



FRONTIER AIRLINES

Frontier News

Published for Frontier Airlines Employees

June 1981

Frontier files \$40 million proposed public offering

Frontier Airlines filed a registration statement June 12 with the Securities and Exchange Commission for a proposed public offering of \$40 million convertible subordinated debentures.

Money raised through the sale of the debentures will be used to acquire aircraft and for general corporate purposes. In 1982, the airline will take delivery of four new Boeing 737-200 aircraft and three DC 9-80 aircraft.

PATCO Notice

At press time, PATCO (Professional Air Traffic Controllers Organization) and the FAA (Federal Aviation Administration) had reached a tentative contract agreement. Frontier management continues to monitor the situation and will inform employees of any new developments.

'Jetmate' to begin service at Stapleton



Frontier's 'Jetmate' docks with a Boeing 737 at Stapleton International Airport.

Frontier's first "Jetmate" — one of six to be purchased by the airline — will be introduced to passengers at Denver's Stapleton International Airport in June.

— a \$1.8-million parking ramp, adjacent to the Frontier hangar, to accommodate up to six aircraft at a time for the lounge operation.
— a \$1-million baggage handling system.

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The \$500,000 vehicles will shuttle passengers between Concourse D and aircraft parked across the field near the Frontier hangar.

Part of a \$10-million program to increase Frontier's passenger handling capacity at the airport, the "Jetmates" will give Frontier the equivalent of five additional gates when fully implemented this fall.

Carrying up to 150 passengers each, the lounges will depart from a new \$1-million passenger check-in area at Gate D-8 for the four minute ride to the aircraft. When construction is completed, the new check-in area will accommodate six simultaneous "Jetmate" operations.

Other facilities in the \$10-million program include:

— a \$500,000 "Jetmate" maintenance facility under construction on the west side of the Frontier hangar.

— related maintenance and lighting facilities and ground handling equipment.

Manufactured by the Airside Systems Division of Ludwig-Honald Corp., Wilmington, Del., the "Jetmate" is 47 feet long, 15.5 feet wide, and can be raised to a height of 27.5 feet. Powered by two diesel engines, the unit weighs 71,000 pounds and can obtain a maximum speed of 19 miles per hour.

24 Denver-based "Jetmate" customer service representatives were trained in operating mobile lounges at Dulles Airport in Washington, D.C., and Lambert Field in St. Louis.

First regularly scheduled jets fly to Jackson Hole



Regularly scheduled Boeing 737 lands at the Jackson Hole Airport.

The landing of the first regularly scheduled Boeing 737 jet at Jackson, Wyo., June 1 marked the latest step in Frontier's lengthy effort to secure scheduled jet service to the area.

Three daily Denver-Jackson round trip jets are being offered by Frontier, with two additional flights on weekends. Two of the daily flights also serve West Yellowstone, Mont. An additional Denver-Jackson round trip using Convair 580 equipment is available, and two daily round trips between Jackson and Salt Lake City are offered using Convair 580s.

The Jackson jet schedule was finalized after the FAA approved Frontier's operations specifications in February for the Boeing 737-200 with the higher thrust JT8D-17 engines. The Sierra Club — an active opponent of the jet service — requested a temporary injunction against Frontier to stop the jet service. This was turned down by the U.S. Court of Appeals, although a Sierra Club lawsuit to stop the jet service is still pending.

At the center of the issue is the location of the

(continued on page 2)

Sioux Falls, Madison to join route system



SIoux FALLS AND MADISON will be new "spokes" added to Frontier's "hub" at Denver, where the airline will be operating 133 daily departures as of July 1.

Sioux Falls, S.D., and Madison, Wis., will be added to Frontier's route system Oct. 1.

Two daily nonstops will be offered in each direction between Denver and Sioux Falls, with one of these flights continuing to Madison. One daily nonstop in each direction between Denver and Madison will also be offered. This schedule will provide both new cities with two daily flights to Denver.

Frontier President Glen L. Ryland said the new routes "will further strengthen Frontier's 'hub' at Denver." Passengers from Sioux Falls and Madison will be able to make "on line" connections in Denver to Frontier flights to cities throughout the West, Southwest and Northwest.

Sioux Falls, the largest city in South Dakota, will be Frontier's second point in the state, along with Rapid City. Madison, the state capital, will be the airline's first destination in Wisconsin.

Jets fly to Jackson Hole

(continued from page 1)

Jackson airport in Grand Teton National Park, the only commercial airport in the U.S. located in a national park. Since 1967 — when Frontier first announced plans to serve the area with Boeing 737 jets — the issue has been considered by various governmental bodies, including the FAA, National Park Service, Department of Interior and the courts. Active participants include the Sierra Club, Jackson city officials, Wyoming state officials and Wyoming Congressional representatives.

Jackson Airport Chronology

- 1929:** Grand Teton National Park is established on a 150-square-mile site, not including the present airport site.
- 1939:** The airport is built on land leased by Jackson from federal, state and private owners.
- 1941:** Western Airlines begins service at Jackson with DC-3 equipment.

1977: Initial draft of the EIS is submitted to various federal agencies and parties to the case for comments. Strong opposition, particularly to the runway extension, is voiced by key agencies, including the Department of Interior.

1978: Frontier requests the FAA to amend its operations specifications to allow service by Boeing 737 jets equipped with higher thrust JT8D-17 engines, thus negating the need for the runway extension. The FAA orders another EIS.

1979: FAA submits the initial draft of the new EIS to various federal agencies and parties to the case. Public hearings are held throughout the year in Jackson and Washington, D.C.

1980: In June the Jackson Airport Board, following public hearings, implements a Noise Abatement Plan designed to minimize noise

Treasury Dept. delays fringe benefit income tax

Airline employee travel privileges will continue to go taxless — at least for another year.

The Department of Treasury says it will continue to press for the taxation of employee fringe benefits — including travel privileges for airline employees — but while it works out "an acceptable resolution of the issue" the matter will be put on hold until July 1982.

