

# Reflections

The Quarterly Journal of the Northwest Airlines History Center



### June 2024

Volume 22, number 2

### In this issue:

Fashion forward with refreshed uniform exhibits

Meet new Board member, Jayne Stenstad

NWAHC featured twice in airline print magazines!

Donor feedback and development updates

### Our mission:

We explore and celebrate the generational impact of commercial aviation by bringing together resources, experiences, and community.

### Our values:

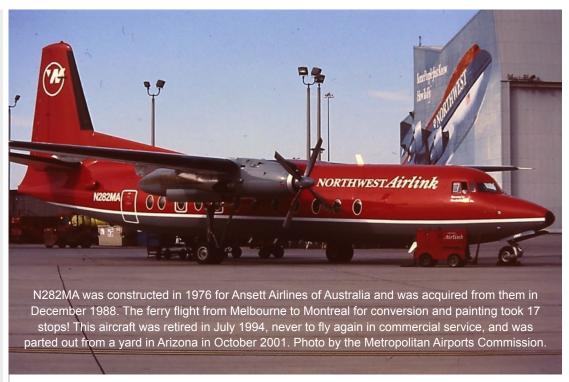
**Welcome** - We embody the encouraging and positive environment that has always been part of our story.

**Preserve** - Both the history and future of the industry

Educate - Learning comes in all forms, at all ages, in many methods. We encourage curiosity, exploration, discovery, and dreaming.

**Connect** - Just as air travel brings people together, we create spaces for those connections to happen.

**Inspire** - Flight shows us anything is possible.



## **Eagle Ascendant**

Our Mesaba review continues through critical years by Neil Ralston

### Part 2 - Airlink Rising 1984-1999

By mid-1984, Mesaba was a publicly traded company with about 150 employees. Its fleet consisted of seven Beech 99s and two recently acquired used Fokker F-27s serving 17 cities in Minnesota, North Dakota, South Dakota, Iowa, and Nebraska. At Minneapolis/St. Paul, Mesaba had a marketing agreement in place with Republic Airlines.

In December 1984, foregoing its partnership with financially-troubled Republic, Mesaba joined forces with Northwest Airlines to become the first fully-integrated Northwest Airlink carrier.

The new Airlink logo soon began to appear on Mesaba's aircraft, and its flights were published in the Northwest timetable. Mesaba's gate at MSP was moved to the Red Concourse, at ground-level gates, to be closer to Northwest. It would relocate again in 1985 to the end of the recently-extended Gold Concourse that exclusively served Northwest flights.

Meanwhile, Republic was establishing its own commuter feed operation at MSP by partnering with Simmons Airlines and newcomer Express Airlines I. Simmons primarily fed the Detroit hub, but a few flights from Michigan's Upper Peninsula markets reached MSP. Express I initiated MSP service in December 1985 and grew rapidly with factory-fresh 19-seat Jetstream 31 and 30-seat Saab 340 aircraft. For the next few months, Mesaba/Northwest Airlink and Express I/Republic Express would compete to capture small-community feed for their respective mainline partners at MSP. By mid-1986, they were competing head-to-head in six markets.

**GROWTH AND TRANSITION to page 8** 

### **Preflight Checklist**

### The Northwest Airlines **History Center, Inc.**

We are an independent, not-for-profit 501(c)(3) corporation registered in the State of Minnesota. Volunteer-staffed and volunteer-managed. We have no organizational or financial tie to Delta Air Lines.

Founder: Henry V. "Pete" Patzke (1925-2012)

### Management:

- Directors: Jeff Schwalen, Mike Vetter, Scott Norris, Kimm Viebrock, Tim Haskin, Jayne Stenstad, Chuck Huntley
- · Directors Emeritus: Jerry Nielsen and Wayne Snyder

· Collections Manager: Bruce Kitt · Museum Manager: Chuck Huntley

Museum Address: (do not send mail here)

Crowne Plaza AIRE Hotel

3 Appletree Square, Bloomington MN 55425

(952) 876-8677

Archives and Administration: (our mailing address; open for research by appointment only)

10100 Flying Cloud Drive, Ste A-306, Eden Prairie MN 55347 (952) 698-4478

### Online:

Web www.northwestairlineshistory.org Facebook: NorthwestAirlinesHistoryCenter LinkedIn: Northwest Airlines History Center Instagram: Northwest Airlines History

NorthwestAirlines Bluesky:

Northwest\_Airlines\_History Threads:

Twitter / X: @NW\_Airlines

Northwest Airlines History Center YouTube: Email: info@northwestairlineshistory.org

REFLECTIONS is published quarterly by the NWAHC and is a membership benefit. Submissions are welcomed, and are

subject to editing for content and length.

