A PUBLICATION OF DUNCAN AVIATION

Duncan Debrief

Summer 2010

Cover: Steve Rosenow (Front), Jeff Schlegel (Left) and Jason Shestak (Middle) work on several different custom cabinetry projects for business aircraft refurbishment projects in process this summer at Duncan Aviation.

Duncan Aviation's Cabinet Specialists use ultra-light composite materials, exotic veneers and artistic faux finishes to create beautiful, custom cabinetry that provides the look and functionality of the solid wood, marble and granite fixtures found in the finest of homes.

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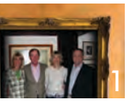







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company founder:
Donald Duncan (1922-1981)

from the chairman
Todd Duncan

Traditionally, Duncan Aviation has been known for individually focused customer service. We communicate with our customers formally and informally and take their ideas and suggestions to heart. Over the years, many of our new and innovative services and processes were implemented as the direct result of customer suggestions. The same is true of Duncan Aviation team members. We pride ourselves on having a culture of continual improvement. We constantly look for ways to do things better and to make business aircraft ownership better. Then we take those ideas and add them to our processes to improve service, products and efficiency. Being family owned and operated allows us the flexibility to react and implement these changes and continually improve who we are and the way we deliver our services for our customers.

process improvement manager
Ted Roethlisberger

Ted Roethlisberger embraces change and the positive results that often come with it. As the Process Improvement Manager for Duncan Aviation, Ted has led the company's "continuous improvement" effort for the last 18 months. He has been pleased with the results so far.

"The biggest difference between Duncan Aviation and other companies that strive for 'continuous improvement' is that we eliminate much of the red tape that can be involved with process change. We are serious about making improvements and understand that those involved in performing the work know best how to get it done better and more efficiently. We empower those team members to uncover and eliminate waste in their day-to-day activities and to brainstorm change opportunities. Those same team members are responsible for implementing their ideas. We then track results, tweak the process where needed and make sure the changes are implemented consistently."

Two processes that have recently seen marked improvement are winglet installations for Falcon 2000 aircraft and paint detailing. Better work area tool and parts "staging" has resulted in significant downtime reductions for Falcon operators opting for fuel-saving winglet modifications and out-of-the-box window masking ideas have cut time and risk in paint detailing around aircraft windows.

"We aren't interested in making changes just for the sake of change," Ted continues. "The result needs to make things better for the company, our team members, our customers and the aircraft we work on."

Pictured Above: Ted Roethlisberger (left) and Bradley Rickard (right) discussing the process of removing Citation engines.

Carroll & Jim Knott and Susan & Ed Abel

Big Purchases Require

Knowledge, Research & Resources

JetResources Provides that for Preowned Aircraft

Ed Abel's Learjet 45

In his early 20s, Ed Abel saw James Garner and Lee Remick in "The Wheeler Dealers" and was struck by the idea that a person could actually own his own jet. "I thought owning your own private jet has got to be the ultimate in life," says Ed. That idea stuck with him for years.

At the time, he was a laborer for a construction company, and through hard work and good fortune, Ed started his own company in 1972. Ed says, "I always thought if you work to give your customers more than they are expecting, they'll realize that the care and attention to detail, the quality of the work, and the special treatment are far more important in business than the almighty dollar."

Ed's Airplane

In 1991, as a partner with an interest in a Learjet 25, Ed wanted his own aircraft, and he had his sights set on a Learjet 35. Bob McCammon, a Duncan Aviation Sales Representative, heard that Ed was looking. Based near the Lancaster Airport in Lititz, Pennsylvania, Ed had heard of Duncan Aviation, but he assumed the company was too big to give him the individualized service he expected. Despite reservations, Ed agreed to meet Bob at the Lancaster Airport.

At the meeting, Bob explained JetResources, Duncan Aviation's aircraft acquisition service. Ed saw the benefits of using the unique program to find the best value in the market and had Duncan Aviation start the process of finding him a Lear 35A. Bob and another member of the JetResources team, Doug Kvassay, worked to find the right aircraft on Ed's behalf. They were more thorough and attentive than Ed had expected.

For Ed, the similarity between his beliefs and how Duncan Aviation conducts business sold him on the company. Ed says, "I saw a Lear 35 with such-and-such a tail number and called Doug. Doug said, 'Well, the price is a little on the high side for the number of hours, and the maintenance records indicate it'll need quite a bit of work in the next couple of years.'"

Shortly after that, Doug told Ed that the aircraft selection was really tight and the prices were still high.

Ed says, "Doug cautioned me, 'You know, Ed, it's just not a good time to buy. Let's keep an eye on the market."

Doug's research-based approach to sales sold Ed on Duncan Aviation's unique customer service. Ed says he was impressed by the professionalism and knowledge of everyone he dealt with and the courtesy with which he was treated. Ed says, "From the pre-buy experience, I realized Duncan Aviation had my best interests at heart. Doug and Bob didn't just try to do a quick deal or get me the highest-priced Lear 35 they could find. They looked around to find the best plane for the price."

Over the years, Ed sold the Lear 35 and bought a Learjet 31A. In 2008, he sold the 31A and bought his beloved Learjet 45. He says, "I'm a Learjet man." And each time, Duncan Aviation handled the sale of the former Lear and the purchase of the new one. For each plane, Ed also trusted Duncan Aviation with refurbishing the interior and repainting the exterior.

In 2008, when Ed decided to buy, Doug and Bob again looked around for the best plane at the best price. Ed says, "Duncan Aviation's market assessment was instrumental in my decision to buy when I did. Doug and Bob checked previous owners and looked thoroughly at the maintenance records." By December 2008, when Ed bought his Learjet 45, the economy was well on its way down, and Ed decided it was a good time to buy.

Although the markets did fall farther, Ed was extremely pleased with the deal he made . . . So pleased that he encouraged his friend Jim Knott to let Duncan Aviation look around for a Learjet 45 for him since prices appeared to be near the bottom.

Jim jokes, "I got an even better deal than Ed, and I wasn't even looking to own my own Learjet."

Jim's Story

About 14 years ago, Jim met Ed and, over the years, he'd flown in Ed's Learjet 31A a couple of times. The hassle-free flying appealed to Jim. Ed told Jim to call Duncan Aviation and let them find him a plane. JetResources began researching secondary markets for him, but for someone who wasn't wholly convinced he needed his own aircraft, the time wasn't quite right.

