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# Duncan Debrief

Fall 2013



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 Donald Duncan (1922-1981)

from the chairman

Todd Duncan

More than 1,400 miles from my home in Lincoln, Nebraska, lay the Kill Devil Hills of North Carolina. It may seem like a desolate location, but it has special meaning for anyone who is passionate about aviation.

Set atop Kill Devil Hill is a 60-foot granite monument that towers over onlookers. Text chiseled around the base reads, "In commemoration of the conquest of the air by the brothers Wilbur and Orville Wright conceived by genius achieved by dauntless resolution and unconquerable faith."


It was there that the Wright brothers conducted many of their glider tests and, in 1903, where they completed their first successful, sustained, powered flight in a heavier-than-air machine.

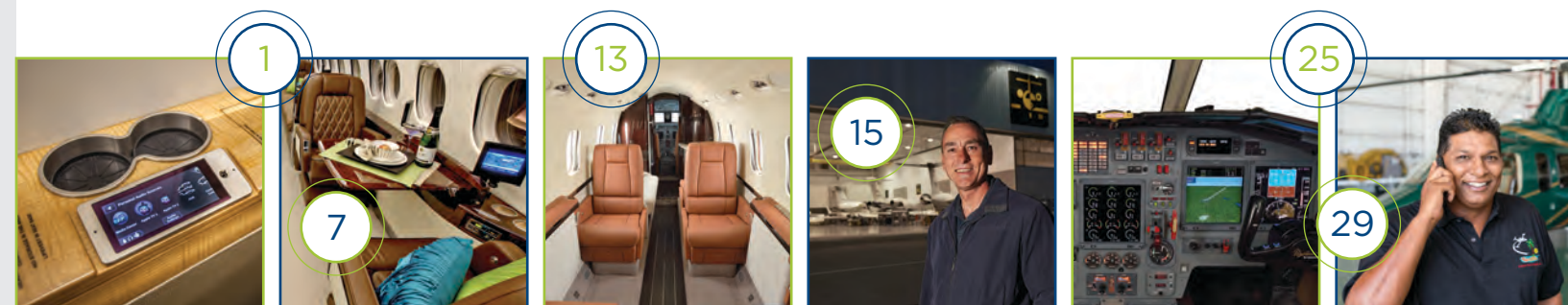
110 years later, as I stood on this historic site, there wasn't a soul around. I had visited once before, but this was the first time I was able to fly to the destination on my own. A runner eventually passed by and he helped me preserve the moment in time, but as I waited, I reflected on how much the Wright brothers' perseverance has impacted my life and the lives of so many.

Where would we be today without their efforts more than a century ago? Would our tech reps, rapid response team members and mechanics experience anywhere near the challenges and triumphs without those brothers who had to pack five sets of parts each time they went out in their aircraft because they'd crash at least that many times before they made it home for dinner? I can confidently say no.

The Wright brothers' determination is inspiring, but I also gain the same level of awe by seeing our completed projects at any of the Duncan Aviation locations. Our team members embody excellence, and as we take on new aircraft and gain new STCs, I am reminded of our humble roots. It wasn't that long ago that my grandfather, Donald Duncan, had just 12 employees. Now, we have more than 2,000.

Anything is possible, but like everything done well, done right and completed at a Duncan Aviation level, it takes perseverance, determination and integrity. Like the Wright brothers, we've faced adversity, but it's our drive to be the best and our tenacity that has allowed us to grow to the company we are today—a world class facility that maintains small town values.

We are an anomaly. We approach aviation with heart. We are Duncan Aviation. 





THE 8C INSPECTION WAS COUPLED WITH INSTALLATION OF ROCKWELL COLLINS' VENUE HIGH-DEFINITION CABIN MANAGEMENT SYSTEM, AS WELL AS FULL PAINT AND A PARTIAL INTERIOR.

# WHAT IS DUNCAN AVIATION QUALITY? A GLOBAL EXPRESS 8C INSPECTION CASE STUDY

*Duncan Aviation performs the 8C inspection on Bombardier Global Express aircraft at its Michigan, Nebraska and Utah facilities and has several scheduled well into 2014. The following is a first-hand account of one satisfied customer's experience.*

A major Bombardier Global Express inspection is due after 10 years following "entry into service" and includes the landing gear, as well as a systems inspection. A limited number of Maintenance, Repair and Overhaul (MRO) facilities are capable of completing large inspections like the 8C. Even fewer perform the entire inspection in-house and offer paint, interior and avionics services in addition to other customer requests. It's those additional services, combined with decades of experience, that appeal to potential customers.

"The expertise, the knowledge, the follow-up—that's value," says Greg Hamelink, chief of maintenance for a medical equipment firm. "We look at the whole picture when we compare quotes, preferring to look at the total value and not just the cheapest cost. In this case, we liked the value offered by Duncan Aviation. We have a relationship with the company and know they have the experience, as well as the skills to get the job done right."

The 8C inspection, which also includes 4C, 2C and 1C obligations, takes approximately 14,000 labor hours and leaves the aircraft disassembled, creating an ideal time for additional maintenance and upgrades. For example, this maintenance event also included installation of Rockwell Collins' Venue High Definition Cabin Management System (CMS), other avionics work, as well as full paint and a partial interior.

"We realized the inspection was going to be a big investment, both in time and budget, so we highlighted the modifications that would allow the company to utilize the aircraft and the time of those on board most efficiently. We also worked with Duncan Aviation to minimize costs in other areas that needed to be addressed but weren't a top priority," says Greg.

When an aircraft comes to a Duncan Aviation facility, the customer is assigned a dedicated team with a project manager, designer and a variety of area team leads based on the project. The planning among team members prior to the aircraft's arrival coupled with their attitudes and desire to please the customer were a recipe for success.

Project Manager Gary Dunn had the milestones laid out and the team at Duncan Aviation's Battle Creek, Michigan, location took full ownership

and made sure everything exceeded Duncan Aviation's standards and the customer's expectations.

## AVIONICS

The majority of upgrades performed on this Global were in avionics, and one of the most noticeable changes was the upgrade to the CMS.

"The existing CMS worked well, but when we considered the age combined with the increasingly complicated support for it, we could have created some sort of Band-Aid for the time being, but it just made sense to upgrade the system during the inspection," says Greg.

Avionics Sales Representative Chad Ostertag says the Venue system is paired with Skybox, which streams up to one terabyte of business documents or presentations from the devices to the cabin displays, including three 24-inch monitors and six personal monitors. It allows a passenger to open a presentation on his or her iPad and project it throughout the aircraft instead of everyone trying to look at one screen.

"The customer explained that on these longer flights, there's a lot of downtime and they needed a way to work on projects as a group," says Chad. "When considering value and capability, this customer chose the

**"THE EXPERTISE, THE KNOWLEDGE,  
THE FOLLOW-UP—THAT'S VALUE."**

“IT JUST MADE SENSE TO  
UPGRADE THE CMS SYSTEM DURING  
THE INSPECTION.”

Venue CMS because he felt it provided the was the best solution for his needs.”

As an installation crew lead, Matt Collins spent a lot of time planning the new CMS’s interface. Very rarely does this kind of project become a simple rewire. The Venue interface wiring was integrated with many aircraft cabin systems, so it took expertise to plan and execute the project.

In the end, all the engineering, wiring and software lined up for a smoothly running system,” says Matt.

Though the main focus of the CMS is business, it also carries the responsibility of controlling nearly everything in the cabin, from lighting to audio to video and even the water system via a 10-inch galley control.

In addition to the CMS upgrade, Duncan Aviation’s avionics team was also busy with Bombardier’s Batch 3 upgrade requirement on the aircraft. While the Batch 3 upgrade is not terribly invasive, it is a significant investment for the operator and Duncan Aviation realizes the need to get it right the first time.

“In today’s Global market, these aircraft are flying all over the world where different regulations are applied in each country. These aircraft must have the latest and greatest capabilities to interact with each country’s air traffic controllers to ensure they’re given the highest

priority to reach their destination efficiently,” says Gary.

As Bombardier describes, the software upgrade will support the “Required Navigational Performance (RNP) functionality and to implement provisions for Satellite Based Augmentation System (SBAS), which allows for Localizer Performance with Vertical guidance (LPV), Future Air Navigation System (FANS 1/A+)/Controller Pilot Data Link Communication (CPDLC) capability, Required Navigational Performance (RNP) 4 functionality for operation in oceanic and remote area airspace with reduced separation standards to 30 nautical miles lateral and/or longitudinal separation (requires FANS 1/A+/CPDLC for this function).”

## INTERIOR AND PAINT

When the owners purchased the aircraft approximately a year ago, they replaced the window sidewall materials and carpet. Consequently, much of the new and lightly used portions of the cabin were retained, but a partial interior design was strategically married to the existing portions. The new CMS made a huge impact on the interior of the aircraft, but the modern system would have left the rest of the decade-old Global looking a bit dated, so Duncan Aviation was able to create a significantly



THE VENUE SYSTEM IS PAIRED WITH SKYBOX, WHICH STREAMS UP TO ONE TERABYTE OF BUSINESS DOCUMENTS OR PRESENTATIONS FROM THE DEVICES TO THE CABIN DISPLAYS.

DUNCAN AVIATION'S PAINT TEAM APPLIED THE SAME THREE-STRIPE PAINT SCHEME USED ON THE CUSTOMER'S TWO CHALLENGER AIRCRAFT TO THE GLOBAL SO THE FLEET LOOKED IDENTICAL.



cleaner look in the cabin by applying relatively minor design changes.

"We wanted to upgrade the soft goods and change up the seats a bit. The existing seats were functional, but this purely-for-aesthetics modification dramatically altered the appearance of the overall cabin," says Greg.

Duncan Aviation removed the older, more harsh lighting and added new EMTEQ LED upwash and downwash lighting in the main cabin to create a much friendlier aura in the aircraft with brighter, more even lighting with dimming features.

There were a few aspects of the interior the customer wanted to avoid reworking if at all possible. Initially, Greg and the interior team thought they'd have to replace the drink rails in the cabin to accommodate the new CMS because the aircraft did not have many flat areas large enough to allow the new unit. The team looked at some creative solutions to utilize areas that might normally be thought of as unusable locations as a way to retain the existing

layout, as well as the existing drink rail. The customer also had extra veneer the original owner purchased in 2002 for smaller jobs, which saved time and money as they didn't have to track down a match or switch out everything to avoid contrasting veneer.

The paint team applied the same three-stripe paint scheme used on the customer's two Challenger aircraft to the Global so the fleet looked identical.

## PARTNERING WITH DUNCAN AVIATION

Greg worked with Duncan Aviation's Battle Creek location on both the company's Challenger aircraft and previously their Learjet. The ability to handle projects quickly and efficiently and manage everything in one location from start to finish keeps him coming back.