Meanwhile, several pieces of legislation are pending in the U. S. Congress to impose a new moratorium on taxing benefits or permanently refrain the federal government from issuing such rules. A 1979 moratorium expired May 31, 1981.

Treasury officials look at it this way: Fringe benefits, they say, constitute "a personal benefit, other than cash salary," furnished by the employer, usually in the form of goods or services.

"As inflation has pushed many 'middle income' taxpayers into higher and higher marginal tax brackets, the relative value of allegedly tax-free fringes (including travel privileges) also has increased, triggering a significant growth in their utilization. Most taxpayers agree that compensation, in whatever form, should be taxed," according to Treasury officials.

The department earlier indicated that travel privileges would not be taxed according to the full regular ticket price since employees travel on a space available basis. However, the officials have said they will not reduce the tax simply because employees travel at minimal cost to cooperating airlines.

The airline industry traditionally opposes efforts to tax travel privileges. According to the Air Transport Association:

— Airline compensation levels are comparable to other industries. Travel passes are not related to, nor considered part of, the compensation of airline employees.

— Airline passes have not been considered

- 1943:** Land near the Park, including the present airport site, is donated to the U.S. Government and is designated a National Monument.
- 1950:** Original Park and much of the Monument property, including the airport site, are incorporated into a new Park by act of Congress.
- 1955:** National Park Service approves the Use Permit leasing the airport to the City of Jackson for 20 years.
- 1959:** A 6,305-foot paved runway is constructed. Frontier begins service with DC-3s, and Western discontinues service.
- 1964:** Frontier introduces Convair 580 propjet service.
- 1965:** National Park Service develops plans for extending the runway to 8,000 feet.
- 1967:** Frontier announces plans for future Boeing 737 service and asks for suitable runway extension.
- 1969:** The U.S. Congress passes the National Environmental Policy Act, establishing requirements for Environmental Impact Statements (EIS) for projects such as the proposed runway extension.
- 1973:** National Park Service circulates the EIS for the Jackson airport runway extension and other improvements.
- 1974:** After receiving comments, the final EIS is submitted, minus plans for the runway extension, which is determined to need further study. Other improvements, such as runway widening and the installation of some landing aids are approved.

Among "further" studies prompted by the 1974 EIS are wildlife and noise studies, a study by the University of Wyoming (contracted by the National Park Service), a Regional Transportation Study by the Department of Interior and a Master Plan by the FAA in conjunction with the Jackson Hole Airport Board. Development of the Master Plan, in turn, prompts another EIS.

- 1975:** National Park Service renews the airport lease to the City of Jackson for an additional 20 years.

over the Park by controlling aircraft flight paths and operating procedures for all aircraft using the airport.

In July the Jackson Hole Ski Corporation contracts with Frontier to operate charter flights to the resort using Boeing 737s with "dash 17" engines during the 1980-81 ski season.

The charters, operated on Saturdays from mid-December to late March, are flown in addition to Frontier's regular Convair 580 service between Denver and Jackson and Salt Lake City and Jackson.

National Park Service publishes a proposed Noise Abatement Plan in October in the Federal Register that would effectively ban all jet operations, commercial and general aviation.

In November, a U.S. House-Senate conference committee adopts an amendment to the Interior Department appropriations bill that prohibits the National Park Service from implementing its noise abatement proposal.

The Secretary of Transportation gives approval to the final Environmental Impact Study in December. The EIS concludes that there will be "no significant environmental impact" as a result of regularly scheduled Boeing 737 jet operations, and adds that "social and economical impacts will be beneficial to the area . . ."

- 1981:** In February the FAA approves the amendment to Frontier's operations specifications allowing Boeing 737 jet service to Jackson.

The U.S. Court of Appeals turns down the Sierra Club's request for a temporary injunction against the scheduled jet service in April.

The first regularly scheduled Boeing 737 jet lands at Jackson June 1.

compensation includable in gross income since the inception of commercial air travel. A 1921 IRS decision held that personal transportation passes issued by a railroad company to its employees and their families were not taxable income to employees. This decision has been frequently cited in discussions between individual airlines and the IRS, and was reaffirmed by the IRS as recently as 1972.

— Airline schedules are determined by economic considerations with no regard for the desires of "pass" passengers.

— Since pass passengers generally travel on a space available basis, their transportation results in no added expense to the airline.

— Passes are offered on a non-discriminatory basis.

— Airline passes are non transferable and cannot be exchanged for cash. A pass issued by one airline cannot be used on another airline.

— The airline benefits from the employee's familiarity with the airline's aircraft, schedules, routes and passenger services.

— Efforts to place a value and/or tax on passes would present an administrative and accounting nightmare.

Employees will be notified of any developments in discussions of this issue, including information on any hearings scheduled by Congress later this year.

Comments

Any comments about this issue of **Frontier News**? Suggestions for stories? News from your station or office?

Please send your comments or ideas to Editor, **Frontier News**, DEN-GP

Service starts July 1

Oakland to be airline's sixth California airport

Oakland International Airport — serving communities throughout the Oakland/San Francisco Bay Area — will be the sixth point in California served by Frontier when service begins July 1.

Frontier will offer two daily nonstops in each direction between Oakland and Denver. One stop service will be offered from Oakland to Houston and Dallas/Fort Worth.

Why Oakland International?

— Oakland International is located at the center of the Bay Area's population of nearly five million.

— The East Bay Area best served by Oakland International — communities on the East side of the San Francisco Bay — leads the Bay Area in population with more than two million, or 40 percent of the Bay Area total.

— Oakland is the hub of the highway system serving the Bay Area and Northern California.

