

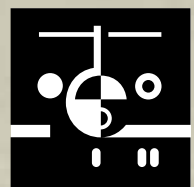
A publication of Duncan Aviation

Duncan Debrief

Summer 2020



DUNCAN
AVIATION



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Cover: Robert and Karen Duncan in front of Duncan Aviation's Citation 560XLS, M2, and Mustang, all with unique exterior paint schemes. "They're all flying, traveling billboards, catching people's attention, and showing that Duncan Aviation is different," says Robert.

Caring For Each Other

The world was turned upside-down this March when the World Health Organization characterized the outbreak of COVID-19 a pandemic and travel restrictions and stay-at-home orders were quickly implemented. During this time, it became clear that there were three priorities as we navigated the new business and social terrain.

- 1) We appreciate and support our team members and customers.
- 2) We care about the safety and health of our team members and customers.
- 3) We need to continue to support our customers as business aviation will be instrumental in helping the world meet and emerge from this challenge in the months and years to come.

We care about our team members and customers and have worked with our local health departments to implement new practices that allow us to safely continue to provide vital support services. Business aviation is critical to the world's transportation infrastructure, providing access to general aviation airports that support local communities and businesses, support the world supply chain, and service humanitarian flights of time-sensitive supplies, medical and testing equipment, and organ donations. In addition, business aviation will provide peace of mind to travelers as businesses work through stabilization and recovery efforts.

Thank you for your business. We look forward to supporting you as together we lead economic recovery efforts. 

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Donald Duncan (1922-1981)

Left to Right: PK,
Harrison, Todd, and
Robert Duncan

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SUCCESSION, LEGACIES, AND CONTINUITY

“Legacy is not leaving something for people. It’s leaving something in people.”

— Peter Strople

2020 has proven that things change and that people adapt and transition. Following a spring full of business, personal, and economic transition, Duncan Aviation saw high-level leadership transitions this summer as former President and CEO Aaron Hilkemann stepped into a part-time role as CEO and Chairman of the Board of Advisors and Jeff Lake assumed day-to-day business responsibilities and leadership of the company’s Senior Management Team as President.

When a business embraces transition and strives not only to plan for succession but, also to encourage people to leave legacies, an organization’s sustainability and growth flourishes. That is precisely how Duncan Aviation approaches succession and change.

“In some organizations, transitions are stressful and contain uncertainty,” says Todd Duncan, Chairman of the Board of Directors for Duncan Aviation. “That is not the case at Duncan Aviation, though, because we talk a lot about leaving lasting legacies and whenever possible, our transitions are carefully crafted and strategically planned with approval from our Senior Management Team and our external Board of Advisors.”

Duncan Aviation regularly plans for succession and not just for top leadership positions. Every department has a succession plan that addresses

various contingencies. Change can be difficult, but with planning and forethought, it can be beneficial.



AARON HILKEMANN – CEO AND CHAIRMAN OF BOARD OF ADVISORS

“Aaron has been a transformative leader for Duncan Aviation and leaves a remarkable legacy,” Todd continues. “His servant-leadership style and integrity instilled a formal, consistent leadership structure that allowed the company’s culture to blossom. He increased professionalism and added a decision-making style that was strategic and compassionate. He never deviated from the belief my family has that the people of Duncan Aviation are our strongest assets; instead, his style complemented it perfectly.”

Aaron joined Duncan Aviation in 1995 as Executive Vice President and Chief Operating Officer and was appointed President in 1997. Before that, he worked in banking and finance.

“The team members at Duncan Aviation have always been the heart and soul of this company,” Aaron says. “When I began 24 years ago, it was clear there was a





JEFF LAKE

JEFF LAKE - PRESIDENT

When Aaron stepped away from the President role, Jeff Lake stepped into it and has the day-to-day responsibility of running the company and leading the Senior Management Team.

“I am very appreciative to have had the guidance of Aaron and the entire Senior Management Team during my career at Duncan Aviation,” Jeff says. “Working together with them for years and facing numerous challenges and celebrations prepared me to coordinate active discussion and develop ongoing strategy for our team members and customers. It is obvious that we are amid a challenge again, but I am confident that working together, Duncan Aviation and business aviation will find opportunities and solutions that will ultimately make us stronger and more resilient.”

Jeff joined Duncan Aviation in 1993 as Controller and soon became VP (Vice President) of Finance. He was promoted to CFO (Chief Financial Officer) in 1998 and was named COO (Chief Operating Officer) in Lincoln in 2008. Jeff has also been active in both aviation and non-aviation boards/committees including United Way, CASA for Children, GAMA Maintenance Committee, and the Boeing Customer Advisory Board.

FUTURE CONTINUITY

Building a legacy puts a stamp on the future, making contributions to future generations and leaders. The recent leadership changes at Duncan Aviation were carefully planned and executed.

“I am excited for the future,” Todd says. “I am confident that the changes we have seen so far this year will help secure the longevity and importance of business aviation, and I know that the changes within Duncan Aviation are rooted in our culture and core values. I am certain that Duncan Aviation will continue to find success and support our customers’ needs with high-quality products and services for years to come.”

need to build a senior team of managers who could create meaningful change and make vital decisions.”

Much of Aaron’s focus at Duncan Aviation has been in the selection and development of the best individuals to be on the Senior Team and then ensuring the team remained challenged and together.

“I am proud of our Senior Team, and it is this team, not any individual, that has been responsible for the company’s leadership and decisions.”

The team maneuvered the company through some tough times, including the challenges after 9/11, the Great Recession, and now the COVID-19 pandemic. The team also lead the company through phenomenal growth, facility investments, and innovative market offerings.

Aaron has developed close relationships with customers, OEM representatives, and team members. He is a past Chairman and member of the Board of Directors of GAMA (General Aviation Manufacturers Association) and has served as Past Chairman of the NBAA AMAC (Associate Member Advisory Council) and the NBAA Board of Advisors.

With Aaron released from the day-to-day management of the company, he is concentrating on high-level opportunities, nurturing industry and customer relationships and mentoring team members, and he plans to take time to travel, enjoy his family, and pursue his hobbies. It truly is a win-win scenario that allows Aaron to focus on where he can be most effective.

“Since I’m not retiring completely, I’m looking forward to a meaningful role that will allow me to maintain relationships both in the industry and with our team members,” Aaron says.



BILL PROCHAZKA



CHAD DOEHRING



MIKE MINCHOW



RYAN HUSS

ADDITIONAL LEADERSHIP TRANSITIONS

TRANSITION CREATES OPPORTUNITY AND DUNCAN AVIATION LOOKS TO ITS TEAM WHEN NEW OPPORTUNITIES ARISE. HERE ARE SOME ADDITIONAL HIGH-LEVEL TEAM TRANSITIONS THAT OCCURRED THIS SUMMER.

BILL PROCHAZKA

Bill Prochazka, former Executive VP and COO of the Provo, Utah, facility, retired. Bill started with Duncan Aviation in 1987 and was instrumental in the development of all three full-service MRO facilities.

Bill is especially proud to have been part of the *First Team* in Provo—the 12-member team who initially moved to Utah to blaze the trail for the first facility we built from the ground up.

CHAD DOEHRING

Upon Bill’s retirement, Chad Doehring stepped into the COO role after working closely with Bill for more than two years on the construction, recruiting, and staffing of the new Provo maintenance, modifications and paint complex that was completed this spring.

Chad is a longtime Duncan Aviation team member, hired in 1994 as an airframe mechanic, where he specialized in Falcon and Hawker airframes at our Lincoln facility. He continuously increased his responsibility with management positions including

Airframe Assistant Manager, Airframe Services Manager, and Customer Service Manager. Before joining Duncan Aviation, Chad worked for Northrop Grumman on the B2 bomber as a structure, hydraulic, and flight test mechanic.

MIKE MINCHOW

Mike Minchow is the former VP of Service Sales who transitioned to the role of VP of Modifications and Engineering for Duncan Aviation’s Lincoln facility at the beginning of 2020. In July, he added the responsibilities of COO of Lincoln.

Mike joined the Duncan Aviation’s Design Center team in 1993 as a Designer while working on his Master’s degree in architecture. Mike transitioned to Team Leader of Design, moved to Sales Team Leader, and then on to Program Manager. He was then promoted to Sales Manager and eventually named to the Senior Management Team as VP of Service Sales.

RYAN HUSS

Ryan Huss was selected to fill the newly created role of Director of Sales, which was created after Mike shifted to engineering and modification. Ryan served 7.5 years in the US Air Force before joining Duncan Aviation. He started at Duncan Aviation as an Airframe Technician I and during the past 19 years has held the positions of Airframe Lead Tech, Airframe Team Leader, Bombardier Airframe Service Sales Rep, and, most recently, Airframe and Engine Sales Manager.



TAILWINDS HARRY BARR

WHAT IS A LEGEND? A LEGEND IS DEFINED AS A PERSON OR THING THAT INSPIRES. HARRY BARR WAS JUST THAT.

It was with heavy hearts that Duncan Aviation team members bid a final farewell to friend, aviation legend, and company staple Harry Barr when he died at his home in Raymond, Nebraska, on July 1. Born in 1935 in Clarinda, Iowa, Harry and Duncan Aviation founder Donald Duncan shared not just a home town but a passion for

flying, and the two partnered in several business endeavors after Donald purchased a Beechcraft distributorship, the roots of Duncan Aviation, in 1956.

Harry earned his private pilot's license when he was 19 and during his lifetime, he flew aerobatic planes, experimental planes, helicopters, and jets. In 1964, Harry and his

lifelong friend Clay Lacy were type-rated to fly the then brand new Learjet 23. From the early days of Duncan Aviation until his death, Harry was a pilot for the company.

LENDING A HELPING HAND

Great human beings are often known for their humble demeanor, the passion and adventure they bring to their daily lives, or their quiet concern for fellow human beings.

“Harry embodied them all,” says Duncan Aviation Senior Captain Larry Bartlett. “With Harry, his work was his fun; it was hard to differentiate from when he was working and when he was having fun. And many have furthered their careers in aviation because of his mentoring and encouragement. Because he had the means, he helped anyone who showed an interest in a career in aviation or flying.”

WORLDWIDE IMPACT

One of those Harry mentored was young Brazilian Pablo Branco. The two met shortly after Pablo’s parents had died and the man who’d taught him to fly, Eduardo, was killed in an air accident. Harry knew Eduardo and met with the grief-stricken Pablo to encourage him to keep his dream of flight.

“I told him there was just no money, but Harry assured me that if I could get to Lincoln, Nebraska, in the United States, he’d make sure I could continue with my flight lessons,” says Pablo. Pablo made it happen and within months, he reached the minimum required hours for his commercial check ride, racking up around 150 hours in Lincoln.

“By that time, I considered Harry my American father,” says Pablo. He went back to Brazil and was able to find a job as a pilot flying Learjets. “We kept in touch, and when I landed a job as a corporate pilot in the United States and brought the aircraft to Duncan Aviation for service and maintenance, Harry was always there at the hangar door when I taxied up to welcome me back.

“Harry made it happen for me, no doubt,” Pablo says. “I owe him everything. I don’t think I could have done it if it wasn’t for him.”

AEROBATIC FLYING

Duncan Aviation Director of Flight Department Maintenance Andy Bajc recalls the time Harry asked him to drive his Oldsmobile with a landing platform on top at a local airshow.

“We’d synch up, and he’d land the J3 Cub on the roof of the car,” says Andy. “Whenever anyone asked Harry how many times he’d had to

practice the landing, he’d say, ‘Never practice anything you have to get right the first time.’”

Project Manager Howard Nitzel estimates that Harry made that landing over 100 times, and never scratched an airplane.

“One time at a Fourth of July Air Show in Seward, Nebraska, Harry got the landing gear stuck and rolled off the back of the platform with his SuperCub,” Howard says. “He pulled up, flew away, and came back and stuck it.”

Howard said that Harry’s late wife, Barbara Jean, was standing behind him and said, “You tell Harry that we are going to cut that platform up into little pieces and he’s never going to do that again!”

In typical Harry fashion, he proceeded to do it for another 20 years.

Duncan Aviation Aircraft Sales & Acquisitions Representative Doug Roth also shared a common interest in flying aerobatics.

“Every summer since 1994, we flew in air shows together,” Doug says. “Harry always gave me the confidence and encouragement I needed. In 1987, not long after the Midwest Aerobatic Championships, Harry took me up in his Hiperbipe and had me perform inverted flight. I remember Harry took over and immediately started performing aerobatic maneuvers. I totally lost orientation, Harry yelled, ‘yee haw!’ and I could feel my cheeks pull down!”