However, post-9/11, when enhanced security started demanding that air travelers arrive two hours before a flight and the lengthy security lines caused delays, Jim started feeling differently about the time commitment necessary for commercial travel. Immediately after the disaster, the market for business jets was somewhat soft, so Jim decided the time was right to buy, and the Duncan Aviation team began researching in earnest.

Although Ed Abel was enamored of his Learjet 31A, Jim says he has

Jim Knott's Learjet 45

more kids than Ed and needed the additional, external storage offered on the Citation Ultra. Duncan Aviation was able to find him a very nice, low-time Ultra at a great price.

Eight years later, Jim says, again, he wasn't necessarily in the market for a plane, but he had flown with Ed in his Learjet 45 and really liked it. The JetResources team began researching for Jim, and this time, they were looking for a Learjet 45. Jim says, "The Learjet 45 seats more than my Citation, and it's quicker than the Ultra, too. With the 45, I didn't have to sacrifice storage space; it's a great-looking jet, and it's fast. Besides, at the time I bought, the market was depressed, so I got a great plane for a great price."

Jim goes on to say, "Ed came with me to Duncan Aviation for the pre-buy inspection, and he was like a celebrity. Everybody at the company knows Ed. [The front desk] gave him a guest access badge, and he walked all over the Duncan facilities, checking everything out. And he was thrilled I was buying a Learjet 45 and getting all of the work done at Duncan. Ed just loves spending other people's money!"

After buying the Learjet 45, Jim had Duncan Aviation reupholster the seats, put new wood and stain on the cabinets, and paint the exterior. He says, "Ed and his wife came with my wife and me to take possession. I felt that Duncan Aviation had done an excellent job. It's a first-class operation, and I was really impressed with how the plane looked when Duncan had finished it."

Ed adds, "When it came time to pick up Jim's Learjet 45—it was all newly refinished and painted—I went with Jim. It was a fantastic experience, and it wasn't even my plane! Duncan Aviation goes out of its way to make the whole experience special and memorable."

Ed finishes with high praise for Duncan Aviation, "Duncan helped me make my dream come true. What's better in America than that?"

Jet Resources Team

To reach a sales professional directly, call one of the following:

Rene Cardona
Aircraft Sales Representative
Aviation professional since 1983
Direct: 402.479.1529

Doug Kvassay
Aircraft Sales Representative
Aviation professional since 1980
Direct: 402.479.1530

Bob McCammon
Aircraft Sales Representative
Aviation professional since 1968
Direct: 402.479.1514

Doug Roth
Aircraft Sales Representative
Aviation professional since 1975
Direct: 402.479.1522

Marc McKenzie
Aircraft Sales Assistant
Aviation professional since 1989
Direct: 402.479.8108

Steve Gade
Vice President of Marketing and Sales
Aviation professional since 1994
Direct: 402.479.1551

PREPARING FOR AN AIRCRAFT TRANSACTION'S MOMENT OF TRUTH

When buying or selling an aircraft, nothing can be more stressful than the "moment of truth"–that point in the transaction where the buyer and seller are presented with the aircraft squawk list and it is time for them to negotiate and finalize. Partnering with a service provider who knows how to clearly present its findings and communicate well with all parties involved can allow the key players to breathe a bit easier.

"Pre-purchase evaluations are complex, there's no way around it," says Tim Klenke, an Airframe Service Sales Representative with Duncan Aviation. "Stress can be tempered somewhat, though, when the pre-buy evaluation occurs at a facility with a good reputation, excellent communication and integrity."

During a thorough pre-purchase evaluation, an aircraft is carefully scrutinized. Buyers and sellers negotiate. Brokers and attorneys push and pull the schedule. And service centers pore over the aircraft and answer questions for all involved.

"The objective of a pre-purchase evaluation is to help finalize a buying decision by identifying issues that may affect the purchase price," Tim says. While meeting this goal, all participants want to limit their liability and reduce their risk. They have different timetables in mind. The seller wants the aircraft sold quickly with little additional expense. The buyer wants a complete assessment to validate the selling price and reduce the risk of unexpected repairs.

An evaluation conducted by Duncan Aviation includes a look at an aircraft's past, its present and its future.

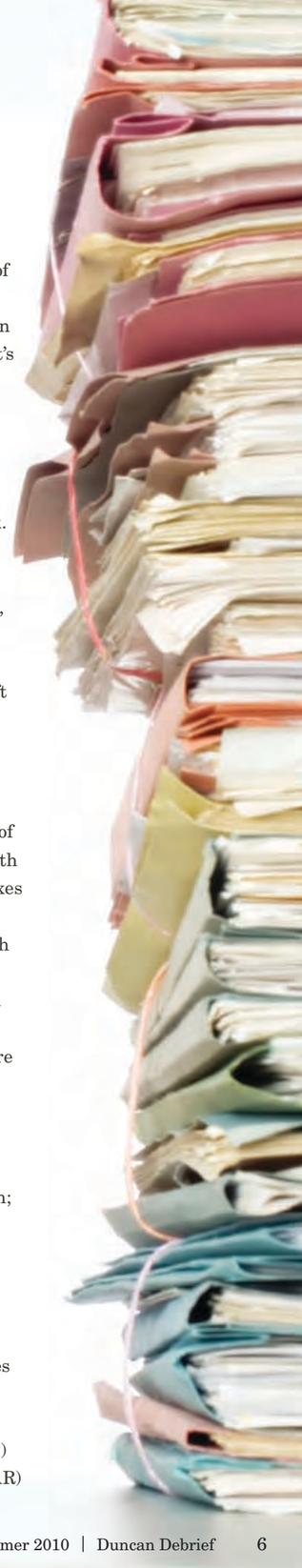
The Past

A thorough evaluation includes a detailed look into the aircraft's maintenance history and paperwork. Duncan Aviation's in-house records and research department handles logbook research, as well as Tracker, a maintenance tracking program available to operators who would like assistance keeping their aircraft paperwork current and organized.

Jeff Davis, Records and Research Team Leader, says researching an aircraft's history can be time-consuming and challenging. "Some of the larger airframes can come in with eight or 10 boxes of paperwork to sort through and organize. Our dedicated logbook researchers are skilled with researching and pulling together this documentation; they know what to look for to piece together a complete picture."

> "Our dedicated logbook researchers are skilled with researching and pulling together this documentation; they know what to look for to piece together a complete picture."

