

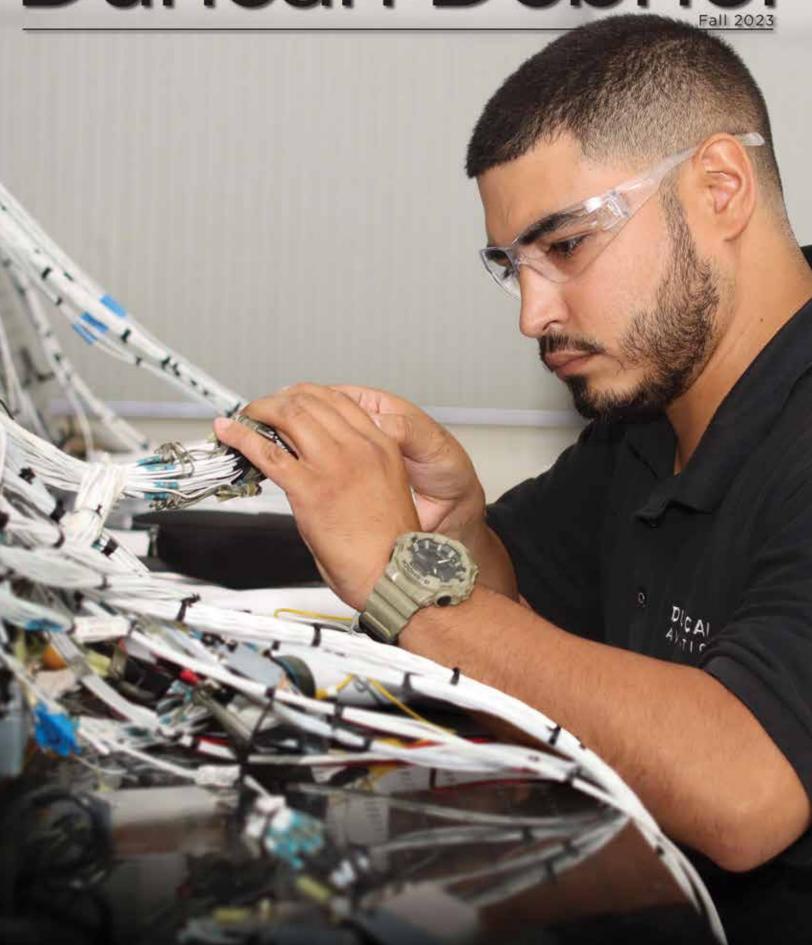
COVER: Houston Satellite Avionics Technician Joshua Hernandez building a wiring harness ABOVE: Houston Satellite Install Specialist Lisa Schneider wire stamping, Line Service Crew Leader Joe Sanchez with Satellite Manager Mark Winter, and Customer Account Rep April Gonzalez BELOW: Houston Satellite Manager Mark Winter (center) pictured with (left to right) Team Leader Norm Chesney, Team Leader Ronnie Gallehugh, Assistant Manager Chad Sweppenhiser, and Avionics Tech Rep Larry Ridley

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DUNCAN AVIATION







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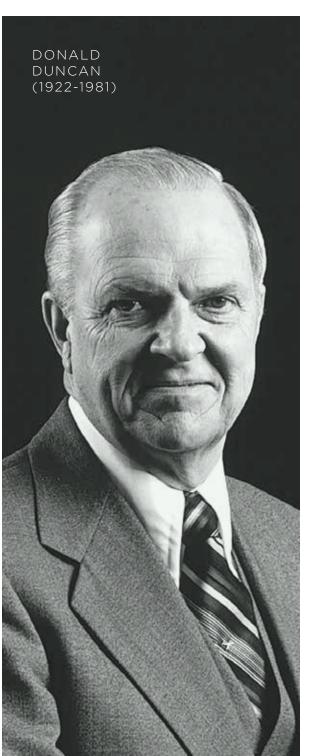


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TEAM MEMBERS



#### A MESSAGE FROM BOARD OF ADVISORS CHAIRMAN TODD DUNCAN

On August 22nd, Duncan Aviation celebrated Founder's Day to honor the birthday of my grandfather, Donald Duncan, who founded the company 67 years ago. He wouldn't recognize the company today, but he would be so proud of the way we take care of our team members and the way they in turn take care of our customers. With strong company values and a desire to serve others, our focus on the long-term and our people-centric approach has resulted in a reputation that we are proud of and that we strive to maintain.

From providing avionics services at Satellites across the United States to performing unique interior and exterior completions, and from partnering with aircraft acquisition customers for the entire lifecycle of their jet ownership to meeting changing component needs, we work hard to recognize potential opportunities and prepare for the future. Staying abreast of this dynamic business isn't magic. It requires hard work, the ability to listen, and a large network of friends, partners, and passionate experts.

Watch some thoughts my dad, J. Robert Duncan, shared during his Founder's Day interview, and read more about Duncan Aviation's storied history in *Always Trust Your Cape*, a book published for our anniversary two years ago.

DOM

Todd Duncan Board of Advisors Chairman



any of Duncan Aviation's customers realized years ago that having a Duncan Aviation Satellite on a nearby airfield is a pretty good deal. Our Satellites are staffed with experienced, certificate-holding avionics technicians. Some have expanded service offerings to provide limited maintenance support and even battery services.

Several satellites, including Denver, Colorado (APA), and Houston, Texas (HOU), have taken on some really challenging projects recently.



HOUSTON, TEXAS

approximately 1,200 aircraft. The facility, open since 1985, holds FAA CRS/OS and Mexican certification. The team provides full avionics installation, avionics line maintenance, and avionics support services.

Projects in Houston this year have included several installations of the Gogo AVANCE L5

ince January 2022, the 25-member team at the Houston Satellite has touched

Projects in Houston this year have included several installations of the Gogo AVANCE L5 Wi-Fi system, VIASAT Satellite-based in-flight Wi-Fi, RVSM (Reduced Vertical Separation Minimum) for increased safety, numerous 411 and 413 checks, and some ELT (Emergency Locator Transmitter) checks. They also partnered with various vendors and Duncan Aviation's Engineering & Certification Services to develop STCs (Supplemental Type Certificates) and install the following equipment in aircraft:

- Honeywell Primus Elite in an Embraer Legacy 600
- Honeywell FANS/CPDLC (Future Air Navigation Systems/Controller Pilot Data Link Communications) in an Embraer Legacy 600
- Collins Aerospace Pro Line Fusion 21 with FANS/CPDLC for Hawkers
- Honeywell FMS (Flight Management System) with LPV & UNAV for Embraer Legacy 600
- Honeywell SVS (Synthetic Vision System) for Embraer Legacy 600
- Honeywell CC-701P Controllers—a Primus Elite Upgrade—for Embraer Legacy 600
- Collins Aerospace Pro Line 21 Fusion-equipped models for DFDRs (Digital Flight Data Recorders)

The Houston shop is also currently partnering with an industry OEM to produce two more STCs by the end of 2023.

As with most of the shops, the techs in Houston perform installations and repairs at the Duncan Aviation hangar, and they also take their expertise and tooling to the hangars of customers who want avionics work completed while their aircraft are already down for routine maintenance.

(Houston Satellite team members featured on the front and back covers of the Duncan Debrief)



#### DENUER, COLORADO



#### **CENTENNIAL AIRPORT**



he Denver Satellite provides an array of avionics installation and line maintenance services and holds FAA CRS/OS and Mexico certificates. The 17-member team in Denver touched 1,310 aircraft in the last year. Among this year's projects are the installation of a Gogo AVANCE L5 in a CL-300, two Gogo AVANCE L3s in a Pilatus PC-24 and a Citation 560, a Dual Garmin GTN-750 with a Remote Audio Panel in a Cessna 560, and two complete Garmin retrofits on a Pilatus PC-12.

