



FRONTIER AIRLINES

Frontier News

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Pricing: perplexing but profitable.

"How come it costs more to fly from Denver to Detroit than it does to fly from Detroit to Phoenix?"

"The discounts on the flight were all sold out, but the plane left with empty seats."

"Why can I fly to Dallas/Ft. Worth for \$39, but it costs \$65 to go to Grand Junction?"

Sound familiar? It's just hard to tell whether those questions are coming from confused passengers or frustrated employees.

Ever since deregulation came upon the scene, pricing has become a new and important challenge to airline management. And one of the most confusing and controversial.

The confusion and controversy are compounded by the extensive new competition fostered by deregulation, by the current economic recession and by the rapidly escalating costs of fuel.

Frontier News asked Joe Lorenzo, vice president for pricing, to shed some light on Frontier's pricing policies.

"Our pricing approach has four objectives," Lorenzo said.

"First, we must charge a fare that covers our operating costs and produces a reasonable profit; second, we intend to be price-competitive with other airlines; third, we attempt to stimulate traffic by offering promotional discounts to potential passengers who otherwise wouldn't fly on Frontier; and fourth, we must make sure that passengers attracted by discounts don't displace other passengers who would have flown with us anyway at full fares."

Basic coach fares have risen dramatically at all airlines over the past two years, Lorenzo said, primarily to try to keep pace with spiraling fuel costs. From January of 1979 through July of 1980, coach fares have jumped 57.6 percent, but that's not nearly as dramatic as the increase in the cost of a gallon of fuel, which has grown 112 percent in the same period.

Lorenzo said that pricing would be relatively simple if all we had to worry about was covering our costs. But competition and the need to "stimulate" traffic introduces many complications, rapid change, and short lead times.

"Deregulation has triggered a number of rate wars, where the costs are clearly not recovered by the price of the ticket," he explained. Such was the case in the Denver-Dallas/Ft. Worth market, where new airlines have entered the market with "cheapie fares" to create awareness and attempt to capture market share. Frontier had to match the lower fares in order to remain competitive.

"Thus, the pricing considerations and strategy for Denver-Grand Junction and Denver-Dallas/Ft. Worth are unrelated," Lorenzo said. "For Grand Junction, it is to recover costs and maintain viable air service in a less dense market, while in the Dallas/Ft. Worth example, it is to maintain our market share against new competition."

Similarly, he explained, discounts are used in a city like Detroit, where we are a newcomer, to attract attention and passengers, allowing us to maintain flight frequencies during the recession. But in Denver, where the quality of Frontier service



SIX MOBILE PASSENGER LOUNGES will be introduced in July of 1981 by Frontier at Denver's Stapleton International Airport.

FL starts program.

Frontier is launching a \$9-million program to increase its passenger-boarding capacity at Denver's Stapleton International Airport.

Included in the program are six mobile lounges to "shuttle" passengers between a special gate area on concourse D and airplanes parked at the south end of the Frontier hangar. Designed to carry up to 150 passengers, the lounges will supplement Frontier's direct concourse-to-airplane boardings at our 16 standard gates now in operation.

Other new facilities will include a parking ramp next to the Frontier hangar to accommodate up to six airplanes at a time for the mobile lounge operation, special baggage-handling facilities

Trying to serve all four objectives at once is quite a juggling act, and Lorenzo admits to dropping a ball once in a while.

"We are doing a lot of experimenting, and we've had some failures. But most of our pricing strategies are successful. And, whether we win or lose, we learn something every time.

"I'm convinced that Frontier is far ahead of the rest of the industry in understanding pricing," he exclaimed.

"Capture the Arsenal" update



TELEVISION COVERAGE of Frontier's "Capture the Arsenal" campaign recently gave Denver-based employees a first hand look at the issues involved. Frontier actively supports expansion of Stapleton International Airport onto the adjacent grounds of the Rocky Mountain Arsenal. Dan Todd, vice president-public affairs, appeared on "Colorado On Trial" on KMGH-TV, the CBS affiliate in Denver. Pictured above are Len Perlmutter, president, Stanley Structures, left, and Todd.

But in Denver, where the quality of Frontier service is well known, we don't need to rely as much on discounts.

