



Sunliner News

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"—And a Happy Holiday To All!"



Division Chief Stewardesses: (Left to right) June Hendrickson—SLC; Jo Pershin—DEN; Gloria Brant—OMA; Yi Lester (Training Supervisor)—DEN; Mary Ellen Geiger—BIL; Marg Bussell—PHX.

*Laughing and happy, their spirits so gay,
The Frontier chief stews have gathered today
To sing out our wish in a burst of good cheer,
Merry Christmas to all and a Happy New Year.*

No Time For Complacency . . .

If we are willing to accept minor achievements as our goal, then a review of our performance for the year 1960 may provide at least one reason for us to assume an attitude of complacency and satisfaction. For example, the increase in revenue passengers over the past year would indicate that the quality of our product must have been improved. Our product was defined in an earlier editorial as, simply, SERVICE. Service, however, to the flying public means SAFETY, DEPENDABILITY, and CONVENIENCE. These factors must then be examined separately if we are to determine wherein we have succeeded in improving our product.

At first glance it appears obvious that our record for SAFETY leaves nothing to be desired since there were no casualties to our passengers during the year. But is this in itself a true measure of a safe operation? I'm sure we can each recall one or more incidents wherein negligence, carelessness, lack of skill or lack of knowledge on someone's part has caused a minor accident or a near-accident which, under slightly different circumstances, could have been disastrous. These are the near misses that we chalk up to luck.

A cursory look at DEPENDABILITY shows that our record for on-time operation has been improved, substantially, throughout the year. However, a critical analysis of our day-to-day operations reveals a high percentage of delays that were both avoidable and inexcusable—delays that inconvenienced our customers, delays attributable entirely to the failure of one or more persons to do their job.

Webster, by his definition of CONVENIENCE, places upon us a wide range of responsibilities for personal attention and duties to our customers. The most important of these being COURTESY and COMFORT. This means that any failure on the part of Flight or Sales personnel to display courtesy, tact, and diplomacy in dealing with our customers, or to provide for their comfort, has contributed directly to the lowering of the quality of our product. The letters from complaining passengers have outnumbered the 'Feathers in Our Cap' letters on the order of about two to one.

In spite of our failures, the salability of our product improved, and more people bought our service during 1960 than in any previous year in Frontier's history. However, when we look at the normal annual increase of revenue passengers over the past 13 years we must ask ourselves, "How much did improvement of our product contribute to the increase in our revenue?" The answer, of course, is that normal growth and improved service accounted for the increased revenue in 1960 just as it has for every year of Frontier's existence.

Frontier will continue to grow during the coming year just as it has in the past. Those who grow with it will find *no time for complacency*. Instead they will find their individual efforts self-directed toward the achievement of a truly superior product—100 per cent Safety, 100 per cent Dependability, and unsurpassed Convenience.

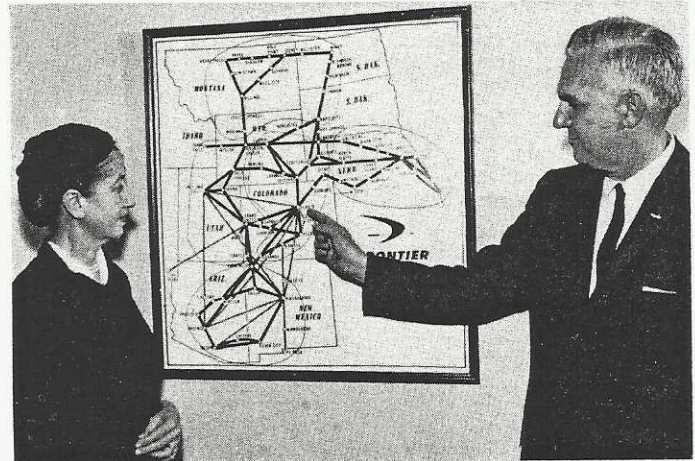
"Quality is never an accident. It is always the result of intelligent effort. There must be the will to produce a superior thing."

. . . John Ruskin.

Yours for an industrious and rewarding
New Year,

Ray P. Minniear
Vice President Operations

Local Service Chief Checks Frontier



Mrs. Dorothy Forbes, assistant chief for the Bureau of Air Operations, Washington, D. C., checks Frontier's route system with J. Dan Brock, vice president of traffic and sales, prior to flying part of the system.



Herb Schmidt, Kay Gustafson and Dave Burr enjoy a coffee break in the lunch room of Frontier's new administration building.



Grand Junction station personnel are rightfully proud of their win of the Frontiersman Award. Station Manager Jim Seamster (left) receives the plaque from regional station supervisor Carl Foster. Senior station agents John Knapp, Jess Heidrick and Floyd Eicher smile their approval.

