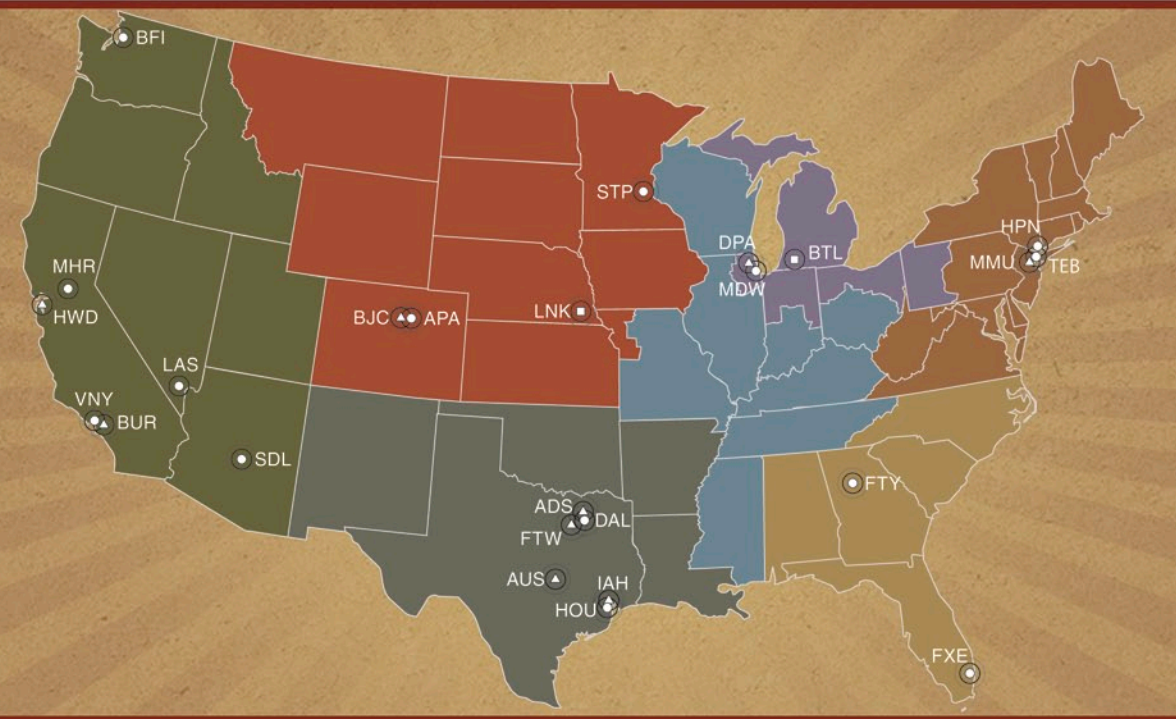


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DUNCAN AVIATION

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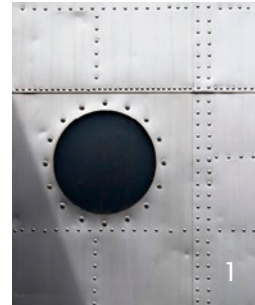
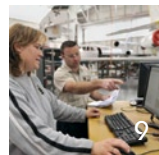
877.522.0111



1

Core Values

Living up to our core values is a challenge we enthusiastically accept.



3

Breaking The Brand X Stereotype

"People ask for help and I feel compelled to assist," says Kress.



9

myDuncan

One of the most successful communication programs in the company's history.

11

Challenger 601-3A

The best Challenger on the market.



13

Ongoing Training

Career satisfaction leads to employee retention.

15

Duncan Download

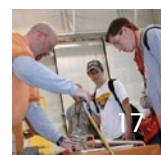
Todd Duncan talks about his legacy as Chairman and future growth opportunities for Duncan Aviation.



17

Tech Report

Up-to-date aviation industry news and technical updates.



front cover: Kress Latham discusses wiring layout boards with Installations Team Leader Mark Kahle.

www.DuncanAviation.aero
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Duncan Debrief, a quarterly customer magazine.

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company founder:

Donald Duncan (1922-1981)



from the chairman **Todd Duncan**


At least once a month, I get to talk to new Duncan Aviation team members during new employee orientation. I consider this an incredible honor because it keeps me connected to what is important. My message to them has always been that Duncan Aviation is committed to creating an environment where every team member is given the tools, training and support to build a lasting career. We consider everyone who works with us to be a leader, no matter their position. At some point, they will have direct customer contact and they are going to have to make decisions. We expect a lot from each and every team member, and because we invest in the resources necessary to build a culture of excellence, they deliver every time. 



rapid response team **Travis Todd**

There's No Place Like Home

Travis Todd is on the front line with Duncan Aviation customers as the Team Leader of a Duncan Aviation Rapid Response Team. This team is on high alert and prepared to respond, 24/7, to most turbine engine needs in-the-field, including critical AOG situations. Travis stands behind his team and the service they provide because Duncan Aviation stands behind him. "It means a lot to me personally to work for a company that will stand behind its employees and services and make available unlimited resources for me and my team to draw from. We are better able to serve every customer, because an incredible company has our back."

Travis knows what he is talking about because for a short time more than four years ago, he left Duncan Aviation to work for another company. "The grass is always greener until you get there. The management and organization of this other company didn't meet my expectations of an employer. The same level of support and attention to detail just weren't what I had come to expect from Duncan Aviation. It didn't take long for me to make the decision to come back. It feels more like home." 

CORE VALUES

At Duncan Aviation, we:

- Deliver high-quality products and services.
- Charge fair prices and provide efficient turntimes.
- Lead through action and innovation.
- Focus on solutions rather than problems.
- Respect others and are accountable for our actions.
- Maintain a team approach and offer positive suggestions.
- Value honesty, integrity, loyalty and trust.
- Support our communities and encourage volunteerism.
- Are proud to be the best at what we do.

Living up to our core values is a challenge that we enthusiastically accept. We ask our customers to decide whether we have done so.

culture defined

Thirteen years ago a small group of Duncan Aviation team members was sitting in a Learjet ready to head back to Lincoln, Nebraska, after a meeting. They all recently had spent time trying to put into words what was so unique about Duncan Aviation. Each of them knew that they were a part of something special and they also knew that the company was in the midst of tremendous growth and change. That afternoon, they understood their challenge—to capture what made Duncan Aviation unique so the culture could be sustained as the company grew.