He pointed out that there is considerable difference in value between a discount seat and a full-fare seat. Not that the passenger flying at a discount doesn't get the same extra legroom, the same quality food, the same courteous service and the same on-time performance—but he has to meet a lot of conditions, such as buying his ticket well in advance, staying a specified length of time, flying at odd hours, and paying a penalty fee if he cancels his reservation.

The full fare passenger gets the additional value of flexibility, being able to make a reservation on short notice, choosing the days and times he wants to fly, and being able to change his schedule.

"This added value is particularly important to business travelers," Lorenzo said, "who are the mainstay of our airline.

"In order to assure that we can usually accommodate the needs of the business traveler, Frontier restricts the number of discount seats available on flights. We call it capacity control, and it varies by market and by time of day. We try to judge what the proper mix of discounts and full fares should be on a given flight. The discount seats usually sell out first, and if we've made a mistake in our estimate of the demand for full fare seats, we will have lost some business to the competition, and we'll have some empty seats."

Lorenzo said his department is continually "fine-tuning" the system to minimize mistakes, and emphasizes that he values the input from city managers.

He pointed out that, at a 50 percent discount, it takes two passengers flying at a discount to equal one at full fare, and he admits to "preaching the gospel" of selling full fares by emphasizing their value to the passenger.

Amidst all the confusion and controversy surrounding the Pricing Department, however, the strategies appear to be working—at least for now. And, if Lorenzo is right, they'll work even better in the future.

below the concourse and related maintenance and lighting facilities.

"The mobile lounge acquisition is one of several steps planned to ensure our future viability at Stapleton," says Glen Ryland. "On the ground, we are pressing for extensions to the present terminal to gain more room for our standard gate operations. Meanwhile, for more airside capacity, we are continuing to spearhead a drive to capture the Rocky Mountain Arsenal for future runway construction."

2nd Qtr. profit.

Despite the effect of the nationwide recession on passenger traffic, Frontier reported net income for the second quarter of 1980 of \$4,093,000, on total revenues of \$114,074,000.

Glen Ryland, president and chief executive officer, commends employee efforts "which allowed us to keep our performance respectable."

For the second quarter of 1979, net income was \$7,487,000, on total revenues of \$95,968,000.

Revenues increased 26 percent in the first half of 1980 to \$222,995,000, while income was down 31 percent to \$6,866,000.

Ryland notes that income before taxes has increased 10 percent this year, even though net earnings are down, reflecting a higher tax rate in 1980.

Comparisons of Frontier's profit performance with 1979 "are further distorted by the unusually high earnings we generated last year when United Airlines was on strike," Ryland says. "We continued to benefit into the summer last year.

"Several months ago we laid out a plan to weather this recession. Even in the face of this situation, we have pursued some profitable growth opportunities, and we are doing our planning now for some exciting expansion next year when the economy improves.

"Our employees are doing an excellent job. Even though 1980 is a difficult year, Frontier will remain profitable, in contrast to many in our industry," Ryland says.



Photo by Lois Taylor

Summertime fun.

EMPLOYEES AND THEIR FAMILIES gathered July 19 at Lakeside Amusement Park in Denver for the annual employee club picnic. Enjoying ice cream are Aine McDonald, left, and Heather McDonald, daughters of Mike McDonald, technical foreman in Denver. Upcoming employee club events include a performance of "Mame" at the Country Dinner Playhouse, Oct. 4; childrens' Christmas party, Dec. 13; and the adult Christmas party, Dec. 20, at the Fairmont Hotel in Denver.

Employees participate in sports

See how they run, bowl, throw, fish...

Sounds of bats, bowling balls, running shoes and racquetballs are heard daily throughout Frontier's system.

Employees and their families, individually or with groups, are actively involved in sports activities. Some enjoy the chance to stay in shape, others like the opportunity to represent Frontier in the community, while many simply want to have a good time.

Cities sending reports to **Frontier News** indicate a wide range of sports interests:

Vancouver: Employees in this lovely Canadian city enjoy year-round sports activities thanks to the moderate summer and mild winter weather.

