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Spring 2019 Duncan Debrief, a customer magazine.

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company founder: Donald Duncan (1922-1981)

During the week of January 14, 2019, there were 21 new

team members in Lincoln, Nebraska's orientation class, 12 in Battle Creek. Michigan, and 19 in Provo, Utah

A Day In The Life Of Duncan Aviation

Chairman Todd Duncan attends every new team member orientation he can. He feels it's important to meet new team members and share the passion and love he has for the industry.

I love to give facility tours to customers, vendors, and industry professionals when they visit one of our full-service facilities. The reaction is always the same. At some point, they exclaim, "Wow! I had no idea!"

They had no idea...

- the US
- - We provide engineering and certification services to the industry

 - We continually re-invest in our tooling, facilities, and people
- We provide Aircraft Sales and Acquisition consulting services

For years, we have talked about the best way to share our capabilities, services, and culture with others. So when our marketing team asked team members in every department to keep track of what they did on a typical day during the week of January 14, 2019, I immediately saw the rationale. This issue of the *Duncan Debrief* is chock-full of information about that week. In it, you will find various infographics that show the breadth of our services, the number of business aircraft we touched, the global nature of our business, and the lengths we go to support our customers and keep them flying. So spend a little time. I'm sure there are things in here

that will make you say, "Wow! I had no idea!"



- We provide so many services
- We service so many aircraft at a time
- We have 35 AOG Engine Rapid Response techs positioned at 17 launch locations, ready to travel worldwide
- We have 140 avionics techs located at 27 shops and workaway locations across

• We provide 24/7 worldwide parts support

- We keep our facilities sparkling clean and organized
- We have a friendly, fun, and compassionate culture

KEEPING IT IN THE FAMILY A Look At Duncan Aviation's Succession Planning



Duncan Aviation has developed annual business plans and strong, long-term strategic plans for the past 20 years. The effort is led by the Senior Management Team, and all Duncan Aviation departments, shops, and team members are involved.

"The most important elements of the Duncan Aviation plans, however, are our people; we believe our team members are the reason we stand out in the business aviation industry," says Chairman Todd Duncan. "Therefore, succession planning and career planning are also active throughout our company and at the Duncan family level."

It's A Family Affair

Duncan Aviation has been a family owned and operated business since Donald Duncan started the company 63 years ago. After his untimely death in 1981, his son Robert took over.

During those early months of grief and uncertainty, one thing Robert knew was that if he were to continue running Duncan Aviation, it needed three things: A management team, diversification into support services, and a succession plan.



The most important elements of the Duncan Aviation plans, however, are our people; we believe our team members are the reason we stand out in the business aviation industry." "My father instilled in me an attitude of optimism, growth, and opportunity," says Chairman Emeritus Robert Duncan. "He taught me to take care of our employees, take advantage of new business opportunities, and look for new products and new ways to serve our customers better."

Robert instilled those values and shared his love of flying with his own son, Todd. Robert's passion for flying has helped him relate well to customers and team members alike.

"I love the freedom of flying and the mechanics, avionics, and power of airplanes," says Robert. "I especially love the avionics equipment because it gives me the ability to fly myself and do so in a very safe way."

Todd's need to learn the company inside and out meant he got his start at Duncan Aviation washing planes in the hangar. Along the way, he earned his pilot's license, and he continued working at Duncan Aviation through his years in college at Nebraska Wesleyan University.

In 1997, Robert stepped down as President and CEO, and Aaron Hilkemann began carrying that mantle. During his 23 years at Duncan Aviation, Aaron has provided strategic leadership and direction, guided the company through a massive economic downturn that was disastrous for the industry, and put plans in place to ensure the development and future growth of the enterprise.

Todd took on the role of Chairman in 2007, and he's also seen the company ride the highs and lows of the business aviation industry.

"I've had the opportunity to work for and be mentored by great leaders over the past 31-plus years that I've made my career here at Duncan Aviation," says Todd. "I'm pleased that both of my boys, Harrison and P.K., have chosen to

work in aviation and

Robert Duncan, 1979

He taught me to take care of our employees, take advantage of new business opportunities, and look for new products and new ways to serve our customers better."

- Robert Duncan, Chairman Emeritus

learning about the company and the aviation industry. He has grown and learned a tremendous amount in the first 14 months, and he's truly enjoyed being a part of the Duncan Aviation team. He's received great support and learned from the team with whom he works. Harrison's travels have taken him to a number of Duncan Aviation Satellite Avionics Shops and Engine RRT launch locations, and he's also made audit trips to the Duncan Aviation facility in Battle Creek, Michigan. Todd's other twin son, P.K., graduated with a communications degree from California Lutheran and has moved to Denver, Colorado, where he's earning his A&P certification at the Spartan College of Aeronautics. "I used to joke in our family that we are all pilots, but none of us knows what a

By adding technical notes to DAK, technicians can leave a little bit of themselves behind."