Jeannine Falter was on that flight and she remembers it well. At this time, in the mid 1990s, Jeannine was Director of Aircraft Completions and Design and Duncan Aviation had a single service center in Lincoln, Nebraska, a handful of satellite shops and about 650 employees. “The family atmosphere, the dedication to a strong work ethic, good values and the team approach all fed into a culture that you felt as soon as you crossed the threshold into the facility,” Jeannine says. This culture grew from the original spirit of the small aircraft sales company founded in 1956 by Donald Duncan. His son and current Chairman Todd’s father, Robert Duncan, led the company at the time and he was dedicated to keeping the culture as the company grew, no matter how many employees or locations.

That small group on the Learjet took some notes and then turned to the source of Duncan Aviation’s culture, the employees. Casual conversations about how Duncan Aviation conducted business took place throughout the company. Eventually, the core values emerged from those conversations. From the beginning, Duncan Aviation’s core values were not something that had to be memorized or learned by employees because they were simply a description of who they were and how they did business every day.

The core values were printed on posters and hung throughout the Lincoln facility and the satellite locations. The posters were reminders of how Duncan Aviation became a leader in the industry and served as a touchstone for all team members. It was understood that the key element of sustaining the values was to live them every day and for the leadership of the company to consistently make decisions that reflect the values.

Today, in addition to the posters, the core values are literally built into the facilities, proudly displayed on lighted pillars at the entry of both the Battle Creek and Lincoln service centers. As new employees join the veteran employees who were involved in writing the values 13 years ago, they learn the history of the core values on their first day and are encouraged to look to these values throughout their careers with Duncan Aviation.

Over the years since the core values were first identified and written down, they have been reviewed at management meetings, new employee orientation and values and ethics classes. In every case, the consensus has been that the values are accurate and complete, needing no substantive changes. With each review, the core values have been validated as the foundation of the culture and the cornerstone of Duncan Aviation’s continued success.

“Even though Duncan Aviation has tripled in size since that day on the Learjet 13 years ago, the company’s core values still match the organization’s cultural norms and behaviors,” says Jeannine. “They ring true to the team members and remind them of what is important. As a result, the core values also ring true to Duncan Aviation customers and put into words what is so special about working with the people of Duncan Aviation.”

breaking the Brand X stereotype

In the corporate world, old-fashioned values can be hard to find. But in America's heartland, one of the world's last family-owned aircraft support organizations is still holding fast to what it believes in. As it has grown over the past 50 years, it hasn't lost its small town appeal, or the values that have always made it different.

"I'm surly," announces the voice on the other end of the phone. It's a rather unusual way to start a conversation, but then again Kress Latham is, well, a bit unusual. "I'm having a Brand X facility experience and it makes me surly. So if you detect surliness, it's not directed at you."

Kress is a long-time customer of Duncan Aviation and a recent co-owner of International Jet Management. He's a hard worker: diligent and determined. It's how he advanced from an airframe mechanic to a Director of Maintenance in three years. It's also how he earns the respect of his clients.

As a DOM of 10 years, he has done business at nearly every service maintenance center in the United States. Anything less than good work ethic, communication and collabo-

ration annoy him, a lot. "Brand X" is Kress' way of referring to a company he's having a difficult experience with.

Kress has a rather quirky sense of humor that makes him easy to talk to, even on bad days. And today is definitely one of those days.

Without a hint of menacing irritability, he explains the situation. The plane he's stepped in to help manage has been in a pre-buy situation for eight months. His experience, in

his own words, has been “riddled with ill will and miscommunications.”

There have obviously been issues with the project—many issues—although no one really deserves the blame. A case in point is electrical components needed for an installation. Only one vendor makes them and they require an eight week lead time. Brand X wasn't particularly proactive in identifying this beforehand.

“They said: ‘There is no alternative solution. This is the part. This is who makes it. Eight weeks.’ I didn't believe them,” says Kress. “There's always an alternative solution. So I started calling everyone in the country.”

Vendors. Surplus suppliers. Service Reps participating at the NBAA convention. No one who might have—or who knows someone who might have—parts that could conceivably meet the specifications was left uncalled. And then a vendor finds nine surplus parts... at another one of Brand X's facilities.

“Brand X assured me they looked everywhere at all similar parts and that was the only part they could get,” says Kress.

He's not the kind of guy who comes across as being vindictive or petty, but it's not difficult to imagine him setting the parts—in a Brand X box—on the desk of his Brand X contact: concrete proof that an alternative did in fact exist.

“This doesn't happen at Duncan Aviation,” says Kress flatly. “I'll ask for alternatives and ten happy people will try as diligently as I will to find solutions.”

“We're all in this to make money,” says Kress, “but you make money by making relationships.”

And relationships are what Duncan Aviation is all about.

A Different Philosophy

Every DOM has had difficult experiences with service providers. It goes with the territory. But there's a different philosophy at work behind Duncan Aviation that makes it more than just another flavor of the so-called “Brand X.”

The environment is one where people feel like their opinions matter, where bureaucracy is limited, and where problem-solving doesn't involve—in Kress' own words—“a labyrinth of unnecessary complexity.”

That's not to say that every experience is perfect. Mistakes are inevitable. They're part of being human. What makes Duncan Aviation unique is how mistakes get resolved. The



relationship that is fostered is one where the customer is invited to walk through the decision-making process with the people working on their aircraft. By doing so, mistakes become positive learning experiences for both parties.

“I've never had a problem [at Duncan] we didn't resolve happily and without malice. I never get stonewalled,” says Kress. “With Brand X, it's a fight. You don't walk away happy.”

No one knows this better than Eric Gunderson. He hired on with Duncan Aviation as a mechanic in 1989 and later became a team lead. He left for a corporate operation in 1993, where he's been Chief of Maintenance for the past 10 years.

Duncan Aviation has an unusually high retention rate among employees, so Eric still knows a lot of people working on the floor. But that isn't why he keeps coming back for service. For him, it's the company's ethics. The people who work at Duncan Aviation are the backbone of the company, and they're empowered to do what's right.

“They are focused on doing right by the customer,” says Eric. “That supersedes everything, from the bottom to the top of the company.”

There's a direct line of communication that exists between customers and the people who provide service for their aircraft: employees work with customers on the floor as the aircraft is in work.

“They are focused on doing right by the customer. That supersedes everything, from the bottom to the top of the company.”
– Eric Gunderson, Chief of Maintenance



Eric Gunderson

“They're the reason we come for service, right down to the guy pushing the broom on the floor,” Eric says. “They do their best to do it right the first time. If something's wrong, they do whatever it takes to make it right.”

