

A publication of Duncan Aviation

Duncan Debrief

Spring 2024



DUNCAN
AVIATION



800.228.4277 | www.DuncanAviation.aero | +1 402.475.2611

Lincoln, Nebraska, Facilities Manager Maira Sherman with Facilities Supervisor Jason Matulka and Admin Coordinator Andy Duong, standing in the newly constructed hangar. Together, with their teams, they oversaw the expansion from beginning to end while making sure the rest of the Lincoln campus was in order. Companywide, our facilities team members are truly unsung heroes.

Table Of Contents

- 1 **OUR DOORS ARE OPEN**
Let The Aircraft In
- 5 **NOW**
A Pratt & Whitney Designated Overhaul Facility
- 7 **SENIOR MANAGEMENT TEAM**
Embracing New Senior Leadership Responsibilities
- 9 **DUNCANAVIATIONPARTS.COM**
Your parts. Our priority.
- 11 **DUNCAN MANUFACTURING SOLUTIONS**
Focusing On Innovation & Creativity
- 13 **ALL LOCATIONS**
Single Certificate
- 15 **THE LIPCAMON BROTHERS**
A Tale Of Three Family Owned Businesses
- 17 **CL 850**
Keeping Promises Creates Happy Customers
- 19 **FALCON 50**
Harnessing In-House Capabilities To Remake This Falcon
- 21 **G650 PAINT & INTERIOR**
A Duncan Aviation First
- 23 **AUTOMATION**
Evolving Aircraft Upholstery Methods
- 27 **DUNCAN AVIATION**
Satellites Innovate To Meet Needs
- 29 **STRAIGHT TALK ABOUT**
Navigating A Private Jet Acquisition Or Sale
- 31 **NORTH STAR AVIATION & TECHNICAL EDUCATION PROGRAM**
A Love Of Aviation & Passion For Education
- 33 **STAY UP-TO-DATE**
News & Tech Updates

www.DuncanAviation.aero

Copyright 2024 by Duncan Aviation. Nothing shown may be reproduced in any form without obtaining the permission of the creators and any other person or company who may have copyright ownership.

SUBSCRIBER SERVICES

Direct all inquiries, address changes, subscription orders, etc., to: Debrief@DuncanAviation.com 800.228.4277 or +1 402.475.2611

CHIEF EDITOR & MANAGER

Lori Johnson

CIRCULATION DIRECTOR

Brian Ryba

CONTRIBUTING WRITERS

Eric Anderson
Kate Dolan
Diane Heiserman
Lori Johnson

CREATIVE DIRECTOR:

Kaela Paseka

GRAPHIC DESIGNER:

Joe Vavrina

VIDEO PRODUCERS:

Cade Fisher
Jared Petr

WEB DEVELOPER:

Jennifer Williams

PRESIDENT & CEO:

Jeff Lake

BOARD OF DIRECTORS CHAIRMAN:

Todd Duncan

CHAIRMAN EMERITUS:

Robert Duncan

COMPANY FOUNDER:

Donald Duncan (1922-1981)

INTRODUCING Two New Duncan Boys

I was born into business aviation, and there is no place I would rather be. Growing up around the airport and Duncan Aviation, I watched my grandfather (Donald Duncan) and father (J. Robert Duncan) at work at the family business. As I matured, I readily became absorbed in their quest to come alongside customers and deliver superior services that help clients reach their goals.

Now, as a third-generation Duncan, I spend a lot of my time planning for the future. I believe I have a responsibility to continue to move the company forward. In doing so, I get to explore opportunities and potential in terms of generations, not quarters.

That is partly why I am so excited to share that in December we celebrated the birth of two new Duncan boys to our family. On December 7th, my son P.K. and his wife Katie had their second boy, Banks Wiley. He has dark hair, dark eyes, and he looks an awful lot like his older brother, Kanan, who is now approaching two and loves to run! Then, in the late evening of December 26th, my other son Harrison and his wife Brooke had their first child, Charles Harrison. At just over 6 ½ pounds, he was tiny and cute with blonde hair!

Both names have family ties to them when you explore the Duncan family history:

- John Wiley Duncan, who passed away in 1947, was my Grandpa Donald's grandfather, or my great-great grandfather.
- Charles Spurgeon Duncan, who passed away in 1975, was my Grandpa Donald's father, or my great-grandfather.

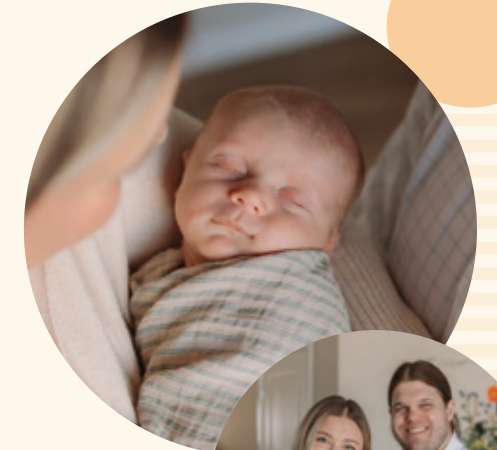
Family means a lot to us at Duncan Aviation. I am excited to watch my grandsons grow and look forward to showing them off and around with our extended Duncan Aviation family, which includes our 3,000+ team members, valued partners, and longtime customers. 🇺🇸



John Wiley Duncan



Charles Spurgeon Duncan



Brooke & Harrison's first child, Charles Harrison



P.K. & Katie's second son, Banks Wiley

Todd Duncan
Board of Directors Chairman





"Duncan Aviation has consistently reinvested at least 80 percent of its profits back into the company and its team members in the form of facility expansions, capital improvements, and training,"

JEFF LAKE, PRESIDENT & CEO OF DUNCAN AVIATION

OUR DOORS ARE OPEN

Let the aircraft In

During the first week of February 2024, Duncan Aviation opened the doors of our newest, state-of-the-art airframe maintenance hangars in Lincoln, Nebraska, and Battle Creek, Michigan, to officially usher in the first business jets scheduled for maintenance. A GL5000 was the first aircraft to roll into the Lincoln hangar and a CL300 was the first in the Battle Creek hangar. Both looked small all by themselves in the expanse of newly constructed hangar space, but they weren't alone for long.

Both construction projects boast a spacious 46,000-square-foot maintenance hangar with 32-foot-high hangar doors and enough floor space to hold four ultra-large aircraft simultaneously. Additional 62,000-square-foot, two-floor buildings provide shop and storage space, training rooms, customer offices, customer lounge, and office space.

Duncan Aviation collaborated closely with our long-standing general contracting partner, Tectonic Management Group, leveraging the latest advancements in green construction technologies. Sustainability features include light harvesting, radiant floor heating powered by energy-efficient boilers, LED lighting fixtures equipped with sensors, and automatic dimming capabilities. These buildings and systems are engineered to surpass standard energy codes by more than 25%.

Jeff Lake, President and CEO of Duncan Aviation, says the official opening of the two maintenance hangars was necessary to stay competitive. "We did not build these hangars to gain market share, but to maintain our market share in a growing industry."

With hangar capacity becoming increasingly constrained and aircraft size getting larger, the need for expanded maintenance facilities has never been more pressing.

INVESTING IN FACILITIES AND PEOPLE

Beyond the hangar construction, Duncan Aviation's expansion strategy also focuses on investing in our most valuable asset: our people. Recognizing a large number of impending retirements, the company has made significant efforts to grow our team through initiatives such as the Duncan Aviation Apprentice A&P Program, with classrooms at all three Duncan Aviation MRO locations. The program has US DOL (Department of Labor) certification and approval from the Veterans Administration. Apprentices who complete the 24-month program may earn an Airframe and/or

Powerplant certificate and be awarded a DOL certificate. The programs have been expanded to include structures and avionics components and will continue to grow to include more skills.

This and other recruiting efforts are paying off. During the 18-month construction period, the airframe and engine departments saw a 16% increase in staffing, adding 64 new technicians. This investment in workforce development ensures a skilled labor pool for the future and reinforces Duncan Aviation's commitment to providing high-quality service to our customers.

The total expected investment for both expansion projects is approximately \$66 million. "Duncan Aviation has consistently reinvested at least 80 percent of its profits back into the company and its team members in the form of facility expansions, capital improvements, and training," says Jeff.

These expansions are further made possible because Duncan Aviation's team members are committed to quality and customer service. Duncan Aviation is a preferred MRO among jet operators, and it shows. Day in and day out, from sales to production and beyond, team members deliver on promises and do what is right.

EXPANSION SUPPORTS INDUSTRY GROWTH

The business aviation industry is projected to grow rapidly over the next several years. Even as these new hangars come online, Duncan Aviation is far from exceeding the capacity needs of a growing



customer base. Our schedule backlog continues to build confidence that Duncan Aviation is growing in an exciting and yet responsible manner.

Duncan Aviation's next expansion is a new 36,000-square-foot Pratt & Whitney Canada Designated Overhaul Facility in Lincoln, which is currently underway. The expansion is adjacent to Duncan Aviation's Honeywell Authorized Service Facility and features 12 engine maintenance bays, dedicated storage racks, a new parts inventory warehouse, and expanded backshops.

The demand for quality backshop capabilities multiplies as hangar expansions increase the number of aircraft onsite for maintenance. Duncan Aviation will look hard at expanding shop space and capabilities

for landing gear, batteries, accessories, and avionics/instruments. In the future, we will also look at expanding paint hangar capacity.

LINCOLN EXPANSION

The expansion in Lincoln that added 108,000 square feet of space included the refurbishment of an existing hangar complex to add a larger training room, 10 new customer offices with a customer lounge, a team member breakroom, restrooms, meeting rooms, and new office space for Airframe Managers and Tech Reps.

The new hangar is surrounded by 125,000 square feet of ramp space. The new adjacent building provides 2.5 stories of backshops and storage space for all the large

exterior panels, interior components, and engine cowls found on the largest business aircraft. The Lincoln facility now has 880,000 total square feet of space.


BATTLE CREEK EXPANSION

Battle Creek's expansion began in August 2023 with a new vehicle maintenance building that can accommodate the largest of our fuel trucks. A new decontamination wing with a blowdown booth was also added to the existing paint hangars for team member safety.

Two support buildings flank the new hangar. One building includes new and updated backshops for engines, nondestructive testing, calibration lab, structures, interior services, and a large warehouse

and consumable rooms to support this hangar's activity. The 2nd floor adds a breakroom, locker rooms, customer offices, lounge, and administration areas.

The second building will be primarily used for storage but also has ample meeting room space for facility-wide meetings and large training events. Altogether, the new hangar complex is 106,000 square feet, giving the Battle Creek facility a total of 545,000 square feet of space.

For Duncan Aviation, welcoming jets into our new maintenance hangars means more than a physical expansion. It is a testament to the company's commitment to quality, service, and the growth and advancement of our greatest asset, our team members. 

NOW A PRATT & WHITNEY DESIGNATED OVERHAUL FACILITY

In commitment to our P&WC authorization, Duncan Aviation has invested more than \$55 million in safety enhancements, advanced machinery, and team member training and growth.

Duncan Aviation has embarked on a significant expansion of our turbine engine overhaul facility in Lincoln, Nebraska. This expansion follows an announcement made during the 2023 NBAA BACE convention in Las Vegas by P&WC (Pratt & Whitney Canada) designating our MRO facility in Lincoln as a DOF, or Designated Overhaul Facility, for PW300 and PW500 turbofan engines.