"Duncan Aviation is always really transparent when it comes to communication," says Greg. "It's important to be up-front about issues, because problems will always come up

and what separates the best from the rest is how you work through those issues."

Though project managers keep their customers in the loop, the myDuncan app provides customers with information any time of the day or night. It documents everything and allows Greg to go back and check on action items completed days or weeks ago.

"Though I'm often close by, the app is often easier than making a phone call or trying to track down someone who might be at work different hours than I am. It's just another tool that streamlines the process," says Greg

At the end of the day, Duncan Aviation team members combined their skills to improve this Global's performance and added modifications to create a like-new aircraft.

With a limited number of companies capable of carrying out these large inspections, Duncan Aviation suggests operators schedule maintenance slots as far in advance as possible to ensure the schedule and turntime they would like. 

"DUNCAN AVIATION IS ALWAYS TRANSPARENT WHEN IT COMES TO COMMUNICATION AND THAT'S WHAT SEPARATES THE BEST FROM THE REST."



# Interior Investments

Everyone knows owning an aircraft is an investment. In addition to increasing an owner's productivity and privacy, owners often invest heavily in their aircraft's aesthetics and functionality with custom configurations, state-of-the-art cockpits, personalized interior décor and artist-rendered exterior paint. When they're ready to sell, they'd like to see the highest possible return on their investment. Buyers, too, are making a sizeable investment when committing to an aircraft, and they have fairly high expectations regarding nearly every aspect of the aircraft, but particularly the interior.

As with the housing market, aircraft markets fluctuate, depending on a number of factors. We're currently in a buyer's market in the business jet industry.

Bob McCammon, an aircraft sales and acquisitions expert, observed just a few years ago that the trend for business jet buyers was to completely refurbish the interior so it reflected their personal tastes. "Not so, today," Bob says. "Business jet buyers are like current home buyers who want a house that is move-in ready, will retain value and will hold up to use."

## Neutral Colors & Updated Materials

When you're selling your aircraft and looking for the greatest return on your investment, look at your interior with a critical eye. Mary Lee, a senior aircraft interior designer, says at the very least, the overall look of your interior must be up to date, especially if it's more than six years old. An interior with a busy, patterned carpet in bold colors, older seats with dulled leather and light-colored veneers will detract from the return on investment because that interior won't enjoy broad appeal on the open market.

If the color schemes are neutral and the seats relatively new, a thorough cleaning is a necessary bare-minimum investment before attempting to sell the aircraft. Remove spots and stains from the carpet and re-dye the leather for the seats, she says. Fix any loose armrests, and make sure all backrests lock fully upright without wobbling.

The goal is to make the interior as attractive as possible to potential buyers. If upgrading the entire interior is not an option,



"We are seeing brighter colors for accents. Throw pillows in bright, bold colors, patterns and textures: oranges, teal blue and apple greens, stripes and chevrons," says Mary Lee, senior aircraft interior designer.



Current interiors are trending toward the European influence with its emphasis on simple lines, darker colors and straight grains. Today, the color palate has shifted to the warmer end of the gray spectrum.

consider replacing a few items, such as the lower sidewall finish or the fabric covering on the divan with a neutral color and a conservative texture or pattern for a clean, new appearance. Replace any throw pillows that show wear or are in colors or patterns that are out of date.

Reupholster the worn, dulled seats to perk up a neutral-colored cabin. Currently, popular pearlized leather with its slight sheen brings a contemporary finish to older seats. Matt Spain, a senior completions and modifications sales rep, says, “When you’re refurbishing a seat and upgrading the upholstery, remember to replace the foam. If the leather is worn, the foam is worn and deteriorating, too. If you sit in the same seat all of the time, you’ll notice a depression where the foam has worn down—just like in your easy chair at home.”

A potential buyer may see worn out seats with new upholstery as a superficial upgrade and wonder what other short cuts the seller has taken. Matt says, “Remaining within the regulations for the seat’s type certificate, you can change out the foam to different densities to firm the seats and make them far more attractive to a potential buyer.”

### *Interior Refurbishment*

Nothing shows the aircraft you’re attempting to sell to its greatest advantage like a new interior. Updating the seats, carpet, veneers, table tops and galley counters, sidewalls, panels, headliner and lighting will greatly appeal to buyers who are in the market for a turn-key aircraft.

“Typically, interior décor is considered out of date when it’s older than six years,” Mary says. “At that point, owners who are looking to retain or enhance the value of their aircraft should consider updating the interior. Updating the cabin with new or reupholstered seats, new side panels and a headliner that features today’s clean, neutral colors and conservative textures and patterns will appeal to a broad range of buyers.”

**Colors.** Popular color schemes used for aircraft interiors change, just as they do for home interiors. Neutral colors (beige, off white, gray) are always prudent color choices, but accent colors change with time. “As an example, for years, a cool blue-gray was the predominant neutral color used in aviation interiors,” Mary says, “Today, the color palate has shifted to the warmer end of the gray spectrum.”

Potential sellers can update the color scheme without touching the configuration. “Although the dominant colors feature neutrals, we are seeing brighter colors for accents. We’ve seen throw pillows in bright, bold colors, patterns and textures: oranges, teal blue and apple greens, stripes and chevrons,” she says. “Colors are definitely moving away from shades of blue and mauve.”



She also said the influence of the auto industry has affected the colors requested for use on seats in business aircraft, too. Two-tone color contrasts, featuring color tones like cognac, are popular on new seats. The seat covers are typically still in the lighter, more neutral tones, but buyers are asking for darker-colored leather for inserts or armrests, contrasting stitching or cording to bring visual interest.

**Veneer.** Veneer is a big-ticket item, but as with everything else, styles come and go. The light-colored, cross-grain veneers with burls that had been popular in the past decade or more are now considered quite dated. The European influence with its emphasis on simple lines, darker colors and straight grains are what current interiors are trending toward.

Business jet buyers are also moving toward greener, more eco-friendly materials, and vendors are complying by providing veneers in composite or reconstituted materials. Many of the wood species used in the older veneers are difficult to find now, and buyers are asking for materials that prevent further damage to forests that are home to exotic, endangered wood species.

Mary says, “Other more eco-friendly materials being used for cabinetry in the place of previously used exotic veneers are painted finishes and an array of metal laminates.”

**Floor covering.** Although neutral-colored carpet is still the most popular floor covering in cabins, the granite countertops and stone floors used in contemporary homes are making a transition to business aircraft, too. Mary says, “We’re getting more requests than ever for natural stone floors in the galley or entry as an alternative to carpet.” The stone is mounted over a substrate of aluminum, which keeps the material light so it won’t adversely affect the overall weight of the aircraft.

In addition to the flooring, make sure the appliances in the galley are clean and current. “Buyers are increasingly looking for microwaves and coffee makers that are roughly the same size and have similar functionality to those in their home kitchens,” Matt says.

**Lights.** As with home décor, nothing affects the interior ambiance like lighting. Today’s light-emitting diode (LED)

bulbs are effective, cost-efficient sources of light for aircraft. LEDs provide directional lighting, meaning the light is focused in a single direction, making a strong beam, as opposed to incandescent and fluorescent bulbs that emit light and heat in every direction, which causes the light to lose some of its strength.

LEDs contain a heat sink, so the energy used is concentrated on producing light rather than heat. As a consequence, LEDs enjoy a far longer lifespan than other bulbs. There’s also a weight savings with LED lights—not only do the lights themselves weigh less than fluorescent tubes, the power supply for LED lights also weighs less than that necessary for fluorescent lights.

### *Configuration*

“Before someone buys an aircraft,” Matt says, “he or she has a configuration in mind—the number of seats and how they’re situated. We’re seeing a lot of buyers looking for Falcon 2000s with 10 seats. Standard factory configuration has either 8 or 10 seats, but the 10-seat configurations are in demand right now. We tell our customers, though, not to rule out an otherwise perfect aircraft if seat configuration is the only issue. Duncan Aviation can reconfigure the plane to add two more seats.”

Unique to Duncan Aviation’s completion center is our custom, one-piece Passenger Service Unit (PSU) panel, which is an overlay panel for Falcon 2000 and 900 models. The design not only adds value, but it also updates the look and functionality of an older aircraft. Duncan Aviation was the first to offer these custom PSUs, too.

### *Cabin Management System*

An up-to-date cabin management system (CMS) will greatly enhance the value of an aircraft, and the converse is also true: An outdated system will dramatically decrease an aircraft’s value. The CMS controls all the electrical items in the cabin, such as the reading and table lights, overhead lights, electric divans, electric shades (if the aircraft is equipped with them), temperature and entertainment systems. Today’s business jet owners, and often their families, want the same functionality on their aircraft that they enjoy in their connected offices and homes.

“It’s especially important to consider CMS upgrades during a major event,” says Steve Eloffson, senior avionics/installation sales rep. The system may soon be obsolete if it has certain types of analog switches (push-button type controls, which are typically embedded in the cabin side ledges). Replacement parts to repair switching of some analog systems are



Unique to Duncan Aviation's completion center is our custom, one-piece PSU panel. The design not only adds value, but it also updates the look and functionality of an older aircraft. Wood trim is a new feature integrated into the design.

becoming more difficult to find. Upgrading to newer, digital controls that integrate software-based switching into a touch-screen panel that controls the entire CMS will positively affect the value of the aircraft.

“For instance,” Steve says, “Many suppliers of CMS systems produced and installed during the 1980s to early 2000s have either changed ownership or may not even exist today. This drives parts replacements and maintenance into unpredictability. So Rockwell Collins and Honeywell are building new systems that are more sustainable going forward.”

An upgraded cabin switching system definitely enhances the return on investment. “When customers schedule other major events, such as significant airframe inspections or interior work, and we see that the aircraft is equipped with analog-based switching,” says Steve, “we suggest that they consider upgrading to the new state-of-the-art and fully supported CMS systems available today.”

### *In Flight & Online*

The demand for a connected aircraft today is quite high. Because smartphones, laptops and tablets (iPads, Nooks, etc.) are so ubiquitous, business travelers want to have this same functionality on their aircraft. In fact, iPads are quite popular additions to cabins; all of the functionality of the mounted touch-screen controls are available on an iPad through an application. iPad-based cabin control has become very popular due to the larger screen space, ease of use and portability.

“In the last five years,” Steve says, “smartphones, with their intuitive operation, have carried over into the cabin. Even people who don't want to use a computer or laptop are familiar with smartphones, and they want that level of control and ease of operation to be available on the devices in their cabins, too. Potential buyers definitely want the same level of entertainment and internet capabilities on their aircraft that they enjoy in their businesses and homes, which makes Wi-Fi connectivity a must.”