The complete retrofit on the Pilatus PC-12 included the installation of a Garmin G600TXi, Dual GTN-750, remote audio panel, remote transponder, weather radar, and an engine monitoring display. The Dual Garmin GTN-750 installation added GPS, NAV, and COM to replace an outdated FMS that lacked those features.

In late 2023/early 2024, the Denver Satellite will also begin installing the Garmin G600TXi in a series of Citation 525 aircraft (525, 525A, and 525B). This Garmin STC, which is being developed now, will cover installation of dual 10.6-inch G600TXi displays, dual GTN-450 GPS (if needed), a single 7-inch Portrait Engine Display, the GFC-600 autopilot system, a GMA-350 Audio Panel, and GI-275 Standby instruments.

In addition, the technicians, quality inspector, and manager at the Denver Satellite are always busy performing IFR certifications, database upgrades, FDR/CVR downloads, ELT inspections, and general avionics troubleshooting.

Technicians frequently visit other shops on the airfield to do the work for customers in their own hangars, and about two years ago, the Denver Satellite added SWAT interior services to its lineup. The Duncan Aviation SWAT teams, which are at all three of the company's main facilities as well, go through the aircraft and take care of small interior items that are not a part of the scheduled service. The reason is strictly aesthetics. Our teams touch up paint, spot-dye leather seats, and resew curtain glides to quickly give the interior a facelift.

Denver Satellite Avionics Install Team pictured above: (left to right) Satellite Manager Edduyn Pita, Install Specialist Douglas Riera, Install Specialist Juan Medina, Team Leader John Watson, Crew Leader Cameron Lazar, Install Specialist Julia Langford, and Install Specialist Stephen Backof

HOBBY AIRPORT

# SITELLITES HAUE ROBUST EXPERIENCE



## www.DuncanAviation.aero/locations

Whether you have a large job or a more routine check or repair, don't overlook Duncan Aviation's network of Satellites that are literally located coast-to-coast. Below are four of our newest Satellites.

#### UAO OMA. **PVU** LNK BJC APA HWD MKC LAS VNY **BNA** ● SDL **OFTY** FTWODAL For more information on AUS IAH available services, contact: FULL SERVICE MROs SATELLITES • JOHN SPELLMEYER AOG SUPPORT WORLDWIDE O Regional Avionics Sales Manager +1 316,214,8867

#### AURORA, OREGON

Aurora State Airport +1 502.776.9007

In July 2022, Duncan Aviation opened an additional fixed location in Aurora with space in the Charlie Hangar. Satellite Avionics Crew Lead Justin Weber has been performing two-year 91.411 and 91.413 pitot-static certifications, renewing transponder certifications, fixing dozens of unscheduled squawks for drop-in customers, installing avionics systems, and repairing wires for nearby customers on the ramp. This year, the shop was FAA-approved to add battery services to its growing list of offerings.

Seattle, Washington-based Regional Manager John Peterson visits customers throughout Oregon, and Portland, Oregon, Satellite Manager Jonathan Almeida has worked with Justin for many years now and is also available to answer questions and help with scheduling.



Avionics Crew Lead +1503.332.9630

#### BEDFORD, MASSACHUSETTS

Laurence G Hanscomb Field +1 781.778.7128

For the last several years, our Satellite in Bedford, located a short 30 miles from downtown Boston, has been humming along, performing a range of avionics installations. Experienced avionics technicians serve customers at the airport, visiting their hangars to do the work and service drop-in customers who need a particular issue resolved before their next flight.

Recently, customers entrusted the Bedford team with the installations of Gogo AVANCE L3 and L5 Wi-Fi systems. They've performed a Cert 5 upgrade on a Falcon 7X, FMS 6.1 upgrades, FDR/CVR (Flight Data Recorder/Cockpit Voice Recorder) downloads and analysis, mandatory SBs (Service Bulletins), and dealer contracts for HAPP and CASP.

Duncan Aviation customers in the New England area are well-served by Oxford, Connecticut,

Satellite Manager Pete Marte, Regional
Manager Vincent Antignani, and
Aircraft Sales & Acquisitions Rep
Ann Pollard.

PETE MARTE

Northeast Satellite Manager
+1 914,255,4017

#### MANASSAS, UIRGINIA

Manassas Regional Airpor +1 703.330.4827

In May 2021, the FAA certified the Duncan Aviation Satellite in Manassas, Virginia, and Team Leader of Satellite Avionics Logan McCabe began serving customers in Chantilly Air's newly completed Jet Center there, located just 30 minutes from downtown Washington, DC.

Major installation projects have included a GI-275 install, an upgrade to TCAS 7.1, installations of Gogo AVANCE L3 and L5 Wi-Fi systems, FDR/ CVR downloads and analysis, dealer contracts through HAPP and CASP, and additional airframe support services are provided through the Duncan Aviation partnership with Chantilly Air.

Duncan Aviation customers in the mid-Atlantic region are likely familiar with Regional Manager Bill Otte, and he and Logan will be willing to answer any questions.



LOGAN (TCABE)
Team Leader
+1 954.673.5713

#### NASHUILLE, TENNESSEE

Nashville International Airport +1 615.953.7202

July 2022 was also when Duncan Aviation received FAA authorization to open its Nashville Satellite, located in close proximity to Memphis, Knoxville, and Chattanooga, Tennessee; Louisville, Kentucky; and Birmingham and Huntsville, Alabama. The shop has been performing a range of avionics repairs, services, and installations for aircraft located at BNA as well as for drop-in customers. RRT (Rapid Response Team) Engine Technician Joshua Saran shares space at the shop with the avionics crew, so customers can expect an array of services.



JOE UITTLING
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## DEED A POPULAR AUIONICS JPGRADE?

## CONSIDER A DUNCAN AVIATION SATELLITE

Numbers Listed Below Represent The Number Of Satellite Installations Completed

herever our customers encounter the avionics technicians at Duncan Aviation—whether at one of our full-service facilities, any of our Satellites, or during an AOG situation—they can be confident they're dealing with well-trained, qualified, experienced technicians.

The Sales and Installation teams at Duncan Aviation work hard to accommodate the needs of our customers, but with schedules tightening throughout the industry, demand for services has outpaced capacity. If you need avionics-only work, our Satellite network provides faster access without compromising expertise and support.

Here are a few examples of the breadth of work we're doing at our Satellites around the United States.



#### GARMIN GGOOTKI

- designed for high-performance piston or turboprop aircraft, the G600TXi
   replaces analog gauges to provide greater situational awareness and weight savings
- 10.6- and/or 7-inch integrated touchscreen flight displays offer PFD (Primary Flight Display) and MFD (Multi-Function Display) functionality, can be scaled to include up to four displays
  - HSI map overlay increases pilot situational awareness, giving access to real-time weather and traffic
    - an integrated EIS (Engine Indication System) is optional



#### GARMIN G1000 NXI

- incorporates two large 10.4-inch primary digital flight displays with synthetic vision and a 15-inch multifunction display that includes digital engine gauges, moving map, traffic, weather, and other important flight-related data
   exceeds FAA's requirements for ADS-B
  - and enables WAAS LPV approaches
    - provides many improved flight data features while saving weight





#### **GOGO AVANCE LS**

- stream audio and video, connect to video conferences, email large attachments, call and text with little latency
   pilots can access in-flight and real-time flight deck apps and remote diagnostics
  - installed with provisions for the Gogo 5G network when available