Eric is intimately aware of how badly the industry is hurting. The company's flight department of 35 years closed in mid-November laying off six pilots, two mechanics, a line service rep and a scheduler. A seven-year member of the NBAA Tech Committee, Eric's own job is in limbo as he works to keep two Lear 45s maintained while his company tries to sell them. Before the downturn, Eric had always been mindful about costs, but for him it's not just about the bottom line... even now.

“I've gotten lower quotes from other providers, but I'm willing to pay more to know it's done right,” says Eric.

Doing the job right is just one of the Duncan Aviation's many values, which sometimes means doing something different.

Consider the observations of Airframe Lead Mark Taylor, who left Duncan Aviation's Battle Creek facility a year ago to work at a larger service provider. He was never disappointed with Duncan, he was simply curious to see what a

Kress Latham lives between two worlds. As a Director of Maintenance for the past ten years, he's done business at nearly every aircraft service center in the United States. But he tries to stay away from big cities. “I know them very well,” says Kress. “I just try not to live in them.” Kress prefers life in a more pastoral setting, but he takes his work everywhere.



Mark Taylor

Remarkable Contrasts

Kress' first experience with Duncan Aviation was pure circumstance. He had always assumed the company was just another flavor of "Brand X," that is until a customer had a pre-buy inspection on an Astra SPX at a Duncan facility in 2002.

"That's when I fell in love with Duncan," says Kress.

Kress' first three years in aircraft maintenance were spent as a mechanic in a company where the workforce constantly struggled under management's thumb. It was a thankless job in an "us versus them" environment that did anything but foster initiative.

Ten minute breaks started and ended at the sound of a blaring horn. If employees couldn't make it to the break room from the ramp within ten minutes, oh well. He put in 1,000 hours of overtime each year for three years doing everything he could to get experience and get out.

He got in with International Jet Management as it was forming. Kress did far more than serve as their DOM, earning part ownership in the company through his own sweat equity. When he first came to Duncan, he was surprised by the "happy people" working on the floor.

"At Duncan, there's one lead per aircraft. It's a person who knows everything about what's going on with the project."

**– Mark Taylor,
Airframe Lead**

larger organization was like. The difference was striking, and within seven months he was back.

At the other service facility, Mark noted that leads are assigned four to five aircraft at a time.

"At Duncan, there's one lead per aircraft," says Mark. "It's one person who knows everything about what's going on with the project."

On any given project, Mark will assign tasks to personnel, assist mechanics, ensure write-ups are completed, perform inspections, troubleshoot issues, and order parts... to name a few tasks. That's in addition to answering questions from customers, project managers and managers.

It's a lot to take on, and having one project to manage "makes for better attention to detail and increased safety," says Mark.



"It was a remarkable contrast," says Kress.

Mark noted the same contrast when he left Duncan Aviation, and for him coming back was like coming home. At Duncan, off-shift work allows him to be with his family when he needs to, and job variety allows him to work on almost anything he wants. For example, he asked to move to the engine shop, which he did for a year. Now he's back in airframe, and he currently enjoys work in both shops. That was not an option at the other service provider.

"You are a number there, an employee number," says Mark. "They hired you for that spot and that's where they wanted you."

By all appearances, Duncan Aviation is a big service organization, but it hasn't lost its small town appeal. Mark feels involved in how he can offer input into procedures, and management is accessible.

"It's small enough I feel like part of the company," says Mark. And he's not interested in leaving again any time soon.

This kind of environment fosters employees to take ownership of their work. In Mark's case, when he leads a project for an aircraft he refers to it as "my airplane." There's a vested interest there that impacts the quality of the finished product. With all the details involved in the projects that come through Duncan Aviation's hangar bays, that can make all the difference in the world.

Part Of The Company

The relationships Duncan Aviation builds are as varied as its customers, and each person's experience with the company is unique. For Kress, it's finding a group of people he wants to work with.

International Jet Management sold this year, as Kress and the other owners knew it wouldn't last forever and it was

time to move on. There was only one alternative to working for himself, so the next move seemed obvious to Kress. He recently joined Duncan Aviation's Project Manager team.

He never thought he would ever consider working for a service provider again. Now he will be, although at a different level.

"Duncan is different," says Kress. "I want to be with other people like me. There's no one else I would even consider hiring on with."

"Duncan is different. I want to be with other people like me. There's no one else I would even consider hiring on with."

**– Kress Latham,
Project Manager**

Before he started Kress intended to take some time to relax. There was one small twist of fate that kept him working during his own down time.

Remember the customer that first brought Kress to Duncan with an Astra

pre-buy? They own the aircraft that's been stuck in a pre-buy situation for the past eight months at "Brand X." When they asked Kress to step in and get things moving again, he naturally said yes. It's all about the relationship that he has with his customer.

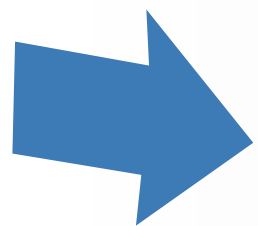
"People ask for help and I feel compelled to assist," says Kress. 📷

Our customers and vendors tell us it just feels different when they are at a Duncan Aviation facility. They advise us the environment feels positive, productive, trustworthy and friendly. By no coincidence, we believe our customers are also different. They are

the most friendly, trustful, demanding and forward-focused customers in the industry! I guess like kinds attract. We have what we call "core values." We don't mandate them. Rather they have become part of our DNA helix that started with Donald Duncan's

business philosophy and exist in the team members we hire, the customers we retain and serve as a filter for the decisions we make.

**Steve Gade
Vice President, Aircraft Sales,
Marketing and Components Solutions**

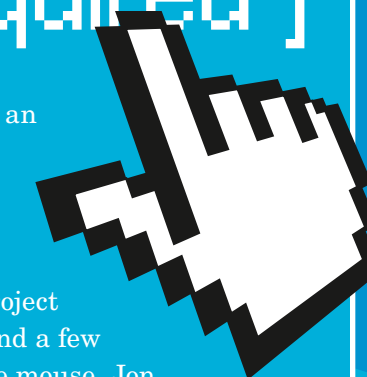


<http://www.myduncan.aero>



[Noel Blevins with Anderson & Anderson enjoys using the online approval system through myDuncan.aero.]

[No Visit Required]



With just an e-mail, a couple of minutes on the phone with his Project Manager and a few clicks of the mouse, Jon Blosser joined myDuncan.aero and was able to manage his entire project from his office.

“I will admit, I am not the most computer-savvy person,” says Jon Blosser, Maintenance Manager for Image Air out of Warsaw, Indiana. “But myDuncan was very easy to use.”