Aircell's Gogo Biz and Inmarsat SwiftBroadband are popular service options offering high-speed, in-flight internet connection so business travelers can research online, send and receive email and be entertained through sites such as YouTube. The services do not support streaming content well, though, so don't expect to use Netflix in-flight. Aircell's Gogo Biz service is available throughout the United States, where ground stations are in place. The service is now expanding into Canada. Inmarsat's SwiftBroadband service is available nearly worldwide but at slower speeds.

“Lack of internet connectivity negatively affects the resale value of an aircraft,” says Steve. “It has become so popular that when we see business jets without an internet connectivity system, we always encourage owners and sellers to consider the upgrade. A system can generally be installed in two weeks, and sellers will enjoy a great return on their investment.”

Internet connectivity doesn't always support phone calls from airborne aircraft through an internet connection. Voice Over Internet Protocol (VOIP), the data standard for internet voice calls, uses a lot of bandwidth, which is not consistently available during flight. Look for this ability to become more available over time as systems evolve, becoming more efficient, and as bandwidth increases.

### *Entertain Us!*


DVD players and Satellite TV are still considered favorable values for resale, but they're no longer must-have items, nor are they as popular as they once were. These older systems don't support high-definition, and that's what's popular and in demand now.

For truly state-of-the-art entertainment, look into an Audio Video On-Demand (AVOD) server, such as Rockwell Collins' Skybox. These AVODs let business jet passengers enjoy music and movies stored on-board the aircraft or streamed from iPads, iPods and smartphones to the on-board high-definition TV.

“Streaming music or movies live on an aircraft isn't practical because it's far too much data flowing continuously,” says Steve. “The Skybox is like having an Apple TV with up to a terabyte of memory in one unit. You can now transfer new music or movie content purchased through iTunes to the Skybox, so your library is available on the aircraft. You can play this content on the aircraft entertainment system or stream it to an iPad and vice versa. Content on the iPad can be streamed to the Skybox and aircraft entertainment system.”

New CMS systems with this level of capability are big-ticket items that are currently quite popular. You'll see a substantial return on your investment when this state-of-the-art technology is integrated into the aircraft.

### *Turntime*

As you prepare to sell your aircraft, carefully and critically assess the interior, making sure it contains all of today's contemporary colors and conveniences. Bob says, “Business jet buyers don't want to wait while the interior is refurbished; they want to buy an aircraft with an interior that's clean, classy and up-to-date.” 



# Design That Fits

Your style. Your needs. Any size.

When Mr. Carlos Otaola, owner of Venezuela-based Astrajet Services, purchased his Gulfstream 100 to replace a previously owned Astra, he chose to bring the aircraft to Duncan Aviation for a complete paint and interior refurbishment, including avionics upgrades.

“My previous experience with Duncan Aviation was a very good one,” he says. “We completed a multi-shop project, renewing the whole cockpit, interior and paint scheme. I had the opportunity to work very closely with the Duncan Aviation team, hand-picking every material to be installed and directly contributing to all design ideas. I left with what felt like a brand new aircraft. There were no doubts I’d return when I bought another one.

“On my second visit, I was impressed by the company’s continued expansion whilst maintaining the same dedication and personal attention. The Duncan Aviation team found dynamic solutions for my every need. I enjoyed each step of the design process, as I take great pleasure in designing everything I own. I can be a very demanding customer, but my designer, Rachael Weverka, was open to all of my ideas and saw to it that all of my wishes were materialized. The results truly surprised me.”

Good design is more than skin deep; it communicates emotions and personalities and solves functionality issues in all shapes and sizes. Duncan Aviation design professionals take standard floor plans for all aircraft makes and models and customize them to customer styles and needs.

Rachael, an aircraft completions designer, explains, “When I have the opportunity to visit with our customers face-to-face, I get to know them on a personal level. This helps me to customize an aircraft that fits their personality. In the end, everyone involved on the project develops an attachment to the plane.”

Mr. Otaola agrees that the personal touch allows customers to leave satisfied and in an aircraft as individual as they are. “Duncan Aviation does an excellent job in being truly committed to satisfying the customer. If you’re planning to refurbish a unique aircraft, I believe this is the place to do it!”



- Custom Highlights:
- > Table Bridge
  - > Intricate Paint Scheme
  - > Capra Grain Leather
  - > Carbon Fiber Detail
  - > iPhone Holders
  - > Accent Flooring

- Avionics Upgrades Include:  
Airshow 4000, Dual WAAS/FMS, New  
17" Monitor, Aviator 300 Broadband,  
Cabin Outlets, iPod Inputs



## Meet Dan Moody

# CROSSING BORDERS: Importing and Exporting Aircraft



During the last several years, the business aircraft industry has seen increased numbers of new and preowned business aircraft sold worldwide and under various regulatory agencies. As a result, aircraft buyers, sellers and service facilities are increasingly involved in cross-border transactions. Sometimes, these transactions result in last-minute surprises that can impact the sale.

Dan Moody, a Major Repair and Alteration (MRA) project coordinator with Duncan Aviation, is often involved in these types of transactions. So he is constantly researching and conforming procedure to ensure his customers comply with everything they need to during the transaction.

“It’s not an exact science, and it can change,” says Dan.

There are two major processes that have to take place when an aircraft is sold to a buyer in a different country: an export and an import. First, the aircraft has to be deregistered, or exported from the country of registration with an Export Certificate of Airworthiness (C of A). The aircraft is transported and clears customs. An Import C of A will need to be issued for the new country of registration, which is only released if the aircraft

has conformed to the local civil aviation authority’s regulations and requirements.

Dan has helped Duncan Aviation customers import and export nearly 60 aircraft during his career. This extensive experience allows him to easily spot things that may cause an aircraft to end up stuck in a hangar for months, accruing additional costs while attempting to complete an import. He says a little extra planning can avoid an abundance of issues.

Because Dan acts as a consultant to customers purchasing aircraft, as well as a repair and alteration expert for Duncan Aviation’s modification services, he sees it all. One big problem he detects time and time again is that the importing country requires the installation of certain equipment or may not recognize an upgrade or modification performed in another country. He explains something as simple as a coffee maker installed in an aircraft may lead to the customer hiring engineers to draw up designs for the modification, as well as a Designated Airworthiness Representative (DAR) to inspect the coffee maker. That customer is still left crossing his or her fingers, hoping it’s approved.

*Team members like Dan help customers avoid the issues and potential traps buyers and sellers might face during a cross-border transaction.*

# Meet Rene Cardona



“And after all that, if the buyer can’t obtain field approval for the installation, he has to pay for the installed modification to be removed and the original configuration reinstalled,” says Dan. “It can be a frustrating and uncertain process.”

Since every country has different tax laws, a variety of civil aviation authorities with differing regulatory requirements, contrasting legal requirements, varied Customs qualifications and a medley of ways to conduct business, an already complicated process can become even more so.

At Duncan Aviation, team members like Dan help customers avoid the issues and potential traps buyers and sellers might face during a cross-border transaction.

## Pre-Purchase Evaluation

When a prospective buyer wants to import an aircraft, Duncan Aviation prefers to be involved from the very beginning. Acting as consultants, we walk with the customer through the pre-purchase evaluation to ensure realistic expectations are set for the status of the aircraft. A detailed evaluation and a thorough review of the records determine whether everything lines up and are vital to a competitive offer.

Rene Cardona, an international representative with Duncan Aviation’s Aircraft Sales and Acquisitions team, says a solid evaluation is key, especially with an international aircraft.

“When a customer purchases an aircraft internationally, we have to take into account different processes and products used in that country, and being aware of these differences when evaluating an aircraft can prevent a lot of hiccups later on,” says Rene.

One example of this is the deicing fluid used overseas, which is much more corrosive than domestic products. Also, because of limited hangar space, aircraft are often not stored indoors, sheltered from the elements. Consequently, those aircraft require new paint more often than a hangared plane in the United States.

Taking these varied items in account, a purchase price is negotiated, a workscope is defined in preparation for the necessary modifications and required engineering in order to issue a C of A for the new country of registry, the pre-purchase evaluation is completed, the aircraft is exported and the transaction is closed.

## Modify and Approve

As an authorized Maintenance Repair and Overhaul (MRO) organization, Duncan Aviation is

heavily involved when modifications of the aircraft are needed for import. During the past few decades, we’ve tried to make this part of the process, which is often the most complicated portion, as transparent and smooth as possible.

“We lay out our expectations up front and oversee the project as it goes. If the customer has any questions, we can answer and solve them on-site,” says Dan.

Duncan Aviation has a requirement that all certification and operational discrepancies found on the aircraft must be fixed and reconciled. The aircraft must meet its certification basis, as well as any post-manufacture alteration approvals.

Of course, this can be a tricky time for the sale because the seller no longer wants to invest in an aircraft they’re selling and the buyer doesn’t necessarily want to fix an aircraft that doesn’t yet belong to them. Also, if the sale falls through, the completed modifications may have to be removed or reworked to get aviation authority approval to return to the country of origin, meaning the seller could potentially pay twice: once for the modification and again to return the aircraft to its original state.

“The import/export process details can get all caught up in the sale, but our stance is all systems have to be operable and in a condition for safe operation to complete the import/export process,” says Dan. “That’s just a Duncan Aviation standard. We don’t produce or certify partial products.”

In addition to the modifications, some engineering may need to be done to obtain approval. Instead of hiring an outside engineering company to draw up the designs and a DAR to inspect the aircraft to ensure it meets standards, Duncan Aviation does all of that in-house.

Customers have access to Duncan Aviation’s talented team of engineers with years of aeronautical, mechanical, electrical and industrial manufacturing experience producing certified designs and data. This talent allows us to keep costs down because relying on our internal expertise means we don’t have to consult outside experts or pay third-party engineering firms for design data. We can work with Original Equipment Manufacturer (OEM) data or produce conceptual designs in-house and pass along those cost savings to our customers. We also want our customers to be confident that our team members

have the experience and expertise to meet all of their needs without having to outsource any of the work.

Once the required engineering is completed, Duncan Aviation’s Organization Designation Authorization (ODA) allows us to certify our own work, which means we may perform interior and airframe modifications, replace and upgrade avionics systems, approve all necessary design data and conduct the tests and analyses without waiting for Federal Aviation Administration (FAA) approval.