The DOF designation enables our Lincoln facility to conduct hot sections and overhauls on a range of P&WC turbofan engines, including the 530A, 535A, 535B, 535E, 545A, 545B, 545C, 305A, 305B, 306A, 306C, 307A, 307D, 308A, and 308C models. Hot section inspection services will be operational by the end of 2024, with full overhaul capabilities coming online early 2026.

This new authorization is a testament to Duncan Aviation's relationship with P&WC. Justin Merklung, Manager of Engine Services in Battle Creek, Michigan, and a key player working with Pratt & Whitney on the DOF authorization, says Duncan Aviation has been a strong collaborator with P&WC for more than 30 years.

"Pratt & Whitney trusts us because we do what we say and stand behind our quality," Justin says.

Construction Underway

The expansion construction is adjacent to Duncan Aviation's Honeywell Authorized Service Facility. Spanning 36,000 square feet, the additional DOF facility will feature 12 engine maintenance bays, dedicated storage racks, a new parts inventory warehouse, and expanded backshops.

In commitment to our P&WC authorization, Duncan Aviation has invested more than \$55 million in safety enhancements, advanced machinery, and team member training and growth. Safety measures include installing an overhead crane system to improve productivity and safety, enabling easy lifting and precise placement of engine components during assembly and disassembly. A floor-mounted rotating jib crane with a 500-pound capacity facilitates comprehensive, 360-degree engine inspections.

Atec, Inc., based in Houston, Texas, is contracted to engineer and construct a new engine test cell (15,000 lb. Thrust Class) and control room. It will sit next to the test cell they built in 2017.

In-house capabilities will expand with additional tooling and equipment, including a coordinate measuring machine for dimensional inspections,



a bearing inspection room, vertical and horizontal balancers, and an Aerospect Measurement and Stack Prediction System for compressor stack measurements and vertical engine alignments. The facility will also house a vertical grinding machine for shroud segment grinding in the hot section and a thermal spray booth for internal parts repairs, resulting in significant time savings for customers.


In-house engine capabilities such as a clean room, media blasting machines, shot peen equipment, a paint booth, NDT capabilities, and a balance room are improving, expanding, and centrally located to facilitate maintenance team efficiencies between all OEM-authorized operations.

Labor & Training

Our P&W maintenance team will expand to six dedicated engine technicians in anticipation of increased service demands, with a projection of needing 50 dedicated P&W technicians within 10 years.

Duncan Aviation also plans to extend our expertise by training and equipping additional teams at our MRO locations in Provo, Utah, and Battle Creek, Michigan, as well as AOG Rapid Response Teams to conduct hot section inspections on PW500 engines in the field.

Scott Stoki, the Manager of Pratt & Whitney Engine Overhaul Services in Lincoln, believes Duncan Aviation's engine program is not finished growing. "This expansion is an opportunity not only to meet our immediate needs but to prepare for future opportunities. We make every expansion and equipment purchase decision to ensure we are in an excellent position to seamlessly transition into servicing larger and higher-thrust engine platforms in the future."

The expansion of our turbine engine overhaul services underscores our commitment to Pratt & Whitney, their engines, and our mutual customers. We are ready to deliver a product that meets the high-quality standards that P&WC demands for its DOF. 

EMBRACING NEW SENIOR LEADER RESPONSIBILITIES



From our humble beginnings 68 years ago as a Beechcraft dealership to our status today as the largest privately owned business jet service provider in the world. Duncan Aviation has led the industry by embracing change.

New VPs of Customer Service/Engine Services

In late February, Chad Doehring, Executive VP and COO of the Duncan Aviation MRO facility in Provo, Utah, returned to Lincoln, Nebraska, to assist with issues facing his aging parents. It was a difficult decision for Chad, but this move was supported by the rest of Duncan Aviation's SMT (Senior Management Team) and he is now VP of Customer Service for the enterprise, a role previously held by Doug Alleman. Doug, who is now VP of Engine Services, is wholly focused on our expanding engine services.

Doug started at Duncan Aviation as an Engine technician after attending Cheyenne (Wyoming) Aerotech, and Chad began his career as an Airframe technician after attending Colorado Aerotech. Both earned their A&P (Airframe & Powerplant) licenses, and Doug worked on Honeywell Aerospace TFE731 engines while Chad worked the night shift as an Airframe Tech II, working on Falcons and Hawkers.

They grew with the company and took on positions with progressively more leadership responsibilities, with key roles in the growth and expansion of the company in recent years.

After eight years as the VP of Customer Service and decades of experience with engine services and sales, Doug played an instrumental role in Duncan Aviation's appointment as a DOF (Designated Overhaul Facility) for Pratt & Whitney's PW300 and PW500 turbofan engines. He is also overseeing the related expansion underway now and due to be completed in Fall 2025.

"I'm excited about the change and looking forward to helping build the business as we grow our new engine facility, offer more opportunity for team members, and provide our customers with expanded services," says Doug.

For his part, Chad feels like he's almost come full circle.

After becoming Assistant Manager and then Manager of Airframe in the early 2000s, Chad moved to Customer Service Manager in Lincoln in 2004, which he held until moving to Provo in 2017. For the next six years, he built and guided the growth of the team and the building of the new hangars at Duncan Aviation's full-service facility in Provo.

New COOs of Provo

Because of the close relationships Chad developed with customers over the years, he wanted to be certain there was a solid succession plan for Provo long before his return to Lincoln.

In the months before Chad's move, two SMT members, VP of

Aircraft Services Cobi Lane and VP of Modifications & Completions Phil Suglia, stepped up to share the role of COO in Provo. The overlap gave Cobi and Phil time to work directly with Chad and ease into the transition.

Over the last 24 years at Duncan Aviation, Phil has learned and developed through a variety of positions, starting with Line Services and then Service Sales in Battle Creek, Michigan, before moving to Provo.

"Our foundation in Provo has never been stronger, and I'm pleased that Cobi and I have been entrusted to continue to make it a place that feels like home for both team members and customers," says Phil.

Since joining Duncan Aviation in March 2021, Cobi has been the VP of Aircraft Services in Provo, where he's responsible for leading the Airframe & Engine production areas.

"I'm thrilled to take the lead at the facility with Phil. With a strong team in Provo, I'm confident that we will not only uphold the Duncan Aviation brand but also exceed our customers' expectations far into the future," says Cobi.


Strategic Moves for Future Growth

Duncan Aviation President Jeff Lake is aware that change isn't always easy, but he believes all of the recent transitions on the Duncan Aviation SMT will have a

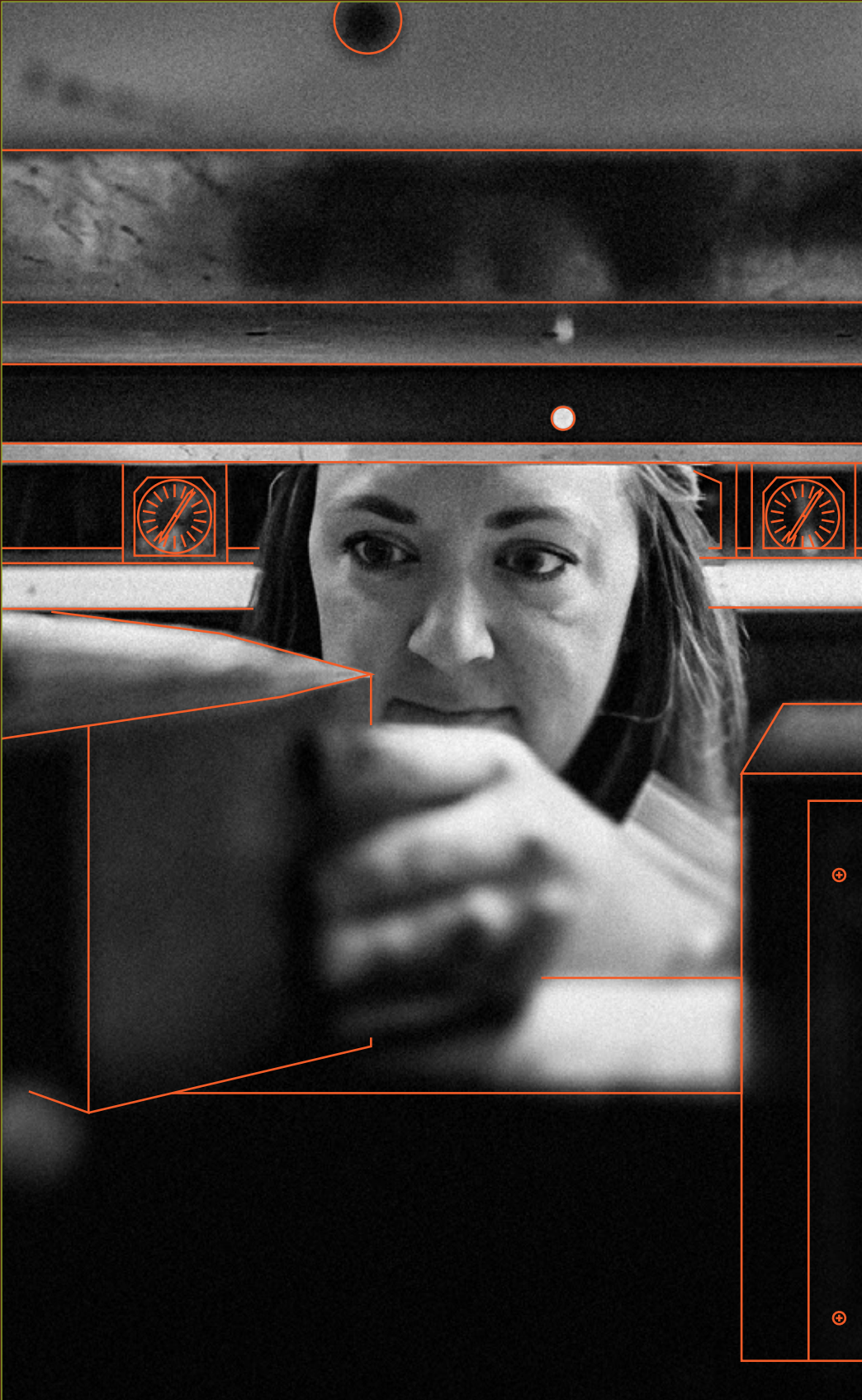
positive affect on the company, team members, and our customers.

"Chad did a tremendous job taking over the COO role in Provo in 2017, leading the facility expansion, and growing the team member headcount from fewer than 100 to more than 400 today. The Provo facility is providing the same high-quality product and customer service our customers expect from Duncan Aviation," says Jeff. "Cobi and Phil will continue to focus on delivering superior products and services as well as building a strong leadership team to serve our team members and customers. Cobi and Phil have skill sets that complement each other, and they have proven they can work very well together toward the same goals."

Jeff is as pleased with the changes in Lincoln.

"Chad and Doug both have a tremendous amount of experience in customer service and aircraft/engine maintenance. Not only are they leaders on the SMT, but they have long been mentors and coaches to team members," says Jeff. "We're excited to be awarded the Pratt & Whitney DOF, and we are extremely fortunate to have Doug lead the expansion of our Engine Services, ensuring we have a world-class engine overhaul facility. Chad's transition back to Lincoln and his taking over the Customer Service area from Doug will allow us to focus on both areas as required." 

Board of Advisors Chairman Todd Duncan (front center) and President & CEO Jeff Lake (front left) pictured with Duncan Aviation's Senior Management Team.



DuncanAviationParts.com

Your parts. Our priority.

Our Duncan Aviation PRS (Parts & Rotables Sales) team has more aviation parts experience than any other assembly of people in the industry. PRS is the largest aircraft parts and components service organization in the world and has built a well-earned reputation for commitment to customers by providing the highest quality service.

And we just made getting parts even easier!