In fact, Jon checked in with his project (a Hawker 800 in for airframe and structural inspections and avionics upgrades) several times each day. He kept up with new items as they were added by his project manager, Dean Williams.

“I normally would have made the two-hour drive up to Battle Creek at least once to check in on the project, but with myDuncan, a visit was not necessary,” says Jon. “I highly recommend this program for anyone with a project in a Duncan Aviation hangar—it is a great communication tool.”

[Innovation Permutation]

Duncan Aviation’s successful myDuncan.aero initiative started with a small number of users in 2006. Today, the number of users has more than tripled. With new users every month, it is one of the most successful customer communication programs in the company’s history.

It is easy, it is cool and it is fast. But best of all, it has become an essential tool, one that helps every step of the communication process. It gives Duncan Aviation customers better control of their projects. It speeds things along for item approvals and gets the teams working on squawks faster. It also limits last-minute questions about the project and about the invoice that can slow down the delivery process. It is way more than innovation for innovation’s sake—myDuncan.aero has permanently improved and changed customer communication, engaging customers on a new, higher level.



[Tracey Hein, Project Manager, and John Spevak, Airframe Team Leader, view customer approved items via myDuncan.aero .]

Duncan Aviation’s Project Managers report that more than 95% of their customers use myDuncan to stay on top of their projects. They say that customers find it very convenient and with this tool, they are able to transform their laptop into a “virtual office.” Customers can view and approve their squawks, track project totals and see day-to-day progress. With color-coded items—airworthiness items in red and customer advisory items in blue—a quick scan helps them see what needs to be done next. The most recent and anticipated new addition is the ability to attach photos and files to approval items, giving the customer a picture of a squawk so they can see first-hand what was found during an inspection.

Here is the icing on the cake—it is easy to sign up and get started and intuitive to use. Just a few minutes of data entry by the Project Manager and a few clicks by the customer and the system is functional. Users say that the site is easy to navigate and Duncan Aviation Project Managers have never had a customer say they can’t figure it out.

“Many customers are so impressed that it actually reinforces their decision to come to Duncan Aviation,” says Jerry Tollas, a Project Manager with Duncan Aviation. “Many have commented that it is this kind of thing that sets us apart and ahead of the competition.”



**DUNCAN AVIATION
 TURNS SOLID CHALLENGER
 INTO REMARKABLE OFFERING**

Challenger 601-3A s/n 5016 was a solid aircraft before it ever rolled into the hangar at Duncan Aviation. Attracted by its maintenance history and avionics package, Duncan Aviation purchased the aircraft and began to make it even better. Now that it is complete, it is a stellar preowned aircraft offering. When Duncan Aviation modifies an aircraft, it becomes even more than it was before. The final product has delivered a Challenger with impressive avionics and entertainment packages, a unique and beautiful interior designed for the long haul, industry-leading paint and a complete maintenance record with the Duncan Aviation name in the logbook. Open these pages to see more on this remarkable transformation. For even more information, take a virtual tour at www.DuncanAviation.aero.



"In my opinion, Challenger 601-3A, SN 5016, is the best 601 on the market because it has already undergone the best pre-purchase evaluation you can accomplish. The Duncan Aviation airframe department completed the largest, most in-depth structural inspection currently required, the 24, 36, 48, 60, 120, 180, 240 month inspection. This inspection is key because it is so thorough and because it allowed us to implement the new Corrosion Prevention and Control Program."

Owen Grimm, Challenger Airframe Team Leader

smart

after



"The new electronics make this aircraft ready immediately for business or pleasure. We installed a new Honeywell MH Series Audio/Video Cabin Entertainment System with an LED Cabin Management Switch package. There are two DVD/CD Players, an iPod interface, an XM radio control panel, nine organic LED switch panels, eight speakers, two subwoofers and two 20" monitors. A highlight is the Pronto remote, which controls lighting and temperature as well as audio and video. Passengers will also have access to an Aircell Axxess phone system with three flush-mount handsets."

William Morris, Modifications Team Leader

relaxing



elegant



"The Challenger 601 cabin is very spacious; it is not cluttered yet has everything an owner will need. The new interior is beautiful and functional and can be both productive and relaxing for the new owner."

Duncan Design selected finish materials that were a little unusual—more contemporary with colors that are not typical for aviation. We updated all soft goods and upholstery including new headliner, window panel, psu, and bulkhead fabrics, and selected new Scott Group wool carpeting. The seat design is from the Duncan Design Collection and includes accent welt cord and contrasting French stitching."

Christine Mann, Duncan Aviation Aircraft Designer



custom



This Challenger 601-3A is available immediately from Duncan Aviation's Aircraft Sales team. It comes with a one-year maintenance warranty—something unheard of in the industry—and is the most impressive Challenger on the market. But don't take our word for it. Check it out for yourself at www.DuncanAviation.aero.





Duncan Aviation

BUSINESS

DUNCAN DEBRIEF WINTER 2009

JOBS

KEYS TO CAREER GROWTH

Today, the future of young aviation professionals is dependent on human investment and the degree of training, type of culture and growth potential a prospective employer offers. Recently, this has become a much more significant part of the aviation hiring equation, primarily because graduates of aviation schools need an employer who is not only innovative in its operations and technology but also in its support of individual career needs. They want companies with solid core values that are more personally attuned to their career pathways and who are enlightened by progressing careers through education.

As with so many things in contemporary times, this type of commitment to human investment boils down to the vision and resources companies wish to devote to the values they espouse. Duncan Aviation understands these important human needs and has provided an Education and Professional Development team that specializes in assisting employees, acting as advocates in their career development. Over the last three years, Duncan Aviation has increased the budget for this department by \$300,000 bringing the 2008 budget to \$2 million. In an era where most companies are cutting back on training, Duncan Aviation is making human investment a paramount value for the future of the company.

According to Julie Reilly, Manager of the Education and Professional Development team, Duncan Aviation invests in many forms of training including technical and non-technical, leadership and computer. In addition, Duncan Aviation offers a Tuition Reimbursement program to assist employees in pursuing college educations. "Internal" training has always been part of the fundamental base Duncan Aviation has used for decades in acquiring vast amounts of expertise in the many aviation disciplines. Duncan Aviation's "Coaching Program" is an example of this type of training. In order to effectively integrate new team members into the Duncan Aviation team environment




MATT STOLZ, AIRFRAME TECHNICIAN, AND TIM GARITY, TECHNICAL REPRESENTATIVE, STUDY AIRCRAFT BLUEPRINTS TO DETERMINE THE NEXT STEP IN A MAJOR REPAIR TO THE AIRCRAFT.

and culture, the Coaching Program pairs new team members with a "Coach" who has demonstrated strengths in leadership, job knowledge, communication skills and core company values. The program emphasizes consistent practices while allowing department flexibility. This type of partnering promotes team building and the team values of Duncan Aviation while helping new team members discover their career pathways. "Few companies incorporate the comprehensive commitment to training that Duncan Aviation displays," Reilly explains.