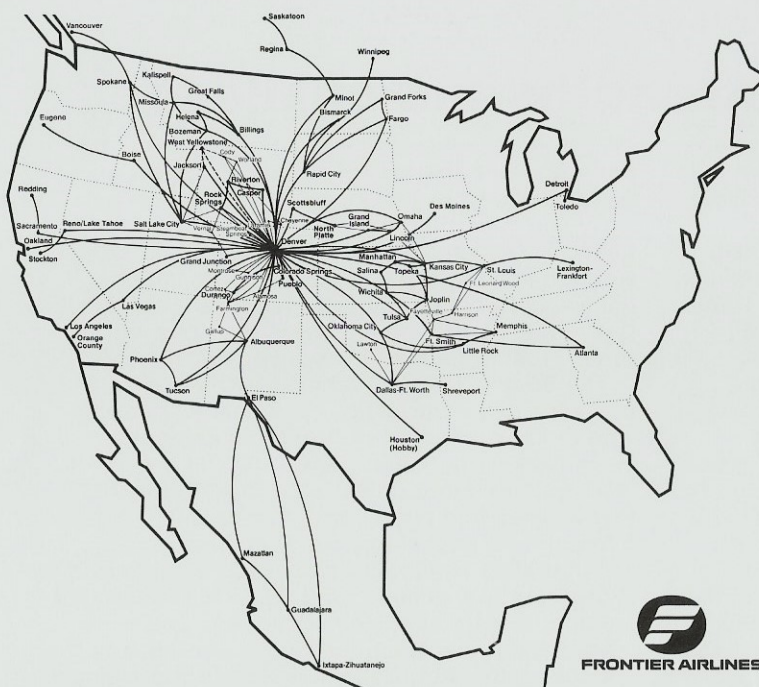
— Oakland is the center of distribution and transportation in Northern California.

— The Port of Oakland is the leading container port on the West Coast.

— Ground transportation is available from Oakland International to communities in the East Bay, Marin County and — via the BART subway system — to downtown San Francisco. The passenger charge to the four downtown San Francisco BART stations is \$2.00 and travel time is 20-27 minutes.

— The Oakland/San Francisco area ranks seventh in population in the U.S., sixth in effective buying income and sixth in retail sales.

Frontier's introductory pricing will enable passengers to fly between Oakland and Denver for \$89 one way; between Oakland and Cheyenne, Colorado Springs, Grand Junction, Laramie and Pueblo for \$225 round trip; and between Oakland and 71 key U.S. cities served by Frontier for \$349 round trip. These discount fares carry some restrictions, and expire Sept. 30.



Route map reflects airline's growth

Cities added since October 1978 when the airline deregulation act passed:

Mazatlan (Nov. 3, 1978)
Guadalajara (Nov. 3, 1978)
Detroit (Dec. 15, 1978)
Redding (May 1, 1979)
Shreveport (May 1, 1979)
Jackson, Miss. (May 4, 1979)
Toledo (May 24, 1979)
Boise (June 1, 1979)
Eugene (July 1, 1979)
Vancouver (July 16, 1979)
Helena (November 8, 1979)
Zihuatanejo (November 8, 1979)
Lexington (February 1, 1980)
Stockton (May 1, 1980)
Houston (May 1, 1980)
Des Moines (Dec. 1, 1980)
Orange County (Dec. 15, 1980)
Reno (March 1, 1981)
Los Angeles (May 1, 1981)
Regina (May 1, 1981)
Saskatoon (May 1, 1981)
Oakland (July 1, 1981)

***McCook, Neb.** (March 1, 1979)
***Columbus, Neb.** (March 1, 1979)
***Hot Springs, Ark.** (June 15, 1979)
***Flagstaff, Ariz.** (Aug. 9, 1979)
***Enid, Okla.** (Sept. 1, 1979)
***Ponca City, Okla.** (Sept. 1, 1979)
***Silver City, N.M.** (Sept. 30, 1979)
***Alamogordo, N.M.** (Sept. 30, 1979)
***Chicago, Ill.** (Feb. 1, 1980)
***Havre, Mont.** (June 30, 1980)
***Lewistown, Mont.** (June 30, 1980)
***Glasgow, Mont.** (June 30, 1980)
***Wolf Point, Mont.** (June 30, 1980)
***Williston, N.D.** (June 30, 1980)
***Sidney, Mont.** (June 30, 1980)
***Miles City, Mont.** (June 30, 1980)
***Glendive, Mont.** (June 30, 1980)
***McAlester, Okla.** (Aug. 1, 1980)
***Chadron, Neb.** (Nov. 30, 1980)
***Sidney, Neb.** (Nov. 30, 1980)
***Alliance, Neb.** (Nov. 30, 1980)
***Jackson, Miss.** (Dec. 1, 1980)

Service to Liberal, Kan., and Amarillo, Tex., was suspended June 1.

The terminations bring to 26 the number of cities deleted since the airline deregulation act passed in October 1978. 23 of these cities — including Liberal — were subsidy eligible.

Oakland International is the 22nd airport to be added to the Frontier system since deregulation. In October 1978 Frontier served 89 airports in 20 states and Canada. Addition of Oakland will bring to 85 the number of airports served by the airline in 26 states, Canada and Mexico. Service to Gallup, N.M., a subsidized point, will be terminated Sept. 1.

12 cities to be deleted; dates to be set

Dates have not been finalized for Frontier's termination of service to 12 small and medium sized cities — Alamosa, Hayden, Cortez, Gunnison and Pueblo, Colo.; Worland and Cody, Wyo.; Vernal, Utah; Harrison and Fayetteville, Ark.; Fort Leonard Wood, Mo. and Lawton, Okla.

Frontier will schedule the terminations — most likely before the end of the year — pending the passage of legislation by the U.S. Congress to end subsidy payments to regional carriers for serving subsidy-eligible small and medium sized cities. The Reagan administration has proposed to end subsidy Sept. 30, 1981.

Frontier is required by the CAB to provide 90 days official notice to communities before terminating service. If Frontier's departure leaves the city without essential air service, the CAB must secure an acceptable replacement. Frontier will work with civic officials and replacement carriers in the 12 cities to ensure a smooth transition.

Cities deleted since October 1978:

*Hastings, Neb. (March 1, 1979)

*Kearney, Neb. (March 1, 1979)

Amarillo, Tex. (June 1, 1981)

*Liberal, Kan. (June 1, 1981)

*Gallup, N.M. (Sept. 1, 1981)

*Indicates subsidy-eligible cities.

