

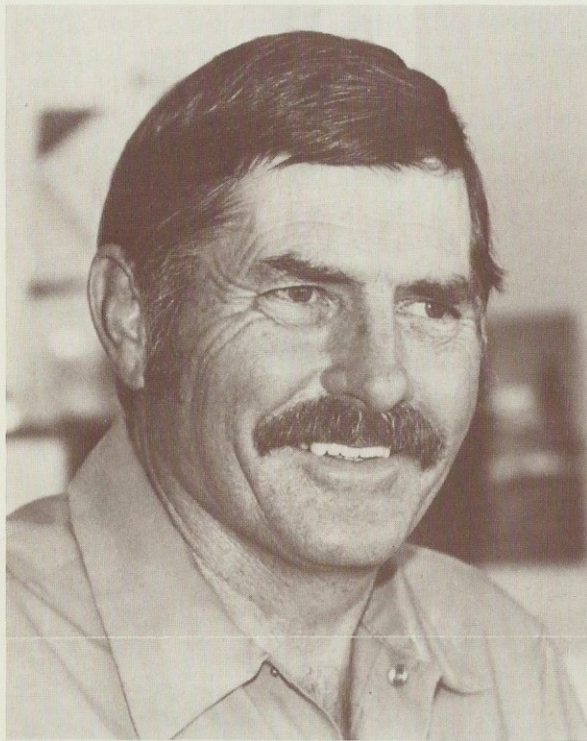


FRONTIER AIRLINES

Since 1946, dedicated employees have worked hard to make Frontier succeed. This special publication highlights the contributions of our people by focusing on six representative employees – from different areas of the company, each with more than 33 years of service. Frontier's progress results from the qualities and efforts of all our people. Those of us who have joined Frontier in more recent years owe a debt to those who preceded us and created the foundations upon which we continue to build. Congratulations on the 35th anniversary of our company and may there be many more.

Glen L. Ryland
November 27, 1981

Walt Rea Station Agent, Durango



"Frontier has succeeded because we have had hard working people and good management."

I went to the Durango airport on Nov. 27, 1946, to watch Monarch's first plane land, but the runway was muddy and the plane never reached Durango.

It was tough to get an airline started in the late 1940s. Airplanes were new to the communities we served. Passengers were somewhat afraid to fly. It didn't look like a secure company, so an employee really had to like the work to stay.

Durango's first terminal was an old Conservation Corps building, heated by a pot belly stove. Each night, the agent who closed the building was supposed to bring in wood for the next morning. I opened the terminal every day at 4 a.m., and sometimes those agents forgot.

Because the runway was dirt, airplanes occasionally got stuck in the mud. We kept wood planks in a truck near the terminal. If a plane got stuck, we put the planks underneath the landing gear, and collected as many people as we could find. Then we all pushed.

The runway wasn't fenced, so we had a problem with visits from cattle. One evening I saw cows on the runway just before a plane landed. The captain pulled the plane right up to a bull, and the bull never moved.

We didn't have many passengers at first. I worked

three weeks before I had to write a ticket, and when asked for a ticket to Grand Junction, I went into a flat panic.

We had air shows to publicize our flights. A DC-3 flew into town and we offered short flights for \$2. After each show, our boardings increased.

Frontier has succeeded because we have had hard working people and good management.

Before I started this job I ran cattle. I thought the airline business would be a better way to make a living, and I was right.

Walt Rea, a native of Durango, joined Monarch in November 1947. He has served as a station agent, flight passenger agent, and station manager.

R. Ace Avakian

R. "Ace" Avakian *Captain*



"We felt the odds were against us to succeed. We had to work hard."

Every time I taxi into Denver, I can still see our small fleet of DC-3s.

We were selling time in the early years, and that's what passengers bought. Imagine flying from Durango to Denver in only three hours. The airplane was pure transportation.

I had the chance to learn from the best pilots in the business when I started. They were quick thinking, intuitive, and we'll never see that breed of pilot again. Even today my thinking is influenced by the men I first worked with.

Because of the terrain, we had to know the names of all the mountains and rivers, so we knew where we were going.

Days were long. Imagine a six stop Denver-Albuquerque flight on the first day, a nine stop Albuquerque-Salt Lake City flight the second day, and a nine stop Salt Lake City-Denver flight the third day. And we didn't have a single passenger. Maybe on a holiday we would get a passenger, and the captain would say "Look

I grew up with the DC-3 and flew it 18 years for Frontier. I enjoyed flying at lower altitudes. I could see the changing seasons. I liked the freedom of it, the sense of accomplishment.

I never thought Monarch would grow so much. We lived day to day in the early days, thinking a World War II attitude, "Let's enjoy it today because who knows what will occur tomorrow."

We felt the odds were against us to succeed. We had to work hard to put ourselves on the map.

I first soloed an airplane when I was 16. I grew up in this company and I've watched it grow. The 737 is like a toy to me. Imagine, they pay me for what I do.

When I park the plane in Denver, I see all the football team coming out to work the plane. It's exciting. I remember the time I told a man I worked for Frontier, and he said, "Oh, yes, I send my clothes there."