Many people at Duncan Aviation rise through the ranks to prominent positions. Mark Cote is a great example. Currently Vice President of Completions and Modifications, Mark was hired in 1987 as an avionics technician. He later grew into a career path that included customer service and program management. "I recognized early in my career that strong relationships are not built in a short time. One's experience, knowledge, honesty and dedication are the primary building blocks for successful relationships and

careers. That is why Duncan Aviation believes in personal growth and providing the tools and opportunities employees need to help build a satisfying career," Cote reflects.

U.S. Department of Labor statistics show that people between the ages of 18 to 42 average 10.8 job changes over a 28-year time frame. Much of this propensity to move stems from the lack of commitment to training from previous employers. Duncan Aviation doesn't believe that good, educated people should change jobs so frequently. Training and commitment to the success of each employee is one of the reasons the company is able to deliver such high-quality products and services. There is a partnership between Duncan Aviation and its team members, a partnership that revolves around respect for each other and recognition of the importance of ongoing training. That's the prescription for retaining people, maintaining high levels of experience and that provides customers with the type of service that is legendary in the aviation industry.

From a customer perspective, the value of training can sometimes be missed because of the focus on the expense of maintaining an aircraft. Yet, when reminded of the value of training, customers quickly understand the importance of knowing the core values of their service provider concerning this important issue. Julie Reilly sums it up, "Duncan Aviation customers are reassured from knowing that extremely qualified and educated technicians are working on their aircraft. And that becomes another reason Duncan Aviation is so dedicated to providing the training and human investment that's so vital in the aviation industry. To stay at the top in aviation requires a vast commitment, not only from Duncan Aviation, but also from the thousands of team members who make up the company. Our customers see the results of this joint commitment to excellence every day." 



SAFETY OFFICER KENDALL FOLDS WATCHES LEAD TECHNICIANS GREG BECKER AND MIKE GRIFFITHS EXPLAIN TO AIRFRAME TECHNICIAN ZACH ORTIZ THE BEST WAY TO GREASE A SLOT BEARING ON AN ASTRA. THE MAINTENANCE MANUAL PROVIDES DIFFERING PROCEDURES IN TWO ENTRIES, SO THE LEAD TECHNICIANS NEED TO VERIFY THAT THE PROPER PROCEDURE IS FOLLOWED FOR THE BEST CUSTOMER RESULT.

Duncan Aviation's Education and Professional Development team is one example of the company's commitment to its core values, its team approach and the idea of being a true "Learning Organization." The ideas and training provided by the Education and Professional Development team are far-reaching and permeate Duncan Aviation; this team touches nearly every person at Duncan Aviation in some fashion. Duncan Aviation's team of professional educators dedicated to support our employees is a testament to the innovative thinking prevalent at Duncan Aviation.

The ongoing investment in our employees' personal and professional development is one of the reasons Duncan Aviation remains number one in the industry and why customers view Duncan Aviation as their "First Choice." The programs developed by the Education and Professional Development team help us continue to be the best at what we do.

– Jeannine Falter,
Vice President, Business Development



Duncan Download

Todd Duncan answers questions about his role as Chairman of family-owned Duncan Aviation, what he sees as his legacy of growth and career building opportunities for Duncan team members, and the future of the business aviation industry.

What does it mean to you personally to keep Duncan Aviation in the family?

My family has a passion for aviation and has for multiple generations now. We are pilots and we use and rely on the products we service. We also have a passion for the communities that we live in—Battle Creek, Michigan, and Lincoln, Nebraska. When I'm in either location and see someone with a connection to Duncan Aviation, I take great pride in knowing we are creating futures.

My sons, P.K. and Harrison, are also developing an appreciation for the business. They fly with us and participate in all the Duncan Aviation family activities. They've attended meetings and see why I enjoy my work. That is the most important thing for them to understand; that it's not just work for me. I've loved it for the twenty years that I've been here.

I intend to be at the helm of Duncan Aviation for another twenty years at a minimum and during my tenure, the company will remain in the family. We receive purchase inquiries periodically, but have no intention of selling. We are actively out in front of the industry telling our business partners that we love the business and we're in the business for the long haul. I was born and raised and have always lived in Lincoln. If my twins, now age 14, have the interest, energy and aptitude to work in this business, I hope that they will. However, I also have a nephew currently in A&P School pursuing

an aviation career. There are a lot of generations around here with the capability and the leadership.

How does a family-owned company have an advantage over a public corporation?

There are many publicly-held corporations that are successful. Some, though, get too large and lose sight of what is important. Our focus is still on what's most important to us: the business aircraft operator. That is the operator with one or two aircraft. We remain committed to that operator and will always do right by them even as we grow other opportunities when they make sense for Duncan Aviation. Flexibility is another clear advantage of maintaining family ownership. We are more adaptable to the changes in the marketplace than larger companies and corporations.


Why do aviation professionals want to work at Duncan Aviation?

I spoke with 20 new employees this morning at an employee orientation and asked them a similar question. They talked about having a career and being in an environment where they can learn and grow. That was my career path. I came in here as a young person right out of college. I didn't know a whole lot. After 20 years in the industry working in different areas and doing different things, I have gained a sense of value personally. I think that's what we all look for in a career; a good job and good people to work with, opportunities to be well

trained and to be well-supported. We want a future in an organization that gets better and grows as we grow. That's the kind of environment we've created at Duncan Aviation.

Are Duncan Aviation customers smarter by being our customers?

I hear examples of that all the time. Our customers love the information and knowledge they gain from us. They get this information through channels like our "Straight Talk" books, the quarterly *Duncan Intelligence* newsletters we publish and our technical sales reps. They like the quarterly *Duncan Debrief* magazine and the one-phone-call access they have to receive information and assistance. They also like the open access they have when they are with an aircraft project on the hangar floor. We continually share with our customers what we've seen and the solutions we've used to solve issues in the past. We hope they're better at operating their aircraft because they have interacted with us. We know that we're better at what we do by having interacted with them.