Duncan Aviation holds an Air Agency Certificate as a Certificated Repair Station (CRS) issued under 14CFR Part 145. The FAA issues those Certificates to qualified organizations to work on various aircraft. Our Operations Specification (OpSpecs) grants us authority as a class 4-rated repair station. This means Duncan Aviation has demonstrated it can work on nearly any make/model of aircraft as long as we have the appropriately certified personnel (such as A&P, Repairmen Certificates, FCC licenses, etc.), facilities, equipment (jacks, stands, tools, etc.) and technical data (maintenance manuals) to do the work. The delegated authority granted in the ODA allows Duncan Aviation to self-approve repair and alteration data, issue Airworthiness Certificates, manufacture parts under Parts Manufacture Approval (PMA), and issue an STC (Supplemental Type Certificate) for domestic aircraft alterations on behalf of the FAA.

“We don’t come in at the end and hope everything lines up,” says Dan. “We do a lot of planning and our whole team is involved from the very start, so we know there won’t be any hiccups at the end of the process when we issue an Airworthiness Certificate.”

## Deregister/Register Timing

The process of deregistering an aircraft and registering it is similar to buying a home or car, but internationally. When a customer wants to buy or sell an aircraft, it must be deregistered, and Duncan Aviation often advises the purchase price be placed

*“Our stance is all systems have to be operable and in a condition for safe operation to complete the import/export process. That’s just a Duncan Aviation standard. We don’t produce or certify partial products.”*

*“We don’t come in at the end and hope everything lines up. We do a lot of planning and our whole team is involved from the very start.”*



## NAVIGATING AN IMPORT

The aircraft import and export process isn't easily replicated. Very rarely are any two alike, and decades of experience come in handy when navigating the process. That's where Duncan Aviation's experts come in.

Dan Moody, MRA project coordinator, spent four extra days working diligently to complete the U.S. import and inspection of a Swiss aircraft, as well as issue a Standard Airworthiness Certificate.

Because the aircraft was registered in Switzerland and was required to be deregistered there, Dan had to inspect the Falcon 7X in country.


After the aircraft was deregistered and placed on U.S. Registry, Dan needed to obtain a special flight authorization to get the aircraft within the United States to complete the import process.

"I contacted the nearest FAA office in Frankfurt, hoping to simply send the necessary paperwork their way, and they informed me I needed to hire a Designated Airworthiness Representative (DAR) to come inspect the Falcon and approve the authorization," says Dan.

Facing an unknown delay based on the DAR's availability, Dan approached the customer with two options: wait for the DAR to arrive and hopefully approve the flight authorization or Dan could stay a few extra days and complete the entire import process, negating the need for the authorization.

"Experience is the only thing that can prepare you for something like this," says Dan.

Dan was able to complete the import on foreign soil and issue the Standard Airworthiness Certificate during the extra days he was in Switzerland.

"The customer was overjoyed. In fact, he asked Duncan Aviation to paint the aircraft at its Battle Creek, Michigan, location," says Dan. 



in an escrow account. Once the sale is complete, the new owner, with assistance from the title company, submits the required paperwork to the oversight authority for the new country of registry.

The escrow suggestion helps smooth over some otherwise difficult buyer-seller struggles as the buyer usually wants the aircraft to be deregistered and the notice of deregistration to be delivered to the new country's oversight authority prior to closing. That allows the aircraft to be immediately registered in its new country.

On the other hand, the sellers may be concerned the buyer will default or back out of the deal after the aircraft has been deregistered. If this happens, the seller could be unable to move the aircraft until it is registered in his or her home country again.

Cross-border sales also involve different currencies, but the price is typically determined in USD. The buyer or seller may want to speed up or slow down the process a bit depending on the strength of the U.S. dollar, and these fluctuations are something our sales team watches for during the transfer of funds.


Tax laws are another concern when buying or selling an aircraft. For example, Dan says Switzerland requires at the time of deregistration that taxes be paid on all work completed outside the country on the aircraft. This can be a pretty hefty price tag that needs to be paid before the seller can complete the transaction. A tax expert

is usually consulted to help prevent unexpected surprises at the time of the sale.

### Complete the Transaction

Once the aircraft is evaluated and the modification workscope to meet FAA requirements is defined, a Letter of Confidence is issued to the prospective buyer outlining exactly what remains prior to receiving his Standard Airworthiness Certificate. This letter informs him of the application process and outstanding issues once his aircraft is placed on the FAA Registry. At that point, the aircraft can be modified to meet FAA standards, with the seller's permission, or simply sold and deregistered from the Foreign CAA and registered with the FAA. Shortly after registration, provided all maintenance and modifications are complete, the aircraft receives its Standard Airworthiness Certificate.

Because of the additional processes, international aircraft sales can be costlier than domestic ones, but the option to purchase or sell an aircraft worldwide gives the buyer more choices and the seller more prospects.

With some extra planning, a wealth of knowledge based on experience and an MRO that can take care of nearly every step in the process to reduce cost and shorten the overall timetable, international sales are a viable option for Duncan Aviation's customers, regardless of their location. 

*The buyer or seller may want to speed up or slow down the process a bit depending on the strength of the U.S. dollar, and these fluctuations are something our sales team watches for during the transfer of funds.*



## Meet Shirley

*Experience.  
Unlike any other.*

Duncan Aviation has team members from India to Michigan and our backgrounds are even more diverse. But a common thread that ties us all together is an inherent sense of doing the right thing and a positive attitude that allows us to be a step above the rest.

It's the people within a company who create such a strong brand. Duncan Aviation is an experience, unlike any other. We share stories like this one within the company daily as a reminder to all team members just how much our customers mean to us and what it takes to create that exceptional experience time and time again. 📱



When it's late in the evening on a Saturday and an aircraft operator needs a part, Duncan Aviation has team members to answer the call.

### Meet Shirley.

When a customer in Spain had to be up and running in less than 24 hours, her experience led her to believe Customs might cause a delay. So she opted to have a courier hand-carry the part to ensure all Customs requirements were addressed along the way, reducing the AOG time from days to just hours.

A customer with an aircraft stranded in Spain called Duncan Aviation's parts line late in the evening on a Saturday. His flight with seven passengers needed to leave for Singapore within 24 hours. Shirley Crouch, a team leader with Duncan Aviation Parts and Rotables Sales, knew the request would be difficult to fulfill after-hours on such a short timeline. Immediately, she located a part in the United States and arranged to have it hand-carried by a courier to make sure all Customs requirements were fulfilled and the part didn't end up delayed.

"We will go to the ends of the earth to get a part to a customer who is AOG," says Shirley.

The customer was ecstatic, as he fully understood how difficult his request was to fulfill on a short timeline, as well as adhere to all import and export regulations—a task Duncan Aviation team members continually educate themselves on. His aircraft was up and running in more than enough time to make the trip to Singapore. 📱

For more stories visit [www.DuncanAviation.aero/experience](http://www.DuncanAviation.aero/experience).



## Meet David

Would you rather measure your AOG time waiting for a part or tool in days or hours?

Meet David. He repaired two aircraft for a customer in one rapid response trip.

A customer called Duncan Aviation with an engine problem and was directed to Rapid Response Team Member David Bogart. While completing an engine repair for another customer, David connected the customer to two Duncan Aviation technical representatives who troubleshot the issue and ordered the necessary parts to be counteracted to Kona, Hawaii, where the aircraft was grounded.

Though David's commercial flight was lined up for the following morning, out of his home base in Seattle, the customer wanted to expedite the process and have David ride in his back-up jet, which was leaving in just a few hours to pick up the stranded passengers. David fought rush-hour traffic, packed his bag, grabbed his tools and was back in time for takeoff.

On approach to Kona, the back-up jet developed an engine computer issue and tripped to manual mode. Once the aircraft landed, David hooked up his laptop, downloaded the engine computer and cleared the faults. The computer reset and the aircraft was able to immediately return to Seattle with the stranded passengers.

The parts required to fix the grounded aircraft were expected to arrive several hours later; so, David and the pilots got some shut-eye at a nearby hotel. After breakfast, David accessed the affected part on the engine and traveled with the co-pilot to pick up the replacement parts.

It wasn't long before David had the parts installed, and they taxied out to run the engine and verify that the problem was fixed. The pilot then told David to buckle up, and they immediately departed for Seattle, less than 24 hours after the initial phone call. 📱

**It wasn't long before David had the parts installed, they taxied out to run the engine, and verified the problem was fixed.**



## Meet Tom



## Meet Brad

### When the unexpected happens, will your technicians fix it correctly the first time? If you're working with Duncan Aviation, they will.

An aircraft arrived at Duncan Aviation's Lincoln campus for paint work. During the sanding process, members of the paint team unearthed a problem: cracks in the main entry door thresholds. The damage needed to be repaired immediately, but every shop's schedule and hangar space is carefully filled to increase efficiency and productivity and provide as short of downtime as possible. This left the aircraft with no space or time slot, yet the customers needed immediate support. That's where Tom Snell's Airframe Structures Team came in.

Airframe teams are sometimes the bearers of bad news as they uncover serious issues only apparent during an inspection. If severe structural damage or major corrosion is found, it is up to the structures teams to fix it. Their biggest obstacle is meeting short schedules. This, at times, can cause the team to operate in reaction mode.

"In airframe, our whole career is a knee-jerk reaction," says Tom. "This is what we do on a regular basis." Initially, Tom thought his team may not be able to get all the work done. He said he gathered his lead mechanics, presented them with the tasks and they came up with a plan to complete everything.

In order to accomplish this aggressive plan, everything had to flow. The line department had to create hangar space, airframe Team Harwick had to get the aircraft jacked and shored and interior's Team Packer had to get the interior out.

"There was no time to waste, no room for errors and every team had to modify a few priorities, goals and objectives," says Tom.

All 13 members of Team Snell pulled together and made many time-related sacrifices, working several unplanned weekends and nights. Of course, this was in addition to the already scheduled structures workload.

Fortunately, all teams were able to meet the customers' needs and expectations while still maintaining Duncan Aviation's level of quality. Airframe was able to pass all three Cessnas on to paint for touchup work in just 16 days while staying on schedule with their other jobs.

"When we come up against an obstacle or issue, we work through it, because there's always a solution. It may not be the bestcase scenario, but when you have a team of professionals there's always something we can do," says Tom. 🛩️

### It seems like it should be standard, but does your aircraft mechanic conduct himself in a manner that allows you to leave on time?

**Meet Brad Sides.** After travelling to repair a nose wheel steering malfunction, Duncan Aviation received a letter singing his praise, even though Brad says it's all in a day's work.

A customer contacted Duncan Aviation for off-site assistance with a nose wheel steering malfunction. Lead Mechanic Brad Sides made the drive to Nebraska City Municipal Airport and worked non-stop until late that evening. Brad returned the following morning to complete the repair, which allowed the customer to ferry the aircraft to Duncan Aviation's Lincoln, Nebraska, location for required functional tests.