COFFEE BREAK . . .

JOANNE UERLING

"Visit the U.S.A. in 1960", a campaign meant to spur millions of foreign tourists to come see our country, is necessarily nearly over because of the time element in the title. However, with the off-season discounts from hotels and airlines pouring in we airline employees can make good use of the phrase ourselves and stretch it into 1961 as it is hoped the would-be foreign tourists will do. Going along with this then, today let's talk about travel a bit and just for the sake of the above slogan we'll stay inside the United States.

MIAMI BEACH, FLORIDA offers sun, sea and surf while moderate rates are being supplied by the Grand Plaza Hotel on Indian Creek Drive at 31st. Per day, per person, double occupancy rates from December 1 to December 20 are \$1.50, from December 20 to February 1 the rate is \$2, from February 1 to April 1 \$3 and from April 1 to May 1 it's back to \$1.50. A \$10 deposit per room is required and includes planned entertainment, fishing et cetera. Sounds pretty good, no?

SAN DIEGO, CALIFORNIA'S Shelter Island Inn offers special discount rates to airline employees on a year-round basis. Rates will be \$5 single and \$8 double or twin. Reservations, on a request basis only, may be made through Bonanza Air Lines or by writing the Shelter Island Inn, San Diego.

DISNEYLAND HOTEL offers the same discount rate mentioned, \$5 single or \$8 double or twin, on an advance request basis only, through May 28. Bonanza Air Lines' interline note reminds us that Disneyland Park is closed every Monday and Tuesday but the Hotel and its restaurant, cocktail lounge and Olympic-size swimming pool remain open.

PHOENIX, ARIZONA continues to be an oft-visited sunshine land for Frontier's northerners. Airline employees reduced rates are offered until further notice from the Continental Caravan and other Arizona resorts and the sunshine of Arizona ever calls. The Caravan ad says relax in your big air-conditioned room with its big, big bed or beds; and believe me, neither the first big nor the second big, big is an exaggeration.

WASHINGTON, D. C.'s natural attributes coupled with pre-election, patriotic enthusiasm prompted a recent weekend visit to our nation's capital which was filled with the many available sights. Things discovered? Mamie Eisenhower's wedding dress, displayed in the Smithsonian Institute, looks amazingly funny according to today's fashions, and the Hope diamond su-r-re is big! Washington's Monument and Lincoln's Memorial, separated for us by a taxi fare saving, foot-swelling walk, are both so inspiring—history, I felt, in tangible form. Along with hundreds of others, we toured the White House seeing the Red, Green, and Blue Rooms. Wonder what it would be like to have throngs of people tromping through the downstairs of your house, particularly if you wanted to sleep in! Later while touring we met a stocky, but attractive, chignoned Israeli woman who had lots to say and was interesting to hear. She was all enthusiasm about her eight-week tour of the United States which had taken her from New York to Los Angeles, through Salt Lake City, Denver, Kansas City and other cross-country cities to Washington, D. C. and from there back to New York and home.

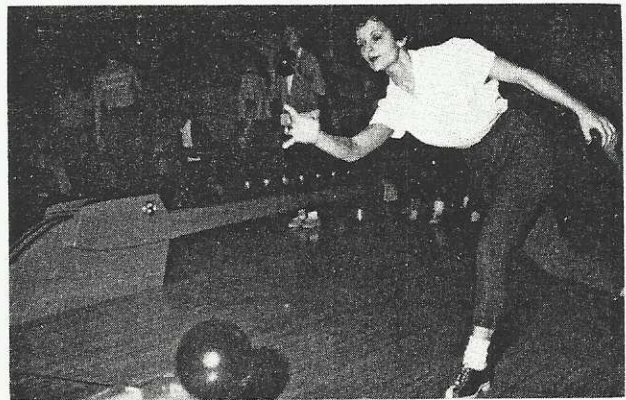
Thinking of U. S. prestige at the moment I asked, "What do you think of the United States?" She flashed right back with (and I'm sure she was sincere), "The United States? It's wonderful!"

LAS VEGAS, NEVADA—According to the looks of the Las Vegas pass requests there were lots of Frontier people at the World Airline Employees Convention and Christmas Party held at the Hotel Sahara in Las Vegas during early December. Heard or overheard, that bit of information came from Eleanor Randall who (as you know) obtains all your passes for you. This is the third annual party of this sort and it seems to gain more acceptance every year. I guess it must be the promised Santa Claus appearance that attracts them.

The clock says ten minutes so I think our time's about up. See you again?