Now, they know us.

alive, we have a passenger.”
Otherwise we carried mail and cargo.

Our planes were small and flights were bumpy. There was no air conditioning, limited heating and no cabin pressurization. Many times flying through the mountains the visibility was poor.

“Ace” Avakian joined Monarch as a pilot in 1948. He is the only original pilot from Monarch who is still flying for the company.

1946 Denver-based Monarch Airlines, founded by Ray Wilson and F.W. Bonfils, begins service Nov. 27 linking Denver to Durango, Colo., with stops in Colorado Springs, Pueblo, Canon City and Monte Vista/Alamosa.

1946 Monarch carries 28,062 passengers during the first year on five DC-3 aircraft. Initial staff: 150 employees.



1947 Challenger Airlines is formed in Salt Lake City, and Arizona Airways is formed in Phoenix.

1950 Monarch is the surviving airline in a June 1 merger with Challenger and Arizona. Under the new name Frontier, the airline serves 40 cities in seven states with 12 DC-3s. Employees: 400.

1951 Frontier carries 138,000 passengers during its first year.



Ellie Bastar

Ellie Bastar *Crew Scheduling*



"I know it sounds corny, but we were one big happy family."

Looking at Frontier now, it's hard to believe we were ever small.

Frontier has succeeded because people have pulled together. We knew it was our company, our livelihood. We wanted to make it work.

It's my airline. I watched it grow from nothing. I shared those years with special people. I know it sounds corny, but we were one big happy family. We flew on small planes to small cities and we stopped a lot. We served coffee, tea, bouillon, but no meals. Since we were called a "feeder" airline, a standard joke among passengers was, "If you are a feeder, why don't you ever feed us?"

Stewardesses prepared the mail at each stop. Imagine us in our long skirts, three inch heels, crawling back into the cargo pit to get the mail. Once we landed, we put on a new pair of white gloves which we had to wear when the plane door opened.

There were different regulations then. We had to wear our hair a certain way, watch our weight, wear a certain color nail polish.

Crews played fun tricks on each other. One time I put a rubber worm in the captain's tomato juice. He drank it all before he saw the worm. Years later he told me he had never again been able to drink tomato juice.

Being a stewardess was a great career. I loved all of it, and the airline business still has a romance about it.

Ellie Bastar graduated from Challenger's first stewardess class in July 1948. She served 17½ years as a stewardess, among them as chief stewardess for Billings, Salt Lake City and Phoenix. She is now on the staff in flight operations crew scheduling.

Folks from small towns were so eager and appreciative. I got to know the regular passengers by name, and I used to get Christmas cards from my passengers.

What I found so rewarding was if I had a problem I usually found someone on board who had a worse problem, so I didn't dwell on mine.

1956 With 28 more cities on its route system, Frontier records 1.5 million passenger boardings during the first 10 years. 1956 passengers: 306,000. Employees: 700.

1957 Convair 340 aircraft are introduced.

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fth year.



1961 During its first 15 years, Frontier boards 3.8 million passengers. 1961 passengers: 601,000. Employees: 1,000.

1964 Piston-powered Convair 340s are converted into propjet-powered Convair 580s. The route system now links 11 states.

1966 Frontier is the first regional airline to introduce Boeing 727 tri-jets. 1966 passengers: 1.6 million. Accumulated passengers: 9.2 million. Employees: 1,600.

1967 Frontier with Central Airlines of Fort Worth, Texas, introduces Frontier's new cities in 14

1968 Frontier introduces the last DC

1969 Frontier introduces twin-jets.



John Clark Coe

John Clark Coe *Vice President, Economic Planning*



“We have learned through the years to concentrate on profitable operations.”

Ray Wilson envisioned the economic growth of the Rocky Mountain Area. Because of the terrain, he considered it challenging to provide air service in this area – with great obstacles to surface transportation.

Ray insisted on high standards of operations and maintenance, so the airline developed a solid safety record. The record we have had for 35 years should be credited to Ray for getting us started on the right foot.

My favorite years were when economic planning was involved in Frontier winning strong jet routes from the CAB in the late 1960's and early 1970's, and the economic success we have achieved at the Denver hub in the era of deregulation and increased competition.

Gradually there has been an increased discipline to make route changes based on analysis rather than the subjective preferences of top management. We have learned during the years to concentrate on profitable operations, and avoid growth for its own sake. The company has become more structured and formalized. Since management by commitment was introduced, we have been more precise in scheduling our work.

Our future is very bright,

a dedication to profit, making decisions on a sound profit and loss basis.

I had no idea when I started that Monarch would grow into a company of this size. We will continue to develop along with this rapidly growing Rocky Mountain West.

John Clark Coe joined Monarch in February 1947. He has served as a flight steward, station agent, station manager, maintenance cost accountant, director of economic research, staff vice president – economic planning, and currently vice president of economic planning.

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1971 Frontier celebrates its 25th anniversary by breaking the 21-million mark in accumulated boardings. 1971 passengers: 2.5 million. Employees: 3,200.