I've had customers come up to me and tell me "Your people are wonderful. They're just the greatest." I tell customers our team members are as good as they are because our customers are involved, honest and tell us what they need and expect. On any real successful job, you can look back and see a sharing of that responsibility between customer and company. Ultimately, we're all in this together. 

Duncan 411

NEWS & TECH UPDATES

n. (duncan aviation): the largest, family-owned aircraft support organization with a history of trying new ideas and an ability to innovate and transition itself into emerging trends.

The “Duncan 411” addition to the *Duncan Debrief* is meant to keep you up-to-date on the continually changing aviation industry. In it, you will find Duncan Aviation news and technical updates that may affect you or your aircraft.

FIND WHAT YOU NEED FASTER ON DA.AERO

After listening to customer requests and feedback, we have redesigned Duncan Aviation’s web site and given it a new address. Besides a more modern design, the entire structure of the site has been overhauled, offering better navigation and information that’s easier to find.

The new site was designed to provide an easier and more productive experience for visitors. The address DuncanAviation.aero is now available as DA.aero, which is easier and faster to type (older addresses like DuncanAviation.com will still work). Core services are listed prominently on the homepage in addition to service programs and our latest publications. The ads have gotten smaller, and offer information on new service initiatives, company events and technical solutions. In addition, “breadcrumb” navigation for each section helps you determine



where you are on the site, and get back more easily. Quote requests are designed to be easier to send, and related links and contact information are also more accessible.

The new website, which was designed and developed almost entirely in-house, is the product of more than a year’s worth of work and discussions with web

n. (redesign): entire overhaul to the structure of a website offering better navigation and information that’s easier to find.

users. But it is not “done.” The site will continue to grow, offering new features, technical resources and more.

Please send suggestions for changes, or ideas for new features to: webmaster@DuncanAviation.com. You may also comment on the site by visiting DA.aero and clicking “Contact” on the dial in the upper right corner of the page.

DUNCAN AVIATION PLANS SIX WAAS WITH LPV CERTIFICATION PROJECTS

In the first few months of 2009, Duncan Aviation will certify LPV in six different aircraft. LPV approach capability provides operators with ILS-like guidance down to near CAT I ILS minimums (as low as 200-feet with 1/2 mile visibility).

The installations are:

- Two Learjet 45s with Universal Avionics dual UNS-1Ew WAAS with LPV certification.
- Two Gulfstream G-100s with Universal Avionics dual UNS-1Ew WAAS FMS with LPV certification.
- A Cessna C560 Ultra with Single Universal Avionics UNS-1Espw with LP/LPV Monitor WAAS with LPV certification.

- A Falcon 900 with Honeywell dual NZ-2000 FMS with LPV certification. WAAS equipment is ready to install today and certification efforts are under way. To find out more about certification for your aircraft, please contact any member of the Duncan Aviation Avionics Sales Team at either of their full service locations, Battle Creek, Michigan at 800.525.2376 or Lincoln, Nebraska at 800.228.4277.

To learn more about WAAS and LPV certification, visit www.DuncanAviation.aero/straighttalk. Duncan Aviation’s *Straight Talk* series tackles the issues that are most important to operators, including WAAS, CACP and Satcom and High Speed Data. Upcoming editions will address the topics of ADS-B (Automatic Dependent Surveillance-Broadcast) and CPDLC (Controller Pilot Data Link Communications).

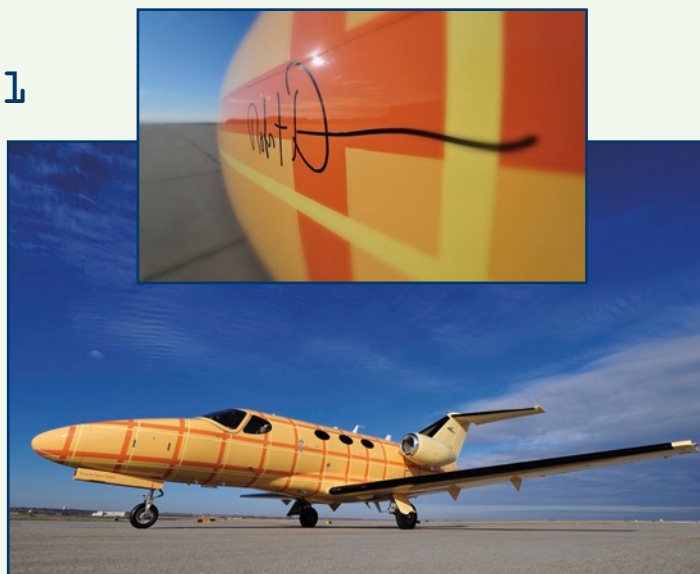
ROBERT DUNCAN TO FLY DOVE 1

Most operators of business aircraft have heard of the Citation Special Olympics Airlift. Special Olympics is an international organization that provides people with intellectual disabilities continuing opportunities to realize their potential, develop physical fitness, demonstrate courage and experience joy and friendship.

The roots of the Citation Special Olympics Airlift began in 1985 when Cessna Aircraft Company sent two Citations to fly the Kansas Special Olympic delegation to the International Winter Games in Salt Lake City. Then in 1987, the company coordinated more than 130 Citations to take part in that year's World Games in Indiana. Over the years, more than 1,000 Citations have taken flight to carry 7,100 athletes, coaches and sponsors to compete in International and U.S. National Special Olympic competitions.

Corporations and individuals who own Citations donate their business jet(s), flight crew and fuel for the airlift. Each one is called a "Dove Flight" and without them, many of the 3,000 athletes that compete at each event could not afford the trip.


In the summer of 2010, the Special Olympic competition will be hosted by Lincoln, Nebraska, the city where Duncan



Aviation has its headquarters. Robert Duncan, Duncan Aviation Chairman Emeritus and Citation owner, was the first to volunteer for the airlift and will be given the call sign "Dove 1." Robert will fly his new plaid (yes, plaid) Citation

Mustang to transport the first Special Olympic delegation to the Lincoln Airport that July.

Cessna is seeking volunteers to join Robert in this cause, hoping to secure more than 325 Citations to support the effort. Citation owners wanting to participate are

encouraged to register online at www.airlift.cessna.com. 

n. (dove 1): the first to volunteer for the Citation Special Olympics Airlift in 2010 in Lincoln, Nebraska.

HIGH SCHOOL STUDENTS HAD THE OPPORTUNITY TO "ADJUST THEIR ALTITUDE"

On Friday, October 17, roughly 550 Nebraska juniors and seniors from Lincoln and Omaha's public schools were exposed to the many exciting and satisfying career opportunities in the aviation industry through the first Aviation Career Day.