The customer has more than two decades of corporate aviation exposure, and he said his encounter with Brad and Duncan Aviation was the best he had ever experienced. In fact, he was so impressed with Brad, he wrote a letter to Duncan Aviation detailing how Brad's expert skills speak for themselves and that—bottom line—Brad gave 100 percent.

"He was there when we were told he would be. He stayed until late to get the part off the aircraft for repairs. He coordinated with the Lincoln shop to move the part to them quickly, and he was very pleasant, friendly and professional," wrote the customer.

Brad says he believes one of the most important parts of his job is to deliver exactly what the customer expects, but strive to deliver more.

"This customer came to Duncan Aviation expecting the best. That's the level of service that I want to provide every time," says Brad. 🛩️

**The customer has more than two decades of corporate aviation exposure and he said his encounter with Brad and Duncan Aviation was the best he had ever experienced.**



DUNCAN AVIATION'S GLASS BOX SOLUTION

# TRANSFORMATION ON DISPLAY

THE NEW FUTURE OF YOUR

# FALCON

BY DUNCAN AVIATION AND UNIVERSAL AVIONICS

SOLID EXPERIENCE. ONGOING SUPPORT.

This Falcon 900B came to Duncan Aviation for installation of Universal's EFI-890R glass box cockpit, entertainment upgrades and interior work. Visit Duncan Aviation's booth #C8543 to learn more.



### Amazing Avionics

This cockpit upgrade replaced 25 older instruments with Universal Avionics' EFI-890R solution, significantly improving reliability and situational awareness. The upgrade offers advanced capabilities like WAAS-LPV and FANS 1/A+.

### Productive and Entertaining

The installation of Rockwell Collins' Venue cabin management system allows passengers to watch movies on demand and on high-definition displays and conduct business seamlessly. With Collins' new Skybox cabin sharing, they can securely share movies, TV shows and music wirelessly between the on-board Apple iTunes® library, Apple iOS devices and the cabin displays.

### An Alluring Interior

Interior upgrades included complete soft good refurbishment, new cabinet veneer, Duncan Design Collection PSU overlay panels, EMTEQ LED lighting, drinkrails and pull-out sidewall tables, hi-lo conference table from Enflite, right-hand mid-cabin credenza / settee cabinet, upper galley, TIA coffee maker and microwave, upper vanity, natural stone counters and hardware plating. (To see a PSU panel with optional wood trim, see page 11.)

# IMPROVING INDUSTRY LEADERSHIP SKILLS

See you in class!

Developing leaders and investing in the people of business aviation is critical. Encouraging young leaders and promising individuals to improve their teams, their companies and their professions is the best way to invest in the future and ensure ongoing success of business aviation for years to come.

These statements define what the senior management team at Duncan Aviation believes, and why the company wholeheartedly supports leadership development, not only throughout the Duncan Aviation workforce but throughout the industry.

“Business aviation needs to do everything we can to attract the best and brightest, providing them with continual training in leadership, as well as technical skills, and making positive changes so they will stay with and grow business aviation into the future,” says Jeannine Falter, vice president of business development for Duncan Aviation.

Following are just two ways Duncan Aviation is actively supporting this cause.

## Leadership Session at NBAA’s October Convention

Jeannine, along with fellow Duncan Aviation senior team members Steve Gade and John Slieter, will present a one-hour leadership class from 9-10 a.m. on Wednesday, October

23, at the Las Vegas Convention Center during NBAA’s Annual Convention & Exhibition this fall.

The session will share several concepts targeted at effective communication, gaining agreement, building diverse teams, leveraging emotional intelligence and several other unique and tried-and-true leadership concepts. Attendees will achieve a new level of appreciation and understanding of their impact on others through self-awareness and effective communication.

“An hour isn’t a long time, but it will give us an opportunity to provide a great overview of some interesting leadership concepts and hopefully get individuals thinking about their professional leadership growth and the responsibility they have to develop their skills for themselves, their families and friends and their employers,” Jeannine says. “We constantly touch the lives of other people, and those touches can be inspiring, neutral or even disheartening. Raising the awareness of the impact our daily interactions have on others is a good first step, and I look forward to interacting with business aviation’s current and future leaders at this session.”



John Slieter



Jeannine Falter

NBAA Leadership Session  
October 23  
9-10 a.m.



Steve Gade

Turner Field

Centennial Olympic Park

CNN Studio



Understanding FANS  
October 23  
1-2 p.m.



Justin Vena

## 2014 NBAA Leadership Conference

As co-chair of NBAA’s 2014 Leadership Conference: Accountability in Action, Jeannine is also looking forward to spending two full days with others interested in raising the leadership bar throughout business aviation. Held in Atlanta February 19-20, 2014, Jeannine is busy working with the conference committee to finalize the speakers and program details.

“I am excited about the program we are developing together and expect that this will be another great event for the industry,” Jeannine says. “The conference grows every year and attendees always comment about the excellent messages and the quality, actionable take-aways they receive from speakers, as well as the opportunity to network and meet other leaders from around the industry.

I highly encourage companies and individuals to mark their calendars and set aside the budget to attend, and to send several of your best and brightest to the NBAA Leadership Conference.”



World of Coca Cola



Fox Theater



Millennium Gate

## Questions About FANS?

Duncan Aviation’s Justin Vena, an avionics representative with a passion for helping customers with their questions regarding Future Air Navigation Systems (FANS) and NextGen mandates, will present a one-hour session called “Understanding FANS” during the NBAA Annual Convention & Exhibition this October.

Scheduled for 1-2 p.m. Wednesday, October 23, at the Las Vegas Convention Center, this session will brief attendees on the evolution of FANS and how the FANS compliant equipment operates. He’ll explain whether the mandates affect your aircraft and paths to return to service certification. Justin will explain the components of FANS, Automatic Dependent Surveillance Contract (ADS-C) and Controller Pilot Data Link (CPDLC). The session will also address FANS mandates in Europe and the North Atlantic Tracks.

In preparation for this class, Justin and his team will be updating Duncan Aviation’s popular “Straight Talk About FANS” ebook and plan to publish a new edition around the time of the convention.



"The bottom line is that Duncan Aviation has never let us down. 99 percent of the time, they have exactly what I need."

Kassim Khan  
Aviation Parts & Supply



Thad Aude



## Aircraft Parts on Speed Dial

Kassim Khan has Duncan Aviation on speed dial. More specifically, he has Duncan Aviation's Thad Aude on speed dial. As a co-owner of Aviation Parts & Supply, an aviation parts broker supporting several corporate flight departments, Kassim's go-to guy is Thad, and Duncan Aviation is his only resource for aircraft parts. He doesn't need to call anyone else.

Thad is a Duncan Aviation parts and rotables sales rep who will, on any given day, locate and quote nearly 100 aircraft parts for customers around the world. Most of the time, the parts are housed in one of the many warehouses at Duncan Aviation and shipped within hours. With an inventory of more than 133,000 available parts valued at more than \$15 million, it's no wonder. But on those rare occasions when Duncan Aviation doesn't have a part in its inventory, Thad has an additional 1.1 million parts, valued at more than \$21.4 million, available through the company's aircraft parts consignment program.

Although Thad's primary focus is to process quote requests, his work does not end there. He enjoys the challenge of working with each customer to identify and meet their individual needs, no matter what the request. "If it is within my power to provide the exact aircraft part, service or support that my customer needs, then I will do what I need to in order to make it happen," he says. He quotes repairs, locates needed cores and, when working with customers worldwide, ensures that all international documentation is in order and correct so nothing is held up in U.S. Customs security.

It should come as no surprise that customers like Kassim keep coming back. For 18 years, Aircraft Parts & Supply has relied solely upon Duncan Aviation to provide the parts needed to serve their customers. "The bottom line is that Duncan Aviation has never let us down. 99 percent of the time, they have exactly what I need," explains Kassim. "My customers continue

to come back to me because I call Thad. He does everything he can for me, making it easy for me to serve my customers."


Kassim goes on to say that many of his customers return to him because he provides the highest quality aircraft parts.

"Duncan Aviation's reputation providing quality aircraft parts is great and widely known throughout the corporate aviation industry. The repair capabilities are top-quality and the prices are always a fair value. Anyone who has ever purchased an aircraft part tagged with a Duncan Aviation 8130 knows they are getting a part that will be reliable with no warranty or failure issues. It's worth it to me to pay for the quality and solving the problem the first time."

### Unlimited Reach... Unlimited Search

Thad works with a variety of customers: brokers, FBOs, other maintenance facilities and individual operators. He conducts a search for any part on any model aircraft, even if the aircraft is not one Duncan Aviation typically services. Though uncommon, Thad will get a request for a part that is not in Duncan Aviation's inventory or available through the customer consignment program; when this happens, he turns to his large network of contacts and resources, such as web-based parts services like ILS or PartsBase.

Duncan Aviation is constantly adding to its inventory to ensure customers have a true one-stop shop when it comes to acquiring parts or exchange units. In 2012 alone, the company added more than 330 units applicable to corporate jets, commuter airlines, commercial airlines and turboprop aircraft.

Thad has been with Duncan Aviation for 26 years and spent those years developing great working relationships with all of his customers. More than one of those customers have him on speed dial. 



# AOG Avionics... even faster

**AOG** situations cannot be predicted and almost never occur at a convenient time. The best way to endure such events is to have a plan in place for when they do occur. That plan should include Duncan Aviation.

Since 1966, Duncan Aviation's avionics and instruments shop has worked on tens of thousands of avionics units. All those years of experience have resulted in a shop that offers the fastest AOG turntimes in the industry, the highest quality of repairs and overhauls and an ever-growing list of capabilities on components from the most popular corporate aviation airframes. So how do you improve on the best? You make it better.

In an effort to become more efficient, Duncan Aviation consolidated its shipping and receiving operations in Lincoln, Nebraska, to a new, centralized receiving location. Now with the use of radio frequency technology and a special FedEx zip code, all AOG packages are delivered first thing in the morning.

And it begins with just one phone call.



Andrew Theis

800.562.6377

Meet Andrew Theis. Andrew is part of the team of customer account reps who, when you call, coordinates a team of avionics/instruments professionals dedicated to work for you. He gathers the necessary information about your unit and the experienced squawk; setting up a tentative AOG work order. He doesn't hang up until he has answered all of your questions and given you the proper shipping instructions. With the click of a few buttons, your incoming unit is scheduled with the appropriate bench and Duncan Aviation's shipping and receiving team is notified to be on the lookout for the AOG unit arriving on the FedEx truck the next day (if you're in the United States) or in a few days (if you're located in a different country).

## Duncan Aviation—68500

When using the following address and ZIP code combination with FedEx, you are able to get your priority package into Duncan Aviation at the same time as Early AM without the cost of an Early AM delivery.