DuncanAviationParts.com

Duncan Aviation recently launched a new website dedicated to aircraft parts and in-house repair capabilities. For your aircraft parts and repair needs, easily search 723,000+ line items of inventory valued at more than \$170 million, view high-resolution photos of our most popular parts, see stock availability, search in-house repair capabilities, and request an instant quote.

Online Outright Parts Purchase

To experience the full benefits of DuncanAviationParts.com, register for an account online. Existing myDuncan account holders can use their current account information to log in. With an account, your parts search experience includes the ability to make domestic outright parts purchases. You have immediate access to view prices, available quantities, and all relevant documents, such as traceability papers and 8130 dual-release tags. You can also make credit card purchases of inventory available at Duncan Aviation.

As always, Parts & Rotables Sales representatives are available through Live Chat, email, or phone call to answer any questions or assist with an exchange transaction.

In the near future, we will be adding even more capabilities to the site.

Future Features

- Purchase parts on net terms
- Parts exchange transactions
- International sales
- Parts purchased through other inventory program partners

Visit DuncanAviationParts.com, search our inventory, view all necessary paperwork, and make your purchase. Your part will be shipped on the same day. It's that easy!

DuncanAviationParts.com.

We give you the same Duncan Aviation quality and customer service with easier access. It's everything you've come to expect from Duncan Aviation at the push of a button. 

Watch the Video



DUNCAN MANUFACTURING SOLUTIONS

*FOCUSING ON
INNOVATION & CREATIVITY*



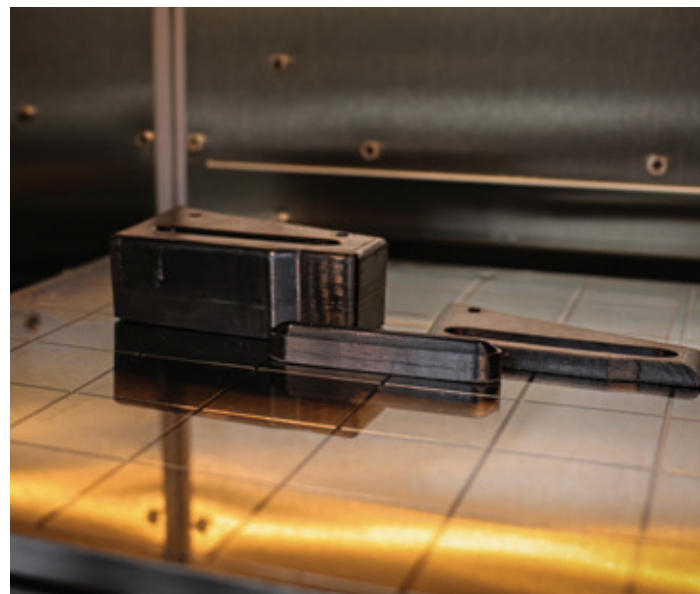
DMS (Duncan Manufacturing Solutions), our parts manufacturing and fabrication division, rises above others in the aviation parts fabrication industry with a focus on innovation and creative problem-solving. Where others see obstacles, DMS sees and seeks new opportunities to leverage a long list of in-house capabilities, a skilled workforce, and new technologies to create solutions.

Our DMS team is constantly seeking new machinery and capabilities to meet the demand for high-quality precision parts and quick-turn services for the most demanding customers. We explore our newest additions here.

STRATASYS FORTUS 450MC 3D PRINTER

DMS utilizes the Stratasys Fortus 450mc 3D Printer to create accurate and reliable molds, accelerating the manufacturing process and reducing production costs. The machine has a 10x14x16-inch build volume and can use materials that meet aviation burn certification requirements and are approved by the US Department of Defense.

Tooling and Prototyping: DMS uses the 3D printer to create fixtures, composite molds, and functioning prototypes for aircraft parts. Printing molds for aircraft parts avoids the long lead time and high cost of machining tools and fixtures.



Thermoforming Vacuum Molds: For vacuum molds, the Stratasys printer uses naturally porous materials to create molds that will allow the plastic onto the mold without the need for drilled vent holes. Machined molds require vent holes to be drilled in manually, which adds to production time and risks of being drilled unevenly. DMS uses vacuum molds to create Kydex parts such as toilet shrouds, cup holders, trim bezels, and light gaspers.

Hollow Core Composite: DMS utilizes printed soluble material to create sacrificial tooling applications for the easy creation of hollow core composite parts with complex geometries.

JOHN SHAW RUBBER PAD PRESS

Many legacy aircraft rely upon formed sheet metal parts as support structures, such as ribs and spars, which are very difficult to find if a replacement is necessary. Very few vendors have the reliable resources and capabilities to manufacture the complex sheet metal forming. The expected lead times

can be as long as 52 weeks or more, even longer for one-off parts.

DMS has purchased a John Shaw Rubber Pad Press with a 20x30-inch envelope that forms parts with 435 tons of vertical pressure and flexible pads. Utilizing the molds printed with the Stratasys 3D printer, aluminum parts are formed in O condition (dead soft), which allows the material to be bent and stretched into complex shapes and geometries without cracking. The parts are then heat-treated to final temper for the materials to achieve their final maximum strength.

When aircraft parts are no longer in production, DMS provides the solutions to keep aging aircraft in operation. Whether one or 1,001, DMS fabricates complex parts and unique materials cut to demanding specifications. Everything from support structures and bracketry to the finishing touches of the interior aesthetics, from prototype to finished assembly with customer data, we deliver the part ready to use.

DMS is another reason Duncan Aviation has risen to the top. 🏆

ALL LOCATIONS SINGLE CERTIFICATE



In December 2023, Duncan Aviation received the first-ever FAA-issued Repair Station certificate that unites all of our facilities and Satellites under a single Repair Station number, JGVR194F.

The entire company now operates under one repair station manual. The FSDO (Flight Standards District Office) in Lincoln, Nebraska, worked with the Quality team at Duncan Aviation to add the company's current Satellites and AFLs (Additional Fixed Locations) to the Lincoln Repair Station prior to surrendering the separate Satellite repair station certificates.

CONSISTENT SERVICES

The greatest benefit to our customers is that with one group overseeing and supporting all of our locations, the service will be the same at every location.

"Theoretically, the service we provide has always been the same no matter the location, but with each location dealing with different FAA personnel, there was always the possibility of a slightly different interpretation of the rules," says Enterprise Manager of Quality Mike Mertens. "Now, with only one person, there will be only one interpretation. As a result, we will be even more consistent in providing the same service at every location."

On October 29, 2023, the Duncan Aviation Satellites and AFLs in Oxford, Connecticut; Bedford, Massachusetts; Teterboro and Morristown, New Jersey; and White Plains, New York; began operating as AFLs under the Duncan Aviation Repair Station in Lincoln.

After transitioning the first five Satellites and resolving the issues, the Quality team worked with the remaining facilities. The Duncan Aviation MRO facilities in Battle Creek, Michigan, and Provo, Utah, along with the rest of Duncan Aviation's Satellites and AFLs, transitioned to the Lincoln Repair Station certificate on December 10.

To satisfy terms of the transition plan Duncan Aviation had submitted to the FAA, team members at the Satellites and AFLs in the first group were informed well in advance how the transition would affect their daily maintenance activities. Team members at those five Satellites and AFLs also worked with Duncan Aviation's PDT (Professional

Development Team) to complete training on the new systems and procedures.

SINGLE CONTACT & BETTER FLEXIBILITY

Now that the transition is complete, instead of consulting the FSDO in dozens of different locations throughout the country, every Duncan Aviation location—main facilities and Satellites—will consult the FSDO in Lincoln.


"Initially, this complicated things because the Satellites have been doing the same things for more than 38 years," says Enterprise Manager of Satellite Operations Matt Nelson. "As we've seen, though, it actually made things much easier. For instance, we are able to send labor from one location to another without worrying which repair station number they're working under, and it has allowed us to add and remove certain capabilities without seeking redundant approval from the FAA."

STREAMLINED ADMINISTRATION

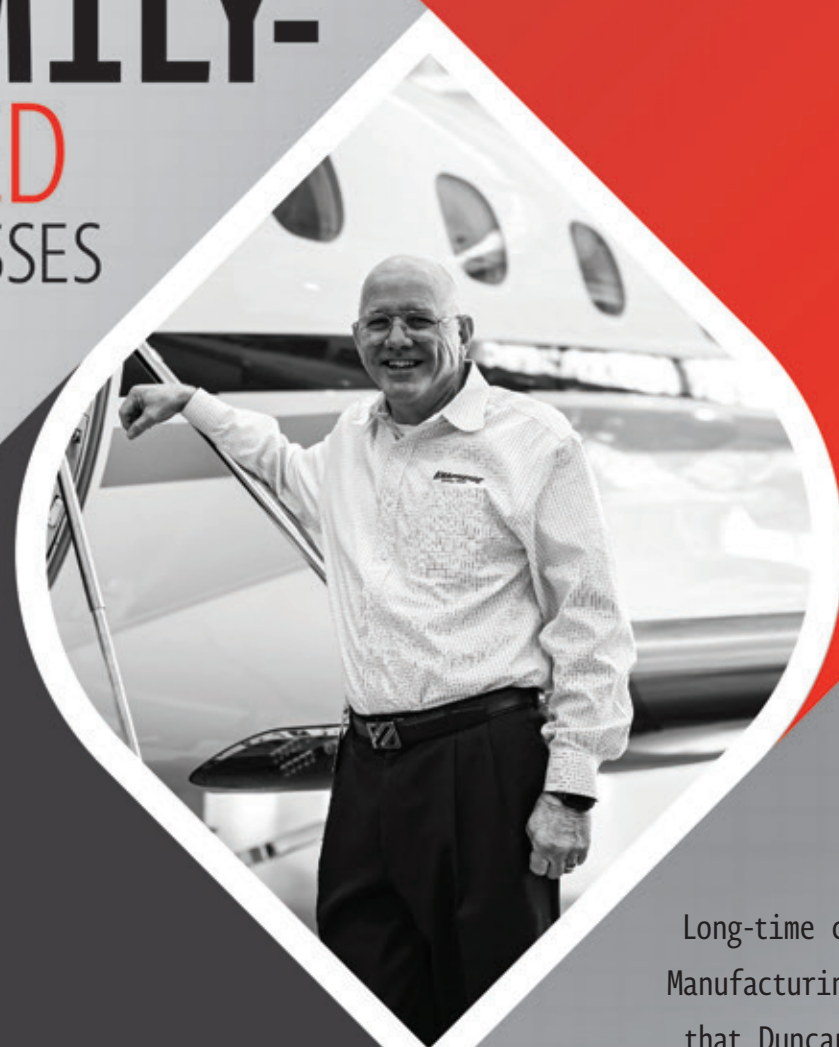
The single repair station number also allows the FAA to shift its focus from administrative tasks to safety oversight.

"Another benefit for Duncan Aviation's customers is that the FAA will look at work orders for technicians on the floor," says Mike. "Roughly one-third will be looked at by the FAA FSDO team in Lincoln, one-third will be looked at by the local FSDO team at the request of Lincoln, and one-third will be inspected by Duncan Aviation's Enterprise Manager of the Safety Management System Mike Brown and Quality Chief Inspector Jeff King. This allows inspectors at all of the locations to focus on airworthiness instead of administrative issues."

The reality is that all Duncan Aviation locations had been operating under the same Repair Station manual, but up until December 10, 2023, there were dozens of FAA inspectors overseeing the 23 different certificated repair stations, all of which required a separate review.