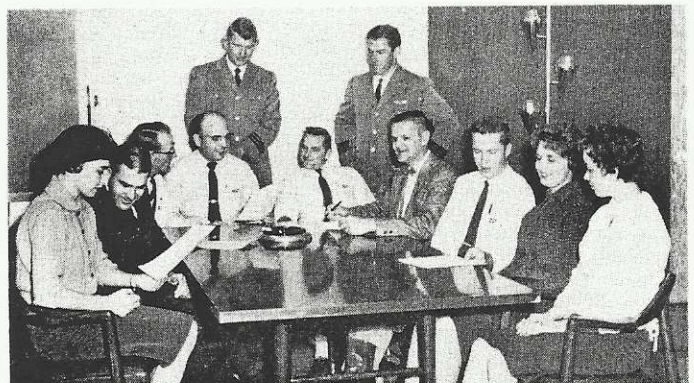
Dan Tinlin, FAL sales rep, shows a "Sunliner" to a group of high school essay winners from Sidney, Nebraska, who had earned an air trip to Denver.



Lucy Matthews, Denver Log Office, reveals the bowling form which gives her high average among the 60 bowlers on the eight Frontier women's teams in Denver.



Sales representatives Don Alexander and Herb Schmidt add the finishing touches to Frontier's display at annual Denver Travel Show in which 17 airlines participated.



Ray Gies, (fourth from right), manager of Frontier Airlines Federal Credit Union, explains benefits to Billings-based FAL personnel.



Answers From The President . . .

Mr. Lewis B. Maytag, Jr. will answer questions asked of him by Frontier employees. Forms for submitting your questions will be distributed with your copy of the SUNLINER NEWS. Names of employees should be signed to their questions, but all names will be considered confidential.

QUESTION: Why is Frontier management so concerned with the elimination of government subsidy, and what advantages will Frontier have by being subsidy free?

ANSWER: The most significant advantage that Frontier can realize by becoming independent of government support can be summed up in one word—*freedom*. Freedom to make profits and keep them. Freedom to operate on the economy as a free business enterprise.

Businessmen not familiar with subsidy operations sometimes tell me they would like to be in a business in which the government, in effect, protects you from loss. They quickly change their minds, however, when I ask them what they would do about paying stockholders a return on their investment—ours haven't been paid a single dividend in the fourteen years of our operation—or how they would encourage new stockholder participation or how they would obtain loans for new equipment and other facilities. Just to stay ahead any business must make a profit to provide for continuation of its business.

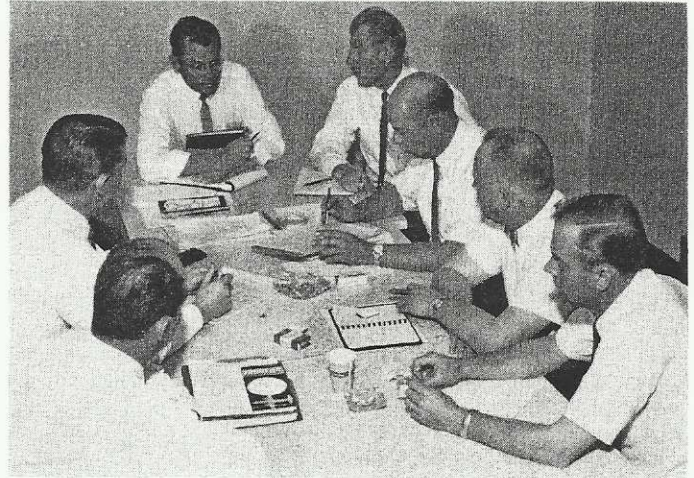
Subsidy is a short-term advantage to an airline, but over the long term subsidy is a massive handicap. Through absolute control of mail-pay income the government, in effect, invades all other sources of airline income to keep subsidy payments at the minimum. This practice keeps all local airlines at just about the subsistence level. Worse than that, in a period of rising costs the practice requires the airlines to engage in deficit financing with the hope of later compensation. When actual passenger revenue is not up to C.A.B. estimates, who advances the money to pay for all the expenses for salaries to pilots, hostesses, mechanics, for operating stations, maintenance charges and all the varied costs which enter into airline operations? The answer is that the local carrier must advance the cash since C.A.B. action is always many months after the fact.

Frontier, perforce, ever since the inauguration of the Seven States routes has had to borrow huge sums simply to keep these operations going; and when your financial position is precarious, as it is for all local carriers, it is easy to see the effect upon an airline's day-to-day operations just for cash needs. Furthermore, and this is highly significant, while Frontier must advance these payments it has no assurance whatsoever that the subsidy deficiencies will be made up to net a break-even position. The C.A.B. is in a position to second guess on all management decisions. The Board may arbitrarily disallow expenses which were the result of decisions made in good faith by management.