#### GOGO AVANCE L3

- provides in-flight connectivity through Gogo's LTE network, which will eventually replace Gogo's ATG 1000, 4000, 5000, and 8000 systems designed for aircraft of all types and sizes, but ideal for light-to-medium-sized aircraft
- scalable with three configurations available:
   Core, Plus, and Max. State-of-the-art modem and router allow access to Gogo Text & Talk along with entertainment media server Gogo Vision

## GET MORE INFORMATION ABOUT THESE UPGRADES AT:

www.DuncanAviation.aero/featured-installations

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## HONEYWELL CD-830

- this CDU (Control Display Unit) adds enhanced visibility, high-resolution, digital display to the Honeywell FMZ-2000 FMS (Flight Management System)
- with the same form factor as the CD-810 and CD-820, it's a plug-and-play replacement, no modifications necessary



#### HONEYWELL DV-875 PEAF

- for operators with Honeywell Primus Elite, PEAF (Primus Elite Advanced Features) offers upgrades to the DU-875 digital displays, replacing analog flight deck CRTs that allow pilots to see more chart and graphical weather information
- additional features include SVS (Synthetic
   Vision System), TCAS overlay on enhanced moving map displays, and METAR weather reports
   the PEEF (Primus Elite Enhanced Features)
- upgrade replaces all pre-DU-875 displays in the flight deck with DU-875 displays



## 185)

## UNIVERSAL AVIONICS FMS WAAS LPU

pilots can use the FMS-LPV's SBAS
 (Space-Based Augmentation System) WAAS/LPV for greater precision on approaches with improved accuracy both horizontally and vertically to within 12 inches
 multiple approach indicators, greater flexibility in selecting airport, and access to smaller airports with reduced minimums



#### HUNEYWELL LASEREF TU

- the IRU (Inertial Reference Unit) is an all-digital RLG (Ring Laser Gyro) that provides outputs for ARINC 429 and standard aircraft communication buses
  - previous IRUs are now obsolete
- weighs 35% less and is interchangeable with the LASEREF III with an adapter tray, so no modifications are necessary. Even better, LASEREF IV uses considerably less power than the previous versions

#### **SUPPORT NETWORK:**

www.DuncanAviation.aero/locations





After purchasing a CL-604, the new owner brought the aircraft to Duncan Aviation in Battle Creek, Michigan, for extensive upgrades to multiple avionics systems, an eye-catching interior, and striking exterior paint. In April, he took possession of what is in essence an almost entirely new aircraft that makes a bold statement: It's classy, flashy, and completely customized.

"We are excited to showcase our Fusion-equipped 604 and couldn't be more pleased with the outcome," says Air Partner's President Vik Saini. "We are also just as grateful for the partnership we have with our friends at Duncan Aviation."

Facing obsolescence issues with multiple avionics systems, the new owner opted for safety, upgrading certain systems and installing new for others. In addition to the new avionics, Mr. Saini, who manages the aircraft for the new owner, reached out to Duncan Aviation Completions and Modifications Sales Rep Tiffany Buschini and Lead Designer Heather Pridemore, both of whom he'd worked with in the past. He sought their expertise on the exterior paint scheme and the extensive interior work.

"Over the years, we've come to trust Duncan Aviation with our most important maintenance or refurbishment projects, and our experience with this aircraft further built upon that trust and confidence," says Mr. Saini. "Although this particular workscope was our most complex and largest undertaking to date, it didn't feel as such. This was in large part because of the team and expertise Duncan Aviation was able to provide. In particular, the initial quote and workscope was well developed by Tiffany Buschini and Justin Vena, the design vision of our client was well executed by Heather Pridemore, and the entire project was well managed by Branden Hunt—all of whom made for a fun and exciting project that was completed on time and with few surprises."



"Although this particular workscope was our most complex and largest undertaking to date, it didn't feel as such. This was in large part because of the team and expertise **Duncan Aviation was** able to provide." - Air Partner's President Vik Saini



Tiffany was just as pleased to work with Mr. Saini and his team again. "We've worked together on other aircraft projects and built a strong foundation of trust. It was a pleasure to get to work on a project of this magnitude with all of them and to see how happy they were with the final product."

Despite having their own MRO (Maintenance, Repair, Overhaul), Air Partners has brought numerous aircraft to Duncan Aviation over the years for avionics upgrades and interior modifications. "We've painted and completed interiors on three of their aircraft in the past, and we'll work on an LJ45 for them next year. I value the trust they have in me and in Duncan Aviation, and it was especially motivating that the new owner was open to trying so many new looks and techniques," says Heather.

#### Classy, Flashy Details

"The owner wanted to make a bold statement. His company's logo is gray and black; he wanted those colors featured in the paint scheme, which is black on the belly and

tail with a splash of gray across the sides. We also carried those colors throughout the interior," says Heather. "There are so many unique details that we incorporated throughout the interior, and the logo added a personal touch."

Among the many unique details are gloss-finished, Black Ebony veneer and a woven vinyl flooring in the entry, galley, and lav. The galley veneer was installed horizontally, with the grain running parallel to the stripes in the vinyl flooring. The galley doors are refinished in a metallic vinyl wrap, with the customer's logo airbrushed on one of the upper doors by the Cabinet Team. The PSUs are covered with a black carbon fiber-print ultraleather, with contrasting gunmetal gray plating, which is as eye-catching as it is unique.

Heather's design for the upholstery lends visual interest and variety to the cabin while preserving an overall theme. Two-tone club seats provide contrast to the charcoal gray divan, both of which incorporated quilted panels and are trimmed with metallic leather piping. To further





uneven terrain on approaches at night, and with WAAS LPV (Wide-Area Augmentation System-Localizer

Performance with Vertical guidance), the pilots will benefit from enhanced GPS signals during the entire flight, including to within 200 feet of the ground during landing.

The owner also upgraded to FANS (Future Air Navigation Systems), a datalink technology that allows pilots and air traffic controllers to more easily communicate with one another using a common language. Although currently mandated only in certain North Atlantic Tracks where radar doesn't reach and radio coverage can be erratic, the CL-604 is now ready for any future mandates.

The new Gogo AVANCE L5 will give a dramatic boost to inflight connectivity for pilots and passengers alike.

Working with Senior Avionics Sales Rep Justin Vena, the cabin was outfitted with a new Collins Venue CMS (Cabin Management System) to replace the obsolete system. The upgrade included a 10.6" Galley monitor, and in the cabin, there are now 10 TC 6000 touchscreen





controls, installed at most switch locations; two 24-inch LCD screens installed on the bulkheads; the new HD Airshow, featuring Moving Maps; two HDMI (High-Definition Multimedia Interface) ports; and a channel of Bluetooth audio streaming. Audio in the cabin was also enhanced with the installation of new Alto Aviation speakers, perfect for airborne audiophiles.

"We reached out to Collins Aerospace," says Justin, "and we were able to take advantage of a combined incentive program to get a discount on the Venue and Fusion systems. Owners replacing obsolete systems may feel the pinch, but at Duncan Aviation, we work with our vendors to get the best prices possible for our customers."

#### The Customer Response

When the aircraft delivered, the team was on-hand to witness the customer's reaction. There's always a little nervous excitement mingled with pride as the team looks on. They needn't have worried. The customer was ecstatic.

customize the bespoke interior, Heather had throw blankets embroidered with the owner's logo.

"The new carpet in the cabin is the feature I'm most excited about," says Heather. "It was a joint effort between the owner and I, and it was so much fun coming up with the design. He picked the pattern, and I put together a combination of colors and patterns to fit the style he was looking for. We worked through many design ideas together—seat designs, for instance—but he absolutely loved the carpet!"

Illuminating the cabin are the energy-efficient, long-lasting Prizm multicolor LEDs that the owner can adjust to suit his mood.