"This unification will simplify things dramatically for the FAA, by having only one group inspecting the standard requirements," says Mike. "Ultimately, the change to a single certificate has only positive implications for Duncan Aviation, the FAA, and our customers. It's a win-win-win." 

A TALE OF THREE FAMILY- OWNED BUSINESSES



Long-time customer The Knapheide Manufacturing Company appreciates that Duncan Aviation is a multi-generation, family owned business. As a sixth-generation, family-owned trucking company, Knapheide celebrated its 176th anniversary this year.

BOBBY
LIPCAMON
• • • • •

Both Duncan Aviation and Knapheide take pride in serving their respective industries with dedication and commitment.

In 1848, Knapheide started making wooden-wheel, covered wagons, adapting their business model to changing technology and customer needs. As the vehicles Knapheide manufactured changed over the ensuing century, their customer base expanded from the Quincy, Illinois, area in the mid-1800s throughout the Midwest and lower 48 states, to where it is today with service bodies recognized around the world.

THE LIPCAMONS JOIN THE BUSINESS

In 1974, the Lipcamons started their own small, family-owned FBO on the Quincy Airfield. Brothers Roger and Bobby Lipcamon transitioned their FBO into the Knapheide Flight Department in 1989, piloting and maintaining a Cessna 414A Chancellor.

“As the company’s transportation needs changed, so did our aircraft,” says Roger. “We progressed to a Cessna 421C, Cessna Conquest I, Citation 525, Learjet 40XR, and Learjet 75, and we recently added an Embraer Praetor 500 to the fleet.”

As Knapheide grew, so did the flight department.

“We’ve gone from two pilots in 1989 to six pilots today,” says Bobby. “The scope of our customer base geographically, and the company’s business philosophy,

drove the need to upgrade our flight capabilities. It really sounds a lot like the path taken by Duncan Aviation, advancing with the changing technology and needs of the business aviation industry.”

Although Knapheide’s growth preceded Duncan Aviation’s by nearly a century, Duncan Aviation followed a similar path, expanding from its Midwest roots nearly 70 years ago to its worldwide presence today.

DUNCAN AVIATION’S RELIABILITY CREATES VALUE

When Roger and Bobby started the Knapheide flight department, they knew every aircraft they operated flew between 600 and 700 hours a year.

Although both brothers had A&Ps and Inspector Authorizations, they knew they couldn’t do everything. In 1990, they first partnered with Duncan Aviation. Now, they rely on us to support them. Both men had learned to fly as teenagers and owning an FBO taught them from an early age that keeping an aircraft available was a valuable business tool.

“For that reason, we like Duncan Aviation,” says Bobby. “When we bring a plane for maintenance, I know when it’s going to deliver. We are kept abreast of the work completed and any impacts concerning the completion date. Our business depends on those planes continuing to fly, and Duncan Aviation understands that.”

Roger and Bobby have taken advantage of Duncan Aviation’s full-service facilities in Lincoln,

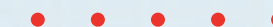
Nebraska, and Battle Creek, Michigan, as well as several Satellite Shops.

“As if that isn’t enough, Duncan Aviation’s AOG teams fill in the gaps. They cover North America and wherever needed,” says Roger.

Roger and Bobby have worked together in aviation for more than 50 years. Roger retired at the end of 2023 and remains as a contractor/advisor; Bobby plans to remain for a couple more years. He loves flying the Praetor for many reasons but among them is the fact that they can fly nearly anywhere in the United States without stopping to refuel.

“We like to walk around the hangar at Duncan Aviation, talk to the technicians, and see what they’re doing,” says Bobby. “I tell them, ‘I’m not here to check your work, I’m here to learn.’ They’ll say, ‘Well, come over here, and I’ll show you this.’ It’s great to have that kind of trust, that kind of relationship with the teams working on your airplane. I’d never go anywhere else.”

After working together with Duncan Aviation for more than 34 years, Bobby and Roger especially appreciate the friendly, family feel at Duncan Aviation. “You’re not just a name, you’re a person.”



Keeping Promises Creates Happy Customers



“Your company gave 150%.”

In mid-2023, Eric took his CL 850 to the Duncan Aviation facility in Battle Creek, Michigan. Eric’s 83-year-old father, Joe, has a background in private aviation and helped manage the project. He has dealt with hundreds of service centers, but until last year, had never gone to Duncan Aviation.

“From the day we first spoke to the sales rep until the day our plane left Duncan Aviation’s facility in Battle Creek, I’d give your company a solid 10 out of 10,” Joe says. “I’m saying that honestly and not to fill your head up with nice things. You gave us what we asked for and you hit every deadline target. Your company gave 150%.”

Finding Time in Busy Schedules

The aircraft was new to Eric, and the interior was impeccable. The plane only had 400 hours on it when it was purchased in Singapore. Because of the strict Asian Covid quarantine protocols, the previous owner could not fly the aircraft, and it had been sitting outside in harsh conditions for more than a year. It needed full, exterior paint and US versions of Wi-Fi and power outlets.

Eric and Joe had lined up work with a different service center, but after a long series of delays, they decided to pivot. They called a good friend at Cirrus Aviation in Las Vegas, Nevada, and asked if he had any recommendations.

The Director of Maintenance at Cirrus Aviation knew a Completions & Modifications Sales Rep at Duncan Aviation, and he called on Eric’s behalf.

We had no openings in Lincoln, or in Provo, Utah, but there was an immediate opening in Battle Creek. They were happy to get the immediate time slot, and they didn’t mind going to Battle Creek.

Excellent Communication

Their Project Manager, Nate Badger, kept the lines of communication open.

“Communication and progress updates are key when a project has a carrying cost of this magnitude, and the Duncan Aviation team did not go more than two days without a status phone call or email. I think you guys run a perfect ship. We moved our aircraft to Battle Creek, and on Day 1, there were already teams

working on it. You promised to deliver it on July 21, and we got it on July 21,” says Joe.


On a project of this size, there are always issues. There was never a case of “This went wrong, and there’s nothing we can do about it.” The calls Joe and Eric received were “Joe, we’ve encountered this issue, and here’s our plan to fix it.” Joe and Eric were never left hanging. There was always a plan that Nate communicated clearly, and Duncan Aviation’s teams swiftly executed every step.

Meeting Deadlines

As a businessman, Eric understands cashflow, and with an airplane that has a \$200k per month carrying cost, respecting deadlines while delivering quality work was the most important thing to them. They saw first-hand that Duncan Aviation respects

customers’ time and does all we can to meet target project dates.

“Duncan Aviation works to keep its customers happy so they will come back in the future. Part of that comes from Duncan Aviation’s happy employees,” Eric says. “They treated us like friends, and by the end of the project, they felt like extended family.”

Joe and Eric believe that sometimes, things happen for the best. “We took our airplane to Duncan Aviation, and Duncan Aviation delivered a perfect product on the date they promised. What more could you ask for?” 

Harnessing In-House Capabilities To Remake This Falcon



After this Falcon 50's prepurchase evaluation was completed at our Battle Creek, Michigan, facility, the Duncan Aviation team immediately began the transformation process, harnessing our in-house capabilities to give the customer the fully customized aircraft they desired. While in-house, the aircraft received new exterior paint, full interior refurbishment, aft cabin reconfiguration with new divan installation, avionics upgrades, winglets, and LED lighting.

The first-time customer told Senior Completions & Modifications Sales Rep Tiffany Buschini that they had heard about the quality of work Duncan Aviation provides and the reputation the company has, and that they didn't want to take the aircraft anywhere else.

As part of the refurbishment, the owners wanted to add a divan. To meet their request, we removed the existing right-hand aft single seats, and installed a right-hand, three-place divan. We also replaced the pull-up jumpseat with a side-facing jumpseat to create a more comfortable and enjoyable experience for the flight attendant. This also creates more space for the crew to get in and out of the flight deck when someone is seated in the jumpseat.

Tiffany explained that the interior wasn't necessarily in poor condition when it arrived at the Duncan Aviation facility, but the new owners wanted a complete refresh, and wanted to personalize it to fit their tastes. The result is a modern and striking interior that has a few unique additions.

One of the unique aspects of the interior are the cupholders and galley inserts that our team designed and customized to hold handmade pottery mugs that the owner's friend creates.

"Our Cabinet Shop built a custom-fit insert to store these mugs in a galley drawer," says Designer Jack Bauder. "We also created the concept for a multi-level cupholder, which can accommodate both these mugs or highball glasses in a single unit."

The Duncan Aviation Engineering team developed the measurements and drawings for production, which Duncan Aviation's Duncan Manufacturing Solutions team then produced in-house.

The new, custom, one-off cupholders were installed

throughout the cabin and include a specific spot to put the passengers' lowball whiskey glasses and highball glasses.

"This is just another example of how Duncan Aviation can harness our in-house capabilities to fit our customers' specific needs," says Tiffany.

The team also made modifications to the interior by removing the existing mirrors and trim in the lav and adding custom light covers to give it a more modern look. The new LED lighting makes the area brighter and more contemporary.

The aircraft also features two-tone seats with diamond-patterned, quilted inserts that were completed using an automated CNC machine.

All of the cabinetry in the cabin was treated with hydrographic finishes and new, one-piece modern Duncan Aviation-designed PSU (Passenger Service Unit) panels were installed.

In addition, the aircraft received a much-needed avionics upgrade, including a Collins Aerospace Pro Line 21 Integrated Avionics System and FANS-1/A (Future Air Navigation System 1/A) w/ATN-B1 CPDLC (Controller Pilot Data Link Communications).


Senior Avionics Sales Rep Mike Morgan explains that this was the first time Duncan Aviation installed the Collins CMU-4000+ CMU for FANS-1/A & ATN-B1 with the Pro Line 21 system into a Falcon 50EX.

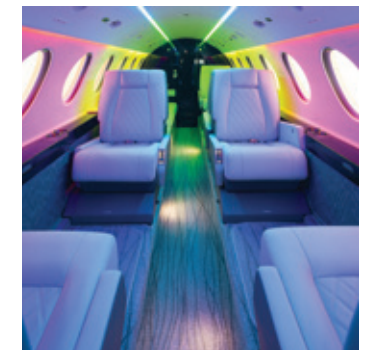
"Dassault was working on a CMU-4000+ STC for this

installation, and it was proposed to use this project as the conforming aircraft," says Mike.

Mike also explained that the new owner had concerns about the serviceability of the outdated CMS (Cabin Management System). To mitigate these concerns, the team installed the Alto Cadence CMS.

The aircraft also received a new Collins Aerospace Synthetic Vision System.

During the process of quoting new LED lighting, the Duncan Aviation team was approached by ALI (Aircraft Lighting International) about installing their new multi-colored LED Lighting system. The customer was receptive, making this the first time the ALI multi-colored LED Lighting system was installed in an aircraft at Duncan Aviation. 



Paint & Interior:



A Duncan Aviation First Delivery day is always exciting, especially when it's a first.

This was our first complete G650 paint, and it delivered from our full-service maintenance, repair, and overhaul facility in Provo, Utah. The aircraft workscope included new, custom exterior paint, custom LVT (luxury vinyl tile) flooring in the entryway and lavatory, custom carpet, and reupholstered crew seats.

The long-time Duncan Aviation customer operated a Falcon 50 for years before recently upgrading to the G650.

Senior Completions & Modifications Sales Rep Jeff

Beaudette says the owner brought the aircraft straight from its prepurchase evaluation to our facility in Provo so it could be stripped and repainted to match the customer's brand.

"The customer was great to work with," explains Jeff. "They had brought their Falcon 50 to our facility in Battle Creek, Michigan, for years, but this was their first experience with our Provo location."