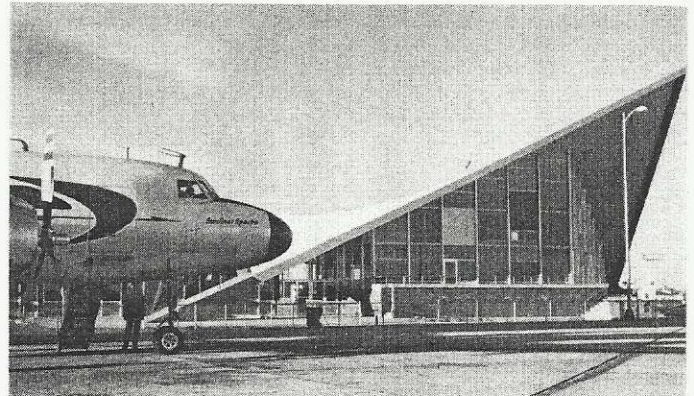
This Siamese twin which goes along with subsidy, these restrictions and other limitations on virtually every phase of airline operation are justified on the grounds that the government is entitled to see that it is getting its money's worth. But it means that the airline cannot give full range to flexibility and creativity to improve earnings. This is the reason that the trunk lines removed themselves from subsidy control as quickly as possible.

I hope you will now understand more clearly why it is imperative that Frontier must rid itself of this subsidy octopus in order to make real progress in all phases of its operations.

Regionals Moving To Denver



Regional station supervisors work out plans with J. B. Montgomery, director of traffic, and Elton Snake, manager of stations, for moving to Denver. This move will make possible better coordination of various departmental programs and speed up implementation of new station policies.



The graceful sweep of the cantilever-type roof on Cheyenne's new, modern terminal gives the building its distinguished look.

Airframe Overhaul Wins Award



Personnel of the Airframe Overhaul Department were the first winners of the attractive "Outstanding Shop of the Month Award". Joe Nale, senior lead mechanic, (center) holds the trophy which was presented by Jeff Mahan, director of maintenance, (left).

Profile: TUCSON, ARIZONA

Tucson, Arizona, is that rare American city which can actually have its cake and eat it too. Today, "The Old Pueblo" flourishes dynamically with the impact of the missile age. At the same time it continues to enjoy a casual atmosphere of gracious living which has long been its envied trademark.

Long before the first European, Fray Marcos de Niza, paused along the banks of the Santa Cruz river in 1539, the beginnings of what is now Tucson had already been made. Following the cross came the flag of Spain and, history being what it is, later the banners of Mexico, the Confederacy and the Stars and Stripes were raised over the town square. In the early years of the city, cattle and copper were the reasons for the gradual growth of Tucson as a trade center for southern Arizona. Later, sun-seekers from across the nation found the predominance of warm, sunny days in and around the "Old Pueblo" to their liking, so climate became the third "C" as a perfect ingredient to expanding the city's fame and fortune. Today 465 ranches, resorts, hotels, motels and apartments can play host to over a half a million guests each year. During World War II perfect weather attracted numerous flying schools and helped to locate Davis-Monthan Air Force Base on Tucson's outskirts. This important Strategic Air Command base today employs 12,000 military and civilian workers. Immediately following the War, Tucson's civic leaders donned new Seven League boots to take giant strides in attracting new industry. Today the Hughes Aircraft Plant, which makes the famous Falcon guided missile, is Arizona's largest employer. It is located just south of Tucson's airport. Adding to the retail and wholesale trade of the city are the supply needs of the United States Army's Electronic Proving Grounds based at historic Fort Huachuca. The latest addition to the missile activities around Tucson was the breaking of ground on the new \$85 million underground Titan ICBM site complex. To cater to the day-to-day needs of these large organizations, dozens of new supply houses and engineering firms have been moved into Tucson. Directly tied in to this recent industrial growth is the population explosion which has marked the 10 past, fast-paced years. In this decade of progress, Tucson's population has mushroomed from the 51,000 of 1950 to the startling 210,000 figure of the 1960 census.

One of Tucson's biggest assets, past, present and future, are the excellent facilities, faculty and programming of the University of Arizona. Over 12,000 students on campus are working on bachelors and masters degrees offered in 62 fields and the doctors degree in 31 fields. The University Auditor-



Serenely beautiful San Xavier del Bac Mission is a "must see" for visitors to Tucson. This "White Dove of the Desert" was completed in 1797.

ium, finest and most modern in the Southwest, is a real asset to the cultural needs of the city. Here during the fall and winter months the Tucson Symphony Concert and the Tucson Festival Society feature internationally-known artists while each weekend the Sunday Evening Forum attracts leading lecturers to this largest of community forums in the United States.