Football is a Frontier success in Vancouver, with the team composed of such "do or die" daredevils as Phil "Hands" Lamourex, Mike "Go Keep" Kapitan and Bruce "Long Bomb" Spencer.

Participating on Frontier's hockey team are Rick "Pass the Beer" Patterson, Steve "Pudding Face" Smith and Mike "Wrong Way" Lumsden. The baseball team thanks its leader, John "Ace Pitcher" Neufeld, for a good season this spring.

Employees in Vancouver participate in racquetball, headed by Reg Heinrich, and such Canadian pastimes as "Musk-Ox Wrestling," "Penguin Punting," "Curling" and "Moose Munching."

Dallas/Ft. Worth: Frontier's employees softball team, actively involved in the DFW Softball Association, has won four league and two playoff championships in six years, including the 1980 title. The team has been named champions of the Airport Airtrans Tournament for three years and participates in World Airline Tournaments in Phoenix and Las Vegas. According to John Wright, assistant city manager, "Whether getting together for a tournament or just for fun, the

significance is more than winning or losing. Everyone seems to establish an off-the-job rapport that makes the time on the job more pleasant and beneficial."

Flight attendants at Dallas/Ft. Worth involved in sports include Ed Bloom, a softball player in five leagues who has played more than 225 games this summer; Diane Brunson, a rodeo rider specializing in barrel racing; Stephanie Knowles, a marathon runner; Dee Trip, a private pilot flying her own airplane; and Karen Ward, a basketball enthusiast. Sports-minded station agents include Austin Henry and Rusty Lambert, organizers of the annual Dallas/Ft. Worth Frontier Employee Golf Tournament, now in its sixth year.

Phoenix: Employees add a special meaning to the slogan, "Fun in the Sun." Agent Ray Johnston, considered the top golfer in Phoenix by his fellow employees, won the Phoenix Frontier Employee Golf Tournament in June. Other avid golfers include agents Dave Ross, Bob Kelsch and Cody Stark, organizers of the tournament; agents Mark Himelick, Dan Price and Gary Stevens; lead aircraft technician Vant Vickers and customer service representative Dick Villa.

Frontier's Phoenix bowling team, consisting of senior agent Vern Crawley, agents Larry Wienk, Gary Stevens, Dave Ross, Ray Johnston and lead cleaner Larry Clark, won second place in the Phoenix Airline League.

Agent Dan Price, in his 17th year in softball competition, led a team of airline employees to the City Class A Slow Pitch title last year and second place in the city's AA league this year.

Running enthusiasts include Price and aircraft technician Lloyd Fox. Ground technician Dick Blevins and agent John Koehler spend their spare time on the shooting range and agent John Alger races his "souped up" 1970 Oldsmobile.

Employees in the news...

Donald G. Brady had been named director of line maintenance-field stations. Brady joined Frontier in June 1979 and has held various supervisory positions in aircraft maintenance, including assistant director of major maintenance.

Daniel A. Hersh has been named director of futures planning. Hersh joined Frontier in 1975 as manager of route analysis and most recently served as director of economic planning. Prior to joining Frontier, he was a senior financial analyst with Eastern Airlines. He holds a bachelor's degree in economics from Lafayette College, Easton, Pa., and a master's degree in business administration from the University of Pittsburgh.

David F. Ulmer has been named director of economic planning. Since joining Frontier in July 1979, Ulmer has been manager of economic planning. He holds a bachelor's degree from Bradley University, Peoria, Ill., and a master's degree from the University of Denver.

Appointments

Terry Bonds — Assistant mgr., airfreight service
Larry Catlett — Marketing representative, DEN
Janice Green — Marketing rep., agency automation
Brian Hayward — Manager, economic planning
William Heath — Manager, systems and procedures
George Johansen — Manager, spares control
Don Larson — Marketing representative, DEN
Jennifer McLeod — Marketing representative, YVR
Sandy Schmid — Sup., flight attendant scheduling
Debbie Seltz — Marketing representative, ATL
William Sheehy — Traffic manager, DEN
Bruce Silverman — Manager, stores
Ed Stone — Special assistant, airfreight service
Jeannette Tomomitsu — Scheduler, spares support
Pamela Young — Asst. mgr., travel agency automation

