



# Sunliner News

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## Minniear New Vice President of Operations Dolansky Heads Up Treasury

## "VACATIONS WEST" FOUR TEMPTING TOURS



RAY P. MINNIEAR



EDWARD F. DOLANSKY

Two new Frontier Airlines executives recently took over duties as heads of the airline's Maintenance and Treasury Departments. Vice President of Operations is Ray P. Minniear. Mr. Minniear came to Frontier Airlines from the United States Navy where he had served for 30 years. He held the rank of Commander and was last based at the Naval Air Station in Alameda, California. He was formerly with the Navy's Flight Training Command and holds a multi-engine pilot's rating. During World War II he served in the Pacific Command specializing in aircraft maintenance and overhaul.

Edward F. Dolansky is Frontier Airlines' new Treasurer. He was formerly chief financial executive of the Heiland Division of Minneapolis-Honeywell Regulator Company in Denver. At that time Mr. Dolansky was responsible for all finance, accounting, personnel, market research and related activities. Before joining Heiland in 1954, Mr. Dolansky was a Certified Public Accountant associated with the accounting firm of Haskins and Sells in Denver. He is a native of Pittsburgh, Pennsylvania, and a graduate of Minneapolis School of Business. During World War II, he served with the United States Navy.

Advance bookings of Frontier Airlines' four packaged tours indicates that thousands will be flying on "Sunliners" for a fun-filled holiday.

This is all the result of an intensive program of national advertising, national publicity, extensive interline and travel agency sales calls and a wide-spread distribution of Frontier's color folder "Vacations West".

For a two and one-half to four day vacation in Yellowstone National Park either Cody or Jackson, Wyoming, can be used as gateways. Via Jackson Hole the package also includes the majestic splendor of Teton National Park as an added dividend to seeing Yellowstone Park.

In the Black Hills of South Dakota, Mount Rushmore National Monument is the main point of interest on the tour out of Rapid City. In addition there are the optional attractions of Wind Cave National Park, the Black Hills Passion Play, the Badlands and the rip-roaring town of Deadwood.

Down in the unspoiled Four Corners country of Colorado, the combination package vacation features a first day for climbing through cliff dwellings of a by-gone civilization in Mesa Verde National Park. After an overnight in Durango, there is a second full day of riding the huffing, puffing narrow-gauge train through the mountainous "Switzerland of America" between Durango and historic Silverton.

For the world's greatest spectacle inspiring Grand Canyon in northern Arizona presents a full technicolor picture of earth's history in an awesome canyon 200 miles long, an average of 15 miles wide and a full mile deep. During the two days of this tour there are scenic drives along the rim with new enthralling vistas of this ultimate in grandeur.

## Sales "Blitzes" Boom Business

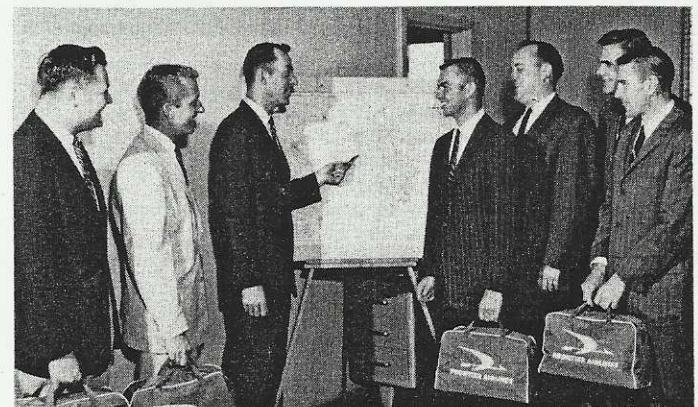
Twenty-one foot-sore salesmen comprising Frontier Airlines' entire staff of district sales managers and sales representatives pounded the pavement in 20 cities along Frontier's system in an all out "sales blitz" during May.