Besides being the gateway to the rich and colorful West Coast of Mexico, Tucson is a major transportation hub. For years the Southern Pacific Railroad has made it a major division point and terminus. Greyhound and Continental Trailways buses plus a dozen major interstate freight lines run into the city via a network of U. S. and state highways. Airlinking this Climate Capital with the rest of the United States are American, Frontier and Trans World Airlines. In the near future Aeronaves de Mexico will be making its inaugural flight into Tucson from our neighbor on the south. Frontier Airlines boards approximately 1,000 passengers each month on the six "Sunliner" flights serving the city. Station Manager Paul Hult and his staff of six agents process passenger requests throughout the Rocky Mountain West. Also Tucson-based is personable Jerry Bacon who represents Frontier through sales calls along the main streets and the side streets of Tucson.

So whether you travel to Tucson for business or for pleasure you will always find friendly, western hospitality meaningfully expressed in the remark, "The latchstring is always on the outside to you. Come soon. Stay as long as you can".

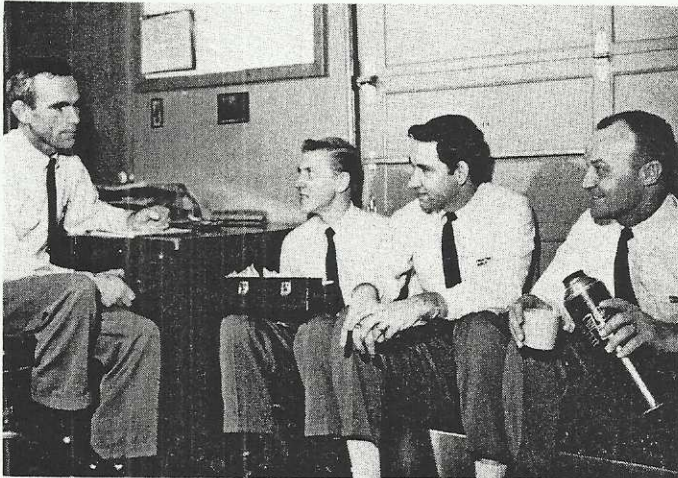


Relaxing around a swimming pool is one part of a fun-in-the-sun vacation at any of the 250 swimming pools which sparkle around Tucson.

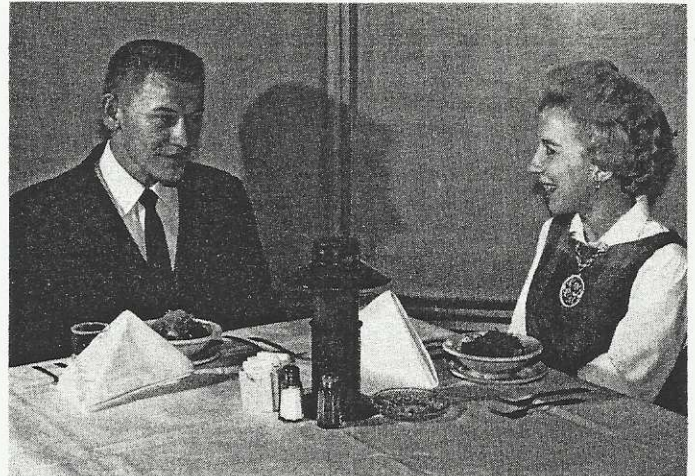


Station manager Paul Hult and agent Robert Bailey check in Tucson passengers boarding Frontier's Convair flight to Denver.

LINCOLN STATION AWARDS "AGENT-OF-THE MONTH"



Each month the 24 fellows who man the Lincoln station select the "Agent of the Month" who has contributed most to the growth and smooth operation of the station. Senior agent Robert Bricker meets with his committee, (left to right) Charles Dessauer, Paul Nichols and Oran Kennedy, to make a selection.



Station agent Marlen Agena was selected "Agent of the Month" in December. He and his date enjoy an evening out as a result of winning this recognition for his efforts.



Denver-based stewardess Kathleen Hawk calls attention to the 1960 Christmas Seal campaign which helps to fight tuberculosis.



Scottsbluff station personnel have developed a unique gate position sign. Silhouettes of a Convair and of DC-3s assist passengers in boarding the correct flight during the morning and evening interchange of passengers.



Stewardess Dee Lanick receives her 10-Year pin from J. Dan Brock, vice president of traffic and sales. Dee is the third stewardess to earn this recognition. She has been based all of her 10 years in Denver.

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