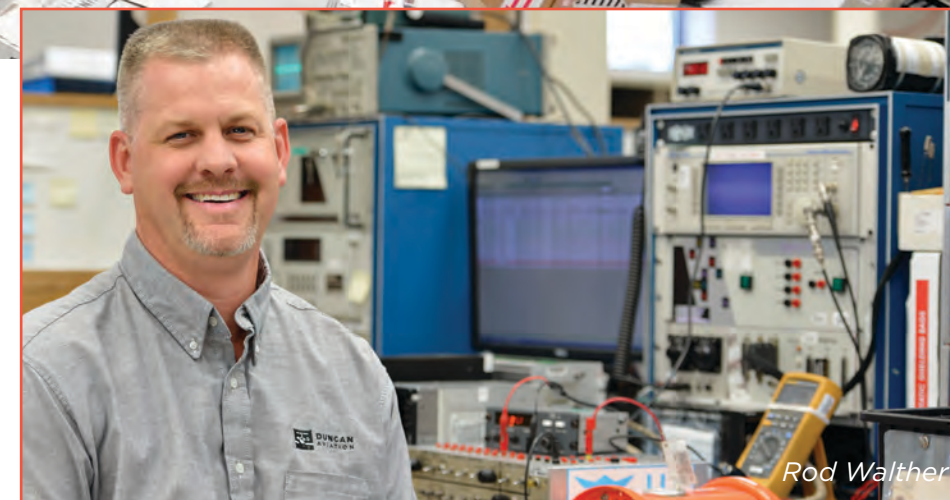
Duncan Aviation, Inc.  
Shipping and Receiving  
4001 N. Park Rd  
Lincoln, Nebraska 68500



Tyler Lauer

## Duncan Shipping & Receiving

Meet Tyler Lauer. He is part of Duncan Aviation's shipping and receiving team, that processes more than 200 packages from all shipping carriers, including FedEx. Everyone on this team is on the lookout for your AOG unit. Once it arrives, Tyler immediately opens the box, officially receives it into the Duncan Aviation system and changes its work order from tentative to open. This change in status flags Andrew and the appropriate bench that your unit is now at Duncan Aviation and will arrive at the bench shortly. AOG units are typically on their way to the repair destination within minutes of being processed.



Rod Walther

## Avionics Technicians Take Action

Meet Rod Walther, Duncan Aviation avionics/instrument team leader. Your AOG unit has been hand-delivered to his bench. His team of technicians, prepped and ready, immediately step up to begin working your squawk. With more than 45,000 repair manuals and a large team of avionics repair technicians, whether you send us a panel-mounted radio, Universal FMS or any unit in-between, our team works for you.

## Keeping You Flying

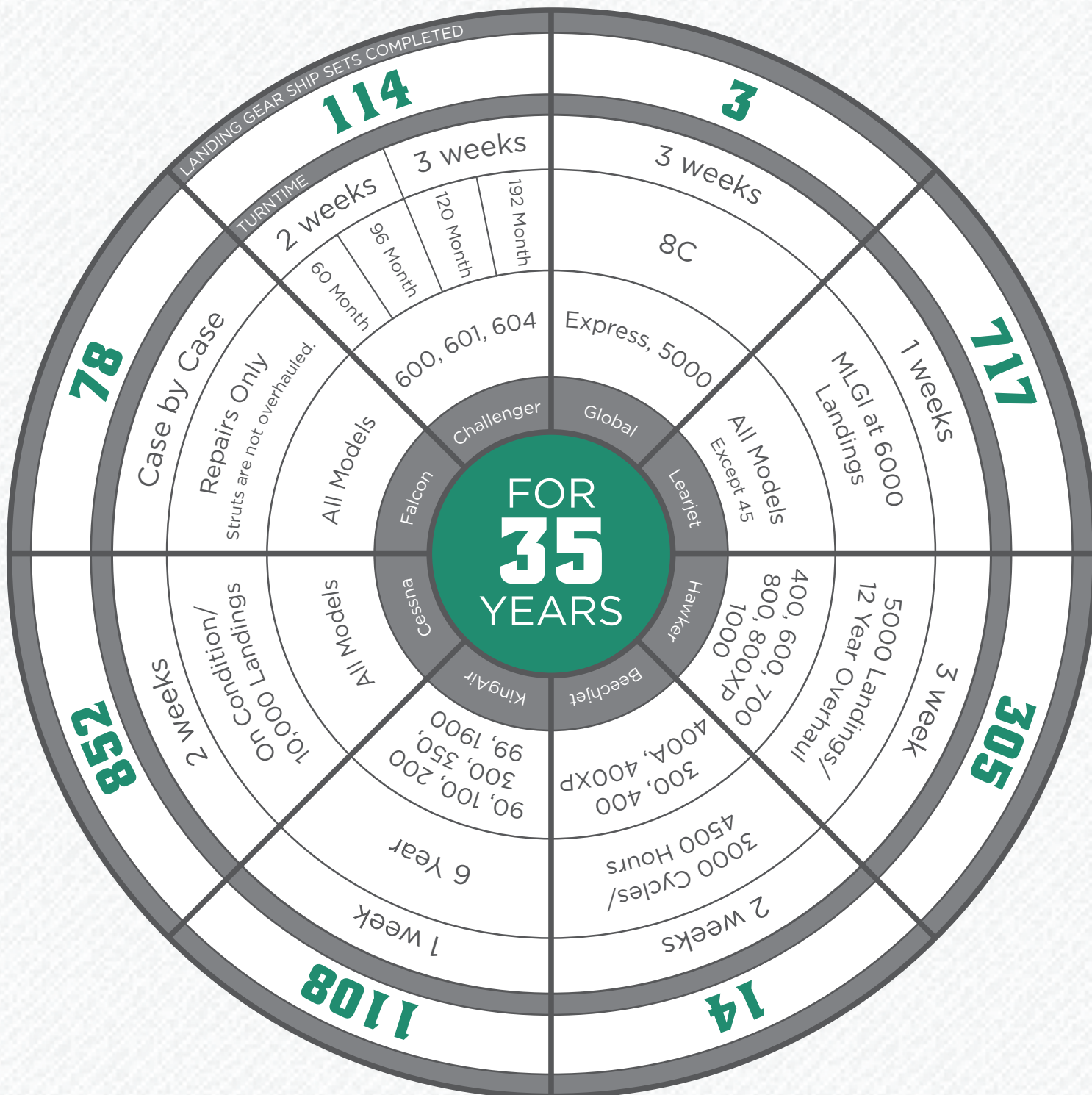
Duncan Aviation avionics and instruments bench technicians can turn your AOG unit in as little as a few hours to a few days, depending on the squawk and the required repair or overhaul. When your unit is returned, it arrives with a Duncan Aviation 8130 and a guarantee of the highest quality workmanship available.

When your AOG plan includes Duncan Aviation, you have the best team working for you. We already had the fastest in AOG turntimes...and we just got faster! 🚀



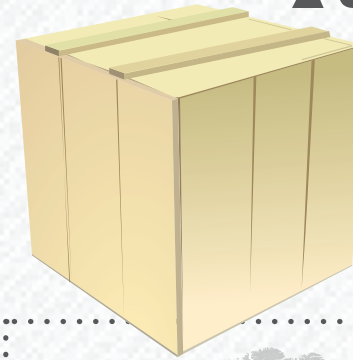
# LANDING GEAR

## BY THE NUMBERS

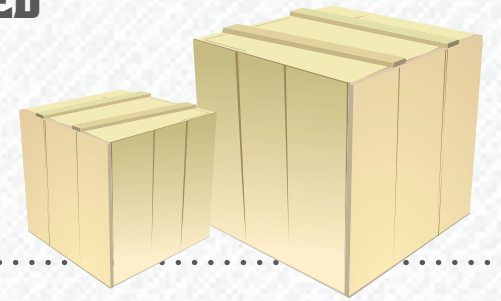


## 10 YEAR STATISTICS

SHIP SETS COMPLETED



# 3,191



CUSTOMERS WORLDWIDE

# 1,600



UNIQUE LANDING GEAR PART OVERHAUL CAPABILITIES

# 3,143



# 6,000

## SQUARE FOOT ACCESSORY SHOP



ALL LANDING GEAR ARE TREATED AS AOG



## TEAM MEMBERS



LANDING GEAR TECHNICIANS



LANDING GEAR TECHNICIANS' CHILDREN



LANDING GEAR TECHNICIANS' PETS

TECHNICAL SUPPORT

# 24/7



YEARS OF EXPERIENCE

104 aviation

77 military

# Duncan 411

NEWS & TECH UPDATES

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

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

## NEW HANGAR CONSTRUCTION AT DUNCAN AVIATION'S LINCOLN FACILITY

In June 2014, Duncan Aviation will complete the largest expansion project its Lincoln, Nebraska, campus has ever seen. The 175,000-square-foot facility houses two 40,000-square-foot maintenance hangars, and 95,000-square-feet of office and shop space.

The expansion comes in response to customer requests and changing customer needs. As the industry continues to shift toward larger business aircraft, a trend fueled by technological advances and increased globalization, Duncan Aviation's




*These pictures were taken at the beginning of August.*



current hangars are unable to accommodate the volume of maintenance, modifications and completions work our customers require.

The north hangar's concrete floors and the west ramp were poured in August after utility lines were installed.

Construction crews will complete the north hangar bridge crane installation in October and the first maintenance hangar is expected to be finished just weeks later, at the tail end of 2013. The entire structure will open the following summer. 



## DUNCAN AVIATION NAMED ONE OF THE "BEST PLACES TO WORK"

Duncan Aviation's Lincoln, Nebraska, location was recently named one of the city's "Best Places to Work."

Nearly 100 companies throughout Lincoln were nominated for the large, medium and small-sized company survey-based competition, compiled and managed by Quantum Workplace.


Of the nominees, 74 participated and nearly 4,200 employees completed surveys about their companies at the start of 2013.

Large companies were defined as those with more than 150 employees, and Duncan Aviation was named in the top five. Workers responded to 37 statements about their jobs and answered by indicating whether they agreed or disagreed with a statement. Employees also rated how they felt about their salary, benefits and overall job satisfaction. Those employed by high-scoring

companies had a sense of global recognition, meaning they felt management noticed company-wide issues and addressed them.

“At Duncan Aviation, we pride ourselves on the knowledge, experience, professionalism and attitudes that our team members exhibit every day,” says Michael Cox, vice president of Human Resources at Duncan Aviation. “The respect and caring each person has for those they work with, the career opportunities that result from company growth, the dedication we have to unparalleled

customer service and a fast and fun environment are what make Duncan Aviation one of the Best Places to Work. These attributes are also the main things customers mention when they explain why they have their aircraft service completed at a Duncan Aviation facility.”