Full airframe and engine logbook research for pre-buy evaluations includes the following: history research for Airworthiness Directives (ADs), Service Bulletins (SBs) and life-limited components; research of Department of Transportation (DOT) and Federal Aviation Regulation (FAR)



Airframe Team Lead Dale Taylor, Project Manager Gary Dunn and John Link, maintenance consultant, going over the pre-buy checklist for the Falcon 2000 pre-purchase evaluation.

requirements, manufacturer and Approved Aircraft Inspection Programs (AAIP), repair/alteration history, 8130 tags, fire blocking/8110 paperwork; and a Blue Ribbon FAA package.

"Organized and complete records indicate that the aircraft has most likely been handled in the same manner," Jeff says. "Likewise, haphazard paperwork sends a flag that the aircraft probably needs to be examined a bit more thoroughly."

The Present

The second phase of the evaluation is a physical look at the aircraft. The format for this depends on a variety of factors. A customized evaluation can be developed or an upcoming inspection can be performed.

Whether the physical evaluation is done using an inspection or a custom guide, it will include engine power checks, a borescope survey of inner engine areas and a visual outer examination of the engines. Electrical evaluations of lighting, communication and navigation systems are performed. And an airframe evaluation including windshield, structural and corrosion checks of problematic areas is completed along with visual inspection of the structures, controls and system componentry. All of the areas should be inspected with special attention to any known problem or high maintenance area for that make and model of aircraft.

The Future

The third part of an evaluation examines the projected future expense for the aircraft. This will look at whether major inspections will be due in the coming months or if required avionics modifications are on the horizon. This area is especially important because there may be major maintenance or modification requirements coming that will be expensive or require that the aircraft have significant downtime.

"Duncan Aviation performs dozens of pre-purchase evaluations and is on track to perform more than 50 of them this year."

"We take the maintenance status reports and sit down with customers to go over these future requirements," Project Manager Gary Dunn explains. "We provide cost and downtime estimates where needed to give buyers and sellers an excellent idea of the near-term cost of ownership of that aircraft."

Meeting the Goal

In a typical year, Duncan Aviation performs dozens of pre-purchase evaluations and is on track to perform more than 50 of them this year. The reason so many operators choose Duncan Aviation for their pre-buy lies in our approach to this moment of truth.

"Duncan Aviation has one clear goal when we perform a pre-purchase evaluation," Gary says. "That is to provide a thorough and fair evaluation of the aircraft and to communicate all findings clearly and respectfully. Then we get out of the way and allow the buyer and seller to discuss and determine what the evaluation results mean to their transaction terms."

Excellent communication between Duncan Aviation, the buyer, the seller, the brokers and the legal counsel makes the whole process go much easier.

"Communication with the customers is critical," Gary says. "They need to know what is going on and we need to be certain that everyone has access to the same information." Duncan Aviation's *myDuncan* system provides a unique communication advantage.

myDuncan is a web-based tool that enables customers to view and manage their projects anytime, from anywhere in the world. With a computer and an internet connection, item approvals, action histories, updates and open issues can be communicated in real-time, avoiding delays with fax machines, e-mails, voicemails and even time zones.

John Link, a maintenance consultant, recently worked with Duncan Aviation on the pre-purchase evaluation of a Falcon 2000.

"I have found *myDuncan* to be very helpful," John says. "It allows me to closely monitor the project even when I am not able to be on-site at all times. I can maintain complete communication with the Project Manager at all times. I always feel up-to-date with hour-to-hour, as well as day-to-day, progress."

When looking for a facility for the Falcon pre-buy, John says the buyer definitely wanted a Dassault Authorized Service Center to look at it. He encouraged the potential buyer to look at Duncan Aviation based on his experience with another pre-buy two years ago.

"I was here in 2008 with a 2000EX prebuy that was extremely well-managed," John continues. "It was completed on time and on budget and was an overall great experience. . . . so much so that I was really looking forward to coming back. I'm glad to see that nothing has changed."

What should you ask when choosing a facility for your pre-purchase evaluation?

Pre-purchase events and aircraft purchases are uncharted territory for many operators. There are a lot of people involved, lots of choices to make and usually some surprises along the way. When choosing the facility to help you on your way, here are some of the things you might want to think about.

Reputation. What is the facility's reputation in the industry. Are they known for integrity and honesty in its former business dealings?

Experience. How many pre-buy evaluations does the company perform and how many inspections does it perform on the make and model of aircraft you're buying? A company with more experience will know the "hot spots" for a particular aircraft.

Post pre-buy work. Will you want modification or paint work completed after the transaction is finalized? A facility with the ability to paint aircraft and provide interior and avionics upgrades can help save downtime and make new ownership easier.

Export/Import Capabilities. Does the service provider have the ability to provide Import and Export services if needed?

Communication. How will the facility communicate information to the parties involved in the transaction? What format will the final evaluation report be in?

MAKING SENSE of IN-FLIGHT INTERNET and Wi-Fi

High-speed internet access is a way of life for many people. In today's environment, it isn't unusual for individuals to be tasked with multiple responsibilities, and key people need to stay connected.

"I remember talking to CEOs not that long ago who told me the time they spend en-route was their time, a time to unwind or a time to prepare for the task that was waiting for them at their destination," says Gary Harpster, Avionics Installations Sales Rep at Duncan Aviation's Lincoln, Neb., facility. "These same CEOs are now asking for the ability to check their messages en-route and stay up-to-speed on new developments. We're a mobile society, but we need to stay connected."

Smartphones, Blackberrys, PDAs and laptops have all become tools of the trade. Selecting an aircraft high-speed data (HSD) system is not unlike choosing a cell phone or internet access provider. Data connection speed, network availability, equipment costs and subscription plans all factor into the equation. Options abound, as does confusion about those options.

Most of the confusion seems to be with terminology, particularly the difference between "HSD" and "Wi-Fi."

"HSD is the data pipe to the aircraft," says Steve Elofson, Avionics Installation Sales Manager at Duncan Aviation-Lincoln. "Wi-Fi connects to that data pipe wirelessly."

Steve explains that Wi-Fi is essentially a wireless network, internal to the aircraft. Like any home internet wireless router connection, people can connect their laptop to the internet with a hard line, or if a wireless router has been installed, they can connect wirelessly.

"There are wireless routers certified for aircraft use while in flight," says Steve. "These interface with the HSD equipment to provide Wi-Fi onboard an aircraft. Current Federal Aviation Administration (FAA) requirements state that wireless routers need to be installed via Supplemental Type Certificate (STC)."

There are several HSD solutions available for aircraft owners and operators, with several equipment and service providers vying for their attention. The critical factors to keep in mind when selecting a solution are the passenger's needs, speed, accessibility and availability.