Jeff explains that the customer was originally a little nervous about going to a different Duncan Aviation location, as they'd worked

with the same project manager in Battle Creek for years. Due to limited shop availability and schedule in Battle Creek for their needed timeframe, though, Provo became the best solution.

"The entire Provo team quickly worked to build on the company's existing relationship with the customer," says Jeff. "We wanted him to feel confident that he would receive the same VIP treatment while in our care."

When the aircraft delivered, Jeff was told that it was a seamless



LVT
Flooring
In The
Entry &
Lav

transition for them to go to a new facility. "He said it was a great experience. The ability to provide excellent, consistent service at all three of our locations is a huge differentiator for our customers, especially with service schedules tight across the business aviation MRO industry."

Adding Capabilities

This was the first G650 completed at Duncan Aviation.

"Working on newer airframes that we don't yet have extensive experience with requires excellent teamwork," says Jeff. "We have a supportive team with a wide range of knowledge and experience. When we have an airframe that is fairly new to our facilities, Duncan Aviation team members rally together, trusting in one another, giving 110%, and delivering a beautiful product. We are continually looking for ways to challenge ourselves, pushing the status quo, and raising the bar on industry standards."

Jeff explains that the customer knew Duncan Aviation for our quality work.

"We were happy to complete this aircraft for him," he says. "We are excited to see more newer models in our hangars, and this project shows that we are equipped to handle them."

Matching The Company's Brand

The customer's business had expanded since purchasing the Falcon 50, and he needed more of

a global presence. He also needed the new aircraft to match his company's brand.

"The existing paint on the aircraft was in great condition, but he had a very specific look to his branding," says Jeff. "He wanted his new aircraft to have a similar scheme to the old one, just updated."

New Flooring

Similar to the paint, the interior was also in good shape.

"The customer wanted the same carpet installed that was in their previous aircraft," says Jeff. "They were really looking for that homey feeling and to freshen up the interior."

Designer Amie Jensen was the Lead Designer on this project, and helped draw up the paint schemes and ordered the carpet specs the customer provided. She also matched up the herringbone-patterned LVT flooring for the entry and lavatory flooring.

"He loved the herringbone pattern that we have on display in our Design Center, and the second he saw that he knew it was exactly what he wanted," says Amie. "The LVT flooring holds up nicely, looks fantastic, and matched the interior perfectly. I'm ecstatic to continue working on these incredible aircraft. The mod capabilities and possibilities are endless."

LVT is a hard flooring composed of layers, the top two being a layer made of clear PVC and an aluminum oxide layer, protecting the surface and texture of the tile, making it easy to sweep or wipe up spills. It is also very durable, and impact- and scratch-resistant. Depending on the aircraft type, sections of the LVT flooring can be removed through a hinge-pin system for access to the floors

for maintenance, making it maintenance-friendly.

Upholstery Team Leader Brandon Crosby says that by choosing the LVT flooring, they could really make it their own.


"There are a lot of options when it comes to LVT and being able to customize it," Brandon explains. "It is also an extremely durable material and provides a high-end look. By adding the new carpet and flooring, it really changed the look of this aircraft and brought it to a whole, new level."

The Unsung Heroes

Airframe Gulfstream Tech Rep II Paco Velez says that he had to ensure his team had the proper tooling, and a heightened situational awareness of the G650.

"The G650 has its own personality," says Paco. "Our team had to be spooled up, and Duncan Aviation sent additional technicians to maintenance training to familiarize them with the aircraft model. Our team is always learning, and eager to expand their knowledge. The Gulfstream team takes pride in working on all legacy aircraft, along with the next generation, like the G650. The whole organization is here to support every customer and create long-term customer relationships."

Even though there was primarily only paint and interior work done on this aircraft and only minimal maintenance work, none of it would have been possible without the Gulfstream airframe team.

"They are the true unspoken heroes who kept things moving in the right direction," says Paco. "They had the reins on the project and were there supporting us." 

Evolving Aircraft Upholstery Methods



The journey of automation has been like embarking on a wild roller coaster ride that's filled with exciting highs, challenging lows, and unexpected twists and turns.

**Upholstery Automation Team
Leader Nick Graham**

Duncan Aviation has touched thousands of business aircraft interiors over the years, and we consistently look for ways to make work more efficient while maintaining the high-quality products for which we are known.

Upholstery methods in particular have seen significant evolution, integrating automated technologies and the latest automated software advancements. The result is a transformation of our upholstery processes that increases client options and allows for some truly amazing custom touches.

Upholstery automation includes machinery for the precision cutting of seat covers and foam, computerized sewing machines for stitching and quilting, and the utilization of automated design software to create seat models, optimize foam for comfort, and generate dress cover patterns tailored to customer specifications.

“The journey of automation has been like embarking on a wild roller coaster ride that's filled with exciting highs, challenging lows, and unexpected twists and turns,” says Upholstery Automation Team Leader Nick Graham. “It

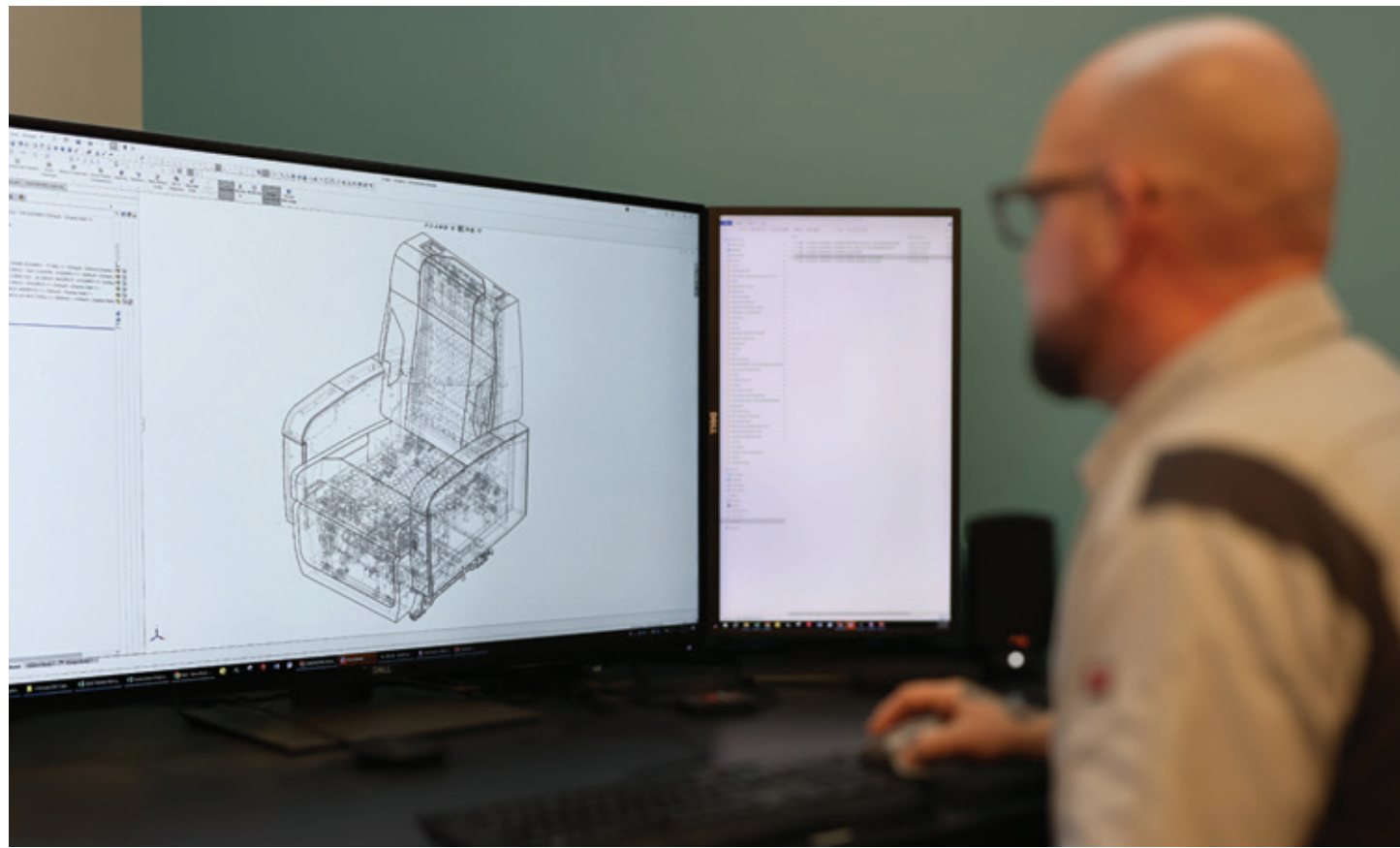
involves incorporating automated technologies and processes into the design, creation, and production of upholstering aircraft cabin seating.”

The shift towards automation in our Upholstery Shop brings several tangible benefits, such as increased consistency and repeatable design capabilities. This not only enhances the aesthetic appeal of the final products, but caters to the diverse preferences of our customers. It has sparked a transformative evolution, with increased utilization of advanced technologies to meet the demands of modern manufacturing and design.

Automation at Duncan Aviation

Our upholstery automation journey began with the initial purchase of a CNC leather cutting machine, purchased over 20 years ago, marking the introduction of automated processes. Later, this investment extended to the purchase of automated design software for advanced pattern making and collecting reusable aircraft seat data, further enhancing consistency.

The additions of patterning software, along with updated CNC machines with the newest technology, signify a continued commitment



to automation, demonstrating a progression towards cutting-edge software and tools that contribute to improved productivity and streamlined operations. In essence, this journey of automation reflects Duncan Aviation's dedication to staying at the forefront of automated technological innovation in the realm of upholstery and providing clients with the absolute highest quality products in the aviation industry.

Transitioning to automated seat processes, particularly with seat covers, has shown enhanced consistency between seats. While the traditional processes of designing and refurbishing cabin seats are still a valuable part of the quality services being provided, the automated seat design and fabrication process has significantly increased our capabilities. The wealth of automated seat data accumulated over the past five years enables us to repeatedly utilize this information, enhancing our ability to

provide optimized support internally and to our customers.

Major Upgrades

All three Duncan Aviation upholstery shops in Lincoln, Nebraska, Battle Creek, Michigan, and Provo, Utah, have seen significant transformations and improvements over the years. The most recent transformation is our expansion of the Upholstery Shop in Lincoln. It is designed to enhance the efficiency of our seat reupholstering processes. This includes a new humidifier room and specialized leather racks for storage, adjustable tables facilitating optimal disassembly and reassembly of aircraft cabin seating, mobile seat storage, a dedicated area for leather and seat inspections, a new paint booth, and upgraded CNC machines.

Additionally, our upholstery processes have taken a significant step forward with the introduction

of a 5-Axis CNC machine. This machine has transformed processes by facilitating intricate and precise cutting and shaping of cabin seat foam. The incorporation of the 5-Axis machine has led to heightened consistency in both cabin seat foam and dress covers. The machine's versatility enables us to craft complex and customized designs with accuracy, ensuring a higher standard of quality in our upholstered products.

These improvements aid in creating high-quality seat products that maintain their appearance. These developments stand as clear indicators of the Upholstery Shop's firm dedication to fostering innovation.

The Automation Process


When automating a cabin seat, our design software is utilized to automate the foam and dress covers based on a specific seat frame. Initially, the existing cabin seat

is disassembled to the frame, and precise measurements are recorded. 3D models of the seat frame and foam are then created based on this documentation and seat drawings. These seat foam models are transferred to the software, where seat cover patterns are created along with sewing instructions. The automated cover patterns are sent via file to the CNC machine, which cuts them out from the specified material designated for the project. The foam models are sent to be cut using the 5-axis machine.