Doug continues, “He was a big part of my life during work and after hours flying, he will be greatly missed. All we can do now is take the memories and

move forward, trying to keep the tradition of Harry Barr alive.”

AVIATION COMMUNITY

Respected throughout business aviation, Harry was also known and loved by many groups in which he was an active member, such as the Midwest Aerobatic Club, the IAC International Aerobatic Club, the Experimental Aircraft Association, and the Warbirds of America.

Retired aviation legend Clay Lacy met Barr at the first Learjet distributor meeting in Wichita, Kansas, in the spring of 1964. During the early days of the Learjet, Lacy talked with Barr many times to get his opinion on issues regarding the Learjet.

“I really respected him as a great aviator and a great person/friend,” Clay says. “I am lucky to have known him all those years...Harry Barr was extremely knowledgeable about aviation and airplanes.”

DUNCAN AVIATION FAMILY

Chairman Todd Duncan says that Harry was a friend and mentor throughout the aviation community.

“Harry never had a bad word to say about anyone,” Todd says. “I had the greatest respect and admiration for this man who lived his life so well and so fully. He will be terribly missed by all of those who knew and loved him.”

Chairman Emeritus J. Robert Duncan says that the stories about and with Harry will go on forever and ever.

“He was, and is, a legend,” Robert says. “I first knew him as almost a big brother. He lived with our family for a while, taught me how to

fly, and gave me my first flying job. The list goes on and on.

“Harry was a natural pilot and athlete. His track record at Clarinda High School still stands. His handstands—on one hand—while drinking a beer are again, legendary.”

Robert continues, “Harry could fly anything, and he did. His love for aviation—the equipment, the people, and the the places that aviation took him—WOW!”

HARRY BARR’S LEGACY

What makes Harry a legend is not his decades in aviation or 30,000 flying hours. It’s not his years of being a flight instructor or helping the younger generation. And it’s not his impact in the aviation industry.

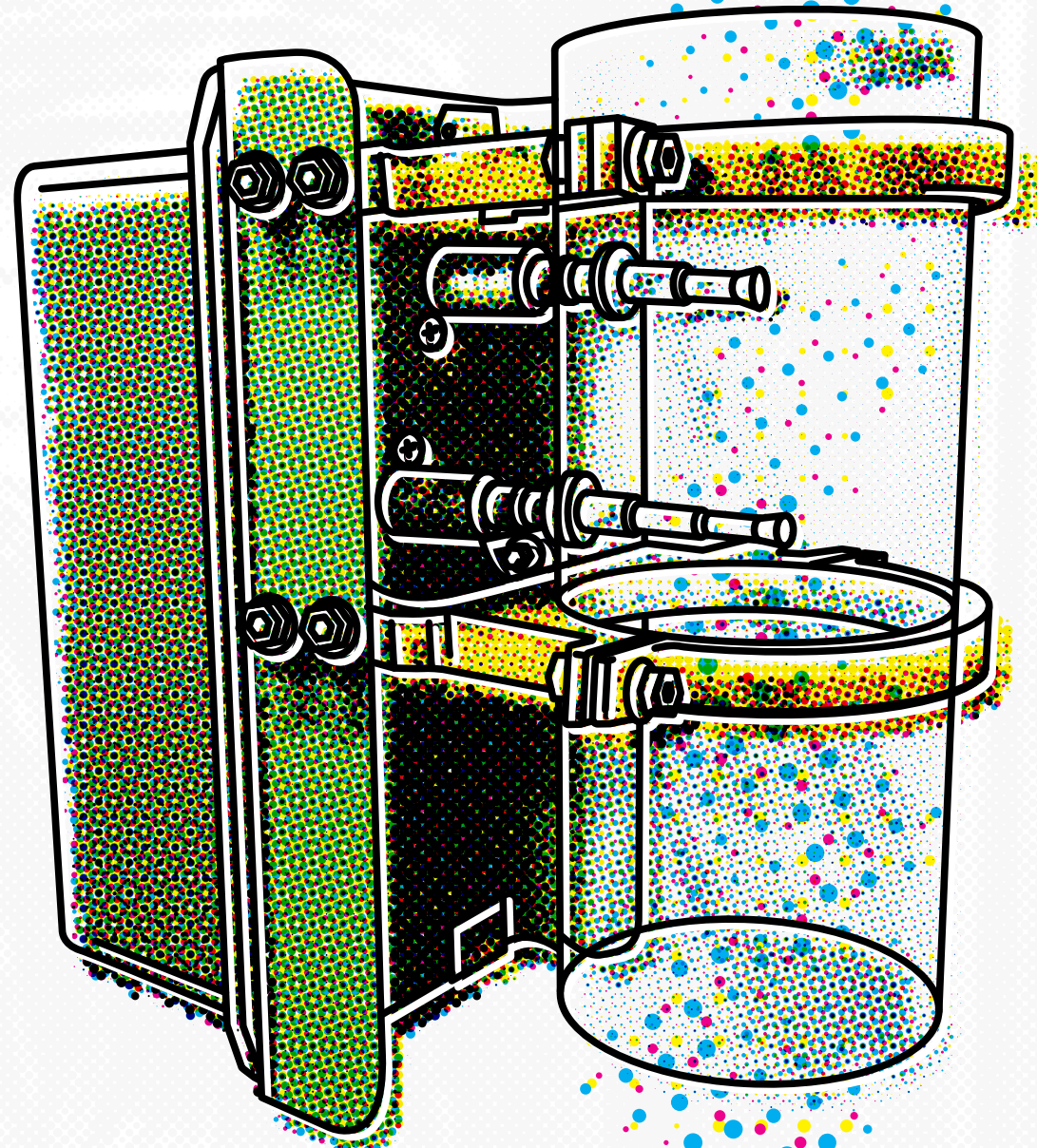
It’s the respect he showed others.

Harry Barr was a mild-mannered, smart, caring, and kind individual who would bend over backward to help a friend in need. Harry was not only an example of the type of pilot people would strive to be, but the type of person we all strive for. When Harry heard of friends, team members, or even complete strangers who were struggling, he quietly set about to do what he could to help in any way he could. Looking at Harry and how he lived his life, you’d have no idea of his amazing adventures or his standing in the aviation community. He was just a good, humble man, one of the best. 🇺🇸

**THANK YOU, HARRY.
YOUR LEGEND LIVES ON.**



IONIZER DEACTIVATES PATHOGENS RENDERING THEM HARMLESS



Amid increased concerns over the rapidly spreading novel coronavirus, aircraft operators have expressed increased interest in technology that safely and effectively purifies air during flight. Duncan Aviation reacted to the market interest by educating customers about the ACA (Aviation Clean Air) purifying component, which has been on the market for several years and which we first installed last year in a Gulfstream aircraft. The ionizer is adept at continuously neutralizing a range of pathogens—viruses, bacteria, and fungi—as well as unpleasant odors both in the air and on surfaces throughout the aircraft.

After using the STC (Supplemental Type Certificate) developed by ACA for the Gulfstream installation, Duncan Aviation's Engineering and Certification Services Team began working on an STC to install the ACA system in Bombardier Global Express aircraft. That STC is scheduled for completion early this fall. The team is also working with ACA and exploring certifications for installing the powerful devices in other aircraft makes and models.

HOW IT WORKS

Ionizers work by emitting charged particles that attach themselves to pathogens, destabilizing and then deactivating them.

"If you want to kill a virus, you have to destabilize it," says Epidemiologist Dr. Rachel Sippy from SUNY Upstate Medical University and the University of Florida. "A charged ion damages the virus' envelope so the genome is exposed, deactivating the virus."

The ACA system includes multiple ionizing components that are installed in an aircraft's existing environmental control system. The bi-polarizing units emit electrically charged molecules, which are harmless and naturally present at all times in our environment. These molecules attach themselves to pathogens in the air and on surfaces throughout the aircraft, as well as in the air handling system itself. Unlike a one-time chemical treatment, the ACA unit provides continuous treatment of the air and aircraft surfaces when running.

ACA's independent testing has found the system effective against viral, bacterial, and fungal

pathogens such as those that cause the common cold, flu (swine, avian, etc.), MRSA (methicillin-resistant *Staphylococcus aureus*), *C. diff* (*Clostridium difficile*), *E. coli* (*Escherichia coli*), pneumonia, polio, and mold. In May, an independent test by Innovative BioAnalysis found the ACA ionizer effective against the coronavirus that causes COVID-19.


In addition to pathogens, the ACA component also neutralizes potentially harmful gasses caused by fuel emissions, other VOCs (Volatile Organic Compounds), and offensive odors caused by cooking or cleaning, cigarette and cigar smoke, stagnant air, and lavatories. Pet odors are also neutralized. The system will also reduce static electricity caused by the low relative humidity of cabin air.

SHORT DOWNTIMES

Depending on the aircraft type, two or three ionization units are installed on the two main cabin air distribution ducts. The components are housed in a black anodized aluminum box and weigh 1.34 pounds (607 grams) each. The electrical system that powers the ionizers to work in conjunction with the current environmental system is also installed.

"We've all heard of the SARS and MERS viruses and drug-resistant bacteria, and now we can add COVID-19 to the list of dangerous pathogens in the world. Avoiding them mostly meant washing our hands often and thoroughly," says Michael Kussatz, Avoinics Regional Sales in the Eastern US. "After doing some research, we found that the ACA ionization system gives pilots and passengers a space where there is a very natural process going on that is deactivating these pathogens, rendering them harmless, as they travel in comfort."

Because installations are often completed in less than two weeks, Duncan Aviation can install the ACA air ionizer as a stand-alone event or part of a scheduled-maintenance event at our main MRO facilities or at many of our 28 Satellite Shops or workaway stations around the country.

For more information about the ACA air purification system and how it works, watch the Duncan Aviation Straight Talk webinar, "Sorting Through The Facts Of COVID-19 & Ionization Systems," featuring Dr. Sippy. www.DuncanAviation.aero/ionization-webinar 



Cabin Reconfiguration & New Interior



Cockpit Upgrade & New CMS



Custom Paint Scheme



...it's basically a new airplane."

Chief Pilot Adam Shelton

ADDING TO THE FLEET

Duncan Aviation Acquires, Designs, and Delivers Ideal Falcon 2000LX

Last year, Duncan Aviation's Aircraft Sales and Acquisitions team found a Falcon 2000LX for a longtime maintenance customers. The aircraft was owned by a party in Thailand, and the acquisition required a great deal of research, consultation with Duncan Aviation's maintenance experts, and weeks of negotiations.

Ultimately, the Duncan Aviation team reached an agreement that was favorable to both the buyers and seller. Chief Pilot Adam Shelton was confident in Duncan Aviation's Aircraft Sales Representative Doug Roth's abilities.

"Quite honestly, Doug is a professional," says Adam. "What was unique about Doug, and it probably comes from experience, was his ability to work through the greatest difficulties on this deal. There are always road blocks in the way when it comes to buying and selling aircraft, and Doug always found a way around them to make it work."

The new owners were able to buy the aircraft at a price that was less than anticipated, and they decided to make the Falcon 2000LX

entirely their own by reconfiguring the cabin, installing a new interior, upgrading the cockpit avionics, installing a new CMS (Cabin Management System), and applying a custom paint scheme to the exterior.

"It's Basically a New Aircraft"

When Adam saw the newly completed aircraft, he wasn't entirely surprised. He'd been involved from the beginning—from the acquisition to the delivery in late-January 2020. Still, he was impressed.

"It's not even the same airplane—it's not even close. It shouldn't be, either," says Adam. "You guys literally touched everything on that airplane that could have been touched. It's been repainted, has a totally new interior, a completely new CMS, new avionics gear—it's basically a new airplane."

Duncan Aviation's Team Effort

Even before the Falcon 2000LX was flown to the Duncan Aviation facility in Lincoln,

“

...the interior shop really did knock it out of the park. It is beautiful, and the owners love it.”



The modified sleek drinkrails, custom seat design, and linear carpet streamline the interior design of the cabin

Nebraska, to get started on the paint and interior, additional team members lent their expertise to help coordinate the shops with the customers’ schedules.

In order to prevent downtime during the customers’ busiest season, the Airframe Team agreed to perform an upcoming 2C inspection early, while the Falcon 2000LX was in Lincoln for its interior work and paint.

