferred to Billings in August, 1958.

MONTANA-NORTH DAKOTA "HIGH-LINE" ROUTE INAUGURATED



North Dakota heard Lewis B. Maytag's philosophy of reducing subsidy needs of the airline. Williston's Rotary, Kiwanis and Lions clubs, plus the chamber of commerce, turned out for this luncheon meeting.



Wolf Point, Montana received new east-west air service when Frontier's "High-Line" route was inaugurated November 2. Mayor Lyman Clayton (left) emceed the brief airport ceremonies, in which Frontier's President Lewis B. Maytag participated.

On November 2, the long-awaited dream of the citizens of Havre and Glasgow, Montana for scheduled airline service to their cities became a reality. On that date, Frontier Airlines' flight 36 began the first of its operations on the new "Hi-Line" route across northern Montana and North Dakota.

Havre and Glasgow, after fifteen years of presenting their case for air service at various CAB hearings, are now airlinked with Great Falls and Bismarck. In addition, Williston and Minot receive new east-west service as intermediate cities on the route. This route was awarded to Frontier Airlines in the CAB decision in the *Montana Service Case*. Earlier in September, another segment of the route awards granted to Frontier by the Board established air operations by the airline between Billings and Great Falls with intermediate service to Lewistown.

To commemorate the beginning of service over the "Hi-Line" route, delegations of city officials, civic leaders and representatives of press and radio from Great Falls, Havre, Glasgow and Wolf Point joined with officials of Frontier Airlines on the first flight into Williston. At Williston, representatives from Billings and Sidney joined the arriving first flight group for a joint luncheon meeting of the Kiwanis, Lions and Rotary clubs of Williston, plus the Williston Chamber of Commerce.

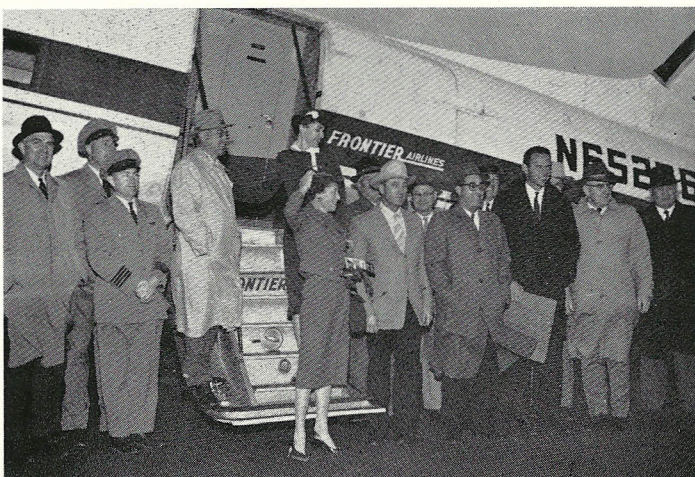
In behalf of the Williston Chamber of Commerce's Aviation Committee, Harry Polk, publisher of the *Williston*

Herald, highlighted the meaning of the new air service to Montana and North Dakota:

"A scheduled airline, besides its service to an area transporting people, mail and cargo, also brings individuals and communities of that area closer together," Polk stated. "A better mutual understanding then results to further beneficial programs of growth and development for all parties concerned."

Climaxing the luncheon program in Williston were the remarks of Frontier's president, Lewis B. Maytag, Jr. He emphasized that Frontier Airlines is doing all in its power to attain a sound financial position as a company. Its future program calls for the improvement of air service with one-stop and skip-stop services over the more heavily traveled routes of the airline's system. As the airline's operations prove more efficient and profitable, the need for federal subsidy dollars can then be reduced. Routes such as the newly-inaugurated "Hi-Line" across Montana and North Dakota will be strengthened by increased usage of the offered air services.

"An intensified program of sales efforts, built around personal contact calls made in all cities on the new routes will be undertaken immediately," said Mr. Maytag. "This should alert the businessmen of each community to the advantages of using the new air services which went into operation today," he continued.



The warmth of the official welcome at Havre, Montana, on November 2 more than overcame the cold winds which buffeted the official party made up of representatives from Great Falls, Havre and Frontier Airlines who were on hand to begin scheduled operations.



Col. E. M. "Ike" Isaacson, commanding officer of the Glasgow air force base, outlines the use which his command will make of the new air operations through Glasgow. Paul Cambell (left) and Carl "Bill" Bill of the aviation committee also elaborated on this theme.