What's Next?

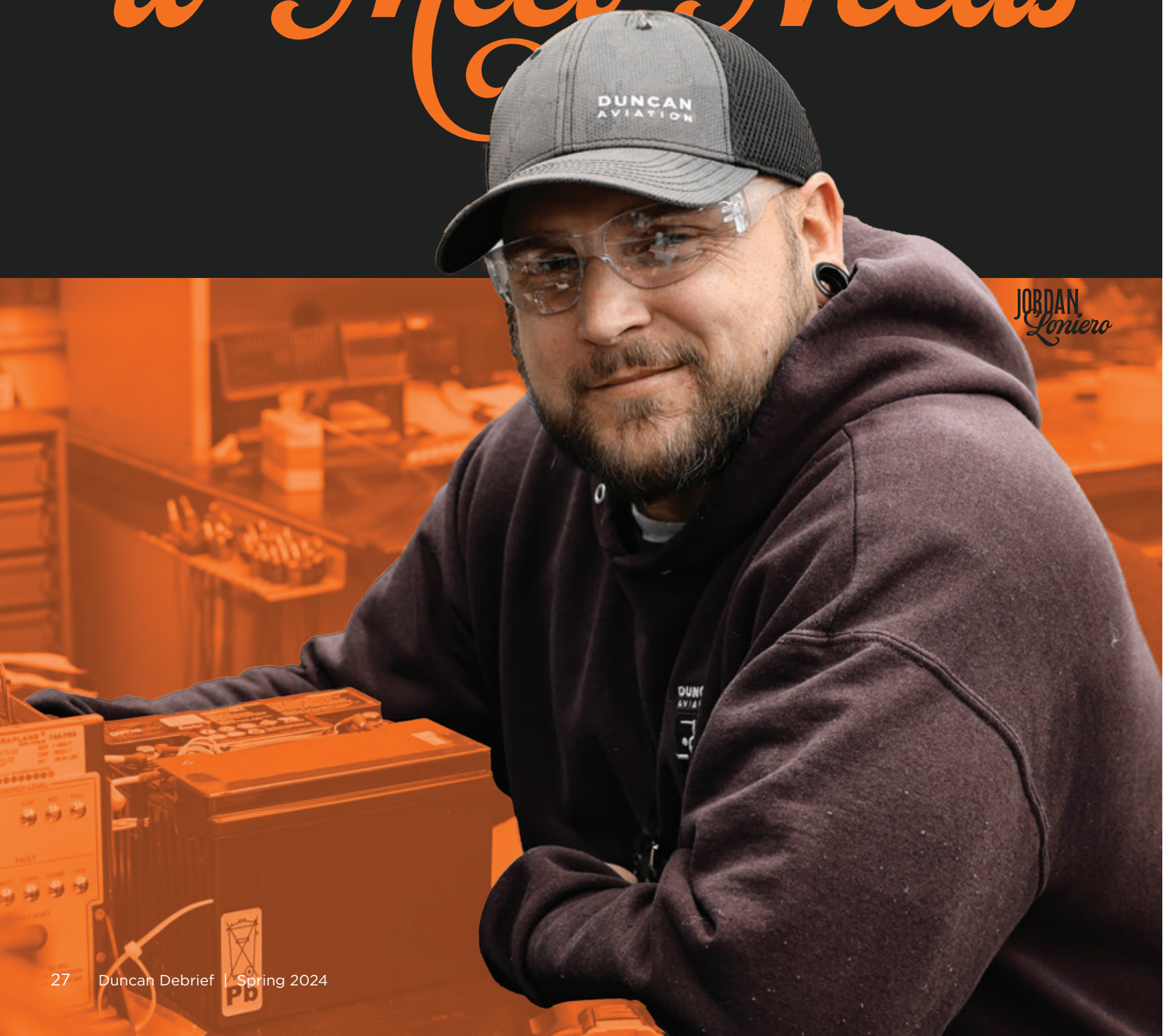
Looking ahead, the Upholstery team is poised to continue its journey of innovation. This includes further integration of advanced technologies and continuously

refining processes to keep pace with design trends and customer expectations. The commitment is to set new benchmarks for excellence in the aviation industry regarding upholstery.

In the world of upholstery, Duncan Aviation stands out through a combination of factors that define our unique value proposition. This dedication to innovation enhances precision, efficiency, and customization in our upholstery processes, providing our customers with a superior level of service. It is the combination of technological innovation, skilled artisanship, teamwork, and a customer-focused approach that distinguishes Duncan Aviation as a leader in the field of upholstery in the aviation industry. 



SATELLITES INNOVATE *to Meet Needs*



JORDAN
Loniero

The Duncan Aviation Satellite network was developed in 1985 when Robert Duncan had the idea of partnering with FBOs to provide customers with high-quality avionics services closer to where they hangar their aircraft.

Since then, Duncan Aviation's Satellite network continues to meet customer and industry needs by introducing new services.

CALIBRATIONS IN THE FIELD

A couple of years ago, Duncan Aviation researched the possibility of offering tool calibration services at several Satellite avionics shops, similar to our calibration offerings in Lincoln, Nebraska, but on a smaller scale. Our goal is to have trained technicians and calibration standards in several facilities so we can calibrate torque wrenches, multimeters, crimpers, and other tools used in aviation maintenance.

This service is now offered at Duncan Aviation's Satellite Shop in Sacramento, California.

"The service is available to anyone in the Sacramento area who needs an annual calibration of any of the tooling we maintain," says Manager of Satellite Operations Matt Nelson. "For the time being, we're focused on the tools most commonly found in a maintenance technician's toolbox."

DUNCAN AVIATION U

On-the-job training is another area of innovation for Duncan Aviation's Satellites. As with many business aviation facilities, the Duncan Aviation Satellites

are actively seeking technicians. Although experience is always a great thing to have, we're well aware of the realities of today's tight labor market. As a result, the Duncan Aviation Satellite network started an on-the-job training program. If someone has a great attitude with some mechanical ability and is interested in a career installing and repairing aircraft avionics, this program may be a great fit.

Matt says, "There are basically two requirements: Some mechanical aptitude and a desire to learn."

While in the program, new technicians spend several months training at the Duncan Aviation facility in Lincoln and a few more months job shadowing and working alongside the skilled technicians at our Satellite in Houston, Texas.

"The idea is to commit to one of the Satellites that needs a technician, and after training, join the team there," says Matt. "This gives the new techs on-the-job training and provides our customers the peace of mind that comes from knowing there's continuity among all of our facilities, and that our technicians learn from the start how we do things at Duncan Aviation."

Jordan Loniero joined the Duncan Aviation team at the Van Nuys, California, Satellite nearly five years ago. He worked as an install technician, and he decided to become an Avionics Tech.

"It's definitely a great resource, and I've met such great people in Lincoln," says Jordan. "Although

it has the look of a big company, it has the feel of a small, family-owned business. When I'm working and learning, I see the members of the senior team walking around, laughing and talking with everyone on the floor. They make you feel like you belong."

Jordan heard about Duncan Aviation from his dad, Rennie Loniero, Manager of the Van Nuys Satellite Shop.

"I grew up visiting my dad at work and always had an interest in aviation. I thought the opportunity was out of reach," says Jordan.

"When my dad told me about the training, I jumped at the chance. I have a wife and child at home, so I was definitely looking for a long-term career, at a company with room for advancement."

Now, Jordan's five-year-old son Rowan loves going to work with him, too, so he can hang out with his daddy and grandpa.

"He always says, 'I'm going to grow up and work on airplanes,'" laughs Jordan.

After six weeks in Lincoln, Jordan returned to California, and on April 1, he joined the team at Duncan Aviation's Satellite in Houston for more training.

"It was pretty cool going to Lincoln and learn what I could at the mothership!" says Jordan. "It's hard and there's a lot to learn, but it's worth it. I love this company. It's family oriented, and they take care of everyone. I've even told all my friends about it, and one of them, Raul Gonzalez, started at Van Nuys two years ago!" 🇺🇸



STRAIGHT TALK ABOUT NAVIGATING A PRIVATE JET ACQUISITION OR SALE

To download the full *Straight Talk Book*, scan the code, or visit: www.DuncanAviation.aero/navigating-jet-acquisition-sale



The purchase or sale of a business aircraft can be a complex undertaking requiring expertise to ensure a maximum return on investment. When purchasing an aircraft, you'll need to analyze many factors to determine which make and model is best suited for your budget and mission. Purchasers and sellers alike need a clear picture of model-specific market variables. This involves extensive research of on- and off-market options, the technical and ownership history of available aircraft, and many other variables impacting the value proposition of each serial number under consideration. Once an agreement is struck, you'll need to manage the complexities of the pre-purchase evaluation, validate and resolve technical discrepancies, and handle the legal, tax and closing logistics of the transaction. Throughout the

process, you must expertly deal with the myriad of one-offs, hurdles and challenges unique to every transaction. Having someone you trust to represent your interests and mitigate risks is a must.

Duncan Aviation was founded as an aircraft brokerage organization and has been helping clients with the sale and acquisition of business jet and turboprop aircraft assets since 1956. The Aircraft Sales & Acquisitions Team compiled some of their expertise to prepare a *Straight Talk* book, which explores important considerations when navigating the pre-owned aircraft marketplace.

Airplanes Are Complex Machines

The unique nature of aircraft as long-range mobile assets, the FAA and IRS regulations that govern their safe use and operation, the global marketplace within which they operate, and the tremendous business and lifestyle benefits they offer present inherent and multifaceted complexities to their ownership and/or transfer of ownership. There are several aspects of an aircraft asset that are analyzed to varying degrees in every business jet transaction.

It's Not Always What You Know, It's Who You Know

Leading aircraft acquisition and sales organizations are typically well-known in the industry. They have sales executives who facilitate and nurture relationships, and build extensive networks of aircraft owners, operators, tax, accounting and legal advisors, and other brokers. Each company's network

is carefully crafted with the goal of connecting buyers and sellers and gaining access to off-market aircraft opportunities and "inside" information that is not readily available or easily accessible to the public. In any high-value transaction, immediate access to high-quality intelligence is key to optimizing returns and achieving a successful result.

The Details Are In The Data

The preowned business jet market is fueled by data and there are scores of market intelligence resources dedicated to tracking, analyzing, and helping buyers and sellers to make informed decisions based on the ever-changing market conditions. Extensive resources are needed to examine and collate the massive amounts of available data and more importantly, translate that data into a simple story that effectively guides decision-making. Thorough market research saves time, ensures focused consideration, informed decision-making, and maximized returns.

The Proof Is In The Purchase Agreement

The cost of hiring a professional aircraft transaction specialist is typically outweighed by the savings they generate by helping you make strategic decisions and manage risk. Their negotiation skills, industry relationships, insights, and ability to identify optimal choices based on actionable data and experience can lead to monetary advantage, time-saving efficiencies, stress avoidance, and consensus between buyer and seller.

We're Ready To Help

When your strategic goals involve the acquisition or disposition of an aircraft, our dedicated team can help you streamline the process, manage risk, and maximize your return on investment. Duncan Aviation has completed more than 3,500 aircraft sales/acquisition transactions. Our network of more than 3,000 aviation experts provides a wide range of services for more than 9,000 business aircraft every year. In the last 36 months, Duncan Aviation has conducted business with 92% of the Fortune 100 companies that own business aircraft, along with countless small and medium-sized flight departments and individual aircraft owners. Each client is unique, and we take pride in tailoring our services to meet their specific needs. In 2023 alone, enterprise wide, our teams helped support clients and aircraft based in 86 countries/territories.