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northwestairlines@comcast.net Editor: Scott Norris

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### Visiting the Museum

The NWAHC Museum is located inside the Crowne Plaza AIRE Hotel in Bloomington, MN, just south of MSP International Airport.

Current schedule: Thursday - Saturday, 11 am - 5 pm

Closed for major holidays.

Admission and parking are FREE. (Special events may incur a charge.)

### **Directions:**

From the airport: Use METRO Blue Line light rail from either Terminal 1 or Terminal 2 southbound and exit at the American Boulevard station. The Crowne Plaza AIRE is immediately east, across the street from the station. Or, call for the free hotel shuttle from either terminal.

From the Mall of America: Take the METRO Blue Line light rail outbound; American Boulevard is the third stop.

In the Twin Cities Metro area: Head toward MSP International Airport. From Interstate 494, exit on 34th Ave. S. and go south one block to American Blvd. Turn left (east) on American and then immediately right into (and under) the hotel. The parking ramp is on the left - follow the signs for free hotel parking on the uppermost level (do not use spaces not reserved for the hotel) and cross into the hotel's second floor. You may need to buzz the door for entrance, as a safety protocol.

The museum is located on the third floor, above the pool area, and across from the Fitness Center. Patrons needing elevator access must coordinate with the hotel's front desk due to security reasons.

For photo directions on navigating the hotel, please scan this QR code on your phone:



### Memberships

Annual membership dues are the main source of funding for the NWAHC; we encourage you to join!

- \$30 level receives REFLECTIONS digital edition early access via email
- \$35 level receives REFLECTIONS print edition by U.S. Postal Service

(U.S. mailing addresses only)

### **Boarding Announcements**

### From Chairman Mike Vetter



With summer quickly approaching, your museum is undergoing some spring cleaning while at the same time, accomplishing a renovation of the exhibits. It has been a long time since the displays have been refreshed and we are excited to present yet another view of Northwest Airlines. I will keep you updated on the

progress we are making and look forward to welcoming you back to the museum.

While I have your attention, I would like to remind everyone to renew their memberships and please consider a gift membership for that special person. If you are looking for an opportunity to make a difference, please consider becoming a volunteer at the museum. Volunteers are the backbone of the history center and we couldn't exist without you. Flexible schedules are available to accommodate your lifestyle.

With Gratitude, Mike

# Contribute your expertise

Would you like to help plan an airline-themed party? Do you enjoy talking with teachers and developing lesson plans about science, social studies, or aeronautics? Know how to hobnob with city planners and politicians? Have a flair for photography?

To ramp up our operation and build new community connections, we're looking for people with broad personal experience and effective communication skills to assist us - whether on a project basis, an on-call or scheduled volunteer, or even to join our Board. **No airline employment experience is necessary** - just a love of travel and history.

Your know-how in areas like grant research and writing, classroom and continuing education, event planning, collaborating with other museums and nonprofits, legal and intellectual property matters, government relations, or information technology can make a big difference!

If you are interested in coming aboard, please email northwestairlines@comcast.net.

### **Donor Thanks**

The Board and all the volunteers at the Northwest Airlines History Center would like to thank our donors for their contributions. Donations enable our ongoing operations, outreach efforts, and work to design and gain approvals for our new permanent museum.

\$5,000 - \$9,999

Wayne Snyder The estate of Roger Hauge \$100 - \$499

Jillayne Reeder William Werdin Julian Hamilton Kimm Viebrock Raymond Cox

Check your basements and storage boxes!