"FRONTIERSMAN AWARD" WINNERS NAMED

Albuquerque and Moab Take Honors Twice



Smiles were in order when Albuquerque station won the "Frontiersman Award" as the best Terminal Station on Frontier's system. Elton Snoke, Manager of Stations (left), and Lou Berets, Regional Manager of Stations (right) heartily congratulate E. E. "Buddy" Knudson, Albuquerque Station Manager.



Moab, Utah's station operations took top honors for its hundred per cent performance during the first two months of the "Frontiersman Award" contest. Carl Foster, Regional Manager of Stations, made the presentation of the plaque to Doyle Johnson, Moab Station Manager.

Albuquerque and Moab station personnel can take real pride for having won the coveted "Frontiersman Award" twice in a row. This recognition for the best on-time operations went to the Albuquerque station as winner in the Terminal Station category, while Moab won for the second time in the Turn-Around Terminal division.

Besides Moab, three other Turn-Around Terminals—Bismarck, Great Falls and Idaho Falls—had hundred per cent performances in

expediting originating flights with no controllable delays.

Farmington won the "Frontiersman Award" as the best Transfer Station in the several months of the contest, with only one controllable delay in the record book. Chadron took this category the first time that the award was made.

Four stations took top honors with hundred per cent performances as On-Line Station winners. Beatrice, Clifton, Safford and Valen-

tine all had perfectly facilitated operations through their stations in the second month of the contest. Earlier, Kearney took the bows for being the lone On-Line Station with a hundred per cent record to win award recognition.

"The only delays which are computed in these contests are those delays which are controllable by the station in the categories of passengers, cargo or refueling," says Elton L. Snoke, Manager of Stations, who administers the handling of each month's awards.



THEY SAID IT COULDN'T BE DONE, but pert, pretty Peggy Lenig, Executive Secretary for G. Ray Woody, proves that the odds can sometimes work for you! During the World Series, Peggy nonchalantly had someone buy a dollar chance for her in the Dispatchers' annual pool. Equally nonchalant, she gave the fellows in the Stock Room a quarter for their World Series pool, then promptly forgot both transactions. Excitement exploded when Peggy received a call from the Dispatch Office, informing her that she had won the \$100 pot. When the Stock Room called a few moments later informing her that she had won the pool, Peggy replied gaily, "I know it! The Dispatchers just called!" Imagine her surprise when Peggy discovered the next day that this second call meant that she had also won the \$25 pool in the Stock Room!

To contradict the old adage: "All's not well that ends well." Seems Peggy's winnings were just enough to cover husband Cy's losings. He was a staunch supporter of the White Sox throughout the Series.



GIGGLING GIRL GOBLINS Mrs. Art Davis (left), Peggy Cullen and Bobbi Perlov, both of Industrial Relations, and Ann Yanulavich of Engineering exchange jokes which bring a look of chagrin to Peter Pumpkin's face, as Art Davis of Maintenance ignores the proceedings and helps himself to the food. This was one of the many scenes of gaiety viewed at the Frontier "Fall Festival Dance," sponsored by the Sunliner Club.

Prior to the Halloween Eve frolic, Personnel Manager Gordon Shaffer and Superintendent of Inspection Earl Fischer, ably assisted by Dan Tinlin of Treasury, Betty Harrold of Industrial Relations and Peggy Lenig, Executive Department, carved a dozen pumpkins, stacked shocks of corn throughout the hall, and festooned the walls and ceiling with garlands of black and orange streamers. Over 200 couples cha-chaed away the evil spirits to the strains of Keith Black and his "Blackbirds."

Tom Makurat, Director of Sales and president of the Sunliner Club, elatedly toasted the success of the affair with his jug of cider and promised "More good parties in the months ahead!"

Jackson Hole Lodge and Frontier Airlines OFFER PACKAGE SKI VACATION



Jackson Hole ski enthusiasts pause for a moment atop Snow King Mountain to gaze at the spectacular view of the city of Jackson and the surrounding rugged mountain peaks.

The Jackson Hole Lodge in Jackson, Wyoming and Frontier Airlines have arranged a package vacation for ski enthusiasts, effective November 15 through May 15, 1960.

Through the Frontier Reservations office in Denver, employees may make arrangements to travel to Jackson via a Frontier pass and stay in the rustic atmosphere of the Jackson Hole Lodge, located within easy walking distance of Snow King Mountain. Jackson Hole Lodge offers ultra modern accommodations and an interesting, well planned menu. Rates at the lodge during "Learn to Ski Week" (which is any six consecutive days) are \$85 per person for six days and six nights. This includes breakfast and dinner and daily ski lift tickets. Single room occupancy on a daily basis costs \$11 per day.