As an IADA Accredited Dealer and founding member, we have a reputation for honesty and transparency. We adhere to the highest ethical standards in our dealings and are committed to providing a superior level of service, knowledge, and value to our customers.

If you have any questions about preowned business jet or turboprop markets, would like to discuss a potential transaction, or wish to learn more about the services we offer, you can visit us at DuncanAviation.aero/AircraftSales or email us at AircraftSales@DuncanAviation.com. 

A LOVE OF AVIATION & PASSION FOR EDUCATION

ON Monday, December 4th, 2023, Lincoln North Star High School and community members in Lincoln, Nebraska, celebrated the completion of a new \$5.4 million hangar-style addition to the school's Aviation and Technical Education Focus Program. The program creates interest in aviation and begins training the next generation of pilots, technicians, engineers, dispatchers, and flight instructors.

More than seven years ago, the idea of a LPS (Lincoln Public Schools) program focused on aviation curriculum started. Duncan Aviation partnered with LPS and North Star to create an Aviation and Technical Education Focus Program to expose students to the endless opportunities in aviation. There were 150 students enrolled in aviation courses during the 2019 school year, and that number quickly jumped to 215 students in 2021. It became clear the school would need

a dedicated space to accommodate the growing aviation focus program. Lead by Connie Duncan, wife of Duncan Aviation Board of Directors Chairman Todd Duncan, Duncan Aviation graciously donated \$3.34 million to the program.

A SPECIAL CAUSE

"The program is so special to me because it brings our family's love of aviation and my passion of education together," says Connie. "Education sometimes needs to be reimaged because children do not all learn the same way. The Aviation and Technical Education Focus Program gives students a hands-on experience to learn and see a path toward a really good career. We can change the outcome for so many students by giving them a passion and a reason to graduate from high school."

With that, the multi-million dollar project began, moving the aviation department from a small, shared space, to a brand new,

13,000-square-foot space near the front of the school, often referred to as one of the only public school airplane hangars in the nation. Because of the upgrades, the program is now able to help more than 317 students learn about and pursue careers in aviation. Students now have the ability to take a new advanced aviation maintenance course, and use industry-standard equipment to perform hands-on projects that reflect the skills an A&P (airframe and powerplant) mechanic needs to have.

Connie says the program has been successful because of the strong partnerships between North Star and Duncan Aviation.

"We are a model for how businesses and education can partner and have positive outcomes for students and businesses," she explains. "I also believe it is all about the teacher. None of this would be possible if it weren't for Amanda and everything she's done for the program."

Amanda Woodward, the career and technical education teacher at North Star who leads the program, says she is grateful for all Duncan Aviation has done. "To work with my friends at Duncan Aviation, to get tools in the hands of students, and to teach them how high-skill, high-wage, and high-demand aviation maintenance careers can look is the honor of a lifetime," she says.

A NEWFOUND PASSION

Julio Ramirez is a senior at North Star and Class President of Skills USA. He has been in the aviation program since his sophomore year and had no background in aviation until his first day in the program.

"I got to see how Mrs. Woodward ran the classes and ever since then, I was hooked," said Julio. "I want to continue to learn as much as I can about the industry with the goal of becoming a pilot, specifically flying a FedEx plane."



STUDENTS CREATING SAFETY WIRING BOARDS



"DUNCAN AVIATION HAS GIVEN ME THE OPPORTUNITY TO GET INTO AVIATION AND FIND A CAREER I'M PASSIONATE ABOUT." - JULIO RAMIREZ, NORTH STAR SENIOR (RIGHT)

Julio went on to say that the way we have established a relationship with the school is incredible to see.

"Duncan Aviation has given me the opportunity to get into aviation and find a career I'm passionate about," says Julio. "Duncan Aviation is incredible, and I love every opportunity I get to see all the aircraft in their hangars. There is such a need for jobs in aviation, and it seems like Duncan Aviation has everything!" ✈️



WATCH THE PRESENTATIONS GIVEN AT THE OPEN HOUSE ON THE LINCOLN PUBLIC SCHOOL'S YOUTUBE PAGE, OR SCAN:



ON FEBRUARY 4, 2024, DUNCAN AVIATION TEAM MEMBERS TRANSPORTED A 1967 CESSNA 150 FROM OUR HANGAR TO LINCOLN NORTH STAR HIGH SCHOOL. THE AIRCRAFT WAS SOURCED AND PAINTED BY DUNCAN AVIATION AND WILL GIVE STUDENTS HANDS-ON EXPERIENCE.

SCAN NOW TO WATCH THE CESSNA 150 MAKE THE JOURNEY, OR VISIT: WWW.DUNCANAVIATION.AERO/VIDEOS/WINGS-ON-WHEELS



"I STARTED WITH THE POWER MECHANICS CLASS BECAUSE I LIKE WORKING WITH MY HANDS, SPECIFICALLY PLAYING WITH MOTORS AND DIRT BIKES. I LOVE THAT THIS PROGRAM GIVES ME A CHANCE TO WORK WITH MY HANDS IN A SCHOOL ENVIRONMENT. WHENEVER I WOULD GO ON A FIELD TRIP TO DUNCAN AVIATION I WOULD ALWAYS NOTICE THAT THE EMPLOYEES SEEM LIKE THEY ENJOY THEIR JOBS. WHENEVER THEY COME AND TALK TO THE CLASS, THEY ARE ALL SO PASSIONATE ABOUT WHAT THEY DO."

JACOB KITTEN, NORTH STAR SOPHOMORE (LEFT & RIGHT PICTURED PRACTICING SAFETY WIRING WITH A FELLOW STUDENT)





DUNCAN AVIATION NOW INSTALLING STARLINK SATCOM SYSTEMS

- Gulfstream G550
- Gulfstream G450
- Gulfstream GIV
- Gulfstream GV
- GLEX
- GL XRS
- GL6000
- GL5000
- GL5500
- GL6500
- GL7500
- King Air 200
- King Air 300



News & Tech Updates


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

www.DuncanAviation.aero/news



www.DuncanAviation.aero/embraer-brochure

Embraer Service Center Authorization Extended

Duncan Aviation recently signed an agreement with Embraer Executive Jets to extend our Embraer Service Center authorizations for another five years. This allows Duncan Aviation's full-service facilities in Battle Creek, Michigan, Lincoln, Nebraska, and Provo, Utah, to offer support and service for maintenance events on the Phenom 100 and 300, the Legacy 450, 500, 600 and 650, and the Praetor 500 and 600. 

Now Able to Install Starlink Satcom Systems

We recently finalized a dealership agreement to install hardware for the Starlink high-speed, in-flight internet connectivity system on a growing list of makes and models of aircraft. Relying on its network of LEO (Low-Earth Orbit) satellites, Starlink provides fast, reliable, uninterrupted in-flight connectivity around the world.

Once FAA approval is received for each model, all of Duncan Aviation's full-service facilities and several of its work-away shops are qualified and authorized to perform the installation on the following aircraft, with more to follow:

- Gulfstream G550
- Gulfstream G450

www.DuncanAviation.aero/avionics

- Gulfstream GIV
- Gulfstream GV
- GLEX
- GL XRS
- GL6000
- GL5000
- GL5500
- GL6500
- GL7500
- King Air 200
- King Air 300

“Clients have been asking us about Starlink connectivity options for quite some time and we are pleased to be able to make the system available to them. This moderately priced, high-speed solution offers our business aviation customers yet another way to stay comfortably and reliably connected when they’re traveling around the world,” says Duncan Aviation’s VP of Sales Ryan Huss. 📶

Falcon 2000 STC for AVANCE L3 Upgrades Completed

Our Engineering & Certification Services has developed an STC (Supplemental Type Certificate) covering the equipment upgrade from Gogo Business Aviation’s legacy ATG (air-to-ground) systems to the newer AVANCE L3 Wi-Fi system for the Falcon 2000. Completed on a Falcon 2000 at Duncan Aviation’s Satellite in Chesterfield, Missouri, at the Spirit of St. Louis Airport, the STC received FAA approval in late November 2023.

This upgrade allows passengers and crew aboard Falcon 2000 aircraft equipped with the AVANCE L3 to retain in-flight connectivity by accessing the newer Gogo Biz LTE (Long-Term Evolution) network, which will eventually replace Gogo’s existing EV-DO (Evolution-Data Optimized) network.

Downtime for the upgrade is minimal: Five business days in most cases. The upgrade entails removing the older legacy ATG system and replacing it with the newer AVANCE L3 system. In most instances, the existing ATG antennas already installed will provide access to the Gogo LTE



Downtime for the AVANCE L3 upgrade is five business days in most cases.

network, simplifying the installation.

Because legacy ATG (8000, 5000, 4000, 2000, and 1000) equipment will not be able to connect to the LTE network, the older technology will not be supported beyond early 2026 when the network transitions completely from EV-DO to LTE and 5G. Without access to a network, aircraft with legacy ATG equipment will no longer have in-flight connectivity. 📶

Satellites Offer Slot Program for Gogo Upgrades/Installations

We are offering a slot program that designates capacity at our Satellite locations for upgrades/installations of a Gogo AVANCE Wi-Fi system. The program lets operators select a favorable time slot at the Satellite facility of their choice and ensures they can complete the installation before their older equipment no longer supports connectivity.

Because legacy ATG (8000, 5000, 4000, 2000, and 1000) equipment is unable to connect to Gogo’s LTE (Long Term Evolution) network, the older technology won’t be supported beyond early 2026 when the network transitions completely to LTE and 5G. Without access to a network, aircraft with legacy ATG equipment will no longer have in-flight connectivity.

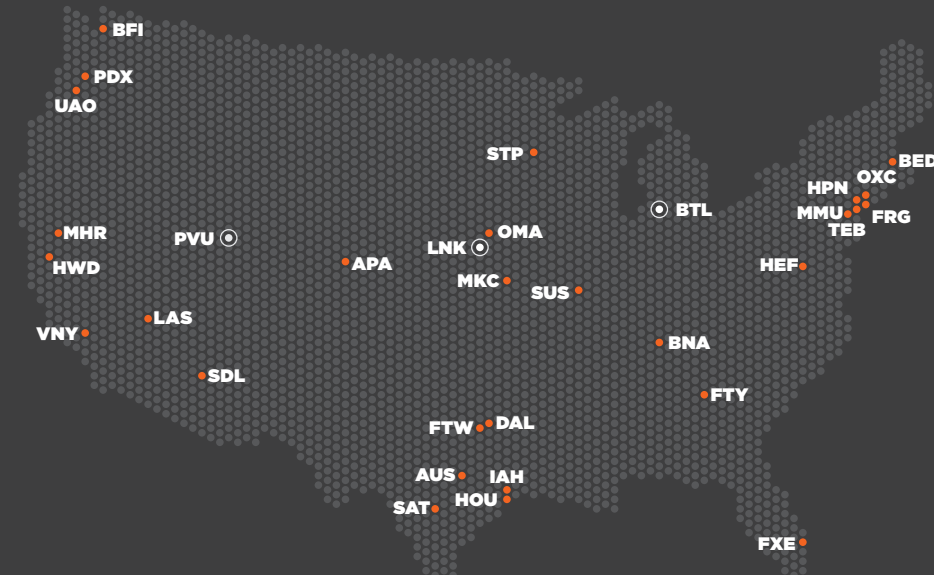
If you’d like to stay in touch with your office while you’re in the air or keep up with important family emails, the AVANCE L3 offers excellent connectivity for those who need to keep moving but don’t want to miss out on what’s happening at home or in the office.