July Service Awards

30 Years

Isaacs, S.W. — Captain, DEN

25 Years

Craze, J.J. — Inspector, DEN
Davis, W.E. — Captain, DEN
Griffith, K.S. — Captain, DEN
Howe, H.M. — Captain, DEN
Owen, J. — Aircraft technician, DEN

20 Years

Lockett III, S.R. — Ticket counter agent, DFW
Russell, V.J. — Station agent, BOI

15 Years

Fahrenholz, K. — Flight attendant, DEN
James, J. — Aircraft technician, DEN
McMullen, R.J. — Reservations agent, DEN
Sauer, P. — Flight attendant, DEN
Trice, A. — Mechanic, MCI
Whistler, S. — Flight attendant, DEN

10 Years

Appel, F. — Ticket counter agent, DFW
Blair, N. — Flight attendant, DEN
Bunjes, M.G. — Mail clerk, DEN
Cailahan, B. — Ticket counter agent, DFW
Duff, P.A. — Senior ticket counter agent, MCI
Hannigan, L.D. — Flight attendant, SLC
Jones, I.J. — Accounting clerk, DEN
Nelson, G.R. — Supervisor refunds, DEN
Roden, J.V. — Senior provisioning agent, DFW
Sutton, S.J. — Accounting clerk, DEN
Tucker, R.D. — Station agent, STL
Weil, M.K. — Flight attendant, SLC
Williams, L. — Flight attendant, MCI
Young, R.D. — Station agent, FSM
Zlotnick, E. — Flight attendant, DEN

Retirements

Clyde C. Longhart — Director, ground radio and air to ground communications, July 1, 33 years.
Jack W. Shanks — Aircraft technician, Denver, Nov. 29, 32 years.

In Memoriam

Dave Allison, station agent, Dallas/Ft. Worth, a 14-year Frontier veteran, July 11.
George Howard Veldboon, retired captain, July 26. Captain Veldboon served 25 years.

Suggestion winners.

More than \$900 has been awarded to employees in recent weeks for suggesting ways for Frontier to increase efficiency or save time or money.

Gareth Erickson, aircraft technician in Denver, was awarded \$443 for his suggestions concerning the repair of damaged shoes.

Richard Hedrick, station agent in Denver, received \$24.50 and \$22.50 for two suggestions.

Denver-based aircraft technicians receiving awards include Richard Barrett, \$55; Harold Quandt, \$40; and Robert Miller, \$25.

Gerald Britton, Captain, Denver, was awarded \$52.50; Doris Sommers, lead accounting clerk, Denver, \$48; Thomas Schmidt, assistant manager of transportation services, Salt Lake City, \$40; and Anthony Harris, ticket counter agent, Denver, \$37.50.

Denver-based reservations agents receiving awards include Lisa Owen, \$17.50; John Elliott, \$15; Sandra Force, \$10; Marilyn Hoegh, \$10; and Joan McMullen, \$10.

Sherry Talley, ticket counter agent, Denver, won \$30; Alene Sykes Jr., accounting clerk, Denver, \$25; Kathleen Anderson, accounting clerk, Denver, \$22.50; and Nancy Martinez, data conversion operator, Denver, \$10.

Albuquerque: Agent Bob Johnson plans his vacation time around the best hunting seasons. Using a bow-and-arrow, Johnson hunts deer in September, January and December; turkey in April; antelope in August; elk in September; and non-game fish in the summer.

Little Rock: Senior station agent Lewis Johnston, a resident of Hot Springs, Ark., coaches softball with his three daughters, Shelli, Cheri and Sharbra. So far Lewis has a record of 68 wins, 23 losses coaching his girls, including several league and tournament championships.

Toledo: Joe Max Johnson, a familiar face on the ski slopes near Gunnison, Colo., is recovering from a broken leg, but is anxious to return to the slopes this season. Karen Teadt races her 18-foot sailboat throughout the Toledo area. James Salaga, an avid golfer, was the runner-up at the 1979 Phoenix Frontier Employee Golf Tournament. Anthony Ames, a racquetball enthusiast, plays in the Toledo Men's Class A League. City Manager Larry Baumgartner spends his spare time restoring antique cars.