- Rich Teel, R&D/IT Systems Programming Manager

wrench looks like," says Todd. "Now, P.K. will know! He's really enjoyed his first six months of A&P school, and he can't wait to move back to Lincoln to work in our shops and see how his studies will relate on the shop floor. He knows he has a lot to learn!"

As Robert and Todd look back over the history of the company, they are pleased that a succession plan has been in place, and they're watching it unfold.

"I'm excited and proud that my boys are working and preparing for their careers here at Duncan Aviation. This company has so much opportunity over the next 5, 10, and 20 years, and my sons' commitments to be part of it has always been part of my long-term strategy," says Todd. "This fourth generation of direct Duncan family involvement is critical to the next chapter of our company-and I couldn't be more excited!"

Andy Richards has stepped into those roles, nearly 22 years after joining the Duncan Aviation team.

"Duncan Aviation is a stable company because of the Duncan family and the Senior Management Team that has been in place for many years. Together, we are careful to create smooth transitions during leadership changes," says Tom. "Additionally, Andy and I were both committed to making the change as imperceptible to our team members and customers as possible."

How to Pass Along Knowledge

As Todd has said, Duncan Aviation team members differentiate us in the business aviation industry. The highly skilled employees, who have worked for years on various engines, airframes, and avionics,

have not only established personal relationships with customers but they have amassed a wealth of information. Finding a way to capture that information, that tribal knowledgeinformation that

Duncan Aviation Knowledgebase





a person or small group has learned over a long period of time and has typically not written down-has become an integral part of the Duncan Aviation succession plan.

Vice President of Marketing Steve Gade challenged Rich Teel, R&D/IT Systems Programming Manager, to come up with

a plan. Rich and his team developed the DAK, Duncan Aviation Knowledgebase.

"Because the FAA requires companies like Duncan Aviation to thoroughly document our repair processes and techniques, we already had systems in place to capture some of that knowledge," says Rich. "It wasn't enough to simply capture the knowledge, though. We had to make sure team members who need it can easily find and retrieve the information, too."

DAK contains more than 6 million bits of indexed information from the past 10 years. The system runs in the background, crawling through data saved to the various databases at the company every single night. It captures best practices, processes, and solutions to various problems, and it ranks search results.

The new technicians are trained to use DAK, both to find information and record their own experiences. The system saves technical data, pictures, and drawings, but one of the most important aspects of the system is the technical notes added by the mechanics and tech reps who have resolved issues. Technical notes are the legacy of technicians who have had long careers here at Duncan Aviation.

"By adding technical notes to DAK, technicians can leave a little bit of themselves behind," says Rich, "They write short notes about how they resolved a problem, which captures a bit of their hard-learned wisdom, and it can then be accessed and used by other technicians as they respond to our customers' needs more efficiently."

Those technical notes, that legacy of knowledge and information, become a critical component of DAK and of the searchable data.

Seamless Transitions

At the company level, we've recently seen a smooth transition as the former Executive Vice President and COO Tom Burt at the Duncan Aviation facility in Battle Creek, stepped down after 15 years leading there and 40 years with Duncan Aviation.

"For instance, if a mechanic is searching for ways to troubleshoot and repair an inoperable starter generator, the system crawls through history and finds previous instances where someone has fixed a broken starter generator. That's the beauty of predictive analytics," says Rich. "The system learns from history to support current needs." With DAK mining the data and ranking the search results, a tech who is working on a customer's aircraft won't waste valuable time searching for information, combing through irrelevant data, or trying to figure out how to fix the issue on his or her own. "We want to be able to use current, state-ofthe-art technology to support our technicians now, so they can solve problems quickly and safely for our customers," says Rich.

Go Provo!

Another priority when it comes to succession planning is making sure our core business values are maintained as we grow and expand. Toward that end, the SMT worked with Provo Senior Team members Bill Prochazka and Chad Doehring to establish

a committee of team members to help plan the staffing at Duncan Aviation's newest full-service facility in Provo, Utah. Team members have been carefully recruited or selected and trained to ensure that customers who take their



WEEK OF 01/14/19

Duncan Aviation's Senior Leadership Team strategically positions the company for longterm success and responds to sudden changes in the industry while modeling and maintaining leadership values. Here are some statistics about the Senior Leadership Team and some information about their activities during the week of January 14, 2019.

aircraft to Provo experience the same high-quality service they would at any Duncan Aviation facility.

Maintenance Supervisor Doug Starmer at Solairus was in Provo on January 7, watching as his Global Express XRS was the first aircraft towed into the new hangar.