Do you have physical materials, recordings, or electronic files to contribute to our museum? Please contact our collections manager at **bruce.kitt@northwestairlineshistory.org or (952) 876-8677** with details of your items, photos if possible, and how we can reach you. We can not accept materials without this vetting step. Also, please do not bring materials to our museum location in Bloomington as we aren't able to process them there.

We are especially interested in items that help us tell stories or demonstrate concepts and procedures; records and correspondence; video, audio, and photos of facilities, aircraft, and staff; training materials and reference items; and union communications. More common items that are already well-represented in our collection may be declined as we are short on storage space!

Buy wise to support the NWAHC!

Visit our online store, with world-exclusive designs on a wide variety of items - from shirts to mugs, travel gear to puzzles, and more, at **shop.northwestairlineshistory.org.** Or scan this QR code to jump to our store directly.

We also offer surplus materials and new apparel and pins for sale on **eBay** under the handle "cyberglitz" - the assortment changes every week!



### **Compass Readings**

### Meet new Board member, Jayne Stenstad



Our newest recruit to the NWAHC Board, Jayne Stenstad is a Twin Cities resident, former NWA and Delta flight attendant (1989 to 2011), social worker with a degree in that field from Minnesota State - Mankato, and longtime volunteer at many organizations such as Airline Ambassadors International, Special Olympics, and Women in Aviation.

REFLECTIONS: You grew up in a small rural community outside Fargo - how did you get interested in aviation?

**JS:** As a little girl, visits from my mother's sisters and hearing their stories sparked my imagination. Both were stewardesses in the 1950s; Lila flew for the original Frontier and Grace was with Central. Of course, neither was allowed to fly after they were

married. I also had two uncles in the field: Dan had retired as a Captain with TWA, and Robert started as a baggage handler with Big Sky, ultimately working his way through Sales and Public Affairs up to Chief Operating Officer.

As I grew up and went to college, the vocational tests did say that being on a flight crew would give high satisfaction! I majored in and earned my license in social work. After four years' service at care facilities in Southern Minnesota, the call of the sky and my family's example brought me to MSP to apply.

REF: Where were you based as an FA?

**JS:** I commuted from MSP to Detroit, where I flew domestic and international trips.

REF: How did you apply skills from social work to your career in the cabin?

JS: For sure, the kind of conflict resolution and de-escalation techniques you pick up in supervised and intermediate living facilities also apply when dealing with stressed and inebriated passengers! On a more rewarding side, I had completed an internship in New York to learn ASL (American Sign Language) - while it was rare to have the opportunity to use it during flight, each time I could sign to help my passengers it felt so good.

# NWA Constellation retrospective published, with our museum's assistance

We had the pleasure of hosting aviation author Gregory E E Smith at our archive for several days last summer to research our materials relating to Northwest Orient's use of the Lockheed L-1049G Constellation. His finished and comprehensive work, running 7 full pages, appears in the just-published **2024 Propliner Annual** from Britain (172 pages in total!) Copies can be ordered through **propliner.co.uk.** 

# Airways Magazine features the NWAHC in its June 2024 issue

Aviation historian and friend of the museum David Stringer has compiled a 16-page feature in the June 2024 issue of *Airways Magazine* highlighting member institutions of the Airline Archivists and Historians Association (AAHA). Our entry runs 1-1/2 pages with many photographs! As the most-read publication by airline enthusiasts, Airways' editors hope to spark more in-person visits and usage of museums' resources.



### New resources on the website

Scanning work continues in earnest, and delivers results for researchers of both financial and familial history! This spring we launched our **Annual Reports** page, loaded with over 160 documents for Northwest, Republic, North Central, Southern, Pacific, Mesaba, and Pinnacle, with also a few records for Bonanza and Hughes Airwest.

There are more years to fill in for NWA and North Central from our archives, and we ask for your help in securing materials from other predecessor and Airlink carriers - see **northwestairlineshistory.org/annual-reports** to read through the collection so far!