Worked into teams headed up by Thomas M. Makurat, Director of Sales, the sales force knocked on doors and rang bells. In those cities where major summer schedule changes were in effect, emphasis was placed on new one-day commuter business travel, improved interline connections, new jet service on the trunk carriers, new Radar Convair service between Omaha and Kansas City and better scheduling of Frontier's flights throughout its system. In all, a total of 5,000 personal calls were made. Each person contacted was left a new summer timetable, a jumbo postcard tailor-made to feature localized flight information, a "Vacations West" tour folder plus current quick-reference information on air cargo shipments.

Most of the businessmen and civic leaders contacted were surprised at the intensity of the "blitzes"; all of them were pleased with the personal call from a Frontier representative.

From the campaign came a large number of firmed-up passenger reservations, direct sales and convention leads, additional names for timetable mailing lists and a great number of people who now know

quite a bit more about Frontier Airlines. In addition a good deal of favorable publicity showed up in news media while the "Go!-Go!-Go! teams" were in town.



Thomas M. Makurat, Director of Sales, pin-points area assignments for the sales team blitzing Denver. On either side of Tom are (left to right) sales representatives Herb Schmidt, Bob LaGuardia, Clint Kaufman, Larry Sills, Dan Tinlin and Merl Palmer.

## Problems and Solutions . . .

Frontier's position is rather unique among the local service carriers in that it is one of the largest in terms of unduplicated route miles and number of stations, yet serving an area of far less population than any other carrier. This creates some rather perplexing problems in itself and is further compounded by requirements to operate under rigid scheduling standards applicable to all local carriers. It is the inflexible standards and their effect upon us with which we must concern ourselves.

We now serve a city population of 3,400,000 at 70 cities over 6,800 unduplicated route miles and require 30 aircraft to meet reasonable scheduling requirements for an average population of 49,000 per station. At first glance this would seem substantial except for the fact that approximately 80% of this population is concentrated at 12 stations. Compare this with the local service average of 208,000 population per station; the highest exceeding 684,000 and the lowest, excluding Frontier, exceeding 88,000. Unquestionably, we serve the most thinly populated area, yet must comply with the same standards of scheduling imposed upon carriers in much more dense markets. The severest requirement of these scheduling standards is two daily round-trips at intermediate points before a non-stop may be undertaken, if indeed a non-stop is authorized at all. When we consider that 58 of our stations serve an aggregate population of less than 400,000, the impact of imposing unrealistic scheduling requirements is staggering.

Members of the Civil Aeronautics Board are cognizant of the local service carriers' problems in this respect. An illustration of this was reflected in the enunciation of the "use it or lose it" policy in the *Seven States Area Case*. Briefly, this policy states that cities failing to enplane an average of five passengers per day during a reasonable trial period are subject to loss of service, *providing* there are no unusual or compelling circumstances. This part of the policy has not been conducive to improvement of Frontier's finances. Notwithstanding this, the "use it or lose it" policy has provided a measure of relief, and it is anticipated that the Board will be even more vigorous in the enforcement of this policy in the future. Additionally, a new approach to more realistic scheduling standards designed to meet the need of each individual carrier would be a tremendous step toward reducing subsidy and improving the financial plight of Frontier. We propose to continue bringing this as forcibly as possible to the attention of the Board members.

We now have a team capable of giving Frontier excellent direction. In order to obtain all benefits of this talent, we must obtain the fullest flexibility in our operation, consistent with reasonable and adequate service. It is my considered opinion that greater freedom and operating authority will be forthcoming, but not until a broad view of the economics of our entire system is substituted for the microscopic method now being employed.

*W. R. Monday*

Executive Vice President

## "T-S-T" BUILDS BETTER FAL



Mr. J. Dan Brock, Vice-President Traffic and Sales, points out to Duane Phelps, station manager at Riverton, factors which will build a more successful Frontier Airlines.