“We needed the support and teamwork of numerous shops and departments to make sure the aircraft could be finished in time for the new owners’ busy schedules,” says Doug. “Nate Klenke (Manager of Completions/Modification Service Sales) figured out how we could manage the paint and reconfiguration, and Tracey Boesch (Senior Sales Rep for Completions and Modifications) and Tim Klenke (Senior Sales Rep for Airframe) helped me by providing detailed workscope proposals.”

The Duncan Aviation Engineering and Certification Services team got involved to ensure that we had all of the data and substantiation for a safe and compliant installation of various aspects of the cabin.

“Senior Lead Completions Designer Mary Lee worked with the new owners on all aspects of the new interior and exterior paint to ensure every detail would meet their expectations,” says Doug. “Project Manager Ryan Oestmann kept the lines of communication open, making everything flow smoothly for the new owners.”

Adam couldn’t agree more. “Aesthetically, it was good, and I was impressed,” he says. “The owner was impressed, too. It was a long, arduous process that Mary can speak to—the veneer that we put in the aircraft, to get it stained and just the right color, the interior shop really did knock it out of the park. It is beautiful, and the owners love it. Mary put a lot of work into that, and it shows in the final product.”

Mary said she was honored to have been a part of the process.

“The owners were elated to have found this Falcon 2000LX and were excited to be able to completely refurbish both the interior and exterior to exactly what they wanted,” says Mary. “The finishing touches were incorporating their logos as part of the exterior



The new curvature of the galley, custom fabricated sink, modern fixtures, and metal accents together achieve an updated contemporary design.

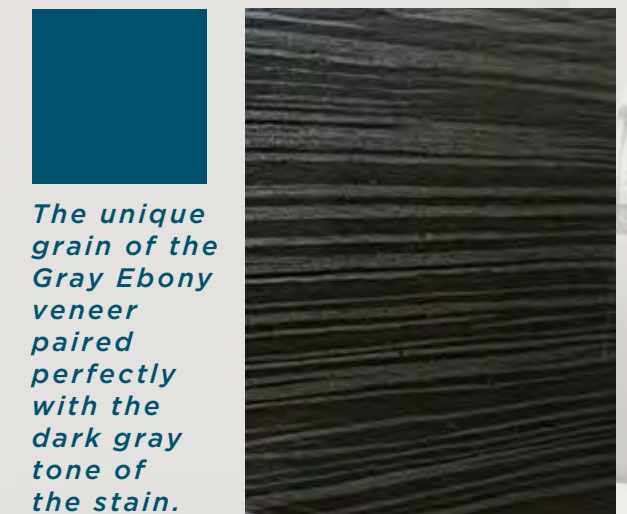
paint scheme, which added just the right personal touch.”

Adam praised the entire Duncan Aviation team, but he also singled out Ryan for his diplomacy and organizational skills.

“I’m an old farm boy from Southern Iowa, and I’ll be the first to admit, I’m a little rough at times. Ryan probably deserves a medal; he did a great job communicating with me and letting me know what was going on,” says Adam. “The size and scope of this project was quite amazing, and Ryan kept it all going. He’s organized and super diplomatic. I know we were not his only project, but most of the time I was there in Lincoln, I felt like we were.”

Although Adam specifically mentioned Doug, Mary, and Ryan as the shining stars of this project, the three are quick to acknowledge that a project of this magnitude truly requires the dedication and effort of dozens of Duncan Aviation team members.

“It was a very complex project,” says Ryan. “We were able to do this because of the commitment and incredible teamwork here at Duncan Aviation.” 📷



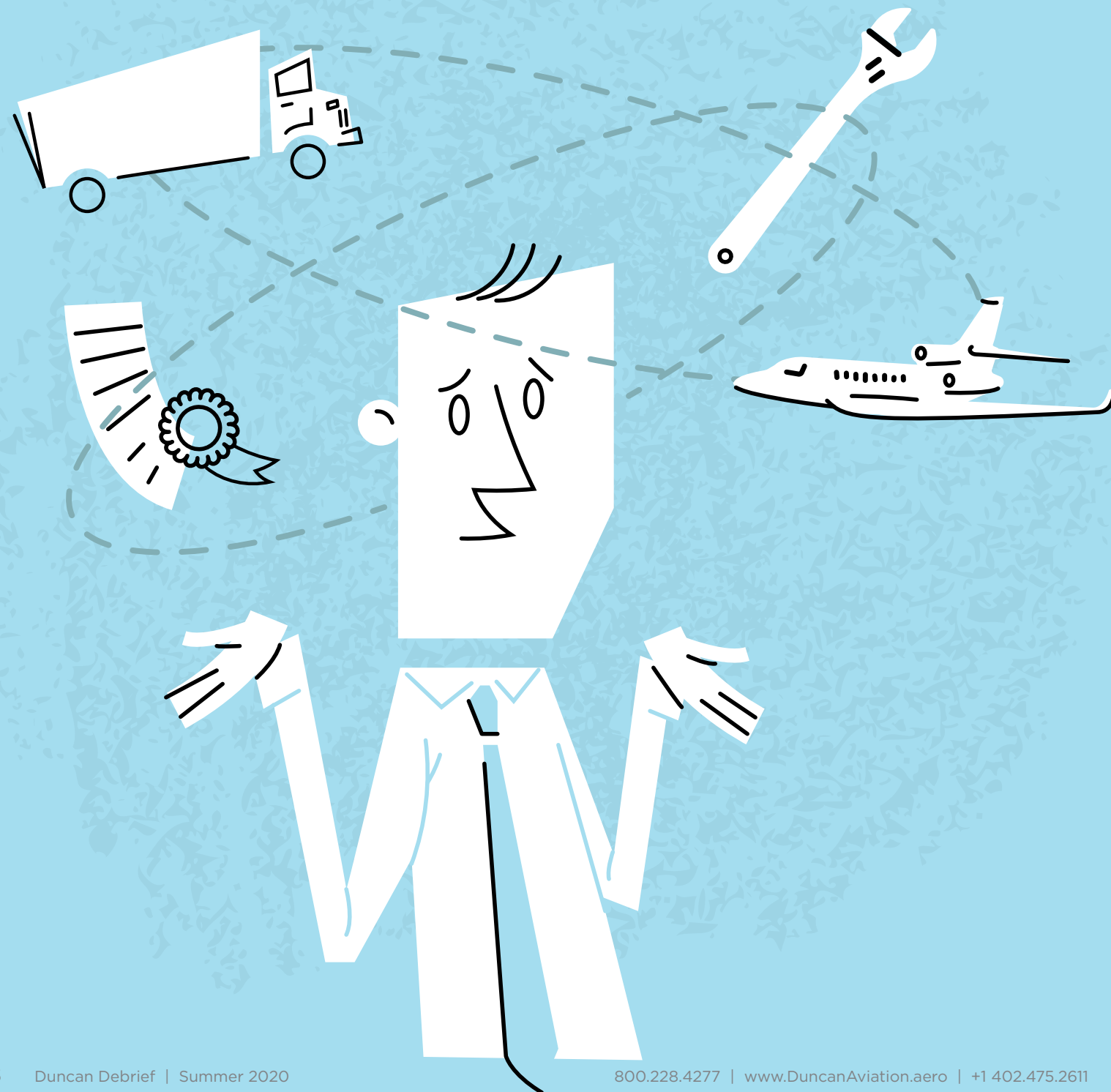
The unique grain of the Gray Ebony veneer paired perfectly with the dark gray tone of the stain.

“The size and scope of this project was quite amazing, and Ryan kept it all going. He’s organized and super diplomatic. I know we were not his only project, but most of the time I was there in Lincoln, I felt like we were.”

”

THE DIFFERENCE IS IN THE DETAILS

INTANGIBLES INCREASE VALUE



A corporate jet is a great business tool. At the same time, they are complicated machines. So naturally, when it comes to comparing proposals and selecting where to go for your next maintenance event, it is vital to ask the right questions and take a closer look at what is included rather than just skipping to the bottom line. At Duncan Aviation, we work very hard to provide all of our customers with everything they need to make informed decisions. It is often the little details that make the biggest impact in the end.

Here we give you a series of questions to help you as you compare proposals on your way to selecting an MRO. We've included our answers to each.

Financial Considerations

Insurance

What insurance coverage does the service provider carry?

It is important to make sure your chosen MRO has enough coverage to protect your asset while it is there for work. We recommend you request a copy of the insurance coverage letter before selecting a vendor for the project.

Duncan Aviation always has adequate insurance coverage to protect your assets.

Consumables

How does the MRO define and bill for consumables?

Materials used during the course of your maintenance event that do not stay on the aircraft are referred to as consumables. Every company defines and charges for consumables

differently, and this can lead to some surprises in final billing.

At Duncan Aviation, we define consumables as items such as tape, sealer, shop rags, solvents, protective coverings, and other items related to the performance of the workscope that do not fall into the parts category. Our policy is to bill for these items at 4% of the total labor on the project, with a predetermined maximum amount per workorder.

Hangar Fees

Will you be charged hangar fees in addition to normal operation fees? If your aircraft is left with the MRO for an extended time, are storage fees applied?

These fees are often unexpected by the customer. It is best to know what to expect up front.

Duncan Aviation does not charge hangar fees if the storage of the aircraft is associated with maintenance being performed by us. In the event storage is requested unrelated to work, we may charge a reasonable storage fee.

Freight

How will you be charged for freight?

Duncan Aviation keeps an inventory of the most common parts used for all aircraft models. For parts we do not stock, we charge the customer freight per the actual billed amount from the carrier.

Taxes

What are the applicable sales taxes for the goods and services provided?

Because Duncan Aviation's three MRO facilities are located in *fly away* states, we do not charge sales tax with respect to amounts charged

for parts and labor in connection with work performed on aircraft in Nebraska, Michigan, and Utah. However, exemptions will apply if the aircraft is not relocated out of the state where the work was performed within 10 (Nebraska) or 15 (Michigan/Utah) calendar days of completion of the work.

Engineering Fees

Does the MRO have available engineering services to support the quoted work? How will you be charged for these services?

Duncan Aviation has an in-house Engineering and Certifications Services team that provides design data and all of the supporting documentation required to certify many types of alterations.

All engineering costs associated with any workscope are included in the quoted price. In the event the workscope changes as a result of a customer change request or repair scheme and/or exceptions that were not disclosed at the time of the quote, we may bill the customer for actual additional engineering hours expensed at the current hourly engineering rate.

Warranty

What is the MRO warranty policy on workmanship?

- Workmanship warranty—One year from date of delivery
- Paint and interior warranty—Three years from delivery excluding of normal wear and tear
- Engine warranty—Until the date of the next engine event
- Parts/components—Stated vendor/manufacture's warranties

Quality Control Considerations Documentation and Quality Control

Does the MRO have the experience and capability to accurately process all of the required paperwork and documentation?

Document work and handling paperwork requirements are becoming more demanding every year. Make sure the MRO you choose does the work by-the-book and provides you with everything you need.

Duncan Aviation's Quality Assurance Program has been approved by the FAA and by 10 civil aviation authorities worldwide, including EASA. We have a staff of Qualified Inspectors who are experts in the latest FAA requirements. They provide a standard Return to Service statement in accordance with 14 CFR Part 43 Requirements unless customer requirements dictate otherwise; in which case, an exception is noted in the documentation.

Interior R&R

Is interior R&R included in the quote or is it considered additional?

Duncan Aviation always includes interior removal and access in its quotes and usually lists it as a line item.

Safety/Training

Training and Safety

Will the technicians working on my aircraft be properly trained and safety conscious?

The knowledge level and attitudes of the technicians who work on and around your aircraft every day should be the most important thing you consider. The safety of you, your

passengers, and your aircraft are literally in their hands. Scheduling an onsite MRO visit during your decision-making process is a great way to know if you're comfortable with their knowledge levels and commitment to safety.

Duncan Aviation invests more than \$6 million annually on training. We also have a Director of Safety who is responsible for safety education, policy development and adherence, safety audits, incident investigations, and the quick development of any corrective actions and procedures.

Communications Considerations

Project Management

Will I have a central point-of-contact for project coordination and daily updates?