All Snow King Mountain ski slopes end in the city and offer an unusual variety of beginner, intermediate and expert ski slopes. Packed powder snow conditions exist all season. Adjacent to Snow King Mountain is Sun Basin ski area, which has excellent powder snow and is served by a 1000 foot rope tow. Luncheon snack bars are located at the top and bottom of Snow King double chair lift. Teton Pass ski area is located nine miles west of Jackson, and affords excellent cross-country and touring ski areas. Jackson Hole Lodge offers free transportation to this area.

Individual ski instruction is available at any time from qualified instructors. Daily ski lift tickets for Snow King Mountain are \$3.50 per person.

This package offer has been arranged by Jackson Hole Lodge and Frontier Airlines for sale by Continental Air Lines. Continental is arranging transportation and accommodations through all their ticket offices and travel agencies throughout the country. On-line passengers may make arrangements directly with Frontier.



Spunky, blue-eyed Terry Fischer, 7, son of Earl Fischer, Frontier's Superintendent of Inspection, is Colorado Poster Child for the Muscular Dystrophy Association of America. An avid television viewer, Terry recently had the opportunity of meeting one of his idols, Jerry Lewis, when Lewis was in Denver. Jerry Lewis is national chairman of the Muscular Dystrophy Association.

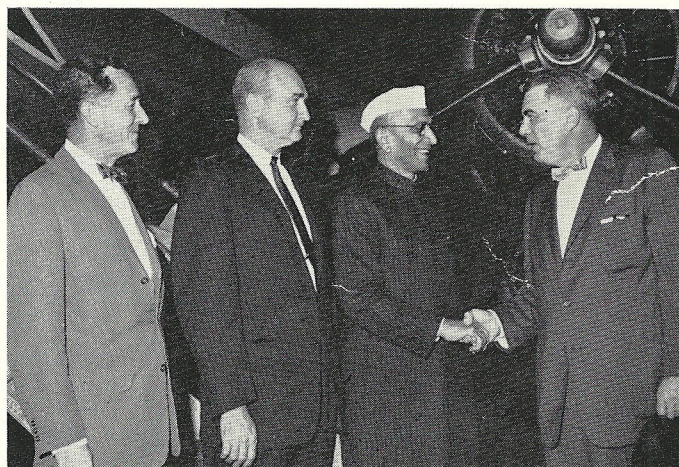
Both Earl and his wife are active in the Colorado chapter of MDA and attend monthly meetings here in Denver. The muscular dystrophy drive gets underway in November.

India's Officials Fly Frontier

India's Minister of Finance Morarji Desai and his party of eight economic and financial advisors got a fast look at Denver and a nearby typical farm home of the Colorado plains before boarding their Frontier Airlines Radar Convair flight from Denver to Phoenix.

Desai and his group were returning to India via a globe-encircling route after attending meeting of the World Bank and International Monetary Fund in Washington, D. C. While in Washington, Desai met with Secretary of State Christian Herter and Secretary of Agriculture Ezra Taft Benson.

Considered to be the probable successor to India's Prime Minister Jawaharlal Nehru, Desai summed up his philosophy of living to Denver's Mayor Dick Batterton when he said, "All of us should strive to understand people's actions, motives and ideals. Then other things will come easier to us as we go along."



Receiving the sincerely warm wishes for a pleasant journey as he prepares to leave Denver on a Frontier flight is India's Minister of Finance Morarji Desai from the Mayor of Denver Dick Batterton (far right). Also in the official group which played host to Desai and his group of eight economic and financial advisors from India was Justice Albert Frantz of the Colorado Supreme Court and Alexis McKinney, assistant to the publisher of the DENVER POST.



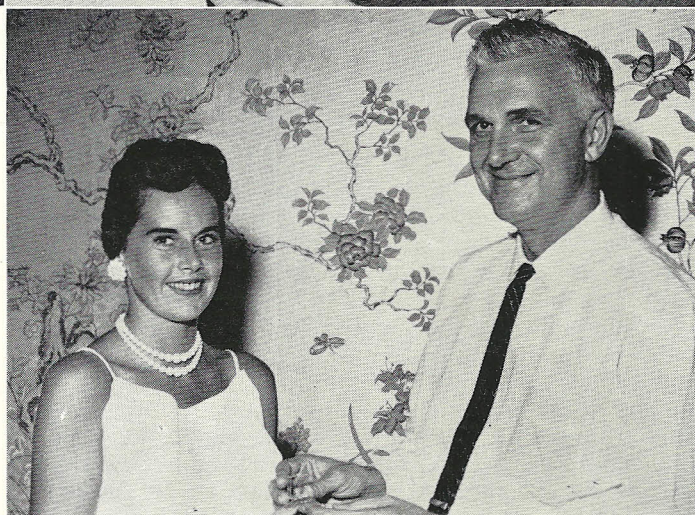
Ray Gies, new manager of Frontier Airlines' Federal Credit Union, gets together with his advisors and assistants to work out plans for recognition of "National Credit Union Day." Left to right are Al Olinger, treasurer, Marjorie Leasure, clerk, Roland Roepe, president, Ray Gies, and Mary Warhover (Pover), who had formerly handled the Credit Union office.