"We were excited about the expansion, and it was excellent timing to have the new hangar ready for our 120-month inspection," says Doug. "We were especially happy to see the backbone of experienced people who came from other facilities to support the Provo team."

Team members, too, are energized as the new hangar doors have opened and returning customers and first-time customers are filling the much larger hangars.

"Preparation for the expansion was a great feeling. The planning that has gone into this project really paid off, as the first planes began rolling in, and everyone just seamlessly transitioned over and started working in the new hangar as though we'd been working here for years," says Airframe Team Leader Ward Cranor.

Chad Doehring, Vice President of **Operations in Provo, agrees.**

"The extensive planning resulted in a well-executed transition into the first hangar, says Chad. "It's a testament to the resiliency and dedication of our entire Provo team."

Longevity & Continuity

Years ago, the Duncans implemented a program that recognizes team members who have worked at Duncan Aviation for 25 years or more. Called Silver Wings, team members celebrate every 18 months as new team members pass their 25-year anniversary and join the exclusive club.

"It's a way to recognize all of the many contributions our steadfast, loyal, and dedicated

team members have made during their tenure here," says Robert. "There are more than 308 Silver Wings members now, and they are the core of what Duncan Aviation is about. They are the reason so many of our customers can call Duncan Aviation and talk to the same person they've dealt with for 25 years or more. It means so much in our industry, and it means so much to us as a company, too."

Todd agrees with what his father Robert calls the immeasurable value of the employees at Duncan Aviation.

"We could not have done it alone. Everyone out there-throughout our facilities in Battle Creek, Lincoln, and Provo; in our Satellite Avionics Shops and our Engine **Rapid Response teams** throughout the country; and our representatives in the US, Europe, Mexico, Brazil, and New Zealand—is doing the work every single day," says Todd. "They're turning the wrenches, fixing the avionics, selling our services, and providing support tasks. It takes every single team member to make this company succeed."





We were especially happy to see the backbone of experienced people who came from other facilities to support the Provo team."

- Doug Starmer, Solairus Maintenance Supervisor



www.DuncanAviation.aero/gallery

A fabric vendor met with Duncan Aviation reps on Tuesday, January 15, and shared 259 new fabrics from their spring line. Senior Lead Designer Mary Lee and the design team then ordered 40 of the new samples for our sample library.

International **Regional Managers**

INTERNATIONAL REACH THE WEEK OF JANUARY 14, 2019

Duncan Aviation provides support to the business aircraft fleet located worldwide. Operators from around the globe bring large aircraft projects to our full-service facilities. Our Components Repair, Parts, and AOG services help operators beyond North America daily.

Here are some service statistics from the week of January 14, 2019, that show the true global nature of our aircraft support services.



Incoming **International Shipments** 55

New Customers



Government **Programs & Special Missions Team Is Currently Working Contracts In:**







Australia & **New Zealand**

ARJEN GROENEVELD Europe

ALLAN ORSI Latin America

International Calls Received

International Calls Placed



International **Aircraft Sales & Aquisitions**



RODOLFO RODRIGUEZ Mexico



YUSCHYSHYN Canada



TIM BARBER EMEA



JOSE COSTAS EMEA & Asia Pacific

International Visits to www.DuncanAviation.aero







International RFP Requests International Aircraft in Work myDuncan Sign-ons Both



Duncan Aviation strives to provide a comprehensive, large-company support network of high-quality services that business aircraft operators can consistently rely upon while maintaining a personal, small-company atmosphere.

This results in Duncan Aviation providing some type of service to thousands of aircraft every year. In the last 36 months, Duncan Aviation has conducted business with 92% of the Fortune 100 companies that own aircraft.

The following are some statistics about the aircraft and operators we provided service for during the week of January 14, 2019.





RETURNING CUSTOMERS BELL HELICOPTER BEECHCRAFT 23 11.143 3915 OPEN **WORK** ORDERS SSIGNED fo a shof DATABAS

An Excellent Maintenance Experience Begins with a **Comprehensive** Proposal

Customer Survey Results January 2019

Quality 4.9

OUT OF 5 POSSIBLE Communication/ 4.9

OUT OF 5 POSSIBLE

On-Time Delivery 94%

business aircraft require roughly two hours of ground maintenance. This quickly makes your aircraft service provider an important member of your flight department's team. Duncan Aviation team members view themselves as part of your team. When you call about an upcoming inspection or modifications project, they involve you in the development of the project workscope and proposal. This is vital because the eventual flow of work and the ultimate cost of the project are communicated within that document. Making the proposal as comprehensive and accurate as possible, and then ensuring the customer understands what is covered, is critical to a project's

For every hour they spend in the air, is much more involved than a brief conversation between an operator and a sales rep, though. A look at the behind-the-scenes process of developing a Duncan Aviation proposal helps show the importance of relationships, trend data, technical experience, and trust.