All in-house Duncan Aviation customers are assigned a dedicated Project Manager who provides one-on-one interaction and ensures the project meets critical milestones. Each Project Manager has a limited number of projects in work at a time, has a minimum of 15 years of technical experience, and an average of 25+ years of aviation experience.

myDuncan.aero

How will I be kept informed while I am away from my aircraft?

myDuncan is Duncan Aviation's exclusive web-based project management system that allows customers greater access and better control of their projects from anywhere in the world. It transforms customers' computers and mobile devices into *virtual offices*, allowing them to stay

current on project status, item approvals, and budget while keeping up on things at work and at home.

Technical Representatives

Does the MRO have on-site technical representatives?

Duncan Aviation has a team of Technical Representatives who are industry experts in their fields. They help with troubleshooting airframe, engine, systems, and component issues. They are proactive in their education; spending hours researching the latest Airworthiness Directives, Service Bulletins, and Service Letters released by the OEMs, and they impart that knowledge to technicians and customers.

Customer Access

Will I have access to my aircraft while it is in the hangar?

At Duncan Aviation, all customers with an aircraft in-house have full access to the hangar floor to monitor the work being performed. You are free to talk to the technicians, ask questions, and review necessary paperwork.

Other Considerations

Organization Designation Authorization

Does the MRO have ODA on staff?

Working with the FAA and civil aviation authorities worldwide, we secure approval or validation for the designs developed by our Duncan Aviation team. Additionally, Duncan Aviation holds an ODA (Organization Designation Authorization) from the FAA for STCs, MRAs, and PMAs.

Our team of ODA engineering, flight-test, and inspection unit members are qualified under the ODA to perform the functions necessary to support timely approval of data for the design changes the engineering team develops. Under the ODA, Duncan Aviation performs these functions on behalf of the FAA, which saves customers a great deal of time.

Special Tooling

Does the MRO have the tooling required for your aircraft?

Is there a fee for special tooling, if needed? If so, will you be charged for the tooling and freight for the tooling?

When it comes to aircraft aintenance, very expensive tooling is required for even some of the most basic work. Additionally, many work events may require the use of special tooling. Whether a company has the tooling and whether you will be charged extra for it could make a difference in the work performed on your aircraft and the cost to you. Beyond the cost, if your chosen MRO doesn't own the tooling, it may not be available when needed, causing potential downtime

extensions. Be sure and ask if they own the tooling or if they will need to procure it from outside sources.

Duncan Aviation maintains a large inventory of specialty tooling that goes above and beyond OEM authorized service center requirements.

Maintenance Tracking & Research

Are there any maintenance tracking and research fees?


Duncan Aviation conducts Airworthy Directive and Service Bulletin research on all aircraft

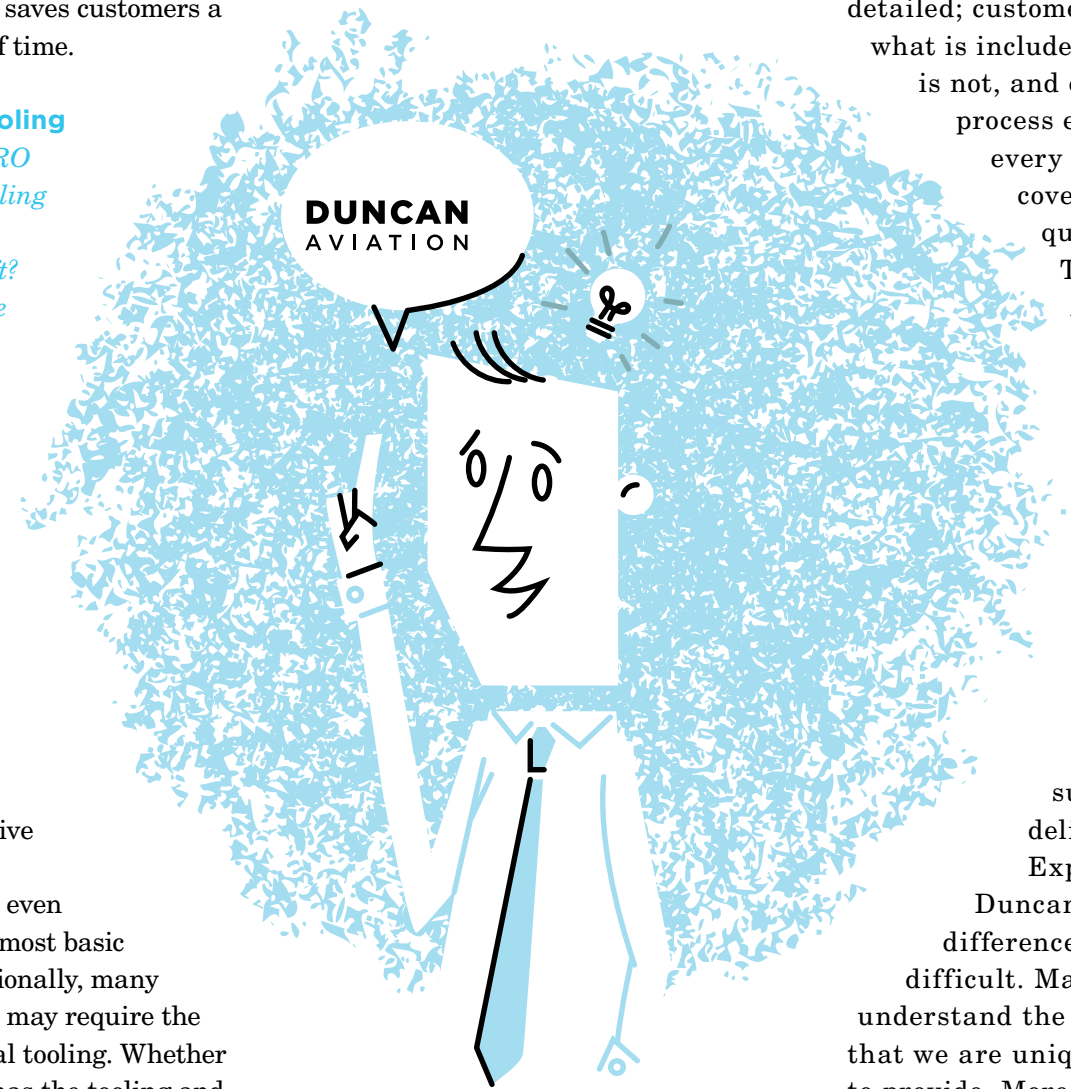
that arrive for major inspection when the logbooks are provided. Dedicated Chapter Five and Chapter Four logbook research fees are covered in the flat rate for inspections(s) with the exception of a pre-purchase evaluation.

It goes without saying that Duncan Aviation proposals are detailed; customers know exactly what is included and what is not, and our planning process ensures that every detail is

covered and every question is asked.

The Duncan Aviation name alone carries weight in the business aviation industry. For many, it stands for quality, integrity, customer service, solutions, support after delivery, and value.

Explaining the Duncan Aviation difference is sometimes difficult. Many people don't understand the level of detail that we are uniquely equipped to provide. More than anything, our years of experience have taught us that when we educate our customers, giving them the tools to make the best choices, they appreciate our transparency and turn to us with their business. 



DUNCAN AVIATION PUTS ROSES AND RAVENS IN FLIGHT



Early this past winter, Duncan Aviation held a private unveiling, called a vernissage in the fine art world, of the exterior and interior completion of one of its company aircraft. The commissioned design was created by renowned artist Nancy Friedemann Sánchez, a Colombian-American contemporary artist who has held exhibitions across the world and is based in Lincoln, Nebraska. Her design was requested by Duncan Aviation Chairman Emeritus J. Robert Duncan and his wife Karen and was brought to life on a company-owned Citation 560XLS through the aircraft artisans of Duncan Aviation's Lincoln-based full-service maintenance, repair and overhaul (MRO) facility.

The Paint Design

Nancy's artwork draws heavily on things women would historically paint, like flowers, lace, and birds. After one of Nancy's art shows, Karen made the comment that it would be great to see some of her flowers on an aircraft, adding that she also liked birds and was especially fond of ravens.

"Working on a commissioned art piece is quite different from expressing yourself in a piece for a personal show," Nancy says. "You want to please the client, so you really listen to their desires and preferences. This piece began as colonial flowers on black. Teri Nekuda helped tremendously with the application of the artwork to the aircraft. (With the limitations from the OEM on paint reflectance values), black couldn't happen. And because the canvas was an aircraft, it couldn't be a direct mirror image of my work."

Teri Nekuda, Completions Designer with Duncan Aviation, was instrumental in designing Duncan Aviation's other unique

exterior paint schemes including an orange and yellow plaid Citation Mustang, an apple green Citation M2 with red, blue, and yellow paint splotches, and a red and black Learjet 35A that was nicknamed "Spiderman Lear." When Duncan Aviation purchased the 560XLS, she knew the team would be challenged to push the design envelope even farther.

"Robert loves the wow factor," Teri says, "and this aircraft certainly provides that. It is definitely a conversation starter." The design process took more than 12 months and Teri found it extremely satisfying to work on. "Nancy was a pleasure to collaborate with and we had a lot of conversations about the colors, paint reflectant values, and how the artistic elements would conform with the angles and shapes of an aircraft, as well as how aviation regulations would affect the overall design."

The Process

Nancy started with small sketches of the various elements and progressed to larger collages. Teri then scanned them and used computer design software to overlay them on the aircraft. Together, Nancy and Teri worked with Paint Master Specialists Stacy Finch and Troy Reinke and Paint Layout Specialist III Justin Machacek to refine and fine-tune the elements and painstakingly test them with a myriad of colors. Ultimately, they chose a base color of Medium Blue, a robins-egg blue that Nancy says is vibrant and reminiscent of sky but doesn't detract from the flowers and other elements.

"We then went back to hand-drawing on the airplane," Nancy says. "I worked with Stacy, Troy, and Justin as they developed stencils for the various elements, and together we wrapped the flowers around the aircraft,



Watch the timelapse: www.DuncanAviation.aero/videos/roses-and-ravens-in-flight



About
J. Robert
& Karen
Duncan

adding vines and other pieces where they were needed to tie the elements together and create the proper movement. The team at Duncan Aviation is just marvelous. They are masters and the finished product becomes a hybrid of all of the visions involved...But those are my flowers. They represent my work. It's me."

Paint Layout

All in all, the aircraft design utilizes 23 specific aviation paint colors and completing the design required 101 rolls of painter's tape, 75 paint mixing cups, 135 cup liners, and 288 touch-up brushes. The artist's final two-dimensional rendition was created with brush strokes on canvas, Stacy explains. "We had to convert those brush strokes into solid paint colors that we could apply with spray. The aircraft was divided into 14 sections and we had a team of six who would mask and unmask as needed to apply each color to the different areas. Since everything was covered, it was a challenge to remember where each color went. It was like working on a big puzzle."

Stacy and Troy have worked together for 21 years and with Justin, the trio has a combined 50 years of aviation paint experience. The paint layout team has brought many complicated and unusual paint schemes to aircraft, including digital camouflage, psychedelic lines, paint fades and metallic creations.

"This was a challenge, but I enjoy challenges," Stacy says. "When Nancy, Robert, Karen, and Teri came in for final paint approval, they all seemed pleased and had smiles on their faces. In the end, though, I think the work speaks for itself."

The Interior

The interior of the aircraft was in decent condition, but with such a unique paint scheme, it needed to better complement the exterior. The Duncan Aviation team kept the veneer and cabinetry, but refurbished the headliner, the window panels, the lower sidewalls, the seats and the carpeting. The interior sports strawberry and cayenne colored leather and includes intricate embroidery, including a special raven in honor of Karen. The aircraft's unique carpet design has a cut pile with an abstract dropdown well and a design that is reminiscent of animal hide.

The Flight Deck

The flight deck of the aircraft was upgraded to the Garmin® G5000™ avionics suite, and was the first installation of the G5000 completed by Duncan Aviation. Features of the G5000 include a dual multi-sensor flight management system (FMS) and three high-resolution 14-inch flight displays situated alongside dual touchscreen controllers. Intuitive menu structures contribute to the ease of operation and straightforward user interface that gives pilots useful information at their fingertips to include weather, synthetic vision, electronic flight charts and aircraft synoptics.

Duncan Aviation and Robert Duncan in particular have a special connection with this system. The Garmin 3000 system, announced at NBAA in October 2009, was promoted as the first touchscreen-controlled glass flight deck for light turbine aircraft and was a principle reason Duncan Aviation purchased its M2 aircraft.