Station managers plus the entire force of district sales managers and sales representatives recently gathered for two-day meetings which were held in Riverton, Farmington, Lincoln and Minot. Each of the meetings was headed up by J. Dan Brock, Vice-President Traffic and sales; James B. Montgomery, Director of Traffic; Thomas M. Makurat, Director of Sales and Elton L. Snoke, Manager of Stations.

They set as their goal 40,000 passengers during the coming peak summer months. These managers and salesmen placed the keystone "T-S-T" in the archway to a greater Frontier Airlines. More calls to produce more passengers will be the contribution of the sales force. On-time performance and greater courtesy in handling passengers by station personnel will add to the boardings on Frontier's "Sunliner" fleet.

(Editor's Note: "T-S-T" stands for Traffic and Sales Team)

## SAVES TIME, MONEY, ASSURES ACCURACY



Ninety per cent of the on-line passenger tickets sold by Frontier Airlines' nine leading stations are now machine-printed. Recently a new gadget developed by Dale Rausch, Director of Accounting, makes use of a small manually operated imprinting machine. From an addressograph metal plate, air fares, tax and totals are imprinted on special ticket stock of "No Carbon Required" paper. Each of the stations supplied with the imprinter, which includes Denver, Phoenix, Albuquerque, Salt Lake City, Grand Junction, Farmington, Lincoln, Omaha and Kansas City, also has a set of one-way and round-trip plates for each of the 20 most frequently traveled to destinations on Frontier's system.

Besides saving time in making up tickets at the counter, the new ticket stock also saves money over the costs of regular tickets. Frontier's Accounting Department effects a savings in man-hours since the imprinted tickets do not need to be audited for the accuracy of fares.

William R. Monday, Manager of Flight Service, works with the stations in developing new fare plates.

# Backing Up Each Frontier Flight In Billings



## MEMBERS OF THE BILLINGS "FRONTIERSMEN" TEAM

1—Stewardesses Lydia Schieman and Elsie Henn  
 2—Capt. Ron Litton and Copilot Byron Craig  
 3—D/S/M Mel Brandt and S/R Merl Palmer  
 4—Stewardess-in-charge Mary Ellen Geiger and Stewardess Elaine Dzingle  
 5—Senior Agent Ev Hawthorne

6—Copilot Ron Rosenhahn and Capt. Dick Orr  
 7—Agent Les Atwood  
 8—Capt. Fred Hart and Copilot Wes TeWinkle  
 9—Agent Bernie Prellwitz  
 10—S/M Gordon Bost and R/S/S "Red" Davis

11—Lead Mechanic Warren Hill  
 12—Stewardess Ellie Bastar  
 13—Stewardess Shirley Reinhardt with Passenger William H. Hill  
 14—Mechanic Bill Howard



## 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: Is it management's desire and aim to make Frontier a trunk carrier?**

**ANSWER:** Whenever Frontier makes an application for non-stop authority between two strong terminals, cries have gone up that we are trying to become a trunk carrier. Actually, the term trunk is misleading since, today, we have so-called trunk carriers providing local service as well as long-haul service.

It is Frontier's desire to become a profitable operation free of government support. The unfortunate facts of life are that it is impossible to be economically successful or self-sufficient with a strictly local, multi-stop type of operation. The DC-3 which is the backbone of our fleet requires an 80 per cent load on our system to reach the break-even point. Constantly rising costs of labor and material have made this airplane completely unsuitable for airline use. Our Convairs give us considerably more profit potential, but we must use them on stage lengths of over 300 miles to realize their full capabilities. Long-haul traffic is desirable because you get a much larger fare per passenger while your fixed costs remain the same.

You will note that Frontier's applications in the forth-coming *Southern Rocky Mountain Case* and the *Southwest Area Case* are preponderantly non-stop applications. By this course of action we are not attempting to abdicate the primary responsibility inherent in our certificate — to provide local service transportation. We feel that we are providing an excellent standard of local service on our present route system. Our non-stop applications do not extend beyond the borders of our present system. Some of the proposed routes do not compete with trunk carriers and where they do it is felt that the market is sufficient to support more service.