Salt Lake City: Frontier bowlers recently finished first and third in an interline tournament. Members of the first place team were Larry Williams (now based in Houston), Jeff Tingey, Coleman Peters (now based in Stockton), Gary Bollscheiler and Dean Bueche. Members of the third place team were Tom Schmidt, Bob Noble, Carl Silcox, Ron Blosch and Gene Henreschke.

Frontier's Salt Lake City softball team is made up of Greg Thompson, Tom Schmidt, Ron Hill, Ron Blosch, Gene Henreschke, Carl Silcox, Mark McKinnon, Marty Hernandez, Todd Fuller, Bryce Carlson and team manager Stan Convington. During the winter, Carl Silcox, Jack Siebert and their wives represent Frontier on a city-wide bowling team.

Flight attendants participating in sports include Carmen Kennedy, a ski instructor; Carrie Bissell, owner, operator and instructor at an aerobic exercise center; Lynn Scheuneman, motorcycle rider; Lynn Hannigan, scuba diver; and Mary Apodaca, marathon runner.

Omaha: Station agent Don Hockenbury is a top master runner in Omaha and station agent Chris Aeschliman recently clocked a 33:50 marathon. Hockenbury and Aeschliman both ran in the Boston marathon and plan to return in 1981.

Station agents participating on the Frontier bowling team are Ed Hatfield, Ken Peterson, Frank Ricceri, Eric Nagel and Roger Ulmar. Station agents Arlie Sheehy and Don Hockenbury actively support the Omaha Little League as managers.

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Fina Perez: Frontier's ambassador.



"THANK YOU FOR YOUR HELP." Fina Perez, second from the left, discusses travel arrangements with passengers at Fort Smith Municipal Airport.

To the 12,000 Cuban refugees who have passed through Fort Smith Municipal Airport this summer headed to new homes in the United States, "Fina" Perez has offered information, patience and a warm smile.

Adelfina Perez—nicknamed "Fina"—is serving Frontier as an interpreter assisting the Cuban passengers.

Refugees started arriving in Fort Smith in May, after fleeing Cuba for the United States, to be processed at the nearby Army base, Fort Chaffee. Once assigned sponsors—American citizens who assume partial responsibility for their welfare—refugees leave the Fort Chaffee/Fort Smith area.

"They came to this country with so much hope and energy to build a better life, not always realistic about the problems they may encounter," Fina says. "They have always heard of the United States as a land of opportunity."

One 3-year-old boy passed through security holding a small purse. When the security attendant tried to check the purse, the boy resisted. "It was his first American possession," Fina remembers, "and he didn't want to let go. He was proud to have it."

The Cubans ask Fina many questions about Coca-Cola, telephones, sales tax and cigarettes. Few have heard of root beer or hamburgers. Favorite foods are rice, beans and french fries, served with strong coffee.

What will the Cubans do? One girl plans to work at a family jewelry store in Miami. Several will be housekeepers or babysitters. A nurse plans to enter American school. Almost all the refugees tell Fina they want to learn English.

"They just don't know how tough living here may be. They talk about working, making a lot of money. One boy plans to work at a service station

News Briefs

FL opposes WA-CO.

Frontier will oppose the efforts of Western Airlines and Continental Airlines to merge, "because of the severe anti-competitive effect it would have in the Western United States."

Western and Continental announced plans to merge Aug. 8.

According to Frontier officials, the proposed combination of two airlines that operate predominantly in the West would eliminate or significantly reduce competition, to the ultimate detriment of consumers.

Frontier will take its case to the CAB, which denied a similar proposal by Western and Continental last year. The CAB at that time based its disapproval on anti-competitive grounds.

Regina, Saskatoon.

Regina and Saskatoon in Saskatchewan, Canada, will join Frontier's route system June 1, 1981. One daily round trip flight will be offered on a Denver-Minot (N.D.)-Regina-Saskatoon routing. Frontier will be the only U.S. airline to fly to Regina, the capital of the province of Saskatchewan, and Saskatoon, a center of agriculture and the development of uranium mining and oil exploration.

McAlester service ends.

Service to McAlester, Okla.—the last of Frontier's "one-man" stations—ended Aug. 1 after the CAB approved Frontier's request to terminate flights.