"I love the simplicity and the intuitive ease of flying with the Garmin 3000/5000 avionics suite," Robert says. "I chose to wait until the G5000 system was installed in our XLS to get my type rating on that aircraft. The high-resolution screens, touch controllers and many features of the software are remarkable in that they automate tasks, keep me safe and will help extend my years as a pilot. Karen says the Garmin systems have turned these aircraft into flying computers."

The Image

Although the work done to the Citation XLS was kept as secret as possible before its official unveiling in early November, it is no longer a secret. The goal for Karen and Robert was to make a statement.

"It's a flying, traveling billboard that catches people's attention and shows them that Duncan Aviation is different," Robert says. "It is a great way to share our innovation and creativity as a company, the talent of our team members, and the quality of our workmanship. It has been fun to work on. People are either going to love it or they're going to hate it. There will be no middle ground. But everyone will talk about it."

Ryan Oestmann, Project Manager for this aircraft workscope, says the aircraft is representative of what is possible through the teamwork and innovation of Duncan Aviation team members. "Personally, I love it," Ryan says. "I think it is great that Robert and Karen were able to take their passions for fine art and flying and combine them into a spectacular showpiece. I think it is amazing." 🇺🇸



About Nancy Friedemann Sánchez



Robert and Karen with artist, Nancy Friedemann Sánchez (Right).

Nancy Friedemann Sánchez borrows from an eclectic source including botanical illustrations, actual lace samples, and depictions of lace from Spanish Colonial painting in her drawings and painting in order to examine the invisible paths of cultural memory born from her homeland Colombia. Her work has the influence of Minimalism and The Pattern and Decoration Movement. Her art points to the passage between Modernism, patriarchy and what is personal and feminine; she explores the threshold in flux that signifies living with history, and in between cultures and languages. Moreover, as a woman artist, to depict flowers and lace inside an art historical context and within a contemporary environment of art institutions and galleries creates a link to definitions about femininity and to their significance and hierarchy at the interior of mainstream establishment.

Nancy has been in exhibitions in: The Utah Museum of Contemporary Art; the Museum of Contemporary Art

in Miami; Blue Star Contemporary in San Antonio; the Bemis Center for Contemporary Arts; The Joslyn Art Museum; The Nerman Museum of Art; The Portland Museum of Art; The Museum of the University of New Mexico; El Museo del Barrio; El Museo del Arte de Puerto Rico; University at Albany Art Museum; Biblioteca Luis Angel Arango, Bogotá; San Luis Obispo Art Center; and Bronx Museum of the Arts, among others. The artist also was selected for the Elisabeth Sackler Feminist Art Base at the Brooklyn Museum.

Nancy has been awarded a Catherine Doctorow Prize on Painting, a Nebraska Artist Achievement Award, a Smithsonian Artist Fellowship, a Puffin Foundation grant, a Pollock Krasner Grant, and a National Association of Latino Arts and Culture grant. She has also received an achievement award from the Nebraska Arts Council.

To learn more, visit www.NancyFriedemann.com or www.FiendishPlots.com. 🇺🇸



J. Robert and Karen Duncan are passionate about visual art and have traveled the world searching for works that capture their imaginations. Their private collection of more than 2,500 works has been featured in numerous publications, including *Art and Antiques*, *Sculpture*

Magazine, the *Wall Street Journal*, and *Nebraska Life*. The Duncans are vigorous advocates of the visual arts and Robert has served on numerous boards including the KANEKO, Sheldon Museum of Art, Bemis Center for Contemporary Arts, Museum of Nebraska

Art, Nebraska Arts Council, Mid-America Arts Alliance, American Craft Council and International Sculpture Center. Robert's father founded Duncan Aviation in 1956, and Robert began helping out while still a student. In 1963, the Omaha, Nebraska-based company moved to Lincoln's airport. Only three years after

graduating from Northwestern University in 1965, and at age 26, Robert was named president. In that role, he was instrumental in taking Duncan Aviation from a small, aircraft sales organization to a service enterprise that offers a diverse service array of business jet maintenance, interior and exterior completions, avionics modifications, and component

overhaul and repair in addition to business jet acquisition and sales. Todd, Robert and Karen's son, is the current Chairman of Duncan Aviation. Todd and his wife Connie are proud that their twin sons, Harrison and P.K., are also working at Duncan Aviation to ensure continued decades of family ownership. 🇺🇸

myDuncan.aero

myDuncan Makes Communication Easier

Apps are a way of life now. But 14 years ago, when Duncan Aviation introduced myDuncan to the market, they weren't as common. Duncan Aviation project managers and computer programmers had a vision for a communication tool that would help them provide even better customer service, more efficient approvals, and keep everyone involved in a complicated, multi-shop aircraft project up-to-date. The result, which launched in September 2006, was myDuncan, a web-based portal that allows customers greater access and better control of their projects from anywhere in the world.

Duncan Aviation IT Project Manager Ryan DeVall has been instrumental in the development and continued advances of myDuncan.

"Our goal is to make the customer's job easier by providing real-time information and making relevant data more accessible to them," Ryan says. "Now that customers have seen some of the things that are possible, they're more likely to provide feedback on what else they would like."

Ryan says that most of our aircraft customers utilize myDuncan, and that roughly 450 users access myDuncan in a typical month.

Time Savings

Sanderson Farms Aircraft Maintenance Manager Allen Ulmer says that myDuncan has relieved the time required to be with the aircraft. Allen has been a customer for more than 22 years, and he remembers the days where information would be conveyed via fax machines.

"If we were still conveying information through fax like we did in the old days, you would have to

spend a lot more time with your aircraft," Allen says. "myDuncan is something that I can use wherever I am. I don't have to be in my office anymore. I could be on vacation or sitting at an airport, pull up the myDuncan app on my iPad, and check the status of the aircraft."

Allen says that the most useful feature of myDuncan is it saves time for everyone.

"Duncan Aviation and Sanderson Farms are both extremely busy, so the less time I spend trying to get answers, the better off everyone is," Allen says.

Anywhere in the World

Herzog Director of Maintenance Paul Paxton says that he loves being able to actively see and approve squawks, look at work orders, and see squawks generated during a maintenance event from anywhere using his phone or tablet.

"Our flight department operates multiple aircraft, and the myDuncan app provides me the ability to manage item approvals from anywhere in the world," Paul says. "I like the ability to see item approvals with details such as pictures associated to the discrepancy found."

Paul says that the myDuncan app allowed him to attend to other aircraft issues while their aircraft was at Duncan Aviation for its 120-month inspection.

First-Time User

Jeff Vecchio, a first-time Duncan Aviation customer who manages a Falcon 2000LX for a Canadian company, shares that he really enjoys the myDuncan app. With his aircraft in for a

2C inspection, paint, avionics upgrades, and interior work, the biggest reason he decided to come to Duncan Aviation was the scope of the project. "Your reputation is that you can handle a project of this magnitude, and it will go smoothly. That's what people that we know in the industry and who have used you for years tell us."

For Jeff, the most useful feature of myDuncan is that you can follow the work right from when the job is quoted months before, all the way to when the job is completed and invoiced.

"Being able to add attachments to squawks is huge for us because before we've even gone down to talk to the guys about something they found, I can go in and see it," Jeff says. "It makes the approval process for squawks much easier."

Jeff adds that the fact Duncan Aviation invests back into the company through training, facilities, equipment, and tools like myDuncan, "is a huge sign of a good company and someplace you want to bring your airplane to and do business with."


Unusual Times

Novajet Director of Maintenance Chris Sheldrake usually likes to be with his aircraft when it goes in for maintenance but chose not to this time due to the current conditions.

"I was initially leery going into the workscope without being able to visit the facility," Chris said. "After we got the input over with and spoke to the team, I was a lot more comfortable. As the project progressed I never really felt that I missed anything by not being on-site."

Chris brought a Falcon 900DX to our Battle Creek facility for a 12, 24-month inspection and Canadian registration change.

"Obviously there is nothing like being there, but given the current situation, the tools you guys have made my job quite straightforward," Chris said.

Chris adds that myDuncan has helped him feel more comfortable being off-site and allowed for greater communication and transfer of information. 

myDuncan Features

Duncan Aviation continually enhances myDuncan. Here are some of the most recent changes we have made. **Watch videos on the following features here:**

www.DuncanAviation.aero/myDuncan

Quotes

View and compare quotes, request schedules and approve agreements.

Change Orders

On-The-Fly approvals help you track and manage items pending your review, complete with photos and parts options.

Component Repair Tracking

Approve work and stay current on the progress of your repairs. View return-to-service documentation when the work is complete.

Log Entries

Review your log entries as the job progresses. Make notes, mark what you've reviewed and what you want to follow up on later. Communicate with your inspector.


Work Order Review

Review the squawks and supporting documentation on your work orders progressively. Make notes, mark what you've reviewed and what you want to follow up on later. Communicate with your inspector.

Job Status

A project overview illustrating the progress of your job and a history of approved work. View a schedule of important milestones for your job.

Documents


Retrieve invoices and waybill tracking information for your shipments online. 



Jeff Vecchio, Aircraft Maintenance Engineer

Satellite Network: Busy And Growing

2019 was a busy year for Duncan Aviation's satellite locations. From Seattle, Washington, to Ft. Lauderdale, Florida, and everywhere in-between, we were very busy with the ever-so-famous ADS-B installations. The first question you may ask is, "Will Duncan Aviation continue to do ADS-B installations?" The answer is, yes, of course. The second question, "What's next for Duncan Aviation satellites after the ADS-B mandate?" That answer is a bit more complicated.

Duncan Aviation's satellite avionics facilities will continue to support customers with avionics upgrades. In addition, we are responding to customer requests and are exploring the addition of different and specialized services at some satellites. 


Expanded Capabilities

The satellites are looking at increasing capabilities and meeting the needs and requests of the customers in their regions whenever possible. This will create new service offerings and capabilities that were not previously available in the satellite network. These changes will be announced throughout the next few years as they are available, but will include the following:




The following are three popular avionics upgrades that we expect to see a lot of at our satellites this year.


LASEREF IV Upgrades

Honeywell will soon end support for the LASEREF II and LASEREF III systems. With these systems going away, Honeywell is now offering an opportunity for an upgraded system, the LASEREF IV. If you currently have a LASEREF II or III system, you can trade it in for credit towards the new upgrade. 

Garmin G1000 NXi Retrofits

The Garmin G1000 NXi retrofit updates King Air flight decks by replacing nearly the entire avionics suite. Three large, crisp and stunning displays provide the pilot the information needed, when it is needed. The G1000 NXi also includes WAAS/LPV approach capability along with one of the most advanced autopilots in general aviation today. 

DU-875 Upgrades

The Honeywell DU-875 upgrade is a drop-in replacement upgrade for the DU-870. The DU-875 replaces the old CRT type of display with an LCD, which features powerful graphics and advanced features. As support for the DU-870 continues to phase out, the DU-875 is an important upgrade to consider. 

Disinfectant Products

Keeping aircraft flying and those who fly in them safe is a top priority right now for operators. To that end, Duncan Aviation has implemented an aircraft disinfection service that it is providing for operators who have scheduled into the company's main MRO facilities and the company's satellite network. This service disinfects the entire cabin and does not harm interior surfaces. This service will be available throughout all locations.

Limited Tool Calibration

Shipping tools for calibration can be expensive and tools could get damaged in transit. Duncan Aviation offers a local option for on-site tool calibration for items such as torque wrenches and crimpers.

See a full list of tools here:

www.DuncanAviation.aero/calibrations/factsheet
Coming soon to Bedford, MA (BED) – Cincinnati, OH (LUK) – Portland, OR (PDX) – Scottsdale, AZ (SDL) – St. Paul, MN (STP) – Van Nuys, CA (VNY)

Parts and Rotables Sales

Customers will be able to purchase parts from our inventory. Some parts are easy for customers to find from a local vendor while other parts are not; that is where Duncan Aviation satellite locations come in. "The satellite will help the customer find a path to the part they are searching for," says Satellite Operations Manager Matt Nelson.

Dallas, TX (DAL) – Las Vegas, NV (LAS) – Van Nuys, CA (VNY)

Main Ship and Emergency Power Battery Capabilities

Duncan Aviation can serve local business and commercial aviation operators with main ship and emergency power battery capabilities.

All Satellite Locations

A&P Airframe Maintenance Assistance

Minor airframe maintenance is offered to give customers on the field an opportunity to complete small airframe tasks, and we would remind our customers to utilize our engine Rapid Response team when it comes to engine maintenance and repair needs.