Upgrading to the AVANCE L3 from an ATG system requires a simple box swap—removing the ATG LRU (line replacement unit) and replacing it with the AVANCE L3 LRU—so downtime for the upgrade is five business days in most cases. Duncan Aviation’s Engineering & Certification Services has developed STCs covering the equipment upgrade from Gogo’s legacy ATG systems to the newer AVANCE L3 system for the Falcon 2000 and Hawker 800XP aircraft.



SATELLITES FILL INDUSTRY NEED

Whether you have a large job or a more routine check or repair, don’t overlook Duncan Aviation’s network of Satellites and workaways that are literally located coast-to-coast.



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

WATCH THE VIDEO: www.DuncanAviation.aero/videos/satellites



Regional Manager EMEA Glyn Tookey

For a more robust system that lets you stream video or tune in to video conferences during your flight, the AVANCE L5 features full streaming capabilities in addition to inflight email, text, and phone capabilities.

Our Engineering & Certification Services has developed STCs covering the Wi-Fi certification and full equipment and antenna installation of the Gogo AVANCE L5 in the following makes/models:

- Citation 680 and 750
- CL 300, 350, 601-3A, 601-3R, 604, 605, and 650
- GLEXs, XRS, 5000, and 6000
- Gulfstream G-IV, G300, G400, GIV-X, G350, and G450
- Falcon 900, 900C, and 900EX (EASy, LX, DX)
- Falcon 2000 and 2000EX (EASy, DX, LX, LXS, S)

In addition to FAA approval, all of Duncan Aviation's STCs for the AVANCE L3 and L5 have received Transport Canada (TCCA) approval.

Expanded Support for Honeywell Primus 1000 and Epic CDS-Rs

Duncan Aviation recently expanded our service agreement with Honeywell Aerospace in support of the Honeywell IC-600/615/1080 Integrated Avionics Computer product lines. This expansion transfers all repair capabilities and exchange inventory to our Component Services and Parts & Rotables Sales located in Lincoln, Nebraska.

The IC-600/615/1080 Integrated Computers are part of the Honeywell Primus 1000 and Primus EPIC CDS-R avionics systems and are factory-installed in many popular business aircraft.

As a licensed Honeywell Authorized Service Center and Channel Partner, this expanded service builds upon Duncan Aviation's existing Honeywell authorizations by adding specified part numbers.

Duncan Aviation has taken over managing the repair and exchange capabilities, including quotes, AOG events, warranty claims, MSP contracts, and related status updates.

Glyn Tookey New Regional Manager for EMEA

In September 2023, **Glyn Tookey** joined Duncan Aviation as its Regional Manager for the EMEA (Europe/Middle East/Africa) and India regions and immediately started traveling the area, speaking to operators about the range of services available at Duncan Aviation. During his years in the aviation industry, Glyn has worked as a project manager for a facility in the UK that maintained helicopters, worked as a helicopter consultant in Brazil, and has held a variety of aircraft service sales positions throughout Europe, building his own reputation as a straight talker.

Over the last six months, Glyn has worked on his own and with a handful of Airframe Sales Reps from Duncan Aviation to create quotes and sign several projects for European-registered aircraft. He's also traveled to the Middle East and signed a couple of multi-shop projects due to input in August.

Glyn is enjoying spreading the word about Duncan Aviation's remarkable capabilities, and he's been impressed by how knowledgeable, friendly, and welcoming our team members have been.

He faces the same challenges faced by all Duncan Aviation sales reps: full hangars and backlogs.



Dustin Johnson, Cody Orth, Tony Curtis & Cary Prange

Additionally, the travel distance can seem daunting to some customers.

"In those instances, I encourage customers to take advantage of the downtime for inspections or scheduled maintenance, look at the range of services Duncan Aviation provides, and consider adding multi-shop work they may have been putting off," says Glyn. "Fortunately, most of the customers I've met with feel it's worth the wait and travel time because of Duncan Aviation's reputation as the best one-stop-shop in the world."

When not visiting customers in his region, Glyn and his wife Maude enjoy traveling, music, and just generally enjoying life to the fullest.

Team Members on the Move

Tony Curtis has been selected as the Components Repair and Parts & Rotables Sales Manager to replace Keith Schell, who retired in January. Tony's 30+-year aviation career began in 1990 in the United States Air Force before joining Duncan Aviation in 1997. Starting as an accessory technician, he quickly took on greater responsibilities, working up to landing gear team leader. In 2016, he was promoted to Assistant Manager of Component Repairs, overseeing Duncan Aviation's aircraft accessory and avionics back shops.

One of the first moves Curtis made was to assemble a leadership team with three Assistant Managers. **Cary Prange, Dustin Johnson, and Cody Orth** fill those positions.

Cary is the Assistant Manager of our Parts & Rotables Sales, providing daily oversight and leadership to the team that works around the clock offering rotables, loaners, exchanges, outright units, avionics, instruments, accessories, and technical support to aircraft operators worldwide.

Assistant Managers Dustin and Cody lead more than 140 component repair technicians who inspect, install, troubleshoot, service, and repair virtually all avionics and accessories equipment in an aircraft.



Colin Kay has joined our Design team in Battle Creek, Michigan. Originally from Rockville, Maryland, Colin graduated from North Carolina State University with a bachelor's degree in

Industrial Design. He has worked for several different automotive performance shops, designing aftermarket performance parts for a variety of vehicles before coming to Duncan Aviation.



Meghan Knott has joined our Aircraft Sales & Acquisitions team as a Market Research Analyst. In this role, Knott provides support to the Aircraft Sales & Acquisitions team

by focusing on collecting expedient and accurate data, analytics, and insights on current aircraft markets for their clientele.

Meghan has spent the past six years in aviation, and she is currently enrolled in Middle Georgia State University's School of Aviation, working to receive her Bachelor's Degree in Aviation Science Management. Meghan has experience with Part 91, 135, and 145 as a maintenance administrator where she oversaw a charter fleet managing the maintenance, inspections, and records of 75 aircraft in addition to her experience as a project manager over a Gulfstream fleet.



Mitch Robson was named our Southwest Regional Manager. In his new role, Mitch supports aircraft operators in Utah, Southern Nevada, Arizona, and Southern California to

help them become more familiar with Duncan Aviation's comprehensive capabilities and services.



Steve Krings, Rod Walther, Josh Hull, Scott Samuelson, and Jarrod Bovard

Mitch brings with him a wealth of aviation experience spanning 35 years, which began with full-time active duty as a Navy crewman in the US Navy while stationed at NAS Norfolk, Virginia. He is also a long-time team member of Duncan Aviation, marking his 25th year at the company in 2024. His tenure began in various technical positions, including airframe technician, lead mechanic, and Team Leader on Hawkers, Citations, and Challengers at our Battle Creek facility. In 2010, he played a pivotal role in establishing the first Bombardier airframe team at our then-new full-service MRO in Provo. In the years since, he has advanced in his responsibilities as Team Leader, Assistant Airframe Manager/Scheduler, and Project Manager. He briefly left to take a position as a Director of Maintenance elsewhere, but says he is thrilled to be back with his Duncan Aviation family. 🇺🇸

Five New Tech Reps Fill Demand for Component Technical Support

Our Component Repair and Overhaul services have added five new Technical Representatives to meet the need for advanced technical support and training for accessories, avionics, and instrument services.

Duncan Aviation Component Tech Reps are some of the industry's most experienced and highly respected experts in their field. They use their talents and knowledge to advise, teach, and support customers, OEMs, and internal Duncan Aviation technicians.

In the last three years, Duncan Aviation has heavily invested in the Component Services Division, adding new capabilities and inventory to an already long list of component repair services. The company has added exclusive support for many OEM avionics and accessories units.

With these new authorizations, our Components Services manages the repair and exchange capabilities, including quotes, AOG events, technical support, warranty claims, and maintenance contracts.

The increased capabilities and customer base have profoundly affected the demand for advanced technical support. Each Tech Rep, in their respective areas of expertise, identifies the test sets, tooling, and training necessary.

Jarrold Bovard is an Avionics Instruments Tech Rep specializing in weather radar, HSI, and Flight Director indicators. He frequently is the liaison with OEMs to acquire appropriate documents and paperwork to perform specific repairs.

Josh Hull is an Accessories Tech Rep specializing in landing gear and hydraulics. He is instrumental in setting up new capabilities in the Accessories Shop in Provo.

Avionics Tech Rep **Steve Krings** has 41 years of experience troubleshooting aircraft autopilot instruments. He conducts technical training in the shop about how these systems work with the aircraft.

Scott Samuelson, Avionics Tech Rep, has 38 years at Duncan Aviation on the electronics bench, calibrations lab, training, and safety. His areas of expertise are Gyroscopes, NavCom, HSI Flight Director, and ELE. He is the Duncan Aviation administrator of electronic training classes in partnership with Southeast Community College in Lincoln. He is instrumental in recruiting Component technicians.

Rod Walther is an Avionics Tech Rep with over 28 years on the NavCom and APT teams. His areas of expertise are NAV, Comm, FMS, HF, ELT, DME, Transponder, and Audio.

These tech reps join long-time Accessories Tech Rep Jerry Cable and Avionics Tech Reps Curt Campbell and Rick Conner. 🇺🇸

Parts & Rotables Sales: www.DuncanAviation.aero/parts



AIRCRAFT SALES & ACQUISITIONS

Founded In
1956

As An Aircraft Sales
Organization

67+

Years Buying, Selling
& Supporting Aircraft
Owners & Operators

In The Last 36 Months,
Duncan Aviation Has
Conducted Business With

92%

Of The Fortune 100
Companies That Own
Business Aircraft

42,490

Service
Relationships
Globally

3,500+

Aircraft Sales/
Acquisition Transactions

3,000+

Team Members
Worldwide
Including In-house
Tech Reps, Regulatory
Support, and Import/
Export Experts

Take Advantage Of Duncan Aviation's Resources For Your Aircraft Transaction

Our Commitment:

To leverage the extensive experience and resources of Duncan Aviation for the benefit of business aircraft sales and acquisition clients worldwide.

9,002 Unique Aircraft Make, Model, Serial Numbers
Touched Enterprise Wide In 2023



699
Learjet



431
Embraer



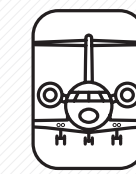
410
Hawker



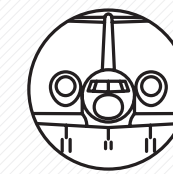
1,516
Cessna



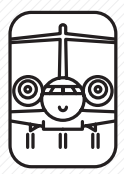
1,001
Falcon



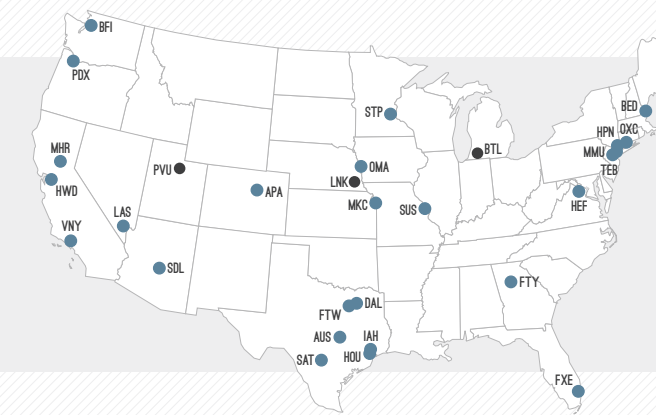
877
Challenger



1,152
Gulfstream



325
Global



36
Locations



96

Aircraft In-house (Daily Average)
BTL, PVU & LNK



In 2023, Worked On
Aircraft Based In

86

Countries/Territories