A ground-based solution provides the fastest connection speed, operating very much like what a person would experience in a home or office environment. However, this solution doesn't activate until an aircraft is above 10,000 feet and is only available within the continental United States.

"It doesn't take a corporate jet very long to reach 10,000 feet, only a few minutes," says Gary. " This isn't a bad thing. There is something to be said that at that point in the flight, passengers should be buckled in and listening to the safety briefings."

Satellite-based solutions offer slower connection speeds, but with greater accessibility and wider availability. These solutions offer a connection during all phases of flight with very few geographical limitations. This functionality is achieved by communication with satellites stationed above the equator in a 23,000-mile orbit.

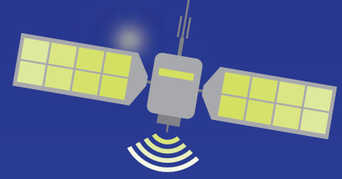
"This system requires an antenna mounted on top of the aircraft, the tail or along the fuselage," says Gary. "Some aircraft don't have enough real estate to handle a fuselage-mounted antenna, and current FAA requirements state that these antennas need to be installed via STC."

Upgrade paths can also help narrow the decision. The majority of an aircraft's existing equipment can be left intact, helping to reduce costs and downtime.

"Customers need to take into consideration what their aircraft currently has," says Gary. "Some upgrades can reuse 75% of an aircraft's existing equipment."

There are lots of variables to consider. Although the FAA is making progress with guidelines and documentation, keep in mind this is a fairly new technology to the world of aviation.

Duncan Aviation's Avionics Installation Sales Reps maintain strong manufacturer relationships and stay in contact with the FAA on developing issues. Talk to our experts for their thoughts on what to consider, or ask them to help you find a solution that meets your needs.



ANYWHERE
Inmarsat
Iridium
Row 44
LEO - L Band
GEO - L Band
Geo - Ku Band
Geo - Ka Band

OVER LAND
Voice/Data
AirCell
Datalink and Voice

GROUND
Gatelink
Wi-Fi/WiMax
GPRS

HSD Solutions

Where you operate and the amount of data you intend to move will generally dictate which high speed data (HSD) system will have the most utility for your passengers. Below are three HSD solutions, with countless additional options to make your cabin network the most useful for your specific needs.

Aircell Broadband is for operators whose operations are restricted to the lower 48 states. Aircell's Broadband (air to ground) System provides fast connection speeds with two different data rate services available with unrestricted monthly use; 500 Kbps and 3.1 Mbps pipelines. Currently, Aircell is in negotiations with Mexican Authorities to create a similar network there and is looking into the possibility of a Canadian network to cover the northern flight routes. There is no current timeline for completion of these networks.

KU Broad Band is available from Viasat and Rockwell Collins. Viasat is currently partnered with Satcom Direct's Yonder service and Rockwell Collins is partnered with Arinc Direct's Skylink service. KU Band terminals are designed for the flight department that demands the best performance that their equipment can offer with the fastest download speeds of any HSD system with 30 Mbps down and 1 Mbps up. While service coverage is international, it is not yet global. Additions to its coverage areas, tentatively scheduled for 2010, will expand coverage to most global flight routes and geographic regions.

SwiftBroadband (SBB) provided by Inmarsat offers an excellent mix of speed and coverage. The Inmarsat I-4 satellites offer truly global coverage. Only the Arctic and Antarctic regions are outside the coverage area. Typical connection speeds are 350-432 Kbps from ground to aircraft. This can be raised to 600-1100 Kbps by using an accelerator such as EMS's CNX-200 along with Satcom Direct's Aero-X service. In addition, several manufacturers offer SBB upgrades to existing systems, minimizing invasiveness and cost of installation.

For more solutions, visit *www.DuncanAviation.aero/broadband*, or call our Lincoln, Nebraska facility at 800.228.4277 (402.475.2611) or our Battle Creek, Michigan facility at 800.525.2376 (269.969.8400) and ask for an Avionics Installation Sales Representative.

800.228.4277 | www.DuncanAviation.aero | 800.525.2376

Bill McClure:
using and providing references

The strongest and most trusted form of advertising isn't a slick campaign or flashy website. It's one satisfied customer telling another about his or her consumer experience. That is how Bill McClure, chief pilot for Wilson & Associates, says he came to first experience Duncan Aviation. He listened while others in the industry talked about the excellent reputation that a family-owned aircraft maintenance facility located in Nebraska and Michigan had for providing the best quality paint work in the industry.

Acting on what he had heard, Bill flew Wilson & Associates' King Air to Duncan Aviation for a paint quote. Bill says it didn't take long for him to learn there was more to Duncan Aviation than paint, a lot more.

Bill learned Duncan Aviation has a service philosophy to care for an aircraft from its nose to its tail. From avionics to airframe, engine to accessories, both inside and out, he witnessed first-hand Duncan Aviation's expertise and quality workmanship. Wilson & Associates didn't end up painting its King Air, but instead upgraded to an Astra SP to accommodate its growing business needs. Bill began looking for a quality service provider. He didn't look very long.

"Duncan Aviation has a way of treating you like you are the only customer in the shop."

When Bill returned to Duncan Aviation to paint the Astra, he brought along Robert Wilson. As the owner and managing attorney for Wilson & Associates, Robert is a stickler for quality and quality maintenance. He understands there's a significant expense to operating an aircraft but is unwilling to cut corners and demands only the best maintenance. After a brief visit and tour of Duncan Aviation, Robert saw a company that listened to and understood his need for a high-quality job done right and immediately authorized a full interior refurbishment and an avionics upgrade package.

Bill now flies the Astra with a new Rockwell Collins Pro Line 21 IDS 3000 glass retrofit and IFIS system, including new FMS and radar with his approaches guided by WAAS. In the comfort of the cabin, Robert enjoys a quieter and more comfortable ride with new seats, carpet, headliner and sidewalls, including LED lighting and lavatory refurbishment.

The Wilson & Associates' Astra can be seen all over the Internet as airport watchers from as far away as Ireland, Germany and St. Martin continually snap photos and publish them for everyone to see. The new paint scheme features a unique design in Flag Blue, Antique Gold Metallic and Medium Gray. Bill has even received radio transmissions complimenting the nice paint.

When asked why he keeps coming back to Duncan Aviation, Bill says, "The quality of work and the overall customer experience. Duncan Aviation has a way of treating you like you are the only customer in the shop. I work with a dedicated Project Manager who represents my interests while my aircraft is in their hangars. It is a lot easier to work with one point person on a multi-shop job rather than four or five different people. Tracy Hein [his Project Manager] is a large reason why I like coming back to Duncan Aviation. She does a great job for us."