By granting Frontier these non-stop rights the Civil Aeronautics Board can immeasurably strengthen us and provide us the opportunity to offset the heavy losses of our local service. Unless such authority is granted to us we can look forward, hopelessly, to the same situation which has existed since our inception; heavy government subsidy and control, no profits and no dividends to stockholders.

**QUESTION: Is Frontier considering converting its Convairs to turbo-prop power?**

**ANSWER:** A thorough analysis was made of several types of airplanes when it was decided that Frontier should move into more modern flight equipment. The fact that Convairs could be converted to jet power at some future time was an important factor in our decision to buy this airplane.

On our existing route system where the average hop is 90 miles, no advantage could be realized in speed or operating costs by a turbo-prop conversion. When, and if, Frontier is granted some sensible non-stop authority it will be time to seriously consider the move. In the meantime your Operations Department continues to be well informed of developments in this field, not only as they affect the Convair, but of other types of aircraft as well which might be practical for Frontier.

## Just Ten Years Ago a New Frontier Airlines



Monarch Air Lines served 11 Colorado cities as the heartland of its operations.

On June 1, 1950, just a decade ago the first official operations of Frontier Airlines, featuring the new identifying name and winged arrow insignia, got underway through the merger of three smaller local service companies: Monarch Air Lines, Challenger Airlines and Arizona Airways. The company began its operations on a north-south basis over a six western-state system. From some very humble beginnings these struggling organizations had been introducing new concepts of air travel for small-city America. They were a part of the embryo "feeder airline" industry which was developed, immediately following World War II.

Monarch Air Lines, one of Frontier's predecessor companies, served 11 Colorado cities plus an additional three in both New Mexico and Utah. It began its scheduled operations in November, 1946, on a route between Denver and Durango. Ray Wilson of Denver was its founder and first president.

Challenger Airlines was originally organized in Laramie, Wyoming, and began its scheduled operations in May, 1947. Original general offices for the airline were in Salt Lake City with George W. Snyder, Jr. as its president. Challenger operated three "Sunliner" routes between the terminals of Salt Lake City, Denver and Billings and served in addition 10 intermediate Wyoming cities plus Vernal and Greeley.

Arizona Airways was headed up by H. O. "Rocky" Nelson of Phoenix, to fly three intrastate routes within Arizona. One of the airline's specialties was a full day's sight-seeing trip on Sundays over the scenic Indian country of northern Arizona plus a good portion of the spectacular Grand Canyon.

Following the approval by the CAB of the merger of Monarch and Challenger Airlines and a little later the routes of Arizona Airways, the combined operations came up with the new name of Frontier Airlines. It began operations on June 1, 1950, with Hal S. Darr of Tucson as its president.

Now in mid-1960 Frontier Airlines, with Lewis B. Maytag, Jr. as president and chairman of the Board, looks forward to the integration of the Company's routes into a much stronger and more profitable organization. In the pending *Southern Rocky Mountain Area Local Service Case*, as an example, Frontier has asked for non-stop authority between six pairs of terminal cities presently served by the airline with an additional non-stop service between Grand Junction and Las Vegas, Nevada. Such a service would quickly develop a passenger potential already existing on Frontier's basic system. The airline and its personnel could then look forward to many decades of growth and development serving this frontier country with a future.

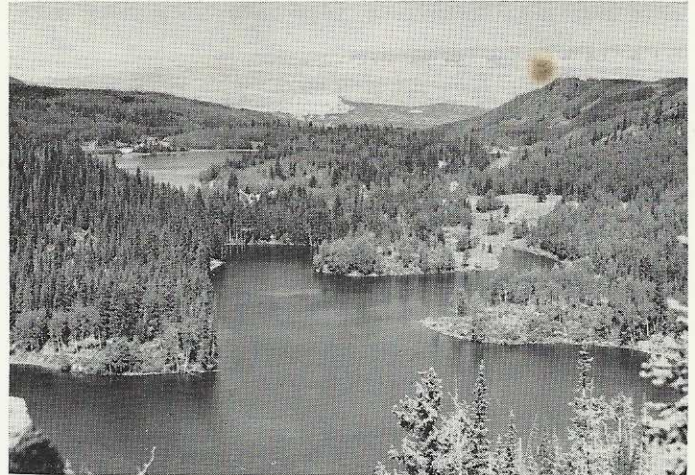


Challenger Airlines featured the original "Sunliner" designation.