Hotels and air service grow in Mexico

A boom in new hotels and other tourist facilities at Frontier's three destinations in Mexico — Ixtapa/Zihuatanejo, Mazatlan and Guadalajara — is expected to be a big "plus" for our operations South of the border.

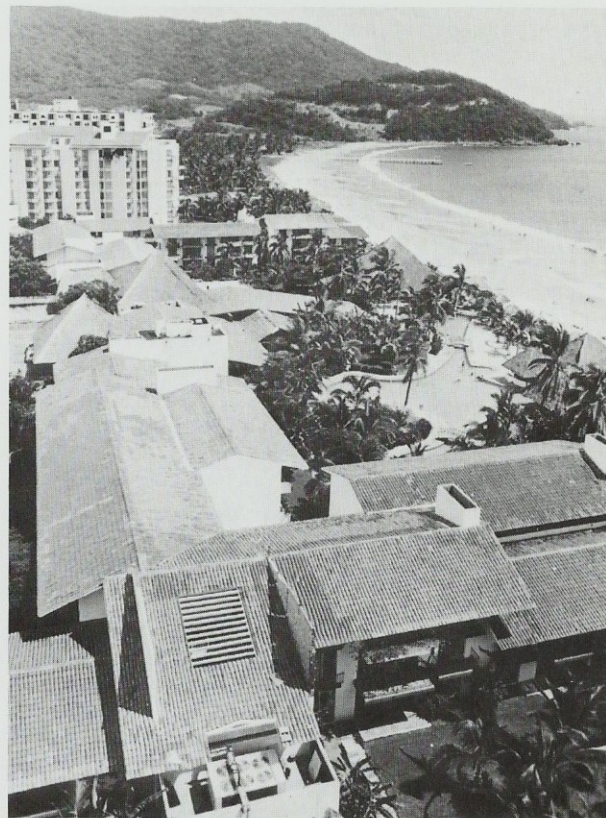
Tim Warnock, marketing manager — Mexico, reports that two new resort hotels in Ixtapa — the Krystal and Club Med — recently boosted the area's capacity by more than 600 rooms. By year-end, with the planned opening of two more hotels and a condominium complex, Ixtapa will be offering a total of nearly 3,000 rooms — with almost 1,000 more scheduled to open in 1982. Warnock notes that when Frontier opened the Ixtapa/Zihuatanejo route in November 1979, the resort offered fewer than 1,200 rooms.

Mazatlan continues to grow as well. Instead of the 1,600 rooms that welcomed our first passengers there in November 1978, the area now offers more than 3,200 rooms. Recent additions include a new section of the El Cid located on the beach. More hotels are under construction.

The boom is much the same in Guadalajara, Mexico's second largest city. Certain to prove popular with vacation and business travelers alike will be the Fiesta Americana and Hotel Plaza del Angel, both scheduled to open soon.

Frontier is working closely with tourism officials from all three destinations to maximize the traffic-generating potential of the new hotels, says Warnock.

"Our accent is on heavy promotional work coupled with flight schedule and price innovations. We're planning some real surprises for our passengers this winter."



THIS WINTER is expected to see nearly 3,000 hotel rooms in Ixtapa, an increase of 150 percent since Frontier pioneered the first U.S. air route to the resort in November 1979.

At the annual meeting

Ryland: Frontier's strengths and challenges

Frontier President Glen L. Ryland credits a route structure designed to capitalize on the economic strength of the Rocky Mountain region and a fleet of cost-efficient Boeing 737 jets as key elements that led the airline to record revenues and earnings for the first quarter of 1981 and the full year 1980.

For the first quarter of 1981, Frontier recorded earnings of \$7,335,000, on total revenues of \$139,594,000. For the same period a year ago, earnings of \$2,773,000, were reported on revenues of \$108,921,000.

Frontier reported record revenues of \$469 million for 1980, a 20 percent increase over 1979; pre-tax earnings of \$34 million, a 25 percent increase; and net earnings of \$23 million, a 7 percent increase.

In comments to shareholders at the airline's annual meeting in late April, Ryland commented that Frontier's first quarter performance was the best in the airline's history, but the second quarter will see some substantial new incursions by other airlines into Frontier's route system.

"To protect our domain," Ryland said, "we are redirecting service to strengthen the affected markets, redeploying capacity where appropriate and adding new routes to reinforce our Denver hub."

Ryland attributed the airline's consistent profitability since 1971 to a number of strengths including the region it serves. "Fast growing in population and appealing to both business and vacation travelers, Frontier's part of the country tends to be economically stronger than the nation as a whole," he said. "The 1980 U.S. Census showed that the 26 states we serve registered a population growth of 15.4 percent in the past

decade, while the rest of the country grew only by 6.6 percent."

Ryland called the hub-and-spoke route structure based in Denver "both an offensive and a defensive weapon in a highly competitive environment. It allows us to control our own feed traffic by bringing passengers into Denver, where they connect to other Frontier flights to continue their travel."

The Boeing 737 was labeled by Ryland as a primary Frontier strength, "comparing favorably with the aircraft most of Frontier's competitors fly — the Boeing 727 and the DC-10." In an era of high fuel and labor costs, said Ryland, the 737's two engines and two pilots "translate into a 20 percent cost advantage per seat mile."

Other keys to Frontier's success emphasized by Ryland are a continued dedication to high quality service, a team of skilled employees and a management discipline "unique in our industry."

Looking to 1981, Ryland explained the airline's strengths and the use of scheduling and pricing flexibility will help Frontier meet the challenges of the year. "The biggest challenge in the long term lies in continuing to improve productivity," Ryland said. "The productivity gains of the future will come from the application of new technology, such as more fuel efficient engines, as well as from better use of our employee resources."

"I am confident that our employee and management team, working together, can and will meet these challenges to assure Frontier's continued profitability well into the future. We have the resources and the resolve necessary to continue to perform well in this volatile airline industry environment."