"You've got to go to a company that knows how to work on an Astra."

Since his personal experience with Duncan Aviation, Bill has given other operators the same referral advice he once received. He recommends Duncan Aviation every time, especially to Astra owners and operators. "You've got to go to a company that knows how to work on an Astra," Bill says. "Duncan Aviation will do the job right the first time."

Rockwell Collins Pro Line 21 IDS.

New seats, carpet, headliner and sidewalls, including LED lighting and lavatory refurbishment.

800.228.4277 | www.DuncanAviation.aero | 800.525.2376

DUNCAN AVIATION WORLDWIDE SUPPORT

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BTL	Battle Creek, Michigan	800.525.2376

AVIONICS INSTALL & LINE FACILITIES

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SDL	Scottsdale, Arizona	480.922.3575
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HWD	Hayward, California	916.231.0943
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little things, big difference

" In a dynamic marketplace, value is imperative."

After two years of a very dynamic market, things appear to be stabilizing. The used aircraft market has started to move and that means more activity for the paint and interior teams at Duncan Aviation.

"Activity is way up. In just one week this March, we went from wondering how we would fill a schedule that had significant holes to a fully booked paint shop," says George Bajo, Completions Sales Rep.

Although there is more interest in paint than in interior, there is renewed interest in all aspects of aircraft refurbishment. Nearly all of the activity surrounds the purchase of used aircraft. The spike in pre-purchase evaluations coming to Duncan Aviation hangars that we saw in March continued through the spring. During a single week this spring, Duncan Aviation had 10 pre-purchase evaluations in its hangars in Lincoln and Battle Creek and more than 20 additional pre-buy proposals waiting for signatures.

"In a dynamic marketplace, value is imperative. We've been committed to providing long-term value to our customers since we opened our doors in 1956," says Craig Boesch, Completions Sales Rep. "That has not changed–we are still delivering exceptional completions to discerning customers, owners who have an appreciation of that next level of service and quality that we provide. Our fit and finish is remarkable."

Members of Duncan Aviation's sales team are fielding calls from brokers and management companies who want estimates for their clients looking to upgrade their aircraft. They see a lot of owners moving up from small aircraft, such as a Citation Excel, to a large aircraft, such as a Challenger 604. This presents a great opportunity and a unique challenge for the sales and design team.

The Expert in the Room

"An owner familiar with a Citation Excel who may have been through a refurbishment before will have a whole new set of decisions to make on a Challenger," says Kristen Cotugno, a Duncan Aviation Designer. "From galley options to the overall design considerations for a cabin with 125% more volume, our experience tells us that design decisions that work in a small aircraft may not work in a large one."

The Duncan Aviation Designers work with a wide variety of decision makers. Depending on the project, they may work with owners, brokers, directors of maintenance, pilots, spouses, personal interior designers, outside consultants, etc. They spend a great deal of time working with their clients to help them translate their desires into an aircraft interior and are always on hand to guide them through the implications of their decisions.

"Duncan Aviation is uniquely equipped to provide a high level of attention to detail, which makes all the difference in a finished product."

"They are the expert in the room," Craig says about Duncan Aviation Designers. "Once they learn of the owner's design preferences, they take on their interests, assisting, advising, directing, and then following through in their absence while the project is in work."

Even though there is a new, higher level of interest, there is still some degree of window shopping.

"Even if they don't plan to buy it all, most owners want to shop for a full interior with all of the bells and whistles," says Lori Browning, a Duncan Aviation Designer.

Many are still working within a fixed budget that is smaller than usual. Many clients start in one place, asking for design and proposals for large projects, then cut back at the very end of the planning process. Their budget is set, and airworthy items come first; whatever is left goes toward the interior. The result is a lot of partial work. The most common partial upgrades include carpet replacement, re-dying of seats and the replacement of windowline material.

A Vision Deferred

Ironically, partial jobs are more time-consuming than redesigning and refurbishing all of the materials in an aircraft interior, for the designer as well as the client. Despite this, a majority of Duncan Aviation clients are making "good enough for now" choices, deferring their full vision.

"We understand that many of our clients are cautious and that budgets are tight," says Patty Simon, Duncan Aviation Designer. "Partial interior jobs usually require matching to existing materials such as veneer, fabrics, leather and plating. There are typically more conversations involved with partials looking at one option versus the other and more compromise, but it is what is being asked for right now."

Anyone who has been around this industry for a while knows that partial refurbishment is a compromise, just as working with a service company new to the refurbishment game can come with its own set of challenges. Savvy customers know that paying a lower invoice price from a new company in the market costs more in time, headaches and long-term value. The adage that "you get what you pay for" definitely holds true in the aircraft refurbishment market.

It's the Little Things

"Sometimes, it seems like some of our competitors may purposely leave things vague," adds George. "If asked, it is included. If it doesn't come up, maybe it is a change order. This is very different from how we do things."

Duncan Aviation proposals are detailed; customers know exactly what is included and what is not, and our pre-planning process ensures that every detail is covered and every question is asked. The Duncan Aviation name alone carries weight in the business aviation industry. For many, it stands for quality, integrity, customer service, solutions and support after delivery. Duncan Aviation customers feel safe that they can count on the same level of service 10, 20, even 30 years from now.

"Many are tempted to try some of the new providers in the interior service market," says George. "Time will tell if these new entries to the market will survive. They are surviving now by offering an extremely low price, but that is not a model for long-term success. They pay their people less, they train them less, they don't invest in their facilities–they can't. They aren't making enough money to invest, maybe not even enough to survive."

Explaining the Duncan Aviation difference is sometimes difficult; there aren't too many people who think about the level of detail that Duncan Aviation is uniquely equipped to provide. More than anything, the years of cumulative experience are an asset that gives Duncan Aviation interior experts the ability to avoid mistakes or "gotchas" that other, less experienced shops might not understand yet.

"Because of our experience, we often have the fortunate capability to be able to see the end result in our 'mind's eye' before we begin," says Craig. "The collective detail of an entire industry, combined with our innovative design improvements, comes through in the finished product."

This solution-oriented ethic, this way of making incremental improvements so often that they become fastidious habits, is a common thread throughout the Duncan Aviation organization. The experts at Duncan Aviation have the experience and vision to see what needs to be improved and without having to ask, make it part of standard practice.