# Mesaba Mesaba Mesaba Airlines 1970s Mesaba Airlines 1982 MESABA AIRLINES

To better tell the stories of the initial set of carriers featured in the above "discovery hubs," we completed scanning photos and writing histories for several important commuter turboprops - the Fokker 27 / Fairchild F-27, DeHavilland Canada Dash 8,

More aircraft profile pages

### Carrier "discovery hubs"

Inspired by the history series we are currently publishing for Mesaba, we are in the process of crafting landing pages for each of the carrier companies the NWAHC covers. Along with a thumbnail history, these pages will collect and link out to the museum's resources such as route maps, timetables, annual reports, newsletters, training documents, marketing materials and more as we get them digitized!

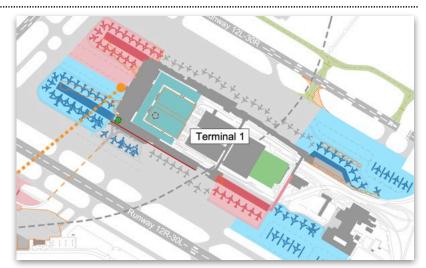
We now have pages up and running for Mesaba, Compass, Fischer Brothers Aviation, Big Sky Airlines, and Pacific Island Aviation, with more to come very soon! Go to **northwestairlineshistory.org/carriers** to start your journey.



British Aerospace Jetstream 31, and the Swearingen Metro. From northwestairlineshistory.org/aircraft you can see our growing collection of over 55 types operated, ordered, or proposed through history by NWA and its predecessor and partner carriers.

### MSP Airport 2040 Plan announced

The Metropolitan Airports Commission has completed its long-range forecasting and planning exercise, with key projections of passenger volume reaching 56 million by 2040 (versus the high point of 39.5 million in 2019). Aircraft movements in 2040 are estimated to be 510,000, still below the 540,000 record in 2004. Therefore, no new runways are needed, but gates, taxiways, hangar and cargo space, and terminal improvements will be necessary. Gate space in Terminal 2 will be doubled, Concourse G will be extended, and A, E, and F completely rebuilt, with B demolished. A subway link inside the security zone between Terminals 1 and 2 is also planned.



### **Compass Readings**

# Refreshed and reorganized exhibits at the museum!

You'll be seeing never-before exhibited pieces and fresh arrangements of cabin uniforms throughout our museum this summer, with work in progress at press time! Volunteers Karen Jensen and Flo Dreyer, along with Chuck Huntley and former director Bob DuBert, have been reviewing and organizing uniforms at our archive location over the winter and spring. They are presently rotating "new" outfits into the museum, carefully cleaning and removing wrinkles as they go.

New mannequin torsos are being sourced to display many uniform pieces, which will help hold their shape better compared to the metal "hanger" style fixtures currently used. The poly material in these torsos also does not react with the clothing fibers.

In addition, display cases in the museum are being regrouped, simplified, and given updated signage to improve traffic flow and storytelling.



### **EAA Chapter 1229 Visit**

The Fleming Field (South St. Paul, MN) chapter of the Experimental Aircraft Association, led by Bill and Julie Steier, paid a special visit to our museum the night of Tuesday, March 19 with over two dozen members attending, and then enjoying a meal at the Aircraft Grill on the hotel's ground level. If your social group would like to arrange a tour, please contact our museum manager Chuck Huntley at (952) 876-8677 or chuckhuntley@gmail.com at least two weeks in advance.





### **Volunteer Spotlight**

Visitors to our museum on Thursdays may often be treated to converse with volunteers Ron Tarvin and Gail Diercks.

Ron's fascination with the airline business started with watching 1970's *Airport* as a kid, and while never working for a carrier, did spend some time in agencies ("the first ticket I wrote was for BWIA!") before going into the insurance industry.

Gail worked for NWA for 45 years as a flight attendant, and you'll see her in photos around the museum. She was the lead FA for the introduction of the Boeing 747-400, Northwest's final flagship.