McAlester Mayor Jack Greer presented a community service award to David Strickland, Frontier's manager and single employee, in late July. Strickland is now based in Shreveport.

DFW Golf Tournament.

The Sixth Annual Frontier Employees Dallas/Ft. Worth Golf Tournament will be held Sept. 12-14 at the Falconhead Resort, Marietta, Okla., approximately 60 miles from the DFW airport.

Further information is available from Austin Henry or Rusty Lambert, DFW-OO.

When the refugees arrived at Fort Chaffee, Fina, married to Frontier aircraft technician Daniel Perez, volunteered to be a Red Cross interpreter. When refugees began leaving the area, Frontier offered her a chance to work with the passengers.

"They deeply appreciate anyone being kind to them. They have so many questions. 90 percent of them travel to meet family in Miami via Tulsa, Atlanta or Dallas/Ft. Worth. Making connections in those cities frightens them. I go over their tickets as carefully as I can, but it's hard to explain. One man was traveling to San Juan with a connection in Memphis. He said, 'Who will take care of me when I get to Memphis?'"

Fina helps passengers at the ticket counter and security clearance area before escorting them to their planes. On board she gives the seat belt, oxygen and emergency exit announcements in Spanish, then checks the passengers' seat belts and carry-on luggage.

"Few of them understand how security clearance works. If I tell one to empty his pockets, they all empty their pockets. On busy days the Cubans are all around me, asking for help, telling me about themselves. Now I know three languages—English, Spanish and Cuban—since there are so many new words to learn."

As she talks about her Cuban acquaintances, Fina avoids commenting on the political aspects of the refugee situation.

"They are people who deserve to be treated with kindness. More than two-thirds of the refugees are good, hard working people. Many were professionals or students in Cuba. Unfortunately, there are some trouble makers.

"I'll never forget these people. I write down their names so I can remember their stories. There are young couples who had to leave their children in Cuba. There are old people in wheelchairs. I've heard many stories about suffering and hunger from people who had to leave all their possessions in Cuba."

Fina mentions a little boy who makes flowers, a magician who filled an afternoon entertaining fellow refugees, children who are very happy to get on the plane. One lady cried at the gate, saying, "I always had a dream that I would make it to America. It's beautiful here. This is good."

to earn the money to bring his mother to the United States. One girl wants to become a doctor. I'll always wonder what happens to them.

"It's so easy to get attached to them. Most of them appreciate every little gesture. One little boy who was all dressed up when he left—thanks to the generosity of a family in Fort Smith—kissed me on the cheek as he got on the plane. Ladies tell their children to 'kiss the lady.'"

With the future timetable of the Cuban refugee program at Fort Chaffee in question, Fina is uncertain how long she'll be needed at the airport.

"After this is over, I'll miss the people. I've learned through meeting these people to be more helpful, to appreciate all we have here in this country—food, clothing, freedom—and how much our children have that theirs don't have. We are so fortunate.

"I've saved all the newspaper clippings about the Cuban refugees. I'm so grateful to have this opportunity. I've never seen or heard anything like this in my life."

Complaints drop.

Frontier's record of complaining passengers is the second **lowest** among U.S. airlines according to a recent report by the Civil Aeronautics Board (CAB).

From January to March, 1980, the CAB received 55 complaints from passengers about Frontier, a rate of 3.53 complaints per 100,000 passengers. Only one airline, Delta, posted a better rate, 1.42 complaints per 100,000 passengers.

During the same period of 1979, the CAB received 83 complaints from Frontier passengers, a rate of 5.30 complaints per 100,000 passengers.

Complaints received by the CAB are forwarded to Frontier's consumer affairs department for handling.

According to Jack McGuire, director-consumer affairs, passenger complaints sent directly to Frontier in July 1980 were 6.9 percent of comments per 10,000 passengers, below last July's rate of 9 percent. Compliments in July 1980 were 9.5 percent of comments per 10,000 passengers, above the 5.5 percent recorded in July 1979.

FL helps Grand Island.



FRONTIER CITY MANAGER Mike Warner of Colorado Springs, right, accepts an award from Rev. Richard Owsley for Frontier's aid to tornado victims in Grand Island, Neb.