Duncan Aviation has previously been awarded the *Detroit Free Press* Top Workplaces award for its Battle Creek, Michigan, location. Duncan Aviation was also previously featured on *FORTUNE* magazine's list of 100 Best Companies to Work For. 

## TODD DUNCAN - PASSIONATE ABOUT AVIATION

Chairman Todd Duncan says one way to relate to customers is up in the air.

“As a pilot, I have a common thread that connects me to each customer who walks in our door, because I’m a customer, too. I understand their requirements, needs and wants because I’ve been there,” says Todd.

Regardless of which of our more than 20 facilities customers arrive at, they’ll receive the Duncan Aviation experience. Todd recognizes the need for short turntimes, quality service and personalized customer service; he also understands how frustrating and inconvenient a delayed delivery is.

Todd is a licensed pilot and currently flies a Beechcraft Bonanza and a King Air C90, but he recently soloed in the same classic yellow 1941 Piper J-3 Cub his dad, Chairman Emeritus Robert Duncan, did years ago. Senior Captain



Todd Duncan flying with his flight instructor, Jessy Panzer.



Todd Duncan soloed in the same classic yellow 1941 Piper J-3 Cub his dad, Chairman Emeritus Robert Duncan, did years ago.

Harry Barr owns the vintage aircraft and has spent nearly six decades with Duncan Aviation, flying with several Duncan family generations.

“It doesn’t have an electrical system and has to be hand-cranked,” says Todd. “I loved flying it. I got to land on the grass—it was such a different experience.”

The Piper Cub was Todd’s first taildragger flight. He says he’s hoping to complete his tailwheel endorsement so he can fly his 1943 Howard DGA-15. “It’s a slow process to get certified to fly these aircraft, and I want to make sure I soak in as much as possible,” says Todd.

He has spent some time with his flight instructor, Jessy Panzer, flying the PA-18 Super Cub, to earn that endorsement.

While Todd is interested in following in his father’s footsteps—at least when it comes to flying—he wasn’t always certain aviation was the correct path for him. In fact, it wasn’t until 2007 that Todd assumed the chairmanship from his father. Before that, he sampled several career paths, including some time as a baker at a local café, learning valuable customer service and people skills outside the industry.

“Todd was never told he was going to run the company someday. That was a choice he made on his own,” explains Robert. “It was a very proud moment for me when he decided to join Duncan Aviation.”

## CESSNA 172 SKYHAWK: THE LITTLE UPDATE THAT GREW

At the tail end of 2012, Chairman Todd Duncan determined it was time to update his mostly original 1980s Cessna 172 Skyhawk. It has recently been painted with metallic red striping with black details and was set to have a partial interior update at Duncan Aviation’s Battle Creek, Michigan, facility using scrap materials that would have otherwise been tossed.

Of course, Duncan Aviation doesn’t produce partial or incomplete results, and the design team crafted such a desirable plan that Todd ended up with a custom interior, an inspection and several avionics upgrades. The sharp black interior with red stitching and details complemented the paint scheme in a way that made it look like a brand new plane.

“This interior job is fantastic and every detail is so perfect; the upholstery work is superb,” says Todd as he attempts to describe the level of joy achieved with “new interior smell,” but words don’t do it justice.

Project Manager Gary McClure explains how one upgrade simply led to another, creating the impeccable result.

“If you redo the interior, then the lighting looks sub-par, so you upgrade that,” says Gary. “And if you upgrade some avionics, then the original wood grain switch panel looks out of place, so a sleek custom black switch panel is a must. It was very hard to draw the line on where to stop the upgrades. By the time we were all done, it was like a brand new plane, thanks to my great team members and their dedication.”

Gary says the Cessna was an interesting project because it started out with just swapping out the seats and carpets with leftovers lying around for a cost-effective interior.

“It was an unusual project for us in the fact that the maintenance manual is not as detailed as we’re used to

working on Global and larger aircraft with very specific guidelines, so everyone had to think outside the normal realm. In some ways, it was less complicated, but in some, it was more complicated,” says Gary.

Because Todd wasn’t 100 percent certain what his completed Cessna would look like, those working on the aircraft had a little fun with him. They altered a few photos with floaters and other additions to the aircraft to keep Todd on his toes.

“We digitally added some floats to the airplane and a jet engine on the front to keep him guessing as to just what we were doing,” says Gary.

In the end, Gary and his team added a clock, swapped out a few antennas, completed an annual inspection, upgraded to LED lighting, and replaced carpet, sidewalls, headliner, as well as leather seats. A complete avionics upgrade, which included a GTN750 with SL30, GMA35 audio panel and GDL88 (ADS-B receiver), was also done.

Gary said he was able to personally complete the test flight, and the Cessna, after four months of filling shop scheduling gaps, flew back to Lincoln.

After flying the Cessna for the first time since its completion, Todd immediately sat down and wrote an email to the team members who made it a possibility.

“Every time I step in the Cessna, I’m thankful for a first-class job completed by all the individuals involved. I admire the team for their skills,” says Todd.

He says he takes great pride and brags about both the Lincoln and Battle Creek teams on this project because they created one of the best-looking older Cessnas he’s ever seen.



Cessna 172 Skyhawk Refurbishment



## DUNCAN AVIATION TEAM MEMBERS EXCEED VOLUNTEERING GOAL

When Duncan Aviation's team members take on a task, they commit—and the companywide volunteerism campaign started this year was no exception. This spring, Duncan Aviation challenged its team members to record 1,500 hours of volunteer time during two months. They shattered that goal with more than 3,500 hours for 112 organizations.

“Great fulfillment can come from volunteering our time to those in need. This challenge was so much more than just another initiative—it was a way for team members to connect with others at Duncan Aviation and throughout the communities in which we live and work,” says Mandy Carther, human resources generalist. “One of our company's core values is to ‘Support our communities and encourage volunteerism.’ This held true this summer.”

As part of the challenge, Duncan Aviation also made donations totaling \$4,500 to local organizations that provide education, food and/or safety for children. The community donations will be split and allocated based on the number of hours reported from each location.

Several team members recorded more than 100 hours. The top three earners each selected a charity to receive \$200 to donate to a 501(c)3 organization of their choice. Those earners are based out of Duncan Aviation's Lincoln, Nebraska, facility. RTS Inspector Mike Tuma volunteered 200.5 hours, Accounts Payable Specialist Jeff Morrison recorded 193 hours and Structures Engineer Rick Hestermann volunteered 172.5 hours.

In addition to tracking personal volunteer hours, Duncan Aviation's Lincoln facility hosted two events with Habitat for Humanity, a non-profit organization founded on the conviction that every man, woman and child should have a decent, safe and affordable place to live. On April 20, team members installed drywall on a local house and painted those walls on April 27.

The number of team members who officially participated totaled 103, but Mandy says she believes the number of Duncan Aviation employees who volunteer their time is much greater than that. “Some of our team members don't expect or even want recognition for their volunteer activities. Either way, the community wins.”

n. (volunteerism): Duncan Aviation team members are encouraged to volunteer their time to help those in need throughout the communities we live and work. 3,500 hours were recorded in two months.

## DUNCAN AVIATION INSTALLS FIRST ROCKWELL COLLINS IMS-3500 ON THE CITATION XLS+

Duncan Aviation, in partnership with Rockwell Collins, is pleased to announce the first completion of a Rockwell Collins Ascend IMS-3500 Information Management Server on the

Citation XLS+ platform under Rockwell Collins' Approved Model List (AML) Supplemental Type Certification (STC).

Duncan Aviation avionics team members installed the Aircraft Information Manager system, which allows for secure, remote and wireless data transfer capabilities to Pro Line 4™ and Pro Line 21 equipped aircraft, in a Citation XLS+ at Duncan Aviation's Battle Creek, Michigan, location.

“Having Ascend service and equipment increases a flight department's flexibility in terms

of flight operations planning and maintenance,” says Duncan Aviation Avionics Tech Rep Adrian Chene.

Along with access to powerful operations management tools, the system utilizes cellular and Wi-Fi links to automatically stage navigation and chart data in the aircraft as it becomes available from the vendor with no crew intervention.

“This system also allows for remote data loading without the presence of crew or maintenance teams at the same physical location as the

## DUNCAN AVIATION -LINCOLN EARNS SOUTH AFRICAN CERTIFICATION

Duncan Aviation's maintenance, repair and overhaul (MRO) location in Lincoln, Nebraska, recently announced the South African Civil Aviation Authority approved the location as an aircraft maintenance organization.

“It's important to be able to provide service to all of our customers, regardless of location, which is why we're constantly working to secure new certifications,” says Chris VanderWeide, chief inspector of international airworthiness.

In all, Duncan Aviation's locations in Lincoln, Battle Creek, Michigan and Provo, Utah, hold certificates for 10 civil aviation authorities around the world.

aircraft as long as power can be applied,” Adrian says. “There are other benefits to maintenance teams as they can remotely monitor the health of the avionics by requesting maintenance downloads.

“It is a minor installation that can be done in less than a week with some planning as a standalone but pairs well with a variety of other avionics upgrades and installations, saving customers time and money,” he says.

Rockwell Collins currently has pricing incentives to receive the service.



## AIRCRAFT SALES & ACQUISITIONS

1989 Astra 1125 s/n 31



TOTAL TIME: 6,961 Hours  
LANDINGS: 4,419

FEATURES:  
Rockwell Collins Pro Line 21  
3-Display LCD IFIS  
Jeppesen Charts / XM Weather on MFD  
Engine Indication on MFD  
Dual Universal UNS 1D+ FMS  
Rockwell Collins AHRS  
Rockwell Collins LCD Radio Tuning Units  
8.33 khz Coms / FM Immunity Navs  
Enhanced Flight ID Transponders  
Honeywell Mark VII EGPWS  
Aircell Axxess Satcom

Duncan Aviation is proud to present Astra 1125 serial number 31 to the international marketplace. The aircraft features a nine passenger custom G100 style interior with four individual seats in the aft cabin complete with two executive tables. The forward cabin has one right hand single seat and executive table adjacent to a left hand three place berthable divan just aft of the cabin door. Completed in 2007 by Duncan Aviation.

## CUSTOM SPACE REPLACES FORWARD LAVATORY

Interior engineers often need to think outside the box to come up with one-of-a-kind solutions for customers, and sometimes those unique ideas catch on.

A portion of Falcon 900 and 2000 aircraft have two lavatories. In those aircraft, the front lavatory often remains unused for its intended purpose and is transformed into a makeshift storage compartment. Duncan Aviation's design and engineering teams collaborated to craft a custom cabinet to replace the forward lavatory in both Falcon aircraft so customers could choose from a variety of dedicated storage options or a preparation station instead of struggling to utilize it as a provisional closet.