### Rare photo of one of Northwest's first aircraft uncovered

Noel Allard at the Minnesota Aviation Hall of Fame writes in his March 2004 newsletter, "I received a thumb-drive with album pictures of an old barnstormer, Elmer "Buck" Leighton from his grandson. Leighton spent most of his time running an FBO and giving sight-seeing flights besides taking part in airshows. His bases of operations were Milwaukee and Manitowoc, WI. In 1926, Leighton flew airmail for Colonel Brittin's just established Northwest Airways, flying the leg between Milwaukee and Manitowoc. One picture is worth a thousand words. I have attached it here because it is the very first image of a CAM 9 Curtiss Oriole, according to Bruce Kitt of the Northwest History Museum. He notes that the airplane is painted with Northwest's earliest logo." (see the March 2023 REFLECTIONS)

Hard to tell, but the logo may have the numeral 4 over the globe - which doesn't seem to agree with records saying NWA leased only three of these ships. We know the Orioles' wings were painted gold, so it stands to reason the Northwest logo was also pinstriped in gold. More mysteries to unravel!



### **Development Updates and Funder Feedback**

Over this past winter and spring, we contracted Access Philanthropy (AP) to canvass potential private donors among NWAHC membership as well as the Twin Cities' giving community about our intention to build a permanent museum and archive facility (see REFLECTIONS, June 2023 and September 2022 for expanded coverage). AP has given us early notes, in advance of a more detailed action plan this summer.

The questions these individuals raised and comments given are going to be very helpful as we work to build awareness and momentum in both the aviation world and the broader population. Briefly, donors say "it's a good idea - but I want to know more about the timeline and costs; how the NWAHC can transition from a small museum to a massive project,; how local government and the MAC are supporting it; who are the

big early donors; can the current museum grow membership and higher levels of giving - and kickstart events to grow its audience; and if schools and employers come out to say there is a need for such a facility."

Addressing these points, in addition to planned meetings with Eden Prairie city planning staff and Chamber of Commerce members this summer, more group visits, exhibit updates, and public relations efforts such as those shown in these pages help us get the ball rolling. We'll also be setting up a display cabinet at Wings Financial's remodeled Apple Valley, MN facility, and advertising for our October sale event at aviation shows and antique malls this summer. As another example, we also intend to exhibit at the Girls in Aviation event in Eden Prairie this September. Conversations with HGA, RSP, and Pope architectural firms are also ongoing to help us better estimate building costs and alternatives, so our "ask" is more realistic.

# INTRODUCING THE NORTHWEST ORIENT

### Two-airline connecting service with one-airline convenience.

Northwest Orient Airlines has teamed up with Mesaba Airlines to bring you the best of both in the Northwest Orient Airlink.

Northwest flights numbered 1000 through 1199 denote Airlink service to 17 cities in North Dakota, South Dakota, Iowa, Nebraska and Minnesota.



Other than the difference in aircraft, a Northwest/Mesaba connection is just like a Northwest/Northwest connection. That's what the Northwest Orient Airlink is all about.

- You still get: One Northwest ticket.
  - Low, money-saving fares.
  - Coordinated flight schedules for quick, easy connections.
  - Free Flight Plan credits for qualifying segments.
  - Baggage checked through to final destination.

Link up with the Northwest Orient Airlink for the convenience you expect from one-airline connections. Call Mesaba or Northwest Orient for reservations and information.

# NORTHWEST ORIENT





The end of the line for the Beech 99 fleet came in 1986 when Mesaba placed the first of its new 19-seat Fairchild Metros into service. Compared to the Beech, the Metro was faster, pressurized so it could fly higher, and had more space to carry baggage and freight. Keeping in touch with its down-home roots, delivery of the first Metro was celebrated by tapping a keg of beer.

However, some of Mesaba's smallest markets would not make the transition to the Metros. The subsidized Essential Air Service (EAS) route to Mankato, Fairmont, and Worthington was transitioned to Bemidji Aviation in April 1986, who used 9-seat Beech Queen Airs. Also, service was suspended to Mason City and Fort Dodge, with replacement non-subsidized service being provided by Express I/Republic Express.



On October 1, 1986, the flight operations of Northwest and Republic were merged into a combined Northwest. This meant that Mesaba and Express I were now on the same team. The Northwest network planners set out to rationalize the Airlink system and assign one carrier to each feed market.