THE HIGH PRICE OF A LOW-COST PAINT JOB

Aircraft paint can beautifully reflect hours of painstaking care and preparation. Or it can cover a multitude of sins. The trouble is, you can't always tell which applies to your aircraft until long after the job is finished.

Paint serves a purpose that goes far deeper than a glossy exterior. It's also a thin, protective shell that serves as an aircraft's only line of defense against the elements. When that shell is improperly applied or begins to fail with age, the risk of corrosion increases and the structural integrity of an aircraft's aluminum skin is placed in jeopardy.

To maintain the bottom line, owners and operators are frequently enticed by lower costs. What they don't know about the low-cost differences can ultimately cost more than expected. More than one aircraft has been stripped for new paint only to discover extensive corrosion and hefty structural repair costs. Those damages—and costs—can be prevented.

Download the whitepaper from our website and explore the topics of routine maintenance and aircraft market value, and criteria to consider when selecting a service provider.

MACHINES THAT MAKE THE DIFFERENCE

Quality measured in the fraction of a thousandth of an inch requires great attention to detail and precision-perfect performance.

The aviation industry requires the fabrication of complex parts and unique materials cut to demanding specifications. Duncan Aviation has invested in nine Computer Numerical Control (CNC) machines so meticulous that even the smallest of details is not overlooked.

With these CNC machines operating nearly every day, Duncan Aviation delivers customized, fabricated parts in a wide range of materials, expertly designed and then reproduced in minutes. With anything from control panels to cabinet inlays, fabricated parts or soft leather goods, customers won't experience the frustration of waiting weeks while enduring the time-consuming process of sending critical specifications and materials to a far-away company. All of the machines are controlled by highly skilled Duncan Aviation technicians trained and certified in the latest operating software such as Solidworks CAD, Camwork CAM and CATIA 3D modeling.

Precision equipment allows Duncan Aviation's craftsmen to create unique, functional and descorative pieces for aircraft applications.

Because aircraft owners and operators always want to be in the air, downtime is often the most critical deciding factor when selecting a maintenance repair facility. With the latest technology, Duncan Aviation can and will produce solutions in minutes, not days or weeks, saving customers money and, of course, time.

PARTS FABRICATION

The Flow I 4800 Integrated Flying Bridge water jet cutting machine is a 5-axis CNC capable of cutting 8-inch, hard titanium or soft, pliable leather–fast! It generates 60,000 pounds of air pressure (PSI) with the incredible accuracy of .003 inch. The quality of edges this system produces eliminates the need for costly secondary finishing, saving customers even more time and money.

Taurus XM leather cutting technology.

Duncan Aviation's HAAS VF-6SS Multi-Tool Milling Machine is a high-performance, 4th-axis capable, 12,000 revolutions per minute (RPM) machine. It features an inline drive coupled directly to a 20 horsepower motor. The table size is 64 x 32 inches and will hold material up to 30 inches thick and weighing 4,000 pounds. To enhance speed, the tool changer can hold 24 different tools and change from tool to tool in 2.8 seconds.

UNIQUE STYLING

Cabin and galley designs are an extension of the aircraft owner and reflect their personal or corporate style. Many companies request logos intricately replicated into cabinet or table laminate using a variety of materials. With the precise cutting capability of the Shoda Maxxim CNC Router in the Duncan Aviation Cabinet Shop, the cabinet team members are limited only by their imaginations.

The Taurus XM cutting system is the latest in leather-cutting technology that is able to cut from the whole hide. The automatic nesting software places all necessary cuts on the material in the most efficient manner, reducing waste and ensuring the most critical parts are cut only from the highest quality areas of the hide. It is able to cut through cloth, light foam and carpet along with other various materials. The real benefit of this machine is its efficiency. It saves a significant amount of leather and patterning time, allowing Duncan Aviation upholstery technicians to focus on craftsmanship, fit and finish.

Top: Intricate cabinet in-lay created with the Shoda Maxxim Router. Second: Shoda Maxxim Router. Third: Stainless Steel Grab Rail Coupler machined by the HAAS TL2 CNC Tool Room Lathe. Bottom: Flying Bridge water jet cutting a Glassbox instrument panel. Additional CNC Machines: Trump B3FC Milling Machine, Clausing Kondia Milling Machine, Bridgeport EZ Trak Milling Machine and South Bend 450 Engine Lathe.

Facing: Assembled liquor cabinet parts and liquor trays cut with the Shoda Maxxim Router.

Start to Finish – The Flying Bridge water jet precision cuts the Duncan Aviation logo.

NDT IS IN THE HOUSE!

A smart business invests in the right tools, equipment and employees to meet growing business needs. Those businesses that use aircraft use them as productive business tools to enhance their ability to grow. As with all tools and equipment, when an aircraft is down for repair or maintenance, it ceases to help produce revenue until it is up flying again. Time is of the essence, so when it's time to schedule necessary maintenance, savvy operators want one maintenance facility with the ability to provide the highest in quality service with the shortest downtime while utilizing innovative thinking and flexibility to find solutions for the unexpected. They want Duncan Aviation.

Duncan Aviation believes that being prepared to meet the smallest needs of every customer has the biggest impact and has invested millions of dollars in tools, equipment and talent to quickly and efficiently provide for required aviation maintenance services.

For example, Duncan Aviation has one of the highest skilled (Level 2 or higher) in-house non-destructive testing (NDT) teams in the industry providing eddy current, dye penetrant, ultrasonics and magnetic particle inspections for required NDT testing on all makes and model aircraft.

NDT is the testing of parts without destroying them to determine if there is still life in them. Many parts are life-limited and need to be replaced after a determined number of cycles or hours. These limits and testing-intervals are determined by engineering standards. Depending on the aircraft manufacturer, these inspections could be called phase inspections or time-limit inspections (per thousands of hours of usage or number of cycles).

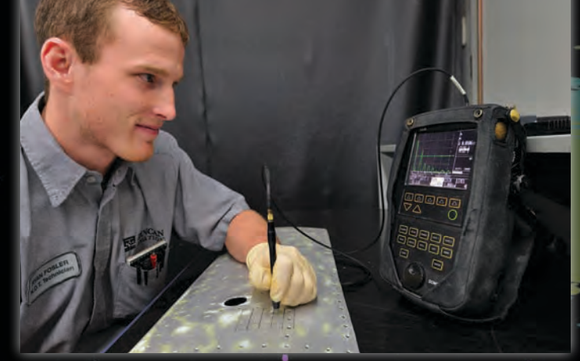
NDT Team Leader Ray Vieselmeyer explains what sets his team apart from other service providers. "Providing NDT testing is what we do full-time every day, day in and day out. We don't divide our time with other areas and work NDT part-time."