Dalton elected

John J. Dalton was recently elected to the board of directors of Frontier Airlines.



John J. Dalton

Dalton is vice president, general counsel and secretary of the General Tire and Rubber Company of Akron, Ohio. Employed by General Tire since 1953, he was elected secretary in 1971, general counsel in 1975 and vice president in 1981.

Dalton replaced Jack H. Vollbrecht, who did not stand for re-election to the board.

New 737 interiors

New interiors will start appearing in the Boeing 737s this fall.

The new seats are brown with pinstripe backs and headrests displaying the Frontier stripes. The carpet is reddish-brown.

"The new interior provides a significant improvement in durability and service life," says Jim Jette, manager, dining and cabin services. "The seat fabric — 100 percent wool — is more durable than current seat fabrics — a wool and polyester blend."

Seat fabrics and carpet were thoroughly tested in one 737 aircraft for several months. At least eight 737s will be installed with the new seats and carpet by the end of the year.

News around the Frontier system

Durango agents hit the road to promote area

10 station agents based in Durango have spent off-duty time promoting Southwestern Colorado throughout the U.S. as part of a campaign to attract travelers to the area.

The agents — Kasey Simmons, Roy Lemay, Donna Peterson, Bob Johnson, Bob Teiber, John Betka, Mel Hullet, Pat Callihan, Gary Murrell and Mike Saul — and Frontier city manager Ron Berg visited 265 travel agencies in 35 major cities in late 1980 and early 1981, spending over 840 hours of off-duty time on the project. The agents will be making calls throughout 1981.

"The agents visited cities which supply tourists to the Durango area," according to Ron Berg, Frontier's city manager in Durango. "They visited major travel agencies, distributing information and talking about what the area has to offer."

The project resulted in 33 complimentary letters directed to the agents from local tourism officials. According to Marilyn Pierce, director of agency and tour sales at the Tamarron resort, "We have booked individual reservations as a result of the calls and made contacts with several groups. I sincerely appreciate your efforts."

Hutchinson commended for assistance

Norman "Jeff" Hutchinson, a station agent based in Lawton, Okla., has been commended by the chief of the Oklahoma City Airports District Office for "courageous and lifesaving actions" after the crash of a U.S. Army U-21 aircraft at the Lawton airport March 30. Hutchinson was credited for putting out a fire in the cockpit with a small hand fire extinguisher.

Harnisch tells food story to media

Fred Harnisch, director of inflight food service, visited six Frontier cities in late April to discuss the airline's meal service with the media, in conjunction with the inauguration of service to Los Angeles. Harnisch did some 30 television, newspaper and radio interviews in Lincoln, Rapid City, Fargo, Minot, Bismarck and Grand Forks. He discussed how food is prepared for Frontier flights, specifically to Los Angeles, and why the airline emphasizes quality meal service.

Frontier Facts: June 1981

Employees:	5,748
Boeing 737s:	45
(30 with JT8D-9 engines; 15 with higher thrust JT8D-17 engines)	
Convair 580s:	20
Airports served:	84 in 26 states, Canada and Mexico.

Tucson visitors 'wow 'em' in Georgia

By the time the Home and Garden Show in Columbus, Ga., ended in late March, just about everyone in town knew about Tucson and Frontier.

Newspaper stories, television and radio interviews, and broadcast advertisements spread the "Tucson" message during the four day run of the show.

Royal Burt and Patty Blackhall, Frontier's Tucson team, promoted the airline's service between Atlanta and Tucson at the event, which was attended by some 20,000 people. Also attending the show from Tucson were representatives of the Canyon Ranch Spa and Jack Jackson's Sundancer Saddle and Surrey Ranch Resort.

Agents present Lowe with B-17 model

Herschel Lowe, a Denver-based station agent, was recently honored by his fellow employees with a detailed model of a B-17 G "Flying Fortress" aircraft, constructed by Station Agent Glen Mullins.

Lowe, a 25-year Frontier employee, served as a bombardier in the U.S. Air Force in World War II. He flew some 30 missions including D-Day.

Mullins spent approximately 100 hours building the model, recalling conversations with Lowe and a knowledge of aviation history.

According to Mullins, "If it weren't for men like Hersch, I probably wouldn't be here today. I owe him and the countless others who fought for this country during that war a debt of gratitude."

Walker presents 737 model to Smithsonian

Captain Billy Walker presented a model of a Frontier Boeing 737 to the National Air and Space Museum, part of the Smithsonian Institution, in Washington, D.C., in April. The model will be added to the museum's collection of models from airlines from the U.S. and the rest of the world.

Interlining notes

Travel discounts are available this summer at major destinations around the world.

Europe: Popular areas are featured in summer tours offered by **Caesar Hotels**. A nine day tour of France, Switzerland, Germany, Holland and Belgium is \$599 per person, double occupancy; a nine day tour of the Alps, \$599; 10 days in Italy, France, Switzerland and Monaco, \$599; eight days in Great Britain and Wales, \$539; and nine days in Rome, Florence and Venice, \$549. Special offerings include a London/Paris shopping weekend for \$239 and an eight day "in depth" tour of Paris and the French countryside for \$439. Tours include air travel from the U.S., accommodations, breakfast daily and tours. Contact Caesar at 7730 Forsyth Blvd., St. Louis, Mo., 63105. (314) 727-1503.

Phoenix: The Registry Resort in Scottsdale is offering summer room rates of \$29 per night through Sept. 27. Facilities include 21 lighted tennis courts, two golf courses, three swimming pools and four restaurants and lounges. Call 1-800-528-3154 for reservations . . . At the **Arizona Biltmore**, room rates are \$35 through Sept. 12. This Mobil 5-Star resort offers tennis, golf and swimming. Call 1-800-228-3000. . . A \$30 three day/two night packages is available at the **Royal Palms Inn** through Dec. 15. This includes breakfast daily, complimentary golf and tennis, and daily cocktail receptions. For information, contact the hotel at 5200 E. Camelback Road, Phoenix, Ariz., 85018.