#### **Avionics Upgrades For** Safety And Functionality

No area of the aircraft remained untouched. We installed Collins Aerospace Pro Line Fusion in the flight deck, featuring full-color touchscreen displays in place of the old CRT displays. Retrofitting the flight deck with SVS (Synthetic Vision System), pilots can now see



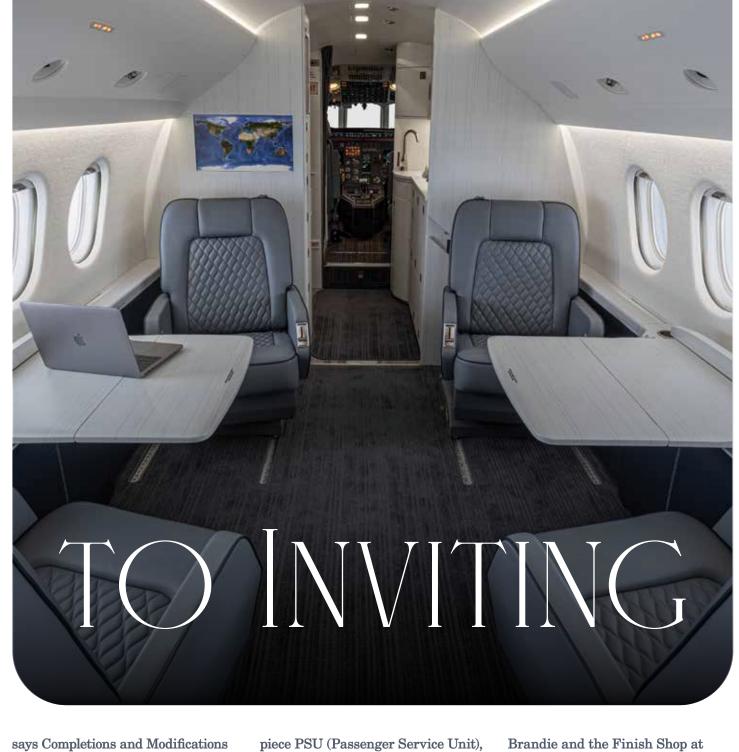
When it comes to refurbishing business aircraft, there's no doubt Duncan Aviation is an industry leader. We breathe new life into aircraft that have become worn over time and add a personal touch to aircraft that have changed ownership. When

this 1998 Falcon 2000 arrived at our full-service facility in Battle Creek, Michigan, with the original interior, the team was ready for the challenge.

**Duncan Aviation Designer** Brandie Batten says this aircraft was well-used transporting

executives and in need of a refurbishment. The owner, Mr. Solanki, told Brandie and Lead Designer Stephanie Kuhn that he wanted everything to be updated and modern.

"He didn't want to see anything that was original to the aircraft,"



says Completions and Modifications Sales Rep Tiffany Buschini. "We removed absolutely everything."

The Duncan Aviation team modernized the aircraft interior by installing new materials throughout. We also installed Duncan Aviation's modern, twoadded new, stylized, square latches, and redesigned all the seating.

#### **Vinyl Wrapping**

Mr. Solanki originally wanted a light veneer, which can be difficult to achieve using natural woods.

**Duncan Aviation in Battle Creek** introduced him to our vinyl wrap capabilities and he saw exactly what he was looking for.

"Vinyl wrapping is more maintenance-friendly, easier to clean, and allowed us to give

him the bright white look he wanted while still providing a durable surface," says Brandie.
"With traditional veneer, we are challenged with the natural characteristics of wood. There are limitations when trying to achieve a clear, white finish. Vinyl wrapping allowed us to give him the look he desired."

The result provided a woodgrain pattern that features a white base and fine grey lines with a metallic finish.

#### **Modernized Seating**

Stephanie proposed to modernize the cabin seats with quilted inserts. Knowing the capabilities of our automated quilting machine, they selected a unique design for the quilting. Our equipment and expertise allow us to customize the pattern and design to offer multiple options.

#### **Avionics Upgrades**

Senior Avionics Sales Rep Mike Morgan says the project originally started with a minor upgrade that included new Aircraft Lighting International (ALI) LED lights, Rosen Aviation monitors, and USB ports for charging.

"We soon discovered that it
was necessary to replace obsolete
equipment in the cockpit and
cabin," says Mike. "The obsolete
Honeywell Aerospace LASEREF II
was upgraded to LASEREF IV and
ALTO Aviation switches were added
throughout the cabin, replacing
obsolescent electronics and allowing
for reliable functionality."

In addition to the cabin controls and switching updates, the owner

selected a Collins Aerospace Airshow 500 Moving Map system to provide passengers with current trip information.

#### **A Massive Undertaking**

The aircraft also received a 4C inspection that required the removal of the vertical stabilizer.

"This was one of the largest projects I've ever led," says Project Manager Jarek Jones. "Well over 24,000 labor hours were approved. That did not include the hours that design, engineering, and other teams put into it. That shows the true effort and magnitude of this project."

#### The Details

"The corners leading into the baggage area from the lavatory, and the entry going into the flight deck were damaged when the aircraft arrived," says Brandie.
"The production teams put
their heads together to figure
out a solution that would not
compromise the design aesthetic of
the interior but also protect those
edges in the future."

The team added metal trim strips to the corners of the cabinets at high-traffic areas to add durability. This solution highlights the flexibility and collaboration of our teams in providing solutions for improvement.

All of the upgrades incorporated into the refurbishment were designed to support the overall design and tie each area into a contiguous space. A contrasting top-stitch was added vertically to the lower sidewall for an added detail that ties in the window panel and headliner.

The pulls and handles were given a more contemporary and stylized look.

The aircraft arrived with a dark and enclosed feeling. After being fully overhauled, it now feels more spacious with lighter colors and textures.

The owner, together with the design and production teams at Duncan Aviation, turned his vision and willingness to review new ideas into an interior space that was beyond expectations.

#### **Delivering on a Vision**

The team continued the transformation with fresh exterior paint. Over time, business jets are exposed to extreme conditions and refurbishment of the exterior paint was critical to providing a necessary protection to the aircraft as it continues its missions.

The owner knew exactly what his new paint scheme should look like: blue and grey ribbon-like stripes that ascend up the tail. It was up to the Duncan Aviation Design and Paint teams to deliver that vision.

#### **Excellent Workmanship**

When a project of this magnitude is completed, there is always a sense of excitement and accomplishment. That is accentuated even more so when the owner shares their pleasure.

"The aircraft is looking great, and these results are due to the excellent workmanship of Duncan Aviation and all your team members," says Mr. Solanki. "We are very happy with the final product, and it has exceeded our expectations."











#### An Appreciation for Design

The owner brought an appreciation for design and a refined style to the project planning and design phase.

"The Duncan Aviation Design team in Lincoln, Nebraska, has renovated multiple aircraft for him through the years," says Duncan Aviation Lead Designer Stephanie Kuhn. "He has an experienced eye for design and style and takes all of the details into consideration. We embraced his openness to big ideas and suggestions, and he carefully considered all of the team's suggestions and ideas. Working with someone like this always makes a project more exciting and fun."

#### Finding Inspiration

"We began the process with visualization boards," says Stephanie. "The boards consisted of concept drawings and inspirational images that created an overall mood or concept. The owner's response to certain details and feedback helped to set the tone and refine the overall design."

The credenza and the carved carpet came from the first visualization board and his response to certain details from each of them helped set the tone and refine the overall aircraft design.

#### Timeless Interior

Much like the rest of the aircraft, the owner offered his creative input on the cabin seat design. Multiple 3D illustrations of seat designs that incorporated custom-quilted patterns were provided to the owner. Once the design was approved, the quilting was produced on Duncan Aviation's automated quilting machine, which is one of many of our in-house capabilities.