# Profile: Grand Junction, Colorado



Busy Main Street is the nerve center of Grand Junction's retail, wholesale and financial activities for the Western Slope.



Fish-filled Mesa Lake is one of 200 lakes in the cool vacationland on top of Grand Mesa which overlooks Grand Junction.

Grand Junction, Colorado, a bustling progressive city of 20,000 is the nucleus of activity for the rich productive mining, ranching and farming empire of 60,000 square miles in western Colorado and eastern Utah.

In 1881 at the confluence of the Gunnison and the Grand (now the Colorado) rivers, pioneer settlers surveyed the beginnings of Grand Junction. In the surrounding valley, 45 miles long and 15 miles wide, protected by a range of mountains reaching up to 12,000 feet, these rugged individualists laid out the agricultural basis for the area's future economy. Today, livestock, crops and orchards produce over 10 million dollars of annual income for Mesa County of which Grand Junction is the county seat. Here one billion pounds of choice beef and one-half million pounds of wool are raised each year. In addition, irrigation waters from nearby lakes and streams plus mild, sunny climate make certain that hundreds of orchards in the valley produce a crop of over one and one-half million bushels of golden peaches in an average year.

Since World War II the entire Western Slope country along with eastern Utah has been caught up in the snow-balling activity of uranium ore mining and the processing of uranium "yellow cake" and its twin product vanadium "red cake". Since Grand Junction is the geographic center of the nearly 100 million ton ore reserves of the western United States, it easily became "the energy capital of the world" when the Atomic Energy Commission established its headquarters there. The resulting feverish boom in mining supplies, leasing negotiations and accompanying commercial and residential construction skyrocketed Grand Junction's growth as the retail, wholesale and financial center for the area.

Another great potential prosperity builder for the Western Slope are the one trillion barrels of oil locked away in the vast oil shale deposits just north and east of Grand Junction. Extensive experimental oil extraction plants operated by the United States Navy, United States Bureau of Mines and the Union Oil Company of California all proved the commercial feasibility of producing high grade oil products. These could easily develop into a major industry which would bring hundreds of thousands of additional people plus millions of dollars in development capital into this area. This new activity is stymied by two hard facts of economics: oil wells throughout the world are now producing more oil than the market presently demands; and secondly, the depletion tax allowances for oil shale are about half of that granted on crude oil developments. The future alone holds the answer as to when this vast store of power and energy will be fully utilized.

One oil-bearing mineral, Gilsonite, a solid hydrocarbon, is today releasing its treasures of gasoline and other by-products in a modern refinery operated by the American Gilsonite Company just west of Grand Junction. Powdered Gilsonite is pipelined from deposits in Utah for processing into pure coke, gasoline and other products.

Nestled in a land not only rich in mineral products and the wealth of farms and ranches, Grand Junction also offers the abundant life of modern progressive living at a small-city pace. Everywhere there are attractive homes, modern schools and smart shopping centers. Even the air you breathe is scented with the fragrance of peach blossoms and the perfume of roses which thrive in the sunny climate. Art lovers have the Community Concert Series, local musical productions, art exhibits, lectures and dances. And, for those who appreciate the great out-of-doors, there is nearby the scenic Colorado National Monument with its many vistas overlooking colorful canyons and eroded bluffs or there is the best fishing in the West to be found in the sparkling blue lakes and many miles of rippling streams on top of Grand Mesa, the world's largest flat-top mountain.