Frontier offered financial contributions, cargo shipments and employee assistance to victims of the tornadoes that destroyed more than 1,000 homes and businesses in Grand Island, Neb., June 3.

In addition to the corporate contribution to the Grand Island Disaster Relief Fund, Frontier shipped nearly 4,000 pounds of clothing, blankets and food free of charge from Colorado Springs to Grand Island. The material was collected by the International Church Relief Fund, based in Colorado Springs.

"Without Frontier we would not have been able to respond so quickly to Grand Island's appeal for help," says Rev. Richard Owsley, executive director of the fund. "Because of the company's humanitarian spirit, many people are now able to start the task of rebuilding their lives and their homes."

Employees based in Grand Island began helping fellow citizens immediately after the tornadoes hit the town.

Employees in sports. See how they run.

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Cortez: Frontier's bowling team recently recorded the highest team series for five weeks in a city-wide league. Participants include station agent Rod Holton and Betty Wells, wife of station agent Glenn Wells.

Houston: Ron Steele, station agent, formerly played professional baseball with the Cincinnati Reds. Drafted by the Reds in 1969, he played for the team for 2½ seasons. Steele hopes to become active in youth baseball programs. "I see a lot of kids who have the potential to be great ball players," he says. "They only lack solid fundamental skills and positive attitudes."

Great Falls: According to city manager Carole Perry, the employees are "born again" hunters and fishermen, devoting most of their spare time to the sports. Frontier employee Bill Sandaker also volunteers his services to a local high school as a football statistician, score keeper and timer.

Wichita: Supervisor Keith Taylor participates in the Korean martial art of Tae Kwon-Do, currently holding the rank of Blue Belt Fourth Kup, the intermediate/advanced level. At a demonstration for Frontier employees in Wichita, Taylor showed the audience a knife-hand break, going through five two-inch concrete patio blocks at one time.

Tucson: Aircraft technicians participate in a city league, calling themselves the Frontier Fanners. Golf enthusiasts include Gary Mackie and Eddie Bryant, organizers of the Tucson Frontier Employee Golf Tournament, now in its eighth year.

Oklahoma City: Agent Hub Barker recently celebrated his 50th birthday by running 50 miles. Usually running ten miles a day, Barker has logged more than 22,000 miles since he started running nine years ago. He has run in about 100 races, including marathons in Boston, New York City, Dallas and Tulsa.

WYS: A day at the summer station.

Tight schedules are a part of every station's operation. Employees work to keep flight departures on schedule, provide efficient passenger service and record station information accurately.

At West Yellowstone, Mont., five Frontier employees have traveled from cities throughout the system to operate the airline's only seasonal station. This summer they have combined their experience, energy and opinions to make the station work, while enjoying the scenery and recreational opportunities of the area.

"Working in a small station is the best possible training," says West Yellowstone Manager Chuck De Loach, regularly a relief agent in Gunnison. "With only five people on the staff, we have to work as a unit. Essentially, everybody is responsible for everything."

The staff traveled to West Yellowstone, located at the west entrance to Yellowstone Park, in late May. They will return to their regularly assigned cities Oct. 1 when the airport closes for the winter.

"In larger stations, agents are assigned specific jobs, with few opportunities to work outside those areas," says station agent Dave Delgado, regularly assigned to Grand Junction. "In large stations this works most effectively. Working at a small station, like this one, is a good opportunity to see all aspects of the operation. We encounter something new every day."

Station agent Vern Crawley, a 30-year Frontier veteran regularly based in Phoenix, is spending his



says, "but it's worth it. Working in a small station is such a good way to keep up to date on ways to serve passengers. Each summer the agents come to West Yellowstone with slightly different ideas about running the station. The exchange is very worthwhile."

What is the appeal of working at West Yellowstone?

"Work is a big part of it," Carlson says. "The atmosphere can't be beat and the people you meet are just great."