Tucson: Special rates at the **Canyon Ranch Spa** begin at \$47.50 per night through Sept. 30. This \$6.5-million, 28-acre complex offers 25 daily sports, recreational and fitness activities, health club facilities, and nutritious gourmet meals. Call 602-749-9000 (collect) for details.

The Orient: Japan Air Lines' "Gateway Of The Orient" tours, starting at \$273, offer six nights in Tokyo, or three nights in both Tokyo and Kyoto. Positive space air travel is included. Contact Grace Sakamoto at 213-624-2866.

The Caribbean: Hotels on 13 islands are offering rates from \$30 per night through Dec. 15. Islands include Barbados, San Juan, St. Thomas and St. Lucia. Contact **Interline Representatives** at 212-840-6727, 25 West 39th St., New York, New York, 10018 . . . Three and four day cruises from Miami to the Bahamas start at \$282, and include all meals. Contact **Interline Representatives**.

Employees in the News



RESERVATIONS AGENT LEFTY CARLSON demonstrated his rodeo roping talents on KBTB-TV, Channel 9 in Denver, June 23, as part of Bar 9 Corral Day activities to raise funds for the Childrens' Diabetes Foundation at the University of Colorado Medical Center. Lefty is a regular participant in the Denver Stock Show and Rodeo each January.

Appointments

E. Archuleta — City manager, Alamosa
Joe Barker — City manager, Grand Forks
Mark Birch — City manager, Fargo
Jack Birnbaum — Assistant city manager, ramp services, Denver
Marjorie Cannon — Flight attendant supervisor
Dan Chappellear — Marketing representative, Oakland
Tom Denardin — Marketing representative, Houston
Don Enos — City Manager, Casper
Tod Evans — Marketing representative, Houston
Suzanne Frazier — Ramp service supervisor, Denver
Ron Gordon — Market research analyst
Charlotte Hackett — Special assistant, Wichita

April/May Anniversaries

30 Years

J. C. Heidrich Station agent, GJT
W. R. Stokes Captain
R. B. Williams, Jr. Manager, flight training
J. W. Wright Captain

25 Years

J. J. Hershfeldt Lead aircraft tech., DEN
K. L. Hunt Station agent, MTJ
O. J. Kennedy Senior agent, LNK
D. J. Kerr Senior agent, GEG
J. V. Knapp Senior agent, CPR
T. Leprich Ticket counter agent, PHX
H. E. Schiermeyer Station agent, PHX

20 Years

P. J. Blecha Reservations agent, KCK
L. Brogdon Traveling auto mechanic, FSM
D. A. Davis Station agent, OMA
R. W. Estey Stock clerk, DEN
L. Frazier Aircraft technician, DEN
E. N. Huseh City manager, COD
J. R. Lether Station agent, BZN
A. Mercer Secretary, DEN
G. D. Pryor Aircraft technician, DEN
C. M. Rimmel Station agent, TUS
A. W. Sheehy Station agent, OMA
K. B. Simmons Station agent, DRO
D. Spieler Ticket counter agent, BIL
R. C. Voight Senior agent, BIL
J. E. Zabriskie SATO manager, NEL

15 Years

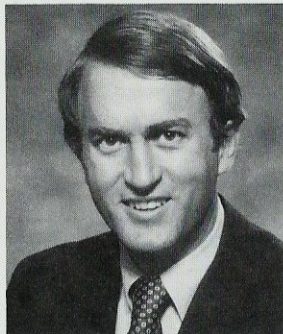
J. Alley-Smith Flight attendant
B. A. Arnot Captain
D. Burke Secretary, DEN
L. E. Burson Captain
W. E. Carroll First officer
R. D. Carter Lead inspector, DEN
W. R. Champlain Flight simulator technician
G. J. Dardano Captain

Suggestion winners

Recent winners in the employee suggestion program include:

Robert Gaines — Aircraft technician, DEN
 \$590 — Convair 580 stabilizer leading edge.
Robert Sutton — Traveling auto mechanic, DEN
 \$202 — Using paint with an airless sprayer.
Andrew Sargent — Aircraft technician, DEN
 \$175.40 — Thrust reversal door modifications.
Joe Kramer — Aircraft technician, DEN
 \$65 — Sensing elements.
Gary Easterling — Aircraft technician, DEN
 \$57.50 — Logo lights.
Kent Powell — Inspector, DEN
 \$57.50 — Cable pull adaptors.
Lisa Kerr — Flight attendant
 \$55 — Latch for dry stores and ice chest.
Frederick Jackson — Senior agent, DEN
 \$52.50 — Strength and stamina test.
Gene Rector — Aircraft technician, DEN
 \$52.50 — Distributor element puller.
Dale Knutson — Aircraft technician, DEN
 \$50 — 2961 starter valve repair and overhaul.
William Taylor — Mechanic, DEN
 \$50 — Baggage cart wheels.
John Wilton — Lead aircraft technician, DEN
 \$50 — Generator drive, standby power modules.
Jack Bailey — First officer
 \$45 — Flight rerouting for fuel savings.
Ken Coggeshall — Captain
 \$42.50 — Rerouting DFW departure.
J. Holland — Lead cleaner, DEN
 \$42.50 — Changes in access panel.
Donald Cope — Aircraft technician, DEN
 \$37.50 — Permanent installation of jacks.
Donald Hoeckelberg — Station agent, SMF
 \$35 — Load planning sheets revisions.
Stephen Pollak — Aircraft technician, DEN
 \$32.50 — Armrest shroud modifications.
Richard Barrett — Aircraft technician, DEN
 \$32.50 — Material replacement.
Marlin Malone — Aircraft technician, DEN
 \$35 — Bracket mounting plate changes.
Scott Rogers — Station agent, DEN
 \$30 — Six door closures installation.