The year 1988 would be monumental for Mesaba. At home in MSP, it outgrew the former North Central hangar and constructed a new 80,000square foot headquarters building and maintenance hangar. In early March, Mesaba carried its one-millionth passenger – a feat 15 years in the making.

Meanwhile, NWA's code-sharing partner in Detroit, Simmons Airlines, was acquired by American and transitioned to fly exclusively as an American Eagle carrier at Chicago. In August, Northwest chose Mesaba as its replacement Airlink carrier at Detroit. The airline moved quickly to secure additional Fokker F27 and Metroliner equipment, and Detroit flights started in December.

Finally, to manage growth and set the stage for future diversification, shareholders approved the formation of a holding company named AirTran Corporation, with Mesaba being its only subsidiary.

By the spring of 1989, Mesaba was flying to 33 cities, including 11 new markets from Detroit, with a sharp uptick in passenger traffic. A new maintenance hangar was constructed in Detroit, and Mesaba also purchased the maintenance facility at Central Wisconsin Airport (Wausau/Stevens Point) that was previously used by Midstate Airlines.

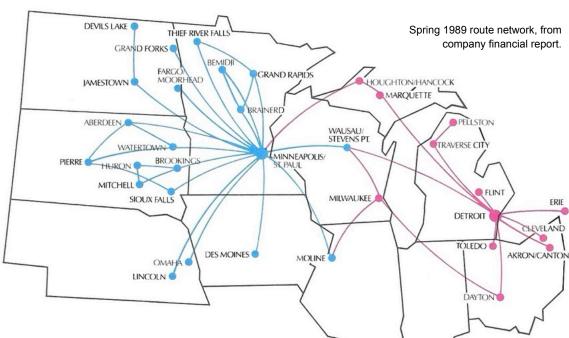
The year 1989 proved to be one of tremendous growth for Mesaba. It

doubled the number of passengers carried over the previous year, doubled its employee count, and more than doubled the number of aircraft operated. To put the growth in perspective, Mesaba carried its twomillionth passenger in late 1989. While it had taken Mesaba 15 years to carry its first million, the next million was carried in 15 months.

Even as the company grew rapidly, Mesaba's management sought to create an employee-centric culture that focused on safety first, followed by reliability and profitability. CEO Rob Swenson was type-rated in the F27 and enjoyed flying the line with crews. The company was also known for throwing memorable employee Christmas parties.

At the dawn of the 1990s, Mesaba operated 15 F27s, with a mix of 44 and 48-seat variants, and 16 Metroliners. A third fleet type was added in 1991 when Mesaba introduced the 37passenger De Havilland Canada Dash 8 into service. The rugged Dash 8 was particularly well-suited for Mesaba's flights to smaller rural airports, and the fleet grew to 25 aircraft by 1993. This allowed a gradual phase-out of the aging F27 fleet, which was fully retired by September 1995.





Seeking to enhance its base of equity capital, the AirTran Board announced the sale of \$10 million of its outstanding common stock in a private placement to Carl Pohlad, a Minneapolis banker, investor, and owner of the Minnesota Twins franchise. This investment made Pohlad the largest shareholder of the company. Reflecting Pohlad's growing influence at AirTran, he was appointed to the Board of Directors in February 1995.

As its relationship with Northwest was maturing, several investors in Mesaba's holding company sought to diversify beyond its single commuter code-sharing assignment with Northwest. In October 1994, AirTran Corporation purchased Orlando FL-based Conquest Sun Airlines, renamed it AirTran Airways, and began operating Boeing 737-200 aircraft from Orlando as a low-fare carrier.



However, Northwest objected to this arrangement where its commuter partner was establishing a new low-fare jet competitor. As a negotiated settlement, AirTran Airways was spun off as an independent low-fare airline under a new holding company called AirWays Corporation, and Rob Swenson left Mesaba to become its Chairman and CEO. During 1994, Mesaba transported over 1.4 million revenue passengers – a far cry from the less than 6,000 passengers sixteen years earlier when Swenson took the reins.

After Swenson's departure, AirTran Corporation was re-named Mesaba Holdings, Inc. and Northwest made a 30 percent investment to give it effective operational control of Mesaba. Bryan Bedford was named as Mesaba's new CEO in July 1995, coming from east-coast commuter Business Express Airlines. In another move, Carl Pohlad ascended to the Chairmanship of Mesaba Holdings.