Students rotated around a quadrant of more than 30 exhibitors.

Adjust Your Altitude 2008 was an aviation career fair with more than 30 exhibitors from across the nation representing the aviation community. Exhibitors included Rockwell Collins, Cessna, CAE

SimuFlite, Hawker Beechcraft, Nebraska State Patrol, AAR Aircraft Services, Elliott Aviation, Duncan Aviation, and many others. Organized by team members from Duncan Aviation, the Strategic Air & Space Museum, and Lincoln and Omaha Public Schools, the event was held at the museum. Exhibitors and students alike reported that the day was informative and worthwhile for them.

"We've seen concern about the shortage of technicians in aviation ebb and flow over the years and know that we need to be a part of

the solution," says Duncan Aviation Chairman Todd Duncan. "So we are proactive. That means organizing

(Continued on page 21)



Students participated in the Duncan Aviation Maintenance Olympics. Job tasks for Airframe, Avionics, Engine and Prop & Accessory were represented.

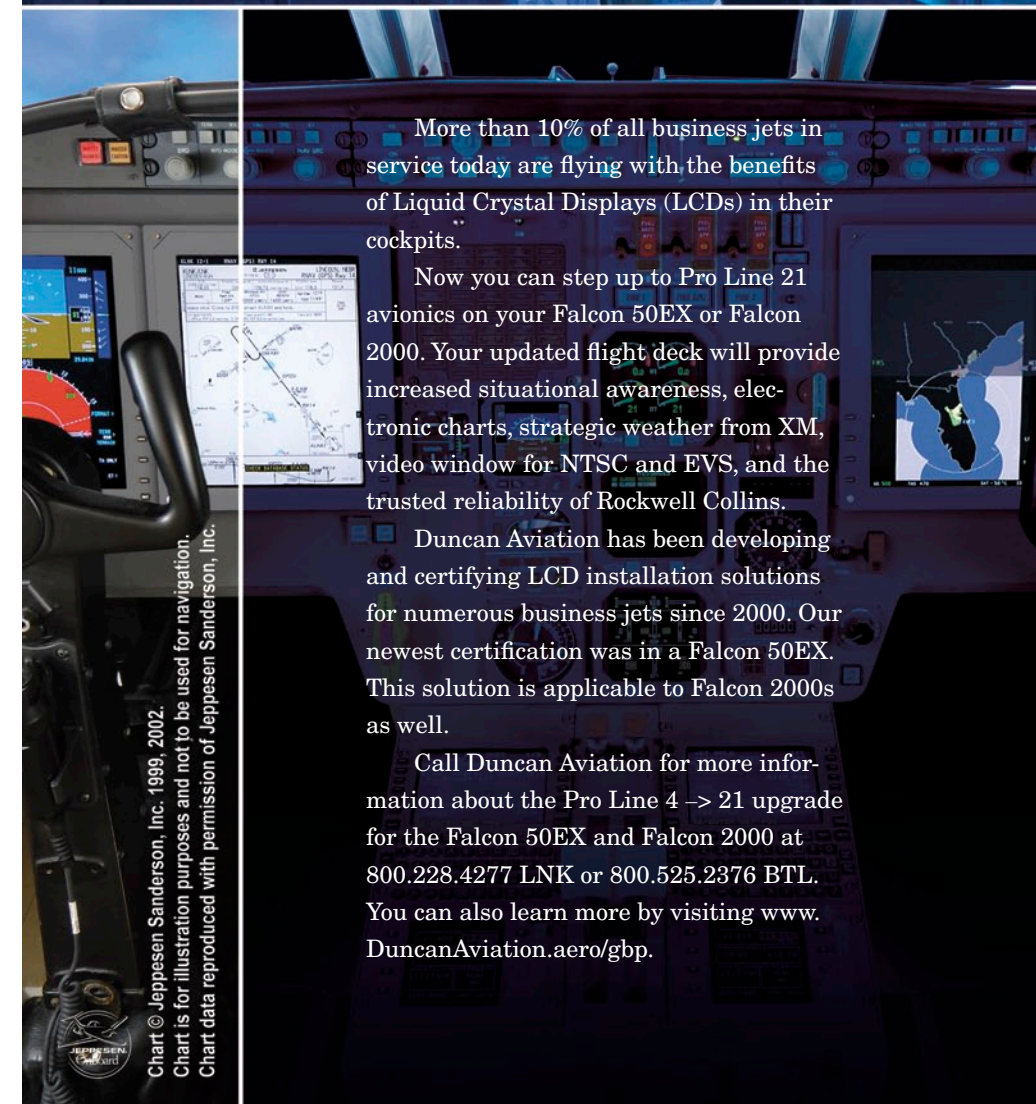
(LEFT) Robert Duncan's Mustang, christened in November 2008, was painted and designed by Duncan Aviation. Duncan Designer Teri Nekuda says she loves the fact that Robert puts no limits on the possibilities of aircraft design. "He always wants to be on the cutting edge and have the design reflect his personal artistic flare," she says. "His approach invites other customers to experiment with new and extraordinary ideas for their projects as well."

Teri says the plaid design was inspired by a combination of fabrics and unique colors adapted to form to the overall shape and size of the fuselage. The background for the plaid is a soft color of Maize with vertical and horizontal stripes of Tangerine and Lemon Yellow in varying thickness and spacing. The engine nacelles, tail, wings and delta fins were kept simple in a solid shade of Sandstone, letting the fuselage take on an element of its own. As a finishing touch, Robert's signature was applied just under the pilot's window.

"The best part," Teri says, "was the look on Robert's face as he showed people the aircraft on the evening of its christening. It was exactly what he wanted. That's what we strive for with all of our customers; when you see that gleam in their eyes, you know you've achieved the paint scheme they had in mind."



THE ULTIMATE RETROFIT EXPERIENCE WITH DUNCAN AVIATION'S GLASS BOX PROJECT FALCON 50EX/2000 4 -> 21 SOLUTION



More than 10% of all business jets in service today are flying with the benefits of Liquid Crystal Displays (LCDs) in their cockpits.

Now you can step up to Pro Line 21 avionics on your Falcon 50EX or Falcon 2000. Your updated flight deck will provide increased situational awareness, electronic charts, strategic weather from XM, video window for NTSC and EVS, and the trusted reliability of Rockwell Collins.