Suzi Malloy — Flight attendant domicile manager, Denver
Ric McCune — City manager, St. Louis
Mark Nickells — Marketing representative, Oklahoma City
Lisa Owen — Marketing representative, Tulsa
John Pappas — City manager, Reno
Tom Peterson — Marketing representative, Sacramento
Claire Sherwood — Marketing representative, Oakland
Mike Smicker — Supervisor, pricing and capacity control
Robert Swanson — Marketing representative, Los Angeles
Keith Taylor — Marketing representative, Los Angeles
Scott Tyra — Market analyst
Roger Vote — City manager, Cheyenne
Steven G. Ward — Supervisor, pricing and capacity control
Mike Weber — City manager, Oakland



John Blue



William Hogan

John Blue was recently elected treasurer of Frontier by the company's board of directors. Blue, who has been executive assistant to the president since February 1980, will assume his new post Aug. 1, to replace **William W. Hogan**, vice president and treasurer, who is retiring at that time.

Since joining Frontier in 1971, Blue has held several management posts in accounting and economic planning. He had been director of budgets and analysis prior to his current position.

He holds a bachelor's degree in finance from the University of Colorado, and a master's degree in finance from the University of Denver.

Hogan has been Frontier's treasurer since 1972, when he joined Frontier from BWIA, and a vice president since 1978.

G. L. Davis — Senior agent, TUS
W. R. Downey — Station agent, FSM
J. Ferrara — Ticket counter agent, HOU
D. D. Finke — Captain
J. L. Hanson — Captain
C. O. Hawk — Senior agent, DEN
W. S. Hays — Station agent, SLC
N. Heath — Reservations agent, DEN
L. E. Heinbaugh — Station agent, DEN
C. L. Hicks — Director, computer services
F. Huskey — Captain
T. C. Jackson — First officer
L. Jette — Mgr., sales/servicesales coordination
R. D. Klumker — Captain
R. W. Knickrehm — Frontier agency
E. J. Kwasney — Station agent, HLN
V. A. Lahman — Station agent, GEG
R. E. Lane — Captain
W. A. Mahnks — Reservations agent, DEN
G. M. McCready — Lead aircraft technician, DEN
A. G. McMahon — Reservations agent, DEN
G. J. Miller — Station agent, EUG
H. J. Miller — Captain
K. L. Morey — Reservations agent, DEN
E. S. Morgan — Reservations agent, DEN
L. C. Pitts — Supervisor, reservations, DEN
J. L. Schultz — Station agent, GRI
M. K. Seib — Reservations agent, DEN
E. A. Small — Reservations agent, DEN
R. K. Smith — Captain
T. S. Smith — Captain
D. L. Sorensen — Senior station agent, STL
R. Straily — Station agent, DEN
D. V. Strauss — Asst. reg. dir., flight ops.
V. L. Tevebaugh — Reservations agent, DEN
R. C. Tucker — Station agent, GEG
R. Wentzel — Aircraft technician, DEN
D. C. Weston — Station agent, BOI
R. A. White — Lead accounting clerk, DEN
N. S. Wichmann — Reservations agent, DEN
D. M. Williams — Flight attendant
V. L. Wilson — Station agent, DEN
G. L. Wise — Ticket counter agent, MCI
L. E. Woodard — Station agent, DFW

10 Years

S. Y. Carnahan — Flight attendant
P. S. Davis — Maintenance scheduler, DEN
F. E. Early — Mgr., power plant engineering
T. J. Hood — Aircraft technician, DEN
J. C. Leavitt — Security investigator, DEN
L. J. Martinez — Ticket counter agent, DEN
J. K. Sands — Senior clerk, DEN
J. L. Stuart — Accounting clerk, DEN
S. E. Warriner — Traveling auto mechanic, DEN
J. A. Weber — Lead accounting clerk, DEN

Roger Carter — Lead inspector, DEN
 \$27.50 — Engine cowl storage.
Billy Peepies — Inspector, DEN
 \$27.50 — Engine cowl storage.
Charles Magnetti — Aircraft technician, DEN
 \$25 — Motor plates.
Bruce Clapham — First officer, DEN
 \$20 — Crew bid sheet information.
William Brundage — Lead stock clerk, DEN
 \$12.50 — Reusable pouch for serviceable tags.
Babette Larson — Reservations agent, DEN
 \$12.50 — Ann Arbor, Mich., telephone listings.
William Barreith — Mechanic, DEN
 \$11 — Steering gear box modification.
Kim Carney — Flight attendant
 \$10 — Napkin removal from dinner trays.
Carol Dunz — Reservations agent, KCK
 \$10 — New DRS category.
James Jenkins — Reservations agent, DEN
 \$10 — Agents' holiday calendar.
Francis Meyer — Flight operations instructor
 \$10 — RTD bus stop at general office.

In Memoriam

John Diehl, first officer, was killed in April when his World War II-vintage P-38 crashed on takeoff at Salt Lake City International Airport. He was preparing the restored aircraft for an air show in Utah. Diehl joined Frontier in 1974.

Celeste Reid, a former Frontier employee, was killed in April in a plane crash involving an Air U.S. aircraft. Reid joined Frontier in September 1978, and served as station manager in Miles City, Mont., until Frontier suspended service to the city in June 1980. She joined Air U.S. in January 1981 as a flight attendant, based in Sheridan, Wyo.

Retirements

Everett L. "Ev" Aden — Captain, May 5, 35 years.

Charles L. Steele — Aircraft technician, DFW, April 10, 29 years.

Notices

A Frontier running club/corporate racing team is now forming. Contact Tom Morris, radio shop, DEN XM, for information.

Frontier Magazine celebrates No.10

Frontier Magazine celebrates its 10th anniversary with the July 1981 issue.

The inflight publication of Frontier Airlines — edited by retired Captain C. A. “Chick” Stevens — is viewed by passengers as unique among airline magazines. The editorial content reflects the views of Stevens, not the airline, and the magazine rarely avoids any topic, regardless of potential controversy.