With this organizational shakeup in the rearview mirror, Mesaba focused on building its Airlink operation. In March 1996, Mesaba announced that it would standardize its turboprop fleet with the 34-seat Saab 340 aircraft. Saab deliveries started in June 1996, with two new aircraft arriving each month. The last of the Metroliners were retired by July 1997, and the Dash 8s were phased out by the end of 1998.

Mesaba's momentum continued in October 1996 when it announced a separate agreement with Northwest to begin

operating pure-jet Avro RJ85 aircraft configured with 69 seats, including a first-class cabin. The first RJ85 went into service in June 1997, the first of 36 that Mesaba would fly as "Northwest JetLink". In August, Northwest consolidated its MSP Airlink flying by transferring the remaining Express I Saab 340 routes to Mesaba. In 1998 Mesaba celebrated its 25th anniversary of providing scheduled service by placing a new Saab in service with a commemorative "Silver City Flyer" paint scheme. As the icing on its cake, Mesaba was named "Regional Airline of the Year" by Air Transport World Magazine.

Mesaba experienced another change of leadership in August 1999, when Bryan Bedford resigned to take the helm at Chautauqua Airlines. Paul Foley, an executive from cargo carrier Atlas Air, was named as the replacement President and Chief Executive Officer.

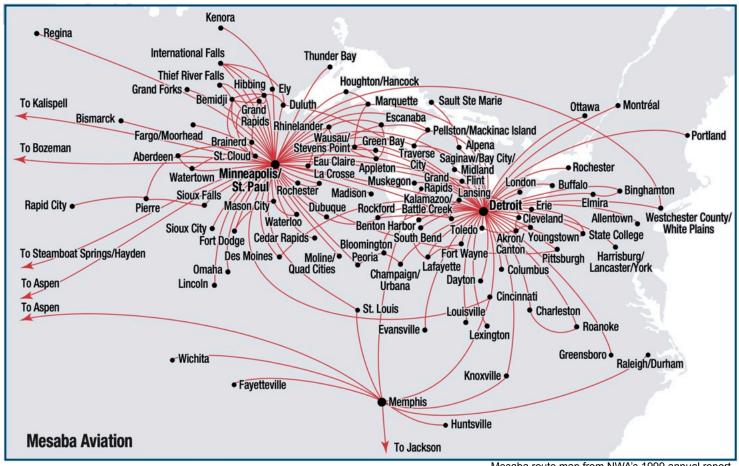
Mesaba closed out the 1990s on a high note with about 3,000 employees and a fleet of 100 aircraft – 26 flagship RJ85s and 74 Saab 340s –flying over 900 daily departures from Northwest hubs to 98 cities in 23 states and three Canadian provinces.

However, storm clouds were brewing on a turbulent horizon for Mesaba – starting with labor unrest.









Mesaba route map from NWA's 1999 annual report.

Our concluding chapter of Mesaba's history will be printed in the September 2024 edition of REFLECTIONS.

### Shop Mesaba commemorative items at our online store

From artwork to clothing, hats to phone cases, stickers to stationery, your purchases from our growing collection of XJ themed goods help support preservation, digitization, and promotion of the Mesaba legacy.

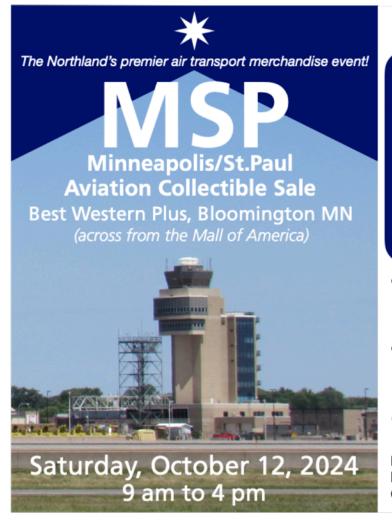
Just go to shop.northwestairlineshistory.org and type "Mesaba" in the search bar. Don't forget to add a gift membership for colleagues and family!







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