No detail was overlooked. The lower sidewall is covered in a luxurious suede with a foil-fused overlay adding just enough luster to make a statement. The pattern was meticulously laid out by our experienced team with Stephanie's guidance.

The custom credenza incorporates a rounded, sleek silhouette that gives the appearance of a freestanding cabinet seemingly floating with accent toe-kick lighting.

#### Uniquely Its Own

Each section of the cabin is visually separated into its own area by a subtle color change of seating. Yet each area perfectly complements the other, flowing easily from one to the next, united by elements such as the foil-fused lower sidewall material, carved carpet, and stitching details.

Hydrographic capabilities in our Finish Shop allowed for a blue carbon-fiber pattern to be applied to the toilet seat deck. The toilet seat lid also features a custom-embroidered design.

#### Duncan Aviation Finishing Touches

In addition, the team incorporated our new Duncan Aviation Finishing Touches.

"When doing a complete Falcon interior with a couple of our key upgrades, including our Duncan Aviation-designed PSU (Passenger Service Unit) overlay panels and our drinkrail modernization, we provide our Finishing Touches hardware package to complete the interior transformation," says Tracey Boesch, Senior Falcon Completions and Modifications Sales Rep. "This provides a unified look with the same profile and style so that the handles in the galley, lavatory, window shades and drinkrail lids are harmonious throughout

It's a feature the team
wanted to incorporate with these
two upgrade elements for a while now,
and this client and project provided the

the aircraft."



Watch the paint and interior transformation video here: www.DuncanAviation.aero/falcon-900EX-transformation

right opportunity. The attention our designers and experienced technicians put on detail, fit, and finish is a daily occurrence. These details result in a stunning interior and that makes you linger just a moment longer when you're looking at a photo or video of its craftmanship.

#### Dual-Swing Aft Lavatory Door Modification

Upon arrival, the existing aft cabin/lavatory door opened only into the lavatory compartment. It was modified to swing both forward and aft while maintaining the door handle mechanism. The divider and door jambs were modified, adding a new latch and bolt system to allow the dual-swing function. Having an aft lav door that also swings into the cabin provides greater safety for access into the lavatory compartment in case of a passenger emergency and allows more convenient access for crew or passengers to the aft baggage area.

#### Avionics Upgrades

Our Interior team installed our Duncan Aviation-designed PSU overlay panels, teaming with our avionics technicians to also install bright, energy-efficient ALI (Aircraft Lighting International) LED lighting.

In addition to the interior and lighting modifications, the cabin avionics were upgraded so passengers will be immersed in state-of-the-art audio/video or VPN connections with reliable, highspeed internet connectivity. Gogo AVANCE L5 will eventually give passengers and pilots alike access to the Gogo 5G network, which lets passengers reliably stream audio and video, access email, and continue to use voice and text functions on their phones.

Opting for the Alto Aviation CMS (Cabin Management System), passengers can listen to High-Fidelity audio through cabin speakers or their own headphones. The HD monitors provide access to streaming entertainment or shared laptop content using the new USB and/or HDMI connections. An upgrade to Airshow 500 enhances the video quality and adds 3D worldwide Moving Maps to see

TILL THE WILL A

panoramic shots of the flight terrain in real-time.

Interfacing with the Rosen Media Input Panel, passengers can share the content from their personal devices on the HD monitors so other passengers can see (and hear) presentations, YouTube videos, movies, and even live news feeds.

The upgraded Alto Cadence switch panels also provide passengers easy access to controls for cabin audio/video, temperature, and lighting.

#### Winglet Installation

During the interior refurbishment, the aircraft also received a new pair of API blended winglets from Aviation Partners, Inc. In 2009, API announced that our Battle Creek, Michigan, and Lincoln MROs were the first authorized installers for Falcon Blended Winglets. To date, the Duncan Aviation team has installed well over 100 pairs of API winglets on Falcon aircraft and is well-versed at the requirements for the installation.

**▲** Before

With all of the apabilities required for all aspects of the project right here at Duncan Aviation, fitting the structures work needed for the winglets into the flow of the schedule was This aircraft is a testament n the hands of experienced Project Manager Ryan Oestmann.

#### Geometric Patterned Paint

Duncan Aviation's talented paint experts were also called on to paint a geometric pattern on the tail that represents a carbon fiber pattern that has the illusion of fading onto the aircraft's fuselage that features similar blues, grays, and whites that are seen throughout the cabin.

The owner was very involved with the layout and color placement of each square. Our paint team did a fantastic job laying out each individual square in just the right locations to match the desired look.

#### The Final Impression

When Ryan first saw the design plans for the Falcon 900EX, he was quite impressed. He's even more taken with the final project.

"The veneer in the galley is absolutely beautiful, and the lower sidewalls look amazing," says Ryan. "There are special details in every part of the plane."

The Duncan Aviation interior and production teams were especially enthusiastic cherry on top." 😎

"The suede covering the lower sidewalls is definitely eye-catching. It's truly a oneof-a-kind interior," says Interior Mods/

Completions Shift Supervisor Ben Lee. "With all of the unique features, the designs came together seamlessly."

#### Complexity Simplified

to the planning, expertise and artisanship of the entire Duncan Aviation team. Everything from the configuration change to the unique design elements affect the feel and function of the aircraft as a whole.

"On projects of this magnitude, everything we do affects other things in the aircraft, from ambience to function," explains Nate. "New, modern sidewalls and drinkrails affect airflow and circulation, wiring and system interfaces. There are many layers of connectedness and industry regulations that need to be traversed when creating aircraft interiors of this scope. When you finally see everything come together as intended, the feeling of pride and accomplishment is nearly overwhelming. A customer who expresses appreciation and loves the final product is the



Our paint experts at our headquarters in Lincoln, Nebraska, gave American rapper and record executive Rick Ross custom paint on his newly acquired Gulfstream G550.

#### RAMP PRESENCE

From the initial conversation with Rick Ross, Senior Completions and Modifications Sales Rep Jeff Beaudette, Senior Lead Designer Mary Lee, and Associate Designer Hannah Caulkins, knew this aircraft would be all about ramp presence.

"He wanted a very unique, personalized design that makes a statement," says Mary. "He wanted to incorporate his name on the plane and requested to use another color aside from white for the overall base."

From there, Hannah and Mary researched Rick Ross to ensure they had a clear understanding of his brand.

"Purchasing this aircraft was a huge milestone for him and we recognized that," explains Mary. "We wanted to make sure the

paint scheme was reflective of this process, he was super excited and easy to work with, all while being very complimentary of our work."

Hannah says she enjoyed the opportunity to create such a specialized scheme, and knowing how thrilled he was with their final design concept was truly rewarding.

#### THE DETAILS

The Gloss Black and Pearl Gold two-tone base became the backdrop for 'Rick Ross' lettering that was strategically placed along the fuselage. Together, the Design team worked with the Paint Shop to create a custom, high-reflective gold for the lettering to achieve the desired high-impact effect.

Jeff suggested taking advantage of the view from the tail camera and adding 'Biggest Boss' to the backside of the engines. Duncan Aviation Paint Team Leader Brian Woolsey says no one knows the additional lettering is there until

you see it displayed on the monitors from inside the aircraft. "It adds a unique element to the paint scheme," explains Brian.

Duncan Aviation Paint Detail Team Leader Adam Barry said he is proud of the hard work and extra time his team put into this project, as it was not a typical paint application.

aircraft that comes through Duncan Aviation exceeds our quality standards," says Adam. "This was no exception."