“The publication is aviation oriented,” Stevens says, “and, in a word, homespun. It deals with personalities and attempts to convey the ‘behind the scenes’ activities of the airline, specifically flight operations and maintenance, to let people know what keeps Frontier planes safely in the air.”

Stevens was manager of jet flight training for Frontier in 1971 when he approached airline management about publishing a booklet describing airline operations, as if he were answering questions from the cockpit. Famed aviation writer Bob Serling edited the booklet and Frontier Captain Paul Haynie supplied illustrations.

The success of the booklet led to the first issue of **Frontier Magazine**, with Stevens, his wife Judy, and Bob Serling forming the editorial staff. Stevens returned to the flying line in 1972, which gave him more time for the magazine, and signed an agreement with Webb Publications of St. Paul, Minn., to design and print the magazine, with Stevens serving as editor and publisher. Started on a quarterly basis, the magazine went bimonthly in January 1978 and monthly in January 1981. Stevens took early medical retirement in late 1977 after 27 years with Frontier.

Stevens has never studied journalism; in fact his writing experience before the magazine was limited to Frontier training and operations manuals. What the readers of **Frontier Magazine** appreciate is Stevens’ strong affection for aviation — its passengers, challenges and rewards.

“The magazine is tailored to the passenger who flies Frontier regularly, and our surveys indicate we

Ed Gerhardt: A look at Frontier’s history

For Ed Gerhardt, telling the history of Frontier Airlines is a lot like reviewing his own career. He has been a part of the company since it started.

Gerhardt, who recently retired from Frontier after 35 years of service, is currently writing **Contrails Over The Old Trails**. The book traces Frontier’s development from the start of the local carrier concept after World War II, to the merger of three small airlines — Monarch, Challenger and Arizona — into Frontier in 1950, and the challenges and rewards of the 1950s through the 1980s. As part of his research, Gerhardt conducted more than 250 interviews with past presidents of the airline, past and present officers, pilots, flight attendants, station agents and mechanics. And, he has looked back at his own career.

“I’ve seen it all,” Gerhardt says. “I’ve watched Frontier grow from a small local service carrier to a major force in the airline industry. Most important, I’ve had the chance to participate in that growth.”

During his 35 years with the airline, Gerhardt held several positions, including Challenger Airlines’ first station manager in Denver; district sales manager, based in Denver; regional sales manager, based in Phoenix; regional director of sales training, Denver; Frontier’s first director of publicity; vice president of public relations; director of special projects, local service marketing; director of public affairs; and, most recently, company historian.

“I was at Buckley Field in Denver at the end of World War II,” Gerhardt recalls. “I liked the area and the people, and I decided to stay and attend Denver University — majoring in airline management — instead of going home to Michigan.

“One day, George Snyder, president of Challenger Airlines, came to D.U. to recruit employees. When Challenger inaugurated its Denver to Salt Lake City run — with several stops — I worked at the station at Stapleton. Since there was no flying at night in those days — Challenger only had V.F.R. (visual flight rule) authority — I attended night classes at D.U.”



ED GERHARDT, center, is pictured with the late Ray Wilson, founder of Monarch Airlines, and Donna Myers, corporate secretary of Monarch, at Wilson’s birthday celebration in September 1978.

package. It started a trend.”

In the mid 1950s, Frontier’s didn’t have a formal reservations training program, so Gerhardt developed one. He also edited the airline’s first employee newspaper, **Sunliner News**.

“Frontier held celebrations — air fairs — in our cities in those days. We would fly over a town, drop timetables from the plane, and give a free ride to the person lucky enough to pick up a timetable with an ‘X’ marked on it. We also flew sightseeing runs. We also turned up the engines to let everyone know a plane was in town!”

are reaching this audience," says Stevens. A readership study in late 1980 revealed 40.6 percent of the readers completing the survey rate the magazine "one of the best," 42.8 percent "very good," 9.2 percent "tolerable," 1.1 percent "poor," and 2.8 percent "one of the worst." Since 1977, over 99 percent of passenger letters about **Frontier Magazine** have been complimentary.

Frontier Magazine currently has a monthly press run of 70,000, with exclusive rights to be distributed in the aircraft seat pockets.

Captain Aden retires



A LONG AND COLORFUL AVIATION CAREER ended in May with the retirement of Captain Everett L. "Ev" Aden after flying 35 years with Frontier and its predecessors. Aden, the number one senior pilot with Frontier, is well remembered as the pilot of the Christmas Eve Flying Cross from 1946 to 1959, flying over Denver with a neon cross attached to the underside of a DC-3. Aden is now working in Frontier's pilot training department.

Gerhardt remembers a blizzard in 1949 in Wyoming that lasted 45 days. "It blocked all the roads and tracks, so the only way to get in and out was to fly. Challenger flew shuttles between Denver and Rawlins, and Salt Lake City and Rock Springs. In Rawlins, five Union Pacific trains were stranded, so we flew in food and clean linen and flew passengers out. For 45 days, we were the only link those people had. My job while in Rawlins was to contact the Union Pacific about the passengers to be shuttled back to Denver."

After Challenger merged with Monarch and Arizona Airways to form Frontier in 1950, Gerhardt went to Phoenix as regional sales manager. He developed one of the industry's first "interline" tour programs — a visit to the Grand Canyon via Frontier tailored to passengers flying to Phoenix on other carriers. "I offered reservations agents at American Airlines in New York and other cities in the East a five percent commission for booking the

Gerhardt worked with community leaders and news media reporters in Frontier cities in the 1960s and 1970s. He always carried his camera, capturing many moments in the airline's history.

Why the decision to write the book?

"I was afraid the history of Frontier would get away — that's why I started the project. I am also a pack rat — and I have saved a lot of material through the years.

"I am overwhelmed at times. Pulling all the information together is a difficult job. But it is so important to me for the history of the company to be preserved — especially so our employees will know the heritage of the airline."

Completion of **Contrails Over The Old Trails** is several months away. For Frontier employees, the book will provide an interesting look at an exciting period in aviation history, from the eyes of a master storyteller.



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