Cincinnati, OH (LUK) – Denver, CO (APA) – Kansas City, MO (MKC) – Scottsdale, AZ (SDL) – Chesterfield, MO (SUS) – Teterboro, NJ (TEB) – Dallas, TX (DAL)

Hazardous Material Shipping Services

This is offered for locations that may not have an option readily available nearby. Depending on the material to be shipped, our satellite shops can ship out and have that waste be disposed of properly for local customers.

Dallas, TX (DAL) – Las Vegas, NV (LAS) – Cincinnati, OH (LUK) – Chesterfield, MO (SUS) – Ft. Lauderdale, FL (FXE) – St. Paul, MN (STP) Available Now

REMAKING A GULFSTREAM IV-SP



“THIS WAS A GREAT OPPORTUNITY TO SHOW WHAT DUNCAN AVIATION CAN DO, OFFERING SOMETHING TRULY CUSTOM FOR A CLIENT’S SPECIFIC NEEDS. THIS IS WHERE DUNCAN AVIATION REALLY SHINES.”
AIRFRAME SERVICE SALES REP AUSTIN CHAMBERS

“OUR CLIENT HAD SPECIFIC MISSION REQUIREMENTS AND ALTHOUGH WHAT THEY WERE ASKING US TO COMPLETE WAS DIFFICULT, WE EMBRACED THE CHALLENGE AND DELIVERED A PRODUCT THAT SUBSTANTIALLY SURPASSED THEIR EXPECTATIONS, ALL WHILE STAYING WITHIN THEIR BUDGET.”

GEORGE BAJO, COMPLETIONS AND MODIFICATIONS MANAGER

Duncan Aviation recently worked with a longtime customer to refurbish a Gulfstream IV-SP to better operate as a corporate shuttle for up to 14 passengers.

This longtime Duncan Aviation client uses a fleet of GIV-SPs that operate as vital corporate shuttles, often flying 12-to-14 people on long international trips, says Austin Chambers, Airframe Service Sales Rep for Duncan Aviation. One of their aircraft had a 96-month inspection due, which required that the interior be removed and replaced. It sported a configuration that did not have divans designed for their mission requirements, nor were they the client’s preferred seating option for three adults. Duncan Aviation and the customer decided an extensive cabin reconfiguration along with the inspection was the best option for the aircraft’s mission.

“This was a great opportunity to show what Duncan Aviation can do, offering something truly custom for a client’s specific needs. Whenever we get the opportunity to work large, multi-shop projects like this, it’s exciting. This is where Duncan Aviation really shines,” Austin says.

MEETING INTERIOR NEEDS

The interior design was lead by Kristen Cotugno, Senior Lead Designer with Duncan Aviation in Battle Creek. Kristen knew she was up to a unique challenge after listening to the customer’s needs. She concluded that the interior needed to be durable enough to hold up to constant use while displaying subtle masculine features and providing comfort to all 14 passengers.

She and our internal design team got to work with the support of Duncan Aviation’s engineering department and built renderings to review with the customer.

The Gulfstream GIV-SP delivered earlier this year with a completely refurbished and reconfigured interior featuring 14 individual cabin seats in walnut brown leather. The unique configuration has all of the seats facing straight ahead toward the cockpit, similar to typical airline seating. Many of the seats feature rotating bases, allowing them to pivot 180 degrees when needed, which gives the seats the flexibility to function more like seats do in a standard corporate configuration. In the end, countless hours of planning and execution all came together for a truly beautiful and versatile finished product and another satisfied customer.

“Our clients had specific mission requirements and although what they were asking us to complete was difficult, we embraced the challenge and delivered a product that substantially surpassed their expectations, all while staying within their budget,” says George Bajo, Completions and Modifications Manager.

OTHER COMPLETED WORK

In addition to the inspection and the refurbishment, the aircraft’s workscope included a 5000 landing inspection, including replacement of the failed cap angle, and a full custom paint scheme. The company’s other two GIV-SPs also came in for heavy airframe maintenance events, full paint refurbishments, 5000 landing inspections and cap angle replacements.

Because Time Is Money, Let's Make The Best Of It

Maximizing Downtime With Customized Solutions

The “C” inspection is the most comprehensive inspection for Falcon aircraft requiring the removal and replacement of the interior. Given the time and expense of this requirement, most operators elect to maximize downtime by assessing the mission of their aircraft and adding avionics and interior options needed to ensure the aircraft is equipped to keep passengers safe, productive, and comfortable.

Avionics Solutions

Cabin connectivity is one of the most popular installations performed during the Falcon C inspection. Duncan Aviation has developed numerous STCs (Supplemental Type Certificates) for the Gogo Business Aviation AVANCE L5 Wi-Fi system. We have installed more than 50 systems on Falcon 2000/EX, Falcon 900/EX, and Falcon 7X model aircraft. Customers with Falcon 900EX, 2000EX, and 7X have also chosen to upgrade to worldwide-capable satellite broadband systems, including high-speed KA.

Many Falcon operators don't stop with connectivity. They upgrade to a top-of-the-line, scalable CMS (Cabin Management Systems) featuring high-definition audio/video, an HD moving map system, and wireless cabin control with touchscreen switching. The two most popular systems are the Collins Aerospace Venue and the Honeywell Ovation Select.

Interior Solutions

Most operators customize the interior to fit their unique needs. From added storage and seating to cleaner lines and modernized styling, the possibilities are wide open.

“Customers simply want options,” says Tracey Boesch, Completions Sales Rep. “As a team, we collaborate to provide them choices in the latest design innovation so they can get to their next destination in style, comfort, and safety.”

Take a look at the latest upgrades completed by Duncan Aviation.



More Storage Space

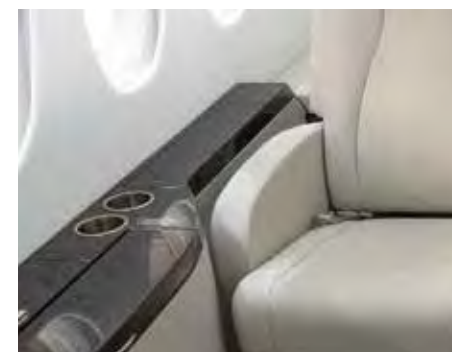
Duncan Aviation Designers and Interior Engineers thought outside of the box while designing this one-of-a-kind solution for operators looking for more storage.

The front lavatory space on some Falcon 900 and 2000 aircraft often remains unused for its intended purpose. During a discussion with


a client about their flight missions and the need for more storage, the idea to replace the forward lavatory with a customized storage cabinet came about.

We have many customers with similar needs who make the decision to convert the area into a customized storage solution. Whether coat closet, or custom-tailored storage cabinet, or a combination, this modification is designed to fit their individual needs.

There is a unique opportunity for the space directly opposite the main entry door that allows for an extra-large lower cold storage drawer ideal for large catering trays. Due to the volume of space at the main entry area, the lower ice drawer is easily accessible and can deploy without obstruction.



Updated Modern Look

Modified drinkrails transform the existing drinkrails into a modern new look by extending lower sidewalls up and reducing the drinkrail extension downward. The switch panels are moved under new lids fabricated in the top of the drinkrails with new or repositioned cup holders and new lift-assist or existing pull-out sidewall tables to update the cabin with a modern, elegant design and improved functionality. Lighted cupholders are available as an option. 

Falcon 900 PSU



What happens when creativity and hands-on experience come together? Revolutionary ideas. Duncan Aviation pioneered the first custom-designed Falcon 900 PSU (Passenger Service Unit) overlay panels as a one-piece panel upgrade for smooth, modern lines eliminating the painted metal center section.


Expert positioning of the up and downwash bulbs behind the panels reduces shadows on the ceiling and upper sidewalls, providing a consistent wash of light. Because the O2 panels, speakers, and lightboxes are secured to the aircraft and not the panel, they are lighter in weight and secured in place with unique custom brackets and quick-release latches to prevent the panel from falling during flight or heavy turbulence. The design not only updates the look, it also adds value and provides easy access for maintenance on older aircraft. Duncan Aviation has installed more than 50 Duncan Aviation designed PSUs on Falcon 900 & 2000 aircraft.



More Seating

When it is imperative that the entire team arrives at the same time or that an aircraft has room for more people, Duncan Aviation is able to reconfigure the interior seating capacity. With an approved STC when necessary, we can increase the passenger count to meet your requirements on the Falcon 7X, 2000, and 900 models.

Added Fuel Efficiency

By now, most operators are familiar with the performance gains of a Blended Winglet retrofit: less drag, lower fuel burn, and superior climb and cruise characteristics. Aircraft equipped with winglets see a higher residual value, which can help sell the aircraft faster. This installation can be easily incorporated into your next Falcon C-check event. To date, Duncan Aviation has installed 97* API blended winglets on Falcon 50, 900, and 2000 model aircraft. 



Duncan Aviation Webinars And Podcasts

To Watch, Download &
See Upcoming Events, Visit:

www.DuncanAviation.aero/StraightTalk

Todd & Robert
Duncan Kick-off
Podcast Season 1:
Core Values



In a world of ever-advancing technology and busy schedules, it can be hard to find time to sit down and sort through pages of information to stay current on the business aviation industry. That's why we've rolled out a series of webinars and podcasts, all highlighting Duncan Aviation's technical experts whom operators can call and speak with whenever they need clarification or more information. Our webinars were created to be a fun, interactive, and informative medium to convey the most compelling topics in the business aviation industry. And our podcasts are shorter audio-only recordings that you can listen to on your own time.

StraightTalk

Since the 1990s, we have been publishing Straight Talk books to address complicated avionics mandates and other industry initiatives. Our goal is to educate customers so they can make the most informed decisions possible regarding their aircraft, passengers and company.

Webinars

Regional Avionics Sales Manager Michael Kussatz has spearheaded webinar development at Duncan Aviation.

"Webinars are an effective way to reach a lot of people with potentially complex information," Michael says. "It allows listeners

to ask us questions and provide valuable feedback. Sometimes in printed material, it's hard to know how the information was received. With webinars, it can be instant."

Michael continues, "Webinars also fit Duncan Aviation's core method of working with our customers, which is a more personal and direct method of communication. Any opportunity we get to be a little closer to our customers, learning from them while educating them as well, is a great opportunity."

On January 22, we held a webinar titled, "Everything You Need To Know About Painting An Aircraft," where we discussed every step of the paint process and the importance of well-maintained paint. After the webinar, Completions and Modifications Sales Rep Angie Coleman said she received a phone call from a customer who was very concerned about corrosion.

"He said his Sovereign was 12-years old and has never been painted before," Angie says. "So we discussed the paint process even more and I gave him some rough pricing for complete paint. He was very pleased to have the information."

Many people enjoy logging in to webinars and participating in the live questions and answers. Each event is recorded, though, and people who missed one or had something prevent them from joining the day of the event, can access replays on our Straight Talk page.

Harrison Duncan, Mike Minchow & Jeff Lake



Podcasts

When we began talking about adding podcasts to the mix, Duncan Aviation Marketing Communications Specialist Harrison Duncan jumped at the opportunity to host them.

"I think that podcasts can be a great way to share lots of different information with Duncan Aviation customers and the industry as a whole," Harrison says. "I really enjoy talking to people who are just as passionate about aviation as I am."

Harrison continues, "The podcast concept we devised is a great way for future and current generations to hear about our company. It is designed to attract past, present, and future Duncan Aviation team members, connect with customers and potential customers, and inform fellow aviators about a variety of topics."

Our first season of podcasts is based around the core values of Duncan Aviation team members. We bring in different members of our Senior Management Team to get their thoughts and stories about specific values. The series has been well-received, and we are planning for our second season now.

Special Edition Webinars and Podcasts

In light of events surrounding the COVID-19 pandemic, we also released special edition podcasts and webinars. In the first special edition podcast, Harrison sat down

with then Chief Operating Officer Jeff Lake and then President Aaron Hilkemann to discuss what the company was doing to ensure the safety of our team members, facilities, and customers. We also released a podcast with tips and tricks for customers of our Flight Department.

On April 3, we had a webinar in which we partnered with OEMs AeroClave and Aviation Clean Air to discuss their aircraft cabin disinfection and purification options available through Duncan Aviation.

Resources Page

If you want to learn more about what's going on at Duncan Aviation and in the business aviation industry, the Resources page on our website is a great way to stay up-to-date as well. In addition to our Straight Talk media, we offer access to a 360-degree tour of our Lincoln, Nebraska, facility, Apps, Brochures, Case Studies, Certificates, the *Duncan Debrief*, the Duncan Intelligence, Events, Fact Sheets, Field Guides, Galleries, Media Kids, Press Releases, an STC Library, and Videos.