1972 Frontier phases out the Boeing 727s.

1974 Frontier becomes an international airline July 1 with new service to Winnipeg, Manitoba.

1978 Frontier is a three-nation carrier with new service to Mazatlan and Guadalajara in Mexico.

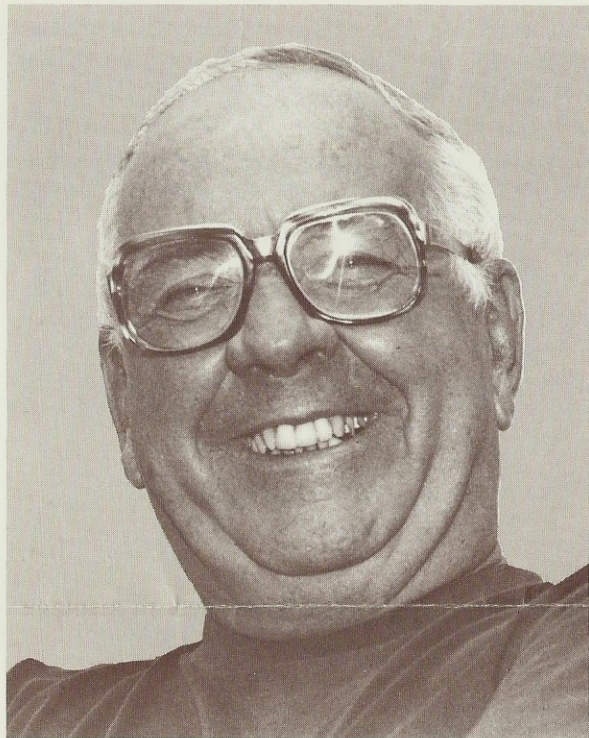


1980 5 million passengers board Frontier flights during the year, bringing the accumulated boardings to 56.6 million.

1981 Third quarter earnings of \$11 million set an all-time company record, and the airline will achieve new earnings highs for the year. Fleet: 45 Boeing 737s and 16 Convair 580s. Routes: 86 airports in 27 states, Canada and Mexico. Since passage of the airline deregulation act in October 1978, Frontier reports major new service entries at 25 cities along with exits at 28 cities, mostly small communities. Employees: 5,800.

Jack Mericle

Jack Mericle *Maintenance*



“It’s a great feeling to make something like Frontier, to be a part of it from the start.”

There is nothing like an adventure. When the airline started, it seemed like most of the people were ready. Most of us had been in World War II. We were leaving one adventure. Perhaps we were ready for another.

Ray Wilson could see further than just about anyone else. When I bought my first house I asked him, “Do you think we’ll last long enough?” He said, “I think we can make it. Go ahead and buy the house.”

We had to have one serviceable airplane to receive a CAB certificate. It was a big day when the first plane was certified. On our first flight we loaded newspapers, chickens, and one passenger.

I knew we could make it, if we could just get the bugs out. At first we carried everything – rabbits, mining machinery, chickens.

My first bench in maintenance was a big box and my first stool was a small box. Whatever I repaired, I went first to the junk pile. It was all surplus. The only thing that wasn’t surplus was the people.

It’s a great feeling to make something like Frontier, to be a part of it from the start. Most everyone had the feeling they were helping to create something.

We worked hard. We tried to be a little different. It was adventurous. Anything worth doing is worth doing right. Everyone had that belief.

I don’t think we’ll ever stop growing, as long as we have good people working here. We have the momentum on our side.

Jack Mericle joined Monarch in November 1946 in maintenance, before the inaugural flight.



“People make things happen, and that’s why we’re successful.”

Somebody told me if you get in on the ground floor it will be rough at first, but eventually it will be well worth it. That has happened.

Some dedicated people have worked for this airline. People make things happen, and that’s why we’re successful.

We had humble beginnings. Visualize a fleet of a few DC-3s. Small towns with a few thousand people. The airplane comes to town three times a day, and the people drive to the airport to watch the landings.

In the first years significant events were when a dirt runway got surfaced, or when a new terminal building opened and we could stop operating out of a hangar or somebody’s office.

We had problems serving high altitude airports, such as runway restrictions because of high winds, thin air and dirt. Planes were often weight restricted on take off, so flights were frequently sold out due to weight before all the seats were taken. It was necessary to develop a pay load system to

measure everything by weight, including passengers and luggage.

My most fulfilling achievement was the cut over of our reservations system to computer in 1968 after five years of planning. We were the only airline to cut over on schedule, and the only carrier to make the cut in a single day. This project helped us reduce reservations costs by 30 to 40 percent, which is saving us millions each year.

Frontier’s future is definitely bright, and we will continue to be a winner. Deregulation has worked for us. We have smart management. They know what they’re doing.

Bill Monday joined Challenger in 1947. He has served as a station agent, station manager, manager of flight service, manager of schedules, director of data and communications, director of system reservations, director of the reservations computer system, director of consumer services, and currently as director of consumer services planning.

Frontier's 35th Year Anniversary





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