#### **DELIVERY DAY**

Duncan Aviation Project Manager Mason Minchow said Rick Ross was elated when he saw his aircraft for the first time, as he spent a great deal of time in front of the aircraft documenting the experience for his social media platforms.

"You could tell by his expressions how excited he was and how much this meant to him," explains Mason.

Rick Ross said, "When you want to do it big, come to Duncan Aviation!"



## Fust, Relationships

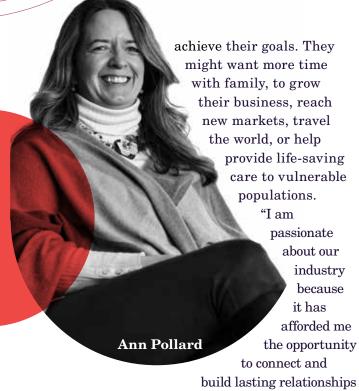
Buying and selling business aircraft is a long and complex process. From understanding the market to finding an aircraft that meets your requirements, answering operational questions, scheduling and understanding the prepurchase evaluation, resolving discrepancies, and everything in-between, having someone you trust to represent you is a must.

Trust is developed through expertise, responsiveness, and the ability to get things done. Our Aircraft Sales & Acquisition experts lean on

their experience and the vast resources and influence they have through Duncan Aviation to complete transactions and meet client requests.

Our Aircraft Sales & Acquisitions team has six transaction experts with a total of 165+ years of experience in the aviation industry. They have formed many long-term, often lifelong, relationships.

Sales Rep Ann Pollard enjoys getting to know the factors that influence individuals, families, and businesses, and works tirelessly to help them



with people all over the world," explains Ann. "In many cases, I've handled multiple transactions for the same family or business, or assisted with the purchase or sale of the same aircraft four or five times, building new relationships with each transaction."

#### **Relationships Are Key**

"Relationships, as we know, are crucial" says Sales Rep Rene Cardona. "Having someone who places trust in you in the buying and selling of aircraft with all the associated complex, high-dollar variables is truly rewarding. We as agents understand over the years what it is our clients prefer and what they require so we can better tailor our services to a higher level of performance that meets and often exceeds their specific preferences. In the end, they are obtaining and receiving our expertise."

Sales Rep Doug Roth agrees.

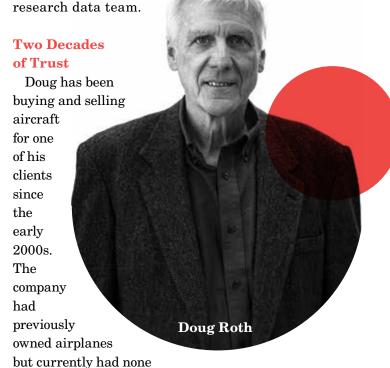
"It all boils down to trust," says Doug. "When the trust is there, you form long-term relationships with your clients, and they become comfortable with you and your methods."

An aircraft owner may have a very high level of understanding of their airplane, how it operates, and the costs involved. But when you go into a transaction, you have to go deeper into the weeds with research, prepurchase evaluations, maintenance, relocation, and negotiations. Once the deal is done, it doesn't end.

"You still stay in touch and provide additional advice. I receive periodic calls asking about market conditions, tax questions, and how to handle unusual maintenance issues if they arise," explains Doug. "I care about my clients and want to help them get the most out of their aircraft ownership. There is so much more to navigating aircraft ownership than just the transaction process."

As representatives for Duncan Aviation, Ann, Doug and Rene can immediately provide direct access to the extensive technical resources Duncan Aviation has for airframe, engine/APU, avionics, accessories, interior, paint, engineering, components, parts, and flight operations at our full-service facilities, Satellites, Rapid Response Teams, and international representatives. They also have access to a proprietary, collective database called DAK (Duncan Aviation Knowledgebase) that provides supporting data and figures about aircraft operation and ownership costs, backed

by an expert market



and they wanted to more easily access their multiple locations nationwide. In need of both an aircraft and

chief pilot, they turned to Doug.

"I helped them choose the appropriate model that would fit their requirements, and offered them advice on leasing an airplane until we could locate and purchase the appropriate aircraft," explains Doug. "I also helped them locate a chief pilot candidate, whom they interviewed and ultimately hired."

Two decades later, Doug has assisted them on eight separate transactions and is working on the ninth.

Doug explains that in all transactions, you never work with just one person within a company. You may have one point of contact, but you work with several other people ranging from maintenance, operations, ownership, and financial. When asked why the company continues to reach out to Doug, he says it goes back to the relationship he's formed with them over the years.

"They were happy with the previous transactions we completed together, so they keep coming back," says Doug. "In working on our ninth transaction, we know each other well; they have confidence in me and I know their preferences."

#### 33 Years, 28 Transactions

The first transaction Rene completed for Cincinnatibased boutique management company Cin-Air was in March of 1990 when the company purchased a Citation II. Since then, they have completed 28 transactions over the years, including Citations, IAI, and Gulfstream model aircraft. Although the majority of transactions have been US-based, Rene has completed several internationally, ranging from buying aircraft from England, Sweden, and Colombia.

"They are highly technical in nature, and very conscious of the decisions they make," explains Rene. "They are methodical in operation and in the purchase of aircraft they require. In the 33 years I've been working with them, I've learned how to perform our services to a higher, more tailored degree of acuity."

Rene has relationships with Cin-Air personnel across the board, ranging from those who maintain and fly the aircraft to the aviation manager and the C-suite.

"I work with every one of them," says Rene. "My relationship with Cin-Air has lasted through three aviation managers. The first two retired, and I have continued the relationship with the company over that length of time, purchasing and selling an aircraft in the past year."

Cin-Air Director of Operations Virgil Lemarr, said he has an excellent relationship with Rene that has evolved over the years.

When I first met Rene around 1995, I was a junior jet pilot," says Virgil, "Now that I'm the Director of

Operations, our relationship has changed. Rene and I have bought and sold numerous airplanes together and there is no one I trust more."

Virgil goes on to explain that there is a reason he continually turns to

Aviation, when
they need to
buy or sell
an aircraft.
"Rene
continually
astonishes me with
his knowledge of
the industry,

Rene, and Duncan

his passion for his profession, and the time and energy he puts into each and every aircraft

transaction,"

says Virgil. "There are not enough good things

I can say about Rene and the relationship he and I have developed over the years. I consider him a professional colleague and a personal friend."

Rene Cardona

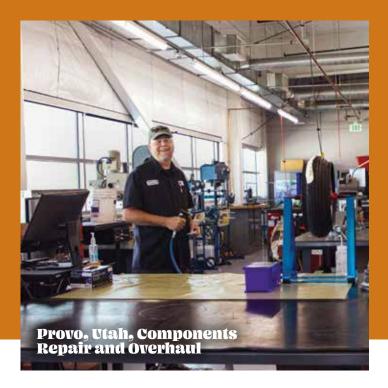
#### 66 Years of Influence

Duncan Aviation has a long history of aircraft sales and acquisitions in which we've developed relationships that support clients through the lifetime of their ownership cycle.

Founded by Donald Duncan in 1956 as an aircraft sales company, Duncan Aviation is now a fourth-generation, family-owned, full-service provider dedicated to supporting all aspects of aircraft operation and ownership. We have a global reputation of trust, transparency, and innovation.

That trust has led us to complete 3,600+ aircraft transactions. Most of our first-time clients are a result of referrals from existing clients and 95% return to us for subsequent transactions. Relationships truly are key.





batteries, landing gear, avionics, and parts are needed to support them.

In the last three years, Duncan Aviation has invested \$47.6 million in the Component Services Division and more than \$1 million in team member training, which includes PRS (Parts & Rotables Sales) and Component Repair & Overhaul.