Frontier Credit Union Has New Manager

New manager of Frontier Airlines' Federal Credit Union is Ray R. Gies. Gies, who had previously been the retail office supervisor of Meadow Gold Dairy in Denver, had also been treasurer of that organization's credit union. A native of Great Falls, Montana, Gies attended Montana State University at Missoula. Assisting him in the handling of saving and loan services offered by the Credit Union will be Barbara Leasure.

Mary Warhover, who had handled the first five years of the Credit Union's fast-expanding operations, recently became Mrs. Stan Pover. Prior to her Credit Union activities, Mary had flown hundreds of flights as a Frontier stewardess. In fact, she had the distinction of being the first stewardess to fly a scheduled flight on Challenger Air Lines, one of Frontier's predecessor companies.

"National Credit Union Day" this last October 15 was celebrated proudly by the Frontier Airlines Federal Credit Union. The organization has grown enormously since its beginning in 1954, when its assets were \$79,000 with 451 active members. As of August 1959, the assets amounted to \$314,000, with 994 active members!



Two Division Chief Stewardesses were recently recognized for their five years of outstanding service to Frontier. Above, Vice President of Traffic and Sales, J. Dan Brock presents Jo Ann Pershin, Division Chief Stewardess in Denver, a five-year pin, while Bill Monday, Manager of Flight Service, looks on. Below, Mr. Brock presents a five-year pin to Lorie Campbell, Division Chief Stewardess in Phoenix.

Problems Discussed At Regional Meeting

Major problems of the station personnel came under fire on October 1 when the Regional Managers of Stations met in Denver. Blanketed in the barrage of matters discussed were the tightening of the purse strings, smiles at the counter and over the phone, and the make-up of the station personnel roster. These should be the worst of Frontier's worries!

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Stapleton Airfield

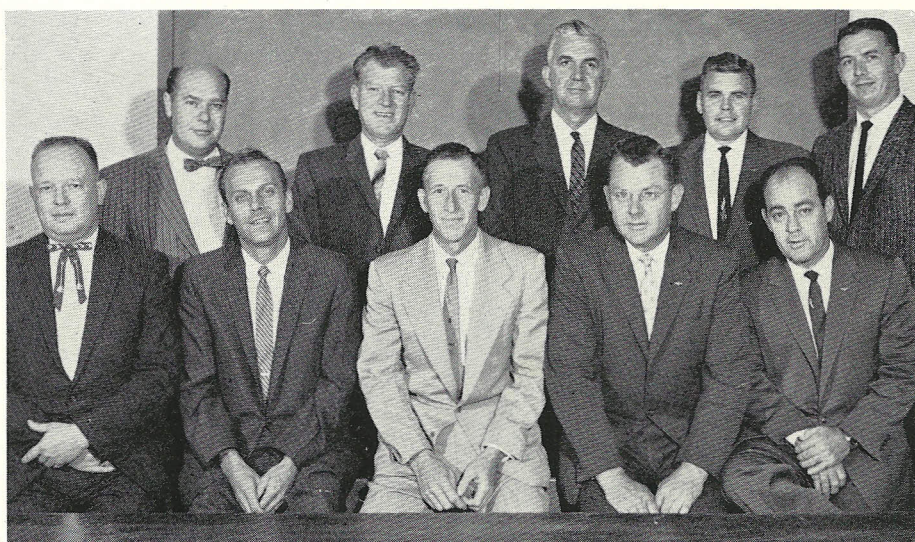
Denver 7, Colorado

E. H. GERHARDT, Mgr., Publicity

GLORIA MENDEL

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Attending the recent Regional Managers' meeting were (front row) Carl Foster, Salt Lake City, Lou Berets, Phoenix, Guy Lewis, Superintendent of Reservations and Payload, Jim Montgomery, Director of Traffic, Virgil Alvey, Denver, (back row) Elton Snoke, Manager of Stations, H. E. Davis, Billings, Dan Brock, Vice President of Traffic and sales, Bill Monday, Manager of Flight Service and Ron Gildea, Omaha.