Currently Grand Junction ranks sixth in passenger boardings on Frontier Airlines. Since 1959, passenger boardings have increased five times over with the rate of increase still proceeding at a rapid pace. In the pending *Southern Rocky Mountain Local Service Area Case*, Frontier proposes to extend its present operations to include new non-stop service between Grand Junction and Las Vegas, Nevada. This additional air route would add substantially to Grand Junction's importance as a major passenger-generating point on Frontier's system.

Frontier Airlines operations in Grand Junction are in the capable hands of station manager James Seamster, mechanic Ed Pellerin and sales representative Gary Heeren. All of them agree on one thing, "the good living possible in Grand Junction sure is conducive to good working."



Senior Station Agent Floyd Eicher positions Frontier Airlines' Convair arriving at Walker Field at Grand Junction.

# BOWLING AWARDS BOOST EGOS



The "Falops" show their first place men's team prizes. (Left to right) Paul Morris, Ed Mills, Dan Fink and Charles Buckingham. Others not pictured are Lawton Mitchell, Ernie Van Winkle, and Jesse Klingensmith.



"Slim" Horton of the "340's" and Denise Loeffler of the "Pinheads" hold individual high average awards for this season.



"Gogetters" go-getted first place honors in the women's division. (Left to right) Bev, Jimerson, Jan Koplitz, Dorothy Pasqua and June Fischer. Kay Showell is not pictured.

Frontier's ten men's and eight women's anxious-to-get-on-with-it bowling teams lit up the AAA Bowling Lanes in Aurora with their weekly appearance during the 1959-60 season. Every Tuesday throughout the 105-game, 35-week season team members from every department in Frontier's general office echoed the familiar sound of falling pins and rumbling alleys. From September through April each enthusiastic individual strove to help his team "make the top".

For the men's division — this must be stated for the airline-inspired names seem to have no gender — the Falops took first place, the Convairs second, and the Prop-liners grasped onto third. The Convairs hold the scratch high team series spot while the Red Arrows claim high team series with handicap. The Falops own the scratch high team game spot and the Falcons won the handicap high team game. "Slim" Horton holds individual importance with his winning average of 175.101, E. "Mike" Kelly with a high scratch series of 649 and Lon Gardner with a high series with handicap of 698. Awards also went to Marv Larson with the high game scratch of 263, Hugh

Lucht for his high game handicap of 283 and Ed Holdredge who was the most improved bowler, increasing his average 12.38 points.

Uppermost for the women's division, the Gogetters topped the girls for first place while the Pinheads got second and the Comats third. The Pinheads hold scratch high team series, the Comats scratch high team game, the Spavs high team series with handicap and the 3.2 Five claim the high team game with handicap. The list of individual women's names in the news is headed by Denise Loeffler with her high average of 160.11 and scratch high series of 596. Pat Horton and Jane Nettleblad tied for high series with handicap with a 647 while Betty Moore holds the scratch high game of 211. Peggy Cullen got the high game with handicap with a 246 and Joanne Uerling was named most improved bowler with a 22.56 point increase.

Next September the combination Frontier employee-enthusiastic bowlers will exercise their way through an enjoyable Tuesday evening each week with ten men's and eight women's teams again slated to bowl.



Frontier's largest graduating class of stewardesses, these 17 lovelies are now extending a welcome aboard "Sunliner" flights. Front row (left to right) are Sharon Warner, Barbara Vaughan, Orbie Riebling, Penelope Price, Janet Jackson, Karen Lines, Ann Van Schoick and Elaine Dzingle; and in the back row (left to right) are Carol Foster, Lydia Schiemann, Dorothy Clark, Elsie Henn, Marilyn Rickli, Jean Wiig, Judith Gibbons, Rachel Ross and Joyce Kenyan.



"Brings out the scholar in me — don't you agree?" quips Frontier Airlines Stewardess Lucille Giacoma as she models one of the 6,000 caps and gowns flown to high school graduates in Wyoming, Colorado, Utah, New Mexico and Arizona.

## Sunliner News

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