Carlson remembers several years ago when the regional airlines, including Frontier, offered Visit USA unlimited travel fares to foreign visitors. Some flew to West Yellowstone late one night and left early the next morning, staying just long enough to spend the night. At that time a lumber mill near the airport released a large white plume of steam each evening. Many a visitor stepped off

Denver: Frontier's bowling league participates in international tournaments throughout the year. Bowlers Darlene Tieskotter, Myrtle Smith, Cathy Colombi and Mary Robertson won second place at a tournament in Rome in March. Bowling league officers are Butch Schara, president; Connie Burns, vice president; Mary Ann Elliott, secretary; and Bill Parker, sentinel. Further information is available from Connie Burns, DEN-KL.

Among pilots participating in marathon runs are Vern Carlson, top 1 percent of the 1979 New York City Marathon; Jim Webster, top third of the 1979 Denver Marathon; and Chuck Levine, Dave Poppers, Hank Lux, Steve Larson, Steve Rosevear, John Heimberger. Other sports-minded pilots include golfers Bob Drake and Red Chambers, tennis player Ron Holmes and body builder Stu Marks, selected Mr. Colorado in 1979. Flight attendants Rhys Wilson and Tim Bunger teach skiing to handicapped children each winter.

Among employees at the Denver station, marathon runner Boyd Rose clocks 1,800 to 2,800 miles each year. Basketball players include John Dahl, Lynn Lockwood, Ray Higgins, Larry Jackson, Carl Schmidt, Mark Dooley, Jesse Villegas and Eric Conway.

Dan Miller holds a third degree black belt in karate. Norm Rosendale competes in water skiing, snow skiing and volleyball. Lowell Mosher and Lynn Caltrider were first runners-up in the 1980 Tucson Frontier Employee Tennis Tournament. Also, Mosher is listed in the 1978 Guinness Book of World Records for continuous doubles tennis play in Taiwan—72 hours of continuous play. Keith Bailey, drafted by the San Francisco Giants baseball team in 1977, coaches high school baseball. Among softball players are Tom Cortez, Jim Ronan, Gary Nelson, Mike Mertz, Mike Yancy, Jack Birmbahm, Mark McGrath and Mike Faires. Several volunteer as baseball and softball umpires and coaches.

Other sports interests include Bernie Smolczyk, golf; Rob Wager, football; Jim Higgins, football and wrestling coaching; Jerrick Johnson, bowling; Chuck Fisher, basketball and football coaching; Warren Vandergalien, volleyball, third place in the Vail tournament; and Willie Morey, croquet and bowling, first place in the Can Am Open, Eugene, Ore.

third summer in West Yellowstone.

"Every station agent would benefit from spending time at a small station," Crawley says. "Even with many years of experience, I still find things to learn, and ways to use what I learn."

For Tom Browning, a two-year Frontier employee based in Dallas/Ft. Worth, the summer has offered excellent training.

"I've learned to do the job or it doesn't get done," Browning says. "We had a delayed flight the first day I worked the ticket counter. I really had to think fast. Working with those passengers was quite an experience. As a result, I understand what a ticket counter agent goes through. I have new respect for those workers."

Jerry Carlson, regularly based in Casper, worked at the West Yellowstone station in the early 1970s. He met his wife at the airport when she worked for a rental car agency. This summer they returned with their three children, both doing the jobs they did previously.

"It's tough to close up the house for the summer and move up here, and it's expensive," Carlson

the plane and said, 'There's Old Faithful,' not knowing the famous geyser was 40 miles away.

The employees have fit comfortably into the West Yellowstone community. Each summer the town celebrates Christmas Aug. 25 with a decorated tree in the airport lobby, special sales at local stores and caroling through the town.

"We keep in touch with the local residents throughout the summer," De Loach says, "asking for their evaluation of our service. It's really nice to come to a town where the people are so friendly. Frontier is well regarded here."

The challenges of running the station—learning to work with people, budgets, reports, passengers, baggage, background details—will be well remembered by the employees after the station closes for the season Oct. 1 and they return to their regular bases.

"It feels good to get out there and hustle when a flight comes in," De Loach says. "All five of us are fortunate to be working and learning at this station. It also happens to be in the middle of some of the prettiest country any of us will ever see."



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Editor—Mark Schumann
Public Relations Representative

Larry Bishop, Vice President
Corporate Communications

Bob Schulman, Director
Public Relations

Mary Budke, Manager
Media Relations

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