#### Accessories

Duncan Aviation has invested heavily in accessory services, understanding the full impact these units have on an aircraft's operation. Each of our three full-service MROs offers onsite battery, calibration, and landing gear services and authorizations from multiple component and equipment manufacturers.

Each battery shop has test sets, battery chargers, and capacity gauges available to perform checks, testing, and maintenance for every aircraft battery in service on today's business aircraft, along with dedicated rooms for lead-acid and NiCad battery services.

All calibration services are traceable to the SI (International System of Units) through NIST (National Institute of Standards and Technology), using NIST traceable standards.

Landing gear teams overhaul, inspect, and repair gear from several models of aircraft. The Lincoln gear shop has the most significant footprint and works larger gear sets like those from Embraer, GL BD-700, CL-300, and CL-600 aircraft. Smaller gear



like Beechjet, Cessna, and LJ oleos are sent to Battle Creek and Provo. They all have new wheel- and tire-changing machines that handle up to G7500 wheels to perform changes more efficiently and safely.

#### **Avionics & Instruments**

Technological advancements inside aircraft are changing at a fantastic rate, causing current avionics units to become legacy faster, and profoundly affecting the demand for quality sales and service of components no longer in production.

Many industry OEMs are divesting the capabilities of legacy platforms, and turning to Duncan Aviation Component Services to take over exclusive support for many lines of avionic units. With these new authorizations, we manage the repair and exchange capabilities, including quotes, AOG events, technical support, warranty claims, and maintenance contracts. It is seamless for those customers.

"It all comes down to our relationships with our OEM partners," says Tim Fidler, Business Development Manager-Components. "OEMs trust us to do what we say we'll do to care for our mutual customers."

#### **Parts Inventory Sales**

The investment into these new OEM programs and licensing agreements has added roughly 3,000 individual part numbers to our component service capabilities, significantly increased the inventory offerings for parts sales and exchanges,



and introduced new customers to Duncan Aviation's Component Services. With each new program, we do thorough research to determine which parts are needed to support customer needs and aggressively build and add to all of our inventory programs.

"Our inventory programs continue to evolve to meet the needs of the market," says Chris Gress, Business Development Manager-PRS. "We are constantly evaluating our inventory programs to maintain the right mix, providing our customers with what they want and need."

Duncan Aviation's PRS has three unique inventory programs that provide immediate access to approximately \$500 million in Duncan Aviation and customer-owned inventory.

Customer Parts Consignment frees up valuable space in our customers' hangars and warehouses while earning money. PRS manages the entire process from receiving the inventory to the final sale, all while customers maintain ownership.

Managed Rotable and Virtual Inventory programs give clients the ability to select components from their rotable inventory to be shipped and warehoused at Duncan Aviation. All daily operations such as customer service, sales, marketing, shipping, exchange, repair, insurance, and billing, are managed by PRS while clients maintain ownership and make all pricing and stock level decisions.

The inventory programs are open to all aircraft operators, parts brokers, and manufacturers.

#### Team Building

"We have the strongest grouping of component technicians and parts sales professionals in the industry," says Mark Cote, VP-Component Services & Satellites. "Their capabilities and industry reach are unmatched."

Component technicians are actively cross-trained to remain flexible and support other areas when work demands it. Through an alignment with a local community college, new technicians are trained to develop the skills most in demand. Every day, 140 Duncan Aviation component technicians strive to support our customers at the highest level.

The PRS is a team of 31 parts sales professionals who work around the clock and across all time zones answering phones and responding to emails to fulfill parts sales, exchanges, and AOG parts support with same-day and international shipping.

Duncan Aviation customers are well-informed and demand faster service while still requiring quality. "When it comes to component repair and parts sales, we offer the best of both worlds," says Keith Schell, Manager-Component Repair/PRS. "Our teams are intertwined and work together to provide the services our customers need most."

We are committed to supporting every Duncan Aviation Component Services customer. Our knowledge, experience, and results are why tens of thousands of FBOs, brokers, mechanics, and flight departments of all sizes make us their first call, which in turn becomes their only call.



## News & Tech Updates

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

www.DuncanAviation.aero/news



www.DuncanAviation.aero/fdrs-cvrs

## New Straight Talk Book About FDRs And CVRs

Two Duncan Aviation avionics experts have written a book about FDRs (Flight Data Recorders) and CVRs (Cockpit Voice Recorders). The authors of Straight Talk About FDRs/CVRs, Manager of Satellite Operations Matt Nelson and Manager of the Houston, Texas, Satellite Mark Winter, intend for it to be a learning tool. They crafted the book to answer frequent questions regarding the use and regulation of FDRs/CVRs. The book can be found here: <a href="https://www.DuncanAviation.aero/fdrs-cvrs">www.DuncanAviation.aero/fdrs-cvrs</a>

#### Additional Aircraft Sales Support For EMEA

Leah Alexander, Duncan Aviation Aircraft Sales & Acquisitions, has relocated to the Southern Coast of England to expand Duncan Aviation's client base in Europe and the Middle East. She joins Tim Barber in representing Duncan Aviation's Aircraft Sales & Acquisitions team in the United Kingdom.

When Leah joined Duncan Aviation's Aircraft Sales & Acquisitions team five years ago, she expressed that her long-term goal would be to take advantage of the location flexibility. She has both UK and EU citizenships and has conversational comfort in multiple languages.



Leah Alexander, Aircraft Sales & Acquisitions Representative

Leah also heads up the Education Committee for IADA to assist with developing resources and content for the association to ensure certified brokers have a global perspective and understanding. She shares that there aren't many IADA (International Aircraft Dealers Association) certified brokers based outside of North America.

"I'm looking forward to forming relationships and facilitating the expanding activity of our client base in Europe and the Middle East," she says.

## Honeywell HTF7000 Engine Shop Expansion

We recently quadrupled the dedicated shop space for the company's Honeywell HTF7000 engine maintenance services in Lincoln, Nebraska, to 20,000 square feet and named a new HTF7000 Program Manager.

In 2015, Duncan Aviation's Honeywell authorization expanded to include the HTF7000 (AS907) Series Minor capabilities. The shop shared a 4,000-square-foot space with the turbine engine line team. In the eight years since, the program has increased to the point where shop space became a limiting factor.

The HTF7000 shop now occupies a newly remodeled, 20,000-square-foot facility alongside the Duncan Aviation TFE731 Engine Shop, where resources and capabilities are re-aligned and shared to improve efficiencies to support these larger engine and maintenance events.

This move has brought all of the engine services and backshop capabilities into one place, including a dedicated on-site NDT (nondestructive testing) lab, a flow and balance room, a large engine cleanroom with an overhead crane, a large-capacity media blaster, state-of-the-art paint booth, and mixing room.



HTF7000 Program Manager Shawn Schmitz

From the beginning of the HTF7000 authorization, Shawn Schmitz, a long-time Duncan Aviation team member, took ownership of these new capabilities, developing a successful program that continues to grow. He has since been named HTF7000 Program Manager.

#### Duncan Aviation Purchases DeVore FMG4400D Program

Duncan Aviation recently purchased all intellectual property, capabilities, and equipment for the FMG4400D Flash Measuring Gun from DeVore Aviation Corporation, assuming all manufacturing, calibrations, repair, and technical support of the FMG4400D Program.

The FMG4400D flash measuring gun is a handheld, digital measuring instrument manufactured to meet FAA requirements to test the intensity levels of an aircraft's strobe and anti-collision light systems as a part of a program for continued airworthiness and maintenance.

The FMG4400D Program is a new line of business that introduces a whole new set of customers to Duncan Aviation.