Duncan Aviation has been developing and certifying LCD installation solutions for numerous business jets since 2000. Our newest certification was in a Falcon 50EX. This solution is applicable to Falcon 2000s as well.

Call Duncan Aviation for more information about the Pro Line 4 -> 21 upgrade for the Falcon 50EX and Falcon 2000 at 800.228.4277 LNK or 800.525.2376 BTL. You can also learn more by visiting www.DuncanAviation.aero/gbp.

Chart © Jeppesen Sanderson, Inc. 1999, 2002. Chart is for illustration purposes and not to be used for navigation. Chart data reproduced with permission of Jeppesen Sanderson, Inc.

DUNCAN AVIATION PARTNERS WITH PRESTIGE JET

Duncan Aviation recently signed an agreement with the maintenance division of Prestige Jet Group, Prestige Technique, stating that the companies will work together to provide of a wide range of airframe and engine maintenance services in the Middle East. At the Middle East Business Aviation (MEBA) show in November, Duncan Aviation was pleased to join Prestige Jet in their chalet as they met with many operators in the region.

“We are delighted to be working with Prestige Jet as we make our first foray into the Middle East market,” says Tony Gilbert, Duncan Aviation’s Vice President of International Business. “Duncan Aviation, in partnership with Prestige Jet, will provide all services from airframe and engine maintenance to completions and avionics installations.”

Faris Deeb, the Managing Director for Prestige Jet and Duncan Aviation’s representative in the region, had this

to say about the partnership: “Prestige Jet is embarking on an unparalleled growth program, at the heart of which is the safety and reliability of our growing and diverse range of aircraft. This association with Duncan Aviation means we can draw on more than 50 years of experience and the highest reputation in the industry. As a premier

provider of maintenance and other services for all the leading makes of business aircraft, they are the ideal partner for our current and future needs.”

Prestige Jet was formed in early 2007 and is actively engaged in expanding its aviation services to support the growing need for luxury private travel in the region. The company currently has a facility in

the United Arab Emirates at Al Bateen City Airport in Abu Dhabi. The company plans to acquire an additional facility at Al Ain International Airport for a dedicated maintenance hangar to prepare for the increase in maintenance requirements expected in the region. ✈️

n. (partnership): members of Duncan Aviation and Prestige Jet made a business venture by pooling talent and knowledge to better serve operators in the Middle East.

(“Adjust your Altitude” continued from page 19) career fairs, visiting the schools and educating counselors, administrators, teachers and



Bill Walker explaining to students how air and gases flow through the cut-away of a jet engine.

students on what the career path options are. It’s our duty locally and it’s the duty of our associations, whether that is the National Air Transportation Association (NATA) or the National Business Aviation Association (NBAA), to get the word out. We can’t just wait idly by and hope it will correct itself. We’ve got to show young people there are great careers in aviation and that those careers are accessible to them.”



Students were given 30 minutes per quadrant to meet and interact with exhibitors to converse on career path options available in the aviation industry.

ARE YOU READY FOR STRAIGHT TALK ABOUT WAAS?

As a critical step in the FAA’s NextGen plans, WAAS GPS approval will open up nearly all U.S. airports for precision approaches. The latest addition to our Straight Talk series explores why WAAS is important to business aviation operations, explains equipment selection and installation and sheds light on the approval processes.

Join the conversation. Get the answers. Subscribe to updates.

www.DuncanAviation.aero/straighttalk



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JUST THE FACTS

THERE IS NO ROOM FOR GUESSING.

Whether you are buying or selling your first aircraft, upgrading or adding to a fleet, you want a fair price based on current trends researched specifically for your transaction. With more than 300 transactions in nearly 30 years, Doug Kvassay uses his MBA training to back all of his recommendations with thorough research and accurate data. Because in the aircraft after market business, you don't want a representative guessing. Doug Kvassay is not in the business of guessing.

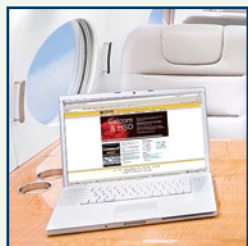
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Tech Report

**DUNCAN AVIATION
REPS GIVEN
FIRST LOOK
AT BROADBAND
TECHNOLOGY**

Pictured on the right: Todd Duncan (second from left) and Gary Harpster (fourth from right) participated in a flight to try out the latest air-to-ground technology with a small group of individuals from key companies in the industry.



**AIRCELL
BROADBAND:**

Aircell won the FCC frequency bid that allows them the proprietary rights to develop and market a new high-speed data technology based on air-to-ground communications. Aircell broadband supports high-speed internet, e-mail and corporate VPN access in flight. Aircell broadband installation will typically include one or two lightweight bottom-mount antennas that will fit nearly every aircraft and the associated avionics units. 

Aircell, a provider of airborne communications, invited a short list of representatives from business aviation companies on a flight in June to be among the first to try out their latest air-to-ground technology. Tom Myer, Director of Marketing for Aircell said, "We selected these companies because we felt they were highly respected in the industry, heavily involved in airborne technology and able to see the value in this service and act." Duncan Aviation's Chairman Todd Duncan and Gary Harpster, a Duncan Aviation Avionics Sales Rep, were among the invited.


Aircell's new broadband technology allows passengers to use their personal laptops and smart phones at full mobile broadband speeds, just as if they were on the ground. "Finally something for the passenger in the back," says Todd. "A lot of the technological advances we've seen in business aviation have been for the benefit of the flight crew

and flight safety. But this is a service the passenger in the back can get excited about."

Gary agrees, "While in their offices, most customers are accustomed to high-speed internet with immediate performance. This system is capable of delivering that same speed

n. (air-to-ground technology): a system capable of delivering the same speed and performance while in flight as high-speed internet on the ground.

and performance while in flight. Once operators get used to what can be accomplished with the internet at these speeds and altitude, we will all be amazed at the innovations that will follow. Just look at what's happened with cell phones. This is only the beginning."

Although this new broadband service isn't expected to be available until the second quarter of 2009, Duncan Aviation is prepared now to answer customer questions and begin provisioning aircraft for this latest technology as early as first quarter 2009. "There are so many internet connection options available to customers," Gary says. "We're here to assist them in determining their needs and recommending a system." 

AIRCRAFT LISTINGS

Our inventory is always changing. Visit www.DuncanAviation.aero for more information on our current aircraft listings.



1988 Challenger 601-3A, SN 5016



1992 Learjet 31A, SN 051



1982 Westwind II, SN 365



1990 Falcon 900B, SN 087



1990 Falcon 50, SN 206