We continuously strive to be the voice of clarity in the business aviation industry. Do you have ideas for future webinars or podcasts? Please reach out to us at StraightTalk@DuncanAviation.com. We would love to hear from you!



News & Tech Updates

Duncan Aviation strives to keep you up-to-date on the ever-changing aviation industry.

www.DuncanAviation.aero/news



Meggitt PLC's Securaplane Technologies

We finalized a 3-year sales and service agreement with Meggitt PLC for the Securaplane Technologies product line. We have been a distributor of Securaplane products since 2005 and one of only two in North America authorized to service, sell, and distribute Securaplane Sealed Lead Acid main ship and emergency batteries.

Our 1,400-square-foot full-service battery shop has a battery cooler and advanced diagnostic test sets, including 2400w programmable DC electronic load banks, lead acid analyzers, and main NiCad charger analyzers. The shop sees 85 to 100 batteries each week, and on average 75% are checked, charged, and returned to customers within five days.

In addition to repair and reblock capabilities, we have on-hand inventory of Securaplane batteries available for sale. 📦

Satellites Expand Battery Capabilities

More than two dozen of our avionics Satellite locations now offer main ship and emergency power battery capabilities, including repair and replacement.

"All of the main Duncan Aviation Satellite locations can offer a form of this service to business and commercial aviation operators. The primary objective of this new capability is to take advantage of the avionics competencies we've built throughout

www.DuncanAviation.aero/locations



Customers having Honeywell repair, overhaul, and exchange needs, need only make one phone call to: +1 402.475.4125.



Kevin Miesbach, 2020 AEA Member of the Year

the network and support customer needs and requests," says Satellite Operations Manager Matt Nelson. 📦

Expanded Honeywell Service Capabilities

Honeywell recently granted us approval to facilitate repairs, overhauls, and exchanges on all Honeywell Line replaceable components and parts on behalf of its customers. This agreement immediately expands our service capabilities and establishes us as a one-stop-shop for customers needing repairs, overhauls, and exchanges for the full line-up of Honeywell's components and parts products.

Customers who have repair, overhaul, and exchange requirements for Honeywell components need only make one phone call to our team of component repair professionals. 📦

Inventory Program Sees Growth; Adds Support

The MRI (Managed Rotable Inventory) parts program is unique in aviation. It allows clients to sell their aircraft rotable inventory to Duncan Aviation's large customer base while still maintaining ownership, price control, and oversight. During 2019, our MRI program expanded its customer base by more than a third, adding 45% more available part numbers and increasing inventory value by \$2 million.

Cori Hawes was recently appointed as MRI Program Assistant to support the rapid growth. She

joins Senior Rotable Consignment Manager Vince Cruickshank in the day-to-day management of client MRI rotables with pricing updates, restocking activities, and processing core returns. 📦

Awards and Recognition

- **Kevin Miesbach**, Components/OEM Business Development Manager and a 38-year employee of Duncan Aviation, was recently named the **Aircraft Electronics Association's Member of the Year for 2020**.
- Duncan Aviation was named the **Honeywell Channel Partner of the Year and Dealer of the Year for 2019**. Awarded at a global level, these awards recognize partners for their strong performance, their commitment to cooperation, and for providing customers with unparalleled support.
- Bombardier Aviation recently recognized us for our performance as a top authorized service facility in the support of Bombardier customers. Judged on a set of criteria that includes quality, compliance, customer satisfaction and customer influence, our Lincoln facility was named the winner of the North American category of the **9th Annual Bombardier Authorized Service Facility Excellence Awards**.
- **Universal Avionics** recognized us in April as the company's **North & South America Top Dealer for 2019**.
- **Gogo Business Aviation** also named Duncan Aviation a **2019 Top Dealer**. This is the fifth consecutive year Duncan Aviation has received this award. 📦

DAOs Assist with STC Development




Engineering & Certification Services

Duncan Aviation's ECS (Engineering & Certification Services) team develops STCs (Supplemental Type Certificates) for modifications to various makes and models of aircraft. For instance, when Wi-Fi is approved for use, a cabin floorplan is changed or reconfigured, or equipment in the cockpit is upgraded, to name but a few, the work may be covered by an STC.

Aircraft are type certificated when they're manufactured, and often when the aircraft is modified, the design change is approved by the STC process. The STCs developed by Duncan Aviation's ECS team are approved through our ODA (Organization Designation Authorization) and valid only on United States-registered aircraft.

For aircraft registered outside of the United States, our ECS team must partner with design organizations around the world to create or obtain an STC from the appropriate oversight authority.


Owners and operators with aircraft registered somewhere other than the United States are able to buy

STCs developed by Duncan Aviation that have validation from their aircraft's country of registration. 

Amending Gogo AVANCE STCs

We have partnered with Gogo Business Aviation to provide new installation options for the Gogo AVANCE L3 and the Gogo AVANCE SCS (Smart Cabin System). Our Engineering & Certification Services teams are amending three existing STCs for the Gogo AVANCE L5 Wi-Fi system. Once completed, customers will be able to install the Gogo AVANCE L3 Wi-Fi system or a standalone SCS in more than a dozen aircraft models, which currently include the following:

- Gulfstream GIV and GIV-X
- Bombardier Challenger 604, 605, and 650
- Bombardier Challenger 300 and 350

We have received validation for the STCs from the FAA and TCCA (Transport Canada Civil Aviation) and have sought EASA (European Union Aviation Safety Agency) validation as well. 

One Exemplary Partner

Elisen & Associates, a DAO (Design Approval Organization) with its main offices in Laval, Quebec, is one of the companies Duncan Aviation's ECS turns to in order to secure TCCA and EASA approvals for new design.

Taif Rahman, co-founder and President of Elisen & Associates, began supporting Duncan Aviation's efforts to obtain TCCA and EASA STCs in 2015.

"For Canadian approvals, a TCCA certificate has to be issued for all modifications to an aircraft, regardless of the size or complexity of the job," says Taif. "EASA classifies certain modifications as minor, so an STC is not necessarily needed. A minor modification approval is issued by the DOA. However, when an STC is required, we help Duncan Aviation secure such approval from either Transport Canada or EASA."

Taif had heard of Duncan Aviation prior to being contacted in 2015, so when Duncan Aviation Planner Mark Pawlowski invited him to visit the Duncan Aviation facility in Lincoln, Nebraska, he and his team welcomed the opportunity.

"I realized immediately that we share similar values—our company and Duncan Aviation," says Taif. "It was evident, too, from talking to people as we walked through the facilities that team members are extremely loyal. They've been with the company for 20 and 30 years or more."


Taif noticed as he toured the facilities and in his dealings with the certification team members from ECS that Duncan Aviation truly appreciates its team members, and the team members all value the company.

"We've enjoyed working with everyone we've met at Duncan Aviation. Everyone throughout the company has integrity and instills trust and confidence," says Taif. "On aviation projects, there are going to be problems no matter how well-planned. The refreshing thing is that no one at Duncan Aviation engages in finger pointing. They stand up and say, this is what's happening, and let's figure out together how we can resolve this issue."

Taif and his team of engineers at Elisen & Associates have helped Duncan Aviation's ECS secure STCs for cockpit upgrades, such as the installation of a new flight management system, communication upgrades such as Bluetooth and Wi-Fi, and cabin interior updates.

"We're selective in vetting our partners to ensure they are a good fit for Duncan Aviation, our customers, and the project. We select companies that have values and a work ethic similar to those of Duncan Aviation," says Manager of Engineering & Certification Business Development Shawn Carraher.

Because team members at Duncan Aviation work hard to ensure a safe, compliant, and on-time delivery, the ECS team especially appreciates when the companies with which Duncan Aviation partners are willing to do the same.


"That's why we partner with Taif and his team at Elisen, because they share our work ethic and values," Mark says. "We want to make sure the people we partner with worldwide share the idea of Duncan Aviation quality." 

Live PMA Database Online

We recently created a new PMA (Parts Manufacturer Approval) Library. This database consists of more than 75 PMAs, all of which are available for sale. Visit the database here: www.DuncanAviation.aero/services/specialized-services/pma-library.

There are three ways to search the PMA Library: by aircraft, by PMA category, or by viewing the full list. Click By Aircraft to see the available PMAs by aircraft make. Click by PMA Category to see available PMAs for ATG, Airframe, Installations, Interior, WLAN, or other categories. Click View Full List to see all PMAs that Duncan Aviation has to offer.

Duncan Aviation's Engineering and Certification Departments produce STCs, and the company also has a searchable STC Library at www.DuncanAviation.aero/services/specialized-services/stc-library. These STCs may be sold as a complete package or as individual PMA parts.

If you don't see a PMA for a part you're seeking, give us a call or request a quote for a new PMA by clicking the form on the PMA Library home page. 

View STCs: www.DuncanAviation.aero/services/engineering/stc-library

View PMA Library: www.DuncanAviation.aero/services/engineering/pma-library



Engine Rapid Response Services

On an annual basis, Duncan Aviation's fleet of RRT trucks and vans easily travels 500,000+ land miles across the United States carrying the necessary tools, equipment, and inventory capable of servicing the most popular engine and APU make/model engines flying today. This includes the following:

- Engine stands/slings, test equipment, vibration survey equipment, borescopes, gauges, O-rings, seals (carbon, compressor, gearbox), and filters (fuel, air)
- Soap kits, igniters, igniter leads
- Personal hand tools, ladders, mats, and diagnostic computers loaded with all engine and APU make/model software to download and interpret fault codes

New HTF7000 Series Capabilities

To further reduce downtime and control costs, we have invested in the necessary equipment, tooling, and training to bring Honeywell HTF7000 Series engine turbine blade changes and balancing capabilities in-house. We purchased a new Schenck V2L/CAB925 Vertical Balancing machine capable of achieving accuracy within 30 millionths of an inch. This precision measurement is critical for engines to be in the best balance condition possible when reassembled, avoiding vibrations.

Duncan Aviation has complete control of all necessary repairs on the HTF7000 series LPT module assembly. If, during a scheduled video borescope inspection, discrepancies are found requiring further engine disassembly and inspection, we can do it all including deblade, reblade, and balance of individual LPT disks, and the assembly as a whole to include Group Balance.

Happy 35th to Our Satellite Shop Network

In the early 1980s, Chairman Emeritus Robert Duncan conceived of an ingenious way to make the company's avionics experts available to customers throughout the United States: Take the Duncan Aviation Avionics technicians to busy business aviation airports around the country where our customers' hangars are located. The idea proved popular with Duncan Aviation's customers.

By 1989, our Satellites had really taken off. There were 11 shops throughout the country located in Houston, Texas; Fort Lauderdale, Florida; Atlanta, Georgia; Chicago, Illinois; White Plains, New York; St. Louis, Missouri; Santa Ana and San Jose, California; Washington, DC; Scottsdale, Arizona; and Cleveland, Ohio, and a shop in Dallas, Texas was due to open by the end of that year.



Celebrating 35 years!

Today, we are celebrating the network of 28 Duncan Aviation Satellite Shops and workaway stations located throughout the United States. In addition to avionics line services, the Satellites provide avionics service and support for aircraft owner/operators in times of critical, casual, or remote-location need. The teams also provide popular avionics installations, such as:

- ACA Air Purification Systems
- Wi-Fi—terrestrial or satellite-based systems
- Cabin Management Systems
- Flight Management Systems
- NextGen components (FANS 1/A, ADS-B, etc.)
- WAAS/LPV

SMS Level 3 Certification Achieved

Our manager of Audit Programs Mike Brown accepted a certificate on Duncan Aviation's behalf from WYVERN Ltd. that recognizes us for having an SMS (Safety Management System) in place at our Lincoln repair station.

Duncan Aviation is an active participant in the FAA's voluntary SMS program, and because of its voluntary nature, there is no certification of Repair Stations' SMS by the FAA. WYVERN, a global company that is committed to guiding aviation companies in safety-risk management, has filled that void.

Based on the ICAO (International Civil Aviation Organization) standards, WYVERN verified that the Duncan



Duncan Aviation has FBOs at AZO, BTL, LNK, and PVU.

Aviation SMS met four levels of performance: Has an SMS in place, takes measures to mitigate risks from human factors, incorporates safety into the company's culture, and has a means to assess basic aviation risks.