According to Brad Lenneman, Duncan Aviation Airframe Service Sales Representative, "The list of capabilities Ray's team can provide is unmatched. We'll go to the NDT shop with a concern and almost instantly they have a list of tooling, manuals and tests ready with a plan of action." He goes on to say, "They are extremely knowledgeable and always there exactly when we need them."

The Duncan Aviation NDT team can test nearly every surface of an aircraft and a near limitless list of materials including common metals such as aluminum, steel and titanium to the obscure engine parts made of Inconel. They are called to locate cracks in parts before they fail, determine remaining thickness on materials such as paint, skin, windshield and corrosion as well as multiple-level bond testing along seams. Following a strict, established protocol, every piece of equipment is calibrated to the exact test and material surface prior to every use and then again when testing is complete. Specialized probes increase their capabilities of accurately testing any size or shaped surface whether on the exterior of the aircraft or hidden deep inside an engine.

Note to Falcon operators: Duncan Aviation's NDT capabilities include Dassault authorized Falcon NDT. Only a handful of facilities have been trained and authorized to perform stringent Falcon NDT. Duncan Aviation NDT Team Leader Ray Vieselmeyer, NDT Master Tech Casey Fix and NDT Tech Darrell Stephens are all certified to perform advanced Falcon NDT testing such as Vertical Window Post and Tail Attached Lug Inspections, with Casey (Level 3) additionally certified to perform Falcon Major Corrosion Inspection. All Duncan Aviation NDT technicians are trained and certified for basic Falcon NDT.

Casey Fix conducting an Eddy Current inspection on a Challenger's "Nose Cowl Actuator Support Fittings - Forward Attachement Lugs."



Ryan Fosler conducting an Ultrasonic Material thickness inspection for suspect corrosion.

There is some form of NDT testing on nearly every inspection performed on an aircraft. That makes the Duncan Aviation NDT team the most requested service on location. They are on-call and ready when the call comes in. And the calls do come in. Much of the NDT performed is at the aircraft's location in the hangar with portable testing equipment. For required NDT on engines parts, larger aircraft sections and accessories, two dedicated NDT testing booths are equipped with fluorescent penetrant and magnetic particle inspection testing equipment.

The Duncan Aviation NDT services come highly recommended. Just ask those who rely on their services the most—other Duncan Aviation teams.

"With the amount of maintenance and testing mandatory on aircraft, I'd say it is a requirement for a quality Maintenance Repair and Overhaul organization (MRO) to have an in-house NDT resource. We couldn't function without them," says Rob Anderson, Airframe Maintenance Team Leader.

Brad Carter, Duncan Aviation Master Paint Technician, shares this sentiment. "They are a very valuable resource for the critical information we need for each aircraft we work on. If we didn't have them on-site we would have to outsource it, causing delays in work progress and deliveries."

NDT X-RAY SERVICES

For major structural inspections on several aircraft models, NDT x-rays are mandatory. This requires a large area of the hangar around the aircraft to be vacated of all maintenance personnel, except for the NDT x-ray specialists using x-ray or gamma ray radiation to detect defects deep within the airframe structure.

Over the years, Duncan Aviation has created a solution that completes this requirement with minimal downtime and disruption. To avoid unnecessary disruption to surrounding aircraft maintenance events and to ensure the safety of all team members, NDT x-ray exposures are performed overnight and on weekends through a third-party NDT x-ray vendor.

Tests are finished and results are ready for airframe maintenance to continue when technicians arrive in the morning.

TECHNOLOGY THAT TRAVELS

Duncan Aviation NDT services are not just available to customers at our maintenance facilities in Battle Creek, Michigan, and Lincoln, Nebraska. With accurate, portable testing equipment, Ray and his team are able to travel to a customer at their location. They have traveled all across the United States from East Wenatchee, Washington, to Miami and even to other countries.

Aircraft owners and operators are smart. They understand that in order for an aircraft to be the most efficient and effective business tool it can be, it needs to be flying. Duncan Aviation understands this too. We stand prepared.

Fluorescent magnetic particle inspection on a generator dampener plate.

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.

DUNCAN AVIATION SATELLITE NETWORK CELEBRATES 25 YEARS

This summer, Duncan Aviation's avionics satellite network celebrates an important milestone—the 25th anniversary of the opening of the first Duncan Avionics shop.

The idea for the satellite concept came from then-company Chairman Robert Duncan. A friend of his in the shoe business owned small shoe stores in several large department stores. This friend was an expert in the retail shoe business and could provide the department store's customers with more specific, expert attention and service. He saw how this idea might benefit aviation and his avionics customers, who constantly told him they wished Duncan Aviation was closer to their home field.

After some market research, Don Fiedler, Business Development Associate at Duncan Aviation, began working with Beckett Aviation, a company with several Fixed Base Operations (FBOs) and some aircraft maintenance, but little-to-no avionics capabilities. Before long, Duncan Aviation was running Beckett Aviation's avionics shop at Hobby Airport in Houston. The agreement was that if things went well, they would welcome Duncan Avionics into their other locations, such as Chicago and White Plains. The rest of the story is now part of Duncan Aviation's history.

As the business aviation industry changed, Duncan Aviation continued to partner with prominent FBOs at high-volume business aircraft airports. In the early 1990s, Duncan Aviation began a satellite work-away program. These facilities work in conjunction with full-service Duncan Avionics locations to provide avionics line services for operators at airports located near our main satellite avionics facilities. Duncan Aviation now has 14 satellite avionics locations and nine work-away avionics locations.

In 2000, Duncan Aviation tweaked the concept with the development of Rapid Response Teams, which positioned engine experts in the field and closer to our customers. These teams of engine experts were located near some of our satellite avionics facilities and are able to provide operators with AOG engine service at their location or anywhere in the world if they become stranded.

n. (satellite network): Duncan Aviation's avionics satellite facilities strategically located across the United States dedicated to providing avionics repair, installations and support.

A 1985 circa photo of Duncan Aviation's White Plains satellite.

"The Rapid Response Teams have been a tremendous asset to the satellite shops and to our customers," Don says. "The two teams working together create better service options for our customers.

"I am proud to be a member of this great satellite team as well as a member of the Duncan Aviation organization. We have good leaders and technicians working in our satellites. These people have lived up to Duncan Aviation's expectations and core values."