"This is a perfect fit for Duncan Aviation's Component Services offering," says Mark Cote, VP Component Services & Satellites. "We are dedicated to providing the same great service and support to which DeVore customers are accustomed."

Duncan Aviation has been providing calibration services to the aviation community for several decades and is now prepared to support the FMG4400D program. We are an A2LA (cert 3908.01) accredited calibration laboratory to ISO / IEC 17025 with calibrations traceable to the National Institute of Standards and Technology.

www.DuncanAviation.aero/straighttalk

Engine & APU Services: www.DuncanAviation.aero/engines



#### Expanded Support For Honeywell Air Data Computers

We have expanded our service agreement in support of Honeywell ADC (Air Data Computer) systems. The new agreement transfers all repair and overhaul capabilities and exchange inventory of the Honeywell AZ-840/850 and AZ-940/950 product lines to Duncan Aviation's Component Repair team. These product lines consist of AZ-840, AZ-850, AZ-940, and AZ-950 ADCs for business, general, and commercial market segments.

#### Aurora Satellite Adds Securaplane **Emergency Power Services**

Just over a year ago, Duncan Aviation received FAA approval to expand the company's Satellite services in Oregon to the airport in Aurora (UAO). Since then, demand from customers has continued to grow, and the Satellite in Aurora recently added emergency power services to its lineup of capabilities.

In the last year, Satellite Avionics Crew Lead Justin Weber has performed two-year pitot-static certifications, transponder certifications, and resolved dozens of unscheduled squawks, performed some minor equipment installations, and repaired wires for various customers on the ramp.

"We're getting more and more business, and we've expanded our capabilities to Securaplane power supplies. We're providing a service that previously hasn't been available to customers at the Aurora airport," says Manager of the Portland, Oregon, Satellite Jonathan Almeida. "Even if you don't have an inspection coming up, Duncan Aviation now handles all repair and overhaul capabilities and exchange inventory for the Honeywell AZ-840/850 and AZ-940/950 product lines.

if you need a check of the emergency power, we can provide

The best part is that the turn-around time is two to three days.

"If customers have to ship the battery off to have it bench-tested for its recurring maintenance tests, the shipping alone will take two to three days," says Almeida. "We're getting it tested, serviced, charged, and returned in that amount of time."

Additionally, Crew Leader Satellite Avionics Justin Weber at the Aurora location has some loaners in the event the battery must be shipped out for service.

"Customers love having Justin just down the ramp from them," says Almeida. "He's easy to work with and knowledgeable, and now he's providing one more service for customers at the Aurora airport."

#### Drew Heginbotham Joins Sales Team In Provo, Utah

Drew Heginbotham has accepted the position of Bombardier Airframe Sales Rep at our full-service facility in Provo, Utah.

Drew's career in aviation started by turning wrenches on Bombardier aircraft as an A&P for a Part 135 operation in Oklahoma. After several years, he became a United States Air Force F-16 Crew Chief. He has since been a Bombardier Project Manager and Director of Maintenance for several aircraft. That's where he learned about Duncan Aviation from a customer perspective.

"Duncan Aviation was the clear choice for me," says Drew. "As a customer I had always valued the family business feel. I enjoyed every person I met. The professionalism is second to none. And I wanted to be a part of a team that makes a difference. Duncan Aviation excels in that."

As a Bombardier Airframe Sales Rep, Drew will provide accurate and timely information and quotes to Duncan Aviation's valued customers by responding to their requests regarding current and future maintenance events on Bombardier aircraft.

Duncan Aviation's Support Network: www.DuncanAviation.aero/locations

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#### A Different Refurbishment

In April, Duncan Aviation delivered a special project that will benefit foster children throughout the state of Nebraska. Dozens of team members donated their time and expertise to refurbishing an old school bus and converting it into a clothing store on wheels. The bus houses seasonal clothing so children and teens in the foster care system can look around and select what they want.

Children and teens from broken homes throughout the state will now be able to try on and get three outfits each season for free as the Foster Care Closet bus visits them in their communities.

When Foster Care Closet Executive Director Leigh Esau saw the completed bus for the first time, she was overcome with emotion. She was overwhelmed by how seriously the Duncan Aviation team had taken the project and given it their absolute best.

"It was amazing! When you're passionate about something, and you see other people who want to help you expand your passion, it's really beyond expression," Esau says.

Duncan Aviation's Vehicle Maintenance department assessed the condition of the engine in the bus and deemed it roadworthy. A Duncan Aviation engineer and designer, working with Foster Care Closet, drew up specifications for an interior design and exterior paint scheme.

Various Finish Shop team members donated their evenings and weekends removing seats and windows. They installed sheet metal in place of the windows so kids trying on clothes would have privacy. Multiple shops pitched in and installed new steps and a new floor. Leather was donated, and team members from Upholstery applied a Duncan Aviation logo and added sheepskin covering so the driver's seat now looks like a pilot's seat. Team members from Avionics Install wired the interior for lights and audio speakers.



Karen K. Duncan Scholarship Winners in Lincoln, Nebraska

The Paint shop painted the exterior of the bus, and the Interior shop spruced up the interior so it looks brand new again.

The Foster Care Closet bus is now ready to head into communities throughout Nebraska.

#### Karen K. Duncan Scholarship Winners

Supporting local communities is one of Duncan Aviation's core values. One way the company invests in its communities is through the children of its team members. For 25 years, Duncan Aviation has advanced the futures of students through the Karen K. Duncan Scholarship program. Since the program started, 401 scholarships totaling \$1,952,500 have been awarded.

The following students from local communities will receive the 2023 scholarships that together could total up to \$100,000:

- Grace Babcock, daughter of Brian and Amy Babcock, Kalamazoo, Michigan
- Ethan Beach, son of Adam and Amanda Beach, Eagle Mountain, Utah
- Conner Beachler, son of Dustin and Shelly Beachler, Waverly, Nebraska
- Sophia Carrier, daughter of Justin and Sara Carrier, Scotts, Michigan
- Hayley Corbridge, daughter of Erick and Laura Corbridge, Lincoln, Nebraska
- Caden Cram, son of Karla and Jeff Cram, Roca, Nebraska
- Thi Dinh, daughter of Khai Dinh and Nguyet Nguyen, Lincoln, Nebraska

- Taden Fix, son of Casey and Tenile Fix, Cortland, Nebraska
- Callahan Gothberg, daughter of Dustin and Mariah Cook, Kalamazoo, Michigan
- Wil Hawes, son of Suzanne Hawes and Daniel Sommerfeld, Battle Creek, Michigan
- Kara Higgins, daughter of Paul and Jodie Higgins, Lincoln, Nebraska
- Cecilia Howell, daughter of Scott and Andrea Howell, Lincoln, Nebraska
- Hayden Huskey, son of Nick and Angie Huskey, Burr, Nebraska
- Mana Jacobo, daughter of David Jacobo and Naoko Fujimoto, Lincoln, Nebraska
- Gracyn Jozsa, daughter of Carol and Alex Jozsa II, Lincoln, Nebraska
- Reid Nelson, son of Matt and Michelle Nelson, Lincoln, Nebraska
- Emma Price, daughter of Travis and Maria Price, Battle Creek, Michigan
- McKenna Pry, daughter of Jason Pry and Misty Norris, Lincoln, Nebraska
- Zachary Stewart, son of Debbie and Mark Stewart,
   Portage, Michigan
- Elijah Ware, son of Luke and Tara Bozetarnik, Teterboro, New Jersey

A Duncan Aviation Core Value: Support our communities and respect the environment.

In the last 25 years, Duncan Aviatin has awarded 401 scholarships with a value of \$1,952,500.