"The problem is a lot like your closet at home. If you just stack and throw things in there, an avalanche of belongings is always looming," says Jeff Beaudette, engineering team leader.

The collaboration resulted in a cabinet that replaced the lavatory while retaining the plumbing.

"We capped all the lines from the toilet and built a cabinet insert that molded around the old chute just in case the next owner wanted to reinstate the lavatory," says Steve Rosenow, cabinet team leader.

The lavatory is nestled between the galley and the jump seat, and the space is anything but standard.

Steve says the initial Falcon 900 customer requested a large ice drawer in the bottom and a coat closet up top, but the space looks a bit like a soda bottle, so it took some finagling to ensure they utilized every square inch.




"Customers just want the option—the opportunity to define that space when they sell the aircraft or if their needs change while they own the aircraft," says Steve. "And that's what we're here to do. We create a custom solution that affords them countless options."

As for the Falcon 2000, the modification was very similar to the previous 900 storage swap.

"We provided a cooled catering box storage, crew closet, upper storage and a lower drawer," says Jeff.

"This was a corporate aircraft and the company owns another Falcon 2000 with a lot more storage. They preferred the aircraft with storage capabilities, so we added some of the amenities that they liked in their other aircraft to this one," says Jeff.

Duncan Aviation will accommodate almost all requests and provide customers versatility in both design, as well as engineering.

"There is no such thing as a standard part or design. Many items may be very similar, but the customization for the customer is the key," says Jeff. 

## NEW WI-FI STC FOR CESSNA 525A

Duncan Aviation installed and certified Aircell Broadband with in-flight Wi-Fi with Wireless Local Area Network and Axxess II Iridium phone in a Cessna 525A CitationJet aircraft. This Supplemental Type Certificate (STC) adds to a long list of Duncan Aviation STCs for aircraft internet systems. With completed installations in more than 300 aircraft and plans to install 150 to 200 more systems over the next 24 months, Duncan Aviation is the clear leader in the aftermarket installation of in-flight internet and Wi-Fi upgrades, such as Aircell Gogo Biz and Swiftbroadband systems.

"Broadband with Wi-Fi is one of our most requested avionics upgrades, and our investment in STCs represents our commitment to our core customer base," says Duncan Aviation's Avionics Sales Representative Steve Eloffson. "Utilizing the benefits of our ODA and multiple locations

allows owners a great deal of flexibility, along with the confidence that their aircraft is in the care of the most experienced technicians in the industry."


n. (Broadband): provides high-speed internet access. When paired with in-flight Wi-Fi, you have in-home internet capabilities at your fingertips for the duration of your flight.

Duncan Aviation has invested heavily in this market. The company owns 14 STCs for broadband with Wi-Fi. The STCs were completed by the Duncan Aviation Engineering Team under Duncan Aviation's Organization Designation Authorization (ODA), which includes STC, Major Repair and Alterations (MRA) and Parts Manufacturing Approval (PMA) authority. Duncan Aviation holds STCs for in-flight Wi-Fi for the following models:

- Cessna 525A CitationJet.
- Challenger 300, 601-3A/R, 604 and 605.
- Citation 560XL, 680, 750 and XLS.
- Embraer Phenom 300.

- Falcon 2000, 2000EX, 2000EX EASy, 900EX and 900EX EASy.
- Gulfstream GIV and GV.
- Hawker 800A, 800XP, 850XP and 900XP.
- Lear 45.
- Legacy 600 and 650.

Broadband internet systems with in-flight Wi-Fi capability can be completed at any of

Duncan Aviation's major service locations. In addition, upgrades can be completed at Duncan Aviation's avionics installation locations. 

## HELPING INTERNS GAIN EXPERIENCE

Each year, Duncan Aviation opens its doors to a class of interns to allow students to learn more about the company and possible career paths they're interested in pursuing. This also gives Duncan Aviation an opportunity to meet potential future team members.

"The intern program has been very effective at streamlining our recruiting program. We've developed relationships with a variety of schools and have been able to identify certain programs that generate graduates with the same skills and values we're looking for in new team members," says Paul David, human resources manager.

Interns span a variety of departments, including human

resources, information technology, research/development, marketing communications, engine and airframe.

"One of the goals of the program is to help the interns determine whether or not this is a career they're passionate about, and often they don't know until they are involved in day-to-day activities," says Paul. "Here, our interns get hands-on experience."

The majority of interns said they hope to continue down the same

education path in hopes of earning a full-time position after their internship.


Kurt Daniels, an airframe intern this summer, is currently majoring in aviation maintenance at Western Nebraska Community College. He says he enjoyed the variety of aircraft on which he was able to complete smaller tasks while shadowing quality Duncan Aviation team member workmanship on major jobs. He says he worked on gear swings,

gear lube, panel installation and sealant application.

"I felt like I had so much to learn and that I was much too slow to keep up with the other guys. I guess that's just part of the experience. You have to start somewhere," Kurt says.

Brandon Clark is majoring in computer information technology at Southeast Community College in Lincoln and is spending time in

the office with Duncan Aviation's information technology team. He helped build a new parts website over the summer and says getting this kind of real-world experience has solidified that this is exactly what he wants to do after graduation.

"I want to develop a site that is simple and easy for someone to use. I've been learning a lot about programming methods as we work to achieve this goal," he says. 

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## PARTS & ROTABLES INVENTORY EXPANDS TO SUPPORT CUSTOMERS

The goal of Duncan Aviation's parts and rotables team is to help aircraft operators control costs and increase the reliability of their exchange and rotatable units. While pursuing this goal, Duncan Aviation has added hundreds of units to its inventory, lowered exchange prices as well as core values, and extended its warranty on many units to a full year.

"We worked closely with operators to stock the components they need most to keep their aircraft in the air and their flight schedules on track," says Jamie Blackman, avionics sales and



acquisitions rep. "This has resulted in a significant increase in our inventory as well as a wider variety of part numbers on our shelves."

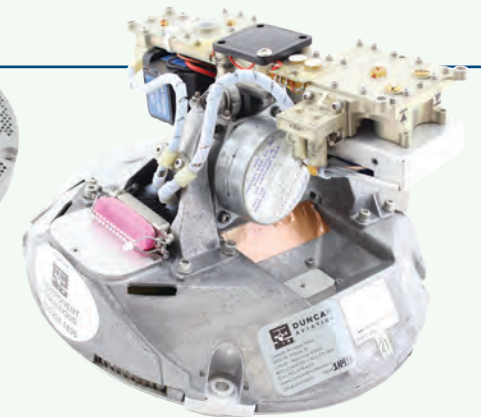
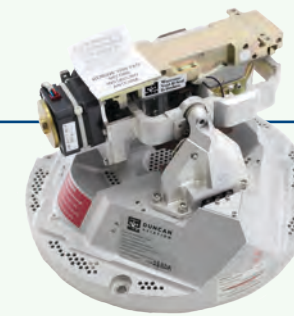
These additional parts include hundreds of units applicable to corporate jets, commuter airlines, commercial airlines and turboprop aircraft. They include the following:

\* P/N 7014300-901 DU-870. We are able to offer this unit as a standard exchange at a very competitive price with a guaranteed no bill back on the CRT and HVPS. The unit also comes with a one year warranty.

\* P/N 071-1378-00 RS-811A. Our standard exchange price covers a defective magnetron and comes with a one year warranty.

\* P/N 622-6197-001 EFD-74. Our standard exchange covers the high voltage power supply and comes with a one year warranty.

\* P/N 622-6136-002 DGS-65. Our standard exchange ships with the latest Service Bulletin mod level and comes with a one year warranty.



\* P/N 071-01519-0101 ART2000. We beefed up our inventory so we have exchange as well as outright options when customers are AOG during Radar season. It also includes a one-year warranty.

In addition, Duncan Aviation is now the exclusive worldwide distributor of Safran Power UK & Safran Power USA's replacement starter generator (part number 23091-009) specifically designed for the Learjet 60 aircraft. As the global resource, Duncan Aviation houses unit inventories at its Lincoln, Nebraska, facility and is ready to send shipments worldwide.

"Aircraft operators are always looking for ways to streamline their operations and reduce downtime or cost on TBO equipment," says Chris Gress, Duncan Aviation's parts and rotables sales manager. "With Safran Power UK & Safran Power USA's new starter generator, Duncan Aviation is providing an additional option to Learjet 60 operators."

"Ultimately," Jamie adds, "our goal is to make sure we have what customers need, when they need it."



## JOE LACORTE NEW SOUTHEAST U.S. REGIONAL MANAGER

Duncan Aviation is pleased to welcome Joe LaCorte as the company's new regional manager for the southeast region of the United States. Joe has been with Duncan Aviation since 2003, assuming his current role in Pratt & Whitney engine service sales in 2012. Before that, he lead the company's Illinois-based Engine Rapid Response team for eight years.

Before joining Duncan Aviation, Joe spent six years working as a field representative for GE Aircraft Engine Group and three years as a senior field service representative at Pratt & Whitney Canada. A licensed A&P mechanic, Joe also has a bachelor of science in aviation management

and an associate degree in aviation maintenance technology from the University of Southern Illinois. He is also a member and sponsor with the Professional Aviation Maintenance Association (PAMA).

Joe will travel during the rest of 2013 with Pete Alves, the current southeast regional manager for Duncan Aviation who, after almost 50 years in aviation, will retire in January.

"Joe has a wealth of expertise and experience that he will bring to his new role," says Doug Alleman, manager of airframe services and regional sales with Duncan Aviation. "He enjoys face-to-face contact with

customers, solving their problems and helping them find solutions for their needs while developing long-lasting relationships. Pete spent 17 years in the southeast region and although we are all sad to see him go, we know that his customers will be in good and helpful hands when he retires next year."

Joe is married to Cheryl Lynn and has one daughter, Nicola Lee, and one son, Antonino Lance. When not working, he enjoys skiing, boating and working on Jeeps.

Contact Joe LaCorte on his mobile phone at +1 847.833.1183 or email him at Joseph.LaCorte@DuncanAviation.com.





Duncan Aviation completes the 8C inspection on the Bombardier Global Express and offers paint, interior and avionics services at the same time. Greg Hamelink, chief of maintenance for a medical equipment firm, chose Duncan Aviation's Battle Creek location for his company's Global Express 8C and previous work on its two Challenger and Learjet aircraft. Duncan Aviation's ability to handle projects quickly and efficiently and manage everything in one location keeps him coming back.

Cover: Matt Collins, Avionics Team Lead, and Chad Ostertag, Avionics Sales Rep  
Back Cover: Gary Dunn, Project Manager, and Greg Hamelink, Chief of Maintenance