BTL and AZO Receive FBO IS-BAH Stage I Accreditation

Our FBOs (Fixed Based Operator) in Battle Creek and Kalamazoo, Michigan, have received Stage I accreditation from IS-BAH (International Standard for Business Aircraft Handling). Duncan Aviation's other two main facilities in Lincoln and Provo, Utah, had previously earned this accreditation.

IS-BAH certification means that the FBOs have met all international standards for business aviation handlers to promote and provide safe environments for customers and fellow team members. WYVERN Ltd., the company that performs audits for business aviation FBOs, looks to see how well the SMS has been integrated into the company's culture.

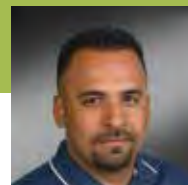
IS-BAH, developed by the IBAC (International Business Aviation Council) and the NATA (National Air Transportation Association), is a set of global industry best practices for business aviation ground handlers that features a SMS. This international accreditation certifies that the SMS followed by the facilities in Battle Creek and Kalamazoo has been recognized and certified as meeting all international standards to promote and provide safe environments for customers and team members.

View our Rapid Response launch locations: www.DuncanAviation.aero/locations/#rrt

View our satellite locations: www.DuncanAviation.aero/locations/#satellites



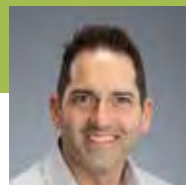
Mark White



Pete Marte



Robert Montano



Tim Fidler



Craig Rathjen



Todd Shriner



Rachael Weverka



Aaron Jensen



Tyler Spurling



Frank Logsdon



Dennis Kruse



Jon Kroesche



Stefanie Sedam



Challenger 300 hydrographic countertop.

Team Member Growth

Mark White has accepted the position of Gulfstream Sales Representative in Provo. Mark brings more than 20 years of Gulfstream sales experience to this new position. During his sales career with territories both East and West of the Mississippi, Mike amassed a great deal of knowledge and built strong relationships throughout the business aviation community, selling both parts (brakes, landing gear, Auxiliary Power Units) and maintenance/service (airframe, avionics, refurbishments, cabin management).

Aaron Jensen is now Manager of the Seattle Satellite Avionics Shop. After spending most of his career in North Carolina, Jensen returned home three years ago when he accepted a technician position with the Duncan Aviation Satellite Avionics Shop at the Boeing Airfield at King County International Airport.

Pete Marte is now Manager of the Satellite Avionics Shops in White Plains, New York, and Oxford, Connecticut. Pete divides his time between White Plains and Oxford and he and his team also routinely work at customers' hangars on many airports in the area, including Bradley, Bridgeport and Danbury in Connecticut, and Dutchess County and Stewart in New York.

Tyler Spurling is now Assistant Manager of MRO Rapid Response Team. In this position, he provides leadership and direction for the MRO Rapid Response teams at all three of Duncan Aviation's main MRO facilities in Battle Creek, Lincoln, and Provo. Spurling graduated from the Spartan School of Aeronautics in Tulsa, Oklahoma, in 2003 and received his Airframe and Powerplant certification soon thereafter. He began his aviation career at Duncan Aviation as a Mechanic I in the Engine Line shop 12 years ago where he gained a wealth of experience.

In response to customers' growing needs for Rolls-Royce engine support, we tapped **Robert Montano** to provide troubleshooting and technical support as our Rolls-Royce Engine Tech Rep. He joined Duncan Aviation in 2014 as an Engine Line Technician working the weekend second shift. He has held increasing positions of responsibility, most recently as a Lead Tech for the Engine Line shop, demonstrating a high degree of technical expertise and dedication to customer service.

Frank Logsdon was recently appointed as Duncan Aviation Tech Rep for Textron products. In this position, he provides troubleshooting and technical support for customers who operate Citation and Hawker aircraft, as well as company airframe maintenance teams.

Tim Fidler was hired as our new Accessories Business Development Manager. In this position, he will strengthen and drive accessory component repair services toward new business opportunities with customers and OEMs, including new service and product capabilities. Most recently, he was responsible for business development at Ametek MRO.

Longtime team member **Dennis Kruse** is relocating to Provo as the Avionics Install Sales Representative. In his 15 years at Duncan Aviation, Dennis has built a strong technical background in installations as a Technician and Crew Lead. For the last seven years he has been a productive member of the Lincoln Avionics Sales team working on quoting install projects for a variety of different aircraft models, fleets, and government programs.

Craig Rathjen was named the Director of Flight Operations in our Flight Department and **Jon Kroesche** was named the new Chief Pilot of Flight Operations. Rathjen leads the day-to-day operations of the flight department and has been in the aviation industry for the last 30 years

and with Duncan Aviation since 1997. Kroesche leads the flight crews within the department. He began his aviation career in 1996 after graduating from LeTourneau University with a Bachelor of Science degree in Aviation Maintenance Technology and Flight and joined Duncan Aviation in 2002.

Todd Shriner was named a Tech Rep for Bombardier products. In this position, Shriner provides troubleshooting and technical support for customers who operate Global, Challenger and Learjet aircraft, as well as to company airframe maintenance teams.

Stefanie Sedam joined our Bombardier Airframe Service Sales Team based in Provo. Over the past 10 years, she has provided support to customers during interior, maintenance, and modification projects on mid-to-large cabin aircraft. Her previous experience at an MRO center as Sales and Warranty Manager has given her great insight into the unique and detailed needs of both domestic and international operators.

Rachael Weverka, a long-time Lead Designer, joined the Modifications Sales Team in Lincoln and is responsible for paint and interior sales on the Gulfstream and Embraer teams. During her nine years as a Designer, Rachael developed extensive experience on numerous airframes. She has also developed strong relationships with fellow team members in the company and with the many clients she lead through complex refurbishments as a designer.

IADA-Certified Aircraft Sales Brokers

Duncan Aviation is please to announce Rene Cardona and Dave Coleman recently earned recognition as

Certified Aircraft Sales Brokers from the IADA (International Aircraft Dealers Association).

IADA recently moved toward full professional accreditation for aircraft dealer organizations and their individual representatives. A rigorous certification examination for brokers was developed and is managed by Joseph Allan Aviation Consulting. The broker examination measures the skill and competencies that are required of aircraft brokers in order to effectively conduct their work. Joseph Allan has experience in curriculum development as well as the development and management of examinations measuring knowledge-based competencies.

Aircraft with Hydrographic Countertops Delivered

We recently delivered seven aircraft with interior elements that were created with hydrographic printing. A Gulfstream 150 and Challenger 300 were the first two aircraft to receive countertops that were created with hydrographic technology, a new finish option recently implemented by our interior experts.

These unique three-dimensional printing solutions can be used on interior components, panels, accents, and even full cabinets, depending on their size. The capabilities open up a variety of aesthetic options for interior finishes without changing cabinet veneer, and designs can include wood grain, stone, metals, as well as custom designs. Some options allow shorter downtime than traditional methods and are excellent alternatives to traditional re-veneer or strip and refinish.

Registered Apprenticeship Program Rolled Out



In late 2019, we hosted a Registered Apprenticeship Ceremony to roll out our newly registered Duncan Aviation Airframe Technician Apprenticeship Program. The ceremony was a fitting mid-week celebration during National Apprenticeship Week.

“The aviation industry is currently seeing a workforce shortage for qualified aircraft technicians as the number of retiring certified Airframe Technicians is higher than the number of young adults expressing interest in the field of aircraft mechanics,” explains Todd Duncan, Chairman of Duncan Aviation. “In response, Duncan Aviation is educating young adults about the joys of choosing business aviation as a career and looking at new and different ways to introduce talented and motivated individuals to the company and the industry.”

Registered apprenticeships benefit communities and the workforce by providing on-the-job training that gives participants a clear career path and national credential from the US Department of Labor through an earn-as-you-learn program. Jeremy Rangel, Duncan Aviation Airframe Manager, says, “The work-based learning strategy helps Duncan Aviation increase team member skills and engagement while developing the company’s future leaders.”

We have offered apprenticeships, or full-time careers that include on-the-job training and instruction, to interested candidates for the last few years. By on-boarding new team

members as Tech Helpers, experienced technicians would offer guidance and on-the-job training. No formal instruction program was in place, though, explains Jeremy. “Though it was successful, we identified areas of theoretical and practical training that would yield better results through standardization. That is exactly what we did, working with the US Department of Labor and the Nebraska Department of Labor. We now have a true pathway to help new team members become knowledgeable, well-rounded aircraft technicians.” This formalized apprenticeship program has now been nationally registered with the US Department of Labor and the Department of Education.

The classroom instruction and hands-on lab training developed for the program has heightened our training effectiveness to the next level, says Matt Stolz, Airframe Shift Supervisor. “The Registered Apprenticeship Program is designed to provide those who enroll in it a streamlined and focused approach to training for the FAA Airframe Technician certificate. The program carries with it Duncan Aviation’s reputation for quality, knowledge, and leadership in the business jet world.”

Currently, Duncan Aviation has 24 apprentices who are working full-time while learning and preparing for their Airframe Technician certification test. They have up to 24 months from joining the program to earn their certificates. 🇺🇸



Making Masks & Gowns for Front Line Workers

In late March, Duncan Aviation team members had begun social distancing at work to prevent potential spread of COVID-19, and we began looking to acquire face coverings for use by team members when they absolutely had to work together in close quarters, like in an aircraft flight deck, for a short period of time. It became obvious that mask supplies were depleted and that health-care workers and those working directly with the public in service roles didn’t have enough masks to meet their anticipated needs. Our interior and upholstery teams reached out to a local hospital and asked for help in designing a mask, as well as advice on what we could do to support hospitals during this time of need.

The hospital shared specifics and two different mask templates were created. Using the hospital's instructions, we digitized the designs for cutting with our automated fabric-cutting machine, which usually cuts leather, sheepskin and other durable materials for use in business aircraft. Depending on the width of the material used for the masks, we could cut materials for up to 900 masks every hour. To date, the company has cut more than 30,000 masks.

Sewing the masks is a bit more time-consuming. Upholstery professionals with our full-service facilities in Lincoln, Battle Creek, and Provo have been sewing masks, as have more than 300 volunteers from local churches, fabric stores and hobby groups in the communities Duncan Aviation calls home. The company has also cut and sewn hundreds of medical gowns for community health facilities.

“This all started with a team of employees who recognized a problem and had the means and desire to solve it,” says Aaron Hilkemann, CEO of Duncan Aviation. “It is indicative of the creativity, compassion and initiative found in our team members. And we are happy to help our communities in this manner. We feel it is the least we can do and appreciate the opportunity to show our concern and gratitude to those working on the front lines of this pandemic.” 🇺🇸



Karen K. Duncan Scholarships

Supporting local communities is one of our core values. One way we invest in our communities is through the children of our team members. For more than 20 years, Duncan Aviation has advanced the futures of students through the Karen K. Duncan Scholarship program.

All dependent children of full-time Duncan Aviation team members who are entering a two- or four-year college program or technical school in the fall of 2020 were eligible this year. Each scholarship winner will receive up to \$2,000 for his or her college education—\$500 a semester for up to two years.

The following students from Duncan Aviation communities will receive the 2020 scholarships that together could total up to \$40,000:

- Alex Andrews, East Leroy, Michigan
- Tyler Andrews, East Leroy, Michigan
- Kyra Creamer, Dorchester, Nebraska
- Emily Dang, Lincoln, Nebraska
- Colton Johnson, Martell, Nebraska
- Danielle Klenke, Seward, Nebraska
- Stephanie Kluthe, Lincoln, Nebraska
- Keelie Kraft, Lincoln, Nebraska
- Jaxon Morrow, Lincoln, Nebraska
- McKayla Most, Wahoo, Nebraska
- Vivian Nguyen, Lincoln, Nebraska
- Daniel Nichols, Grand Rapids, Michigan
- Harper Odom, Lincoln, Nebraska
- Delaney Patocka, Mead, Nebraska
- Paige Peterson, Wahoo, Nebraska
- Alena Reeve, High Ridge, Missouri
- Audrey M. Scully, Lincoln, Nebraska
- Carson Stauffer, Milford, Nebraska
- Simon Swager, Battle Creek Michigan
- Madelein Woolard, Seward, Nebraska 🇺🇸

Apply now: www.DuncanAviation.aero/careers

To date, Duncan Aviation has cut more than 30,000 masks.