DUNCAN AVIATION HAS COMPLETED DOZENS OF FALCON DRY BAY MODIFICATIONS

In early 2010, Dassault Aviation released service bulletins to operators of Falcon 50, 900 and 2000 series aircraft calling for the installation of an additional wing dry bay area, located outboard of the existing dry bay. This dry bay is designed to contain any fuel leakage during an aircraft incident causing damage to the wing structure in the main landing gear wheel well. The modification kit is only available to service facilities that have completed training from Dassault.

Both of Duncan Aviation's full-service facilities (located at Battle Creek, Michigan, and Lincoln, Nebraska) have completed the training and have already done more than a dozen dry bay modifications, several of which were completed on the Falcon 2000EX model in conjunction with winglet installations.

Operators will have until the end of 2022 to have the modification completed. There are approximately 1,170 aircraft to be modified in this timeframe with the best time to incorporate the modification being during the "C" inspection for most models or the winglet installation for the Falcon 2000/2000EX models.

Duncan Aviation representatives expect the demand for this modification to be significant. "We are encouraging our Falcon customers to get this mod done at the next C inspection and we have many on the schedule for the remainder of this year," said Dale Hawkins, Airframe Sales Rep. "We expect demand to increase significantly as time goes on."

DUNCAN AVIATION ANNOUNCES OPENING OF BRIDGEPORT SATELLITE AND MOVE OF WHITE PLAINS FACILITY

Duncan Aviation's Bridgeport satellite shop located within the new Volo Aviation facility.

Duncan Aviation is pleased to announce that it has added Bridgeport, Connecticut, to its growing list of satellite avionics facilities. This new shop is located in the new Volo Aviation facility at 900 Great Meadow Road in Stratford, Connecticut. "We are excited to have Duncan Aviation as a value-added service at Volo Aviation BDR. Our customers can now get the latest avionics and cabin management systems upgrades from the most trusted name in the industry," says Kyle Slover, COO of Volo.

Duncan Aviation will maintain its presence at the Westchester County Airport in White Plains, New York, with a work away station located at Signature Flight Support at 2 Hangar Road.

For more information, remote assistance or to schedule work at Duncan Avionics-Bridgeport or Duncan Avionics-White Plains, contact Avionics Shop Manager Bill Gunter at 914.830.4671.

LEE BOWES NAMED SOUTHWEST REGIONAL MANAGER

Duncan Aviation is pleased to announce that Lee Bowes has been named Southwest Regional Manager, where he will help operators in Nevada, Arizona and Southern California become more familiar with the capabilities and services offered by Duncan Aviation.

"Lee will be a helpful and knowledgeable resource for customers and prospects in his area," says Doug Alleman, Regional Manager Supervisor. "He will add value to operators in the Southwest United States because he is familiar with the breadth of Duncan Aviation's services and has background in many different areas."

Lee began his career with Duncan Aviation in 1999 as a Marketing Specialist, where he worked on press releases, *Debrief* magazine articles, postcards and presentations. In 2006, he joined the Component Solutions team, which combines Duncan Aviation's propeller, accessory, avionics/instrument, parts and satellite avionics network. His role with this group included visiting customers and helping them understand the Duncan Aviation solutions available to them.

Bowes grew up around Duncan Aviation's Lincoln facility, spending countless hours helping his father, who was a metal fabricator and pilot for Duncan Aviation from 1974 to 1989.

Bowes has a Bachelor's Degree in Communications from Union College in Lincoln, Nebraska, where he has also served as an adjunct professor. He is an instrument-rated pilot, has more than 100 skydives and enjoys playing music locally and regionally. He was also an integral part of Duncan Aviation's 50th anniversary band and CD production in 2006.

To talk to Lee, you may reach him at 402.479.1569 or 402.730.3786.

DUNCAN AVIATION-PROVO PLANS CONTINUE TO MOVE FORWARD

Duncan Aviation continues to lay the foundation and preparatory work for its new facility at the Provo Municipal Airport (PVU) in August. The 15,000-square-foot hangar will be leased from Million Air-Provo and Duncan Aviation has been working closely with Bombardier and Embraer. Duncan Aviation-Provo will open with Authorized Service Center designations for Bombardier Challenger and Learjet aircraft with Line authorization for Bombardier Global aircraft. The company will also be authorized to work on Embraer Phenom 100 and 300 aircraft as well as the Legacy. In addition, the facility will offer line-level engine and avionics support.

> n. (PVU): Duncan Aviation-Provo an Authorized Service Center for Bombardier Challenger and Learjet aircraft with Line authorization for Bombardier Global aircraft. PVU will also be authorized to work on Phenom 100 and 300 aircraft as well as the Legacy. The facility will offer line-level engine and avionics support.

Team members are also being hired for the facility. Bill Prochazka will be relocating to Utah as Executive Vice President and General Manager of the Provo facility. This is the same title he has held at our Battle Creek location. Joining Bill will be the following: Mike Griffiths, Production Team Leader; Matt Cooper, Second Shift Supervisor; Mitch Robson, Weekend Shift Supervisor; James Holmes, Lead Engine Mechanic; Chad Prins, Avionics Technician III; Alan Huggett, Project Manager; Todd Walker, Airframe Tech III; Ward Cranor, Mechanic III; and Rusty Oneth, Materials/Purchasing Supervisor.

6° SEPARATION

STEVE GADE THINKS THAT'S TOO MANY.

The six degrees of separation theory states that everyone is at most six steps away from any other person on earth. The reality is between the expertise and resources at Duncan Aviation, our Business Partners, and the relationships we have with our customers, there is no separation between understanding customer requirements and providing options and solutions.

Steve's passion is helping customers prosper, solve problems, understand their options and have their requirements efficiently met. He accomplishes this by quickly bringing together the perfect resources given the specific situation.

Steve has 18 years of business aviation experience with Duncan Aviation, a private pilot's license and is a firm believer in the Japanese proverb that succinctly sums up the power of the network, "*none of us are as smart as all of us.*"

He is also President of the National Aircraft Resale Association (NARA), an organization dedicated to the concept of helping an aircraft seller, buyer or owner avoid surprises and maximize the return on their investment.

Before joining Duncan Aviation, Steve held positions with IBM and the Federal Bureau of Investigation.

Decrease your degrees of separation by giving Steve a call 402.479.1551.

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www.DuncanAviation.aero
800.228.4277

Aircraft Listings

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


1998 Challenger 604, SN 5395


1991 Astra SP, SN 47


1997 Gulfstream IV-SP, SN 1318


1981 Westwind I, SN 310


1996 Citation VII, SN 7065