Relationships Are Kev

When a proposal is requested, a sales team is assigned with technical Sales Reps from each area involved, like airframe, engine, avionics installations, interior modifications, paint, landing gear, and others as needed. These team members interview the customer to gain the best possible understanding of the necessary project workscope, the customer's preferences and desires, and the required schedule and service location.

Because business aviation is dynamic, it is important that these key players have a deep understanding of the company's resource availability. Duncan Aviation Sales Reps constantly reach out to shop Team Leaders, shop Schedulers, company Schedulers, Tech Reps, Project Managers, and Regional Sales Managers to discuss schedule availability, the necessary labor hours for various tasks, and overall hangar space.

"Scheduling projects requires both a big-picture view of overall hangar capacity and where the aircraft needs to be located for team efficiency, and a more detailed view of project work flow that takes into account how many shop labor hours will be required and at what point in the project each shop needs aircraft access to best meet the project and downtime requirements," says Doug Schmitt, Operations Planning Coordinator at Duncan Aviation's Lincoln, Nebraska, location.

This requires continual communication between the various departments and team members.

5

"Most of my typical day is spent on the phone," explains Troy Nail, an Airframe Service Sales Rep with Duncan Aviation. "When I am not speaking with external customers, I am talking with other Duncan Aviation team members regarding proposals currently in work, hangar space, and future pending events."

Data Invo

When quoting work, Duncan Aviation Sales Reps rely heavily on data the company has collected from previous projects. The sales team has access to past project data that extrapolates the number of hours required to perform certain tasks and shows them averages, clusters, and outliers so they can more accurately determine the hours needed for various services. Sales Reps also consider data they have regarding a specific aircraft and its condition. If the aircraft has been in a Duncan Aviation facility before, the technical teams who serviced it usually have a good idea of its care and maintenance level. The global region where an aircraft is based can also affect the number

Proposal Process Timeline

Customer requests an RFP

Sales team is assigned

ultimate success and customer

experience. Developing a proposal

Phone call with customer to define project

3

Customer site visit is scheduled, if needed

Internal discussions with Tech Reps and shop Team Leads to review project

Schedule request and internal proposal is sent to identify location, and labor and time slot availability

of hours that will be required to complete certain tasks. Airframe Tech Reps and Shop Team Leads also provide valuable insight into how many hours are truly required to complete a specific workscope.

In addition to price and schedule. Duncan Aviation proposals have many inherent intangible benefits that might be hard to quantify but that can be felt at delivery and throughout the life of an aircraft. Intangibles vary with each customer but can include things like an aircraft's resale value, trust in the facility's services, ongoing support through the Rapid Response engine teams, Satellite Avionics Shops, and airframe- and system-specific Tech Reps, as well as full insurance and liability coverage during the work.

Successful leaders surround themselves with great team members. When operators call Duncan Aviation for a comprehensive aircraft service proposal, they are taking the first step in that direction. Welcome to the team!

Proposal is sent to customer

Sales Rep reviews proposal with customer Once accepted by the customer, schedule is made firm

9

Preplanning begins, which includes design work, and material/ parts ordering

Full-Service Facilities

The Week Of January 14, 2019

One of the comments people have when they tour a Duncan Aviation full-service facility is, "I had no idea you provided all these services."

Our business aircraft support truly does cover nose-to-tail support for the most-used business aircraft of today. This includes airframe

and engine maintenance and overhauls, paint, interior and cabin upgrades, accessory inspections and overhauls, and parts.

Here are some statistics about the services our full-service team members provided during the week of January 14, 2019. 💀

Work Orders Open

In Each Area

110

Interior Accessories/ Avionics

Components

329

Engine Inspection/QA Line 374

Records & Engineering

189

Satellite

Shop Install

91

Engine 176

826

123

Research

48

Tracker/

Pre-Buv

44

Fabrication Airframe

891

Line

3

RRT 69

Avionics

Install

192

Paint

206

262

Flight Department

3 Trips

3000 Nautical Miles Flown 5 Pilots Flying 17 Passengers Flown 1 International Trip





2 Engine

2 Structures 10 Airframe

2 Avionics Install

4 Avionics &

Instruments

1 Accessories

1 Interior



FBOs AZO, BTL, LNK, PVU

515 Fuelings 138,627 Gallons LNK IS-BAH Accredited AZO, BTL, PVU IS-BAH In Process PVU Opened In January with A 9-Person FBO Services Team



24 Drop-In Aircraft 108 Scheduled Aircraft Projects In Work 124 Aircraft In-House 34 Aircraft Input 55 Aircraft Delivered

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Worldwide Mobile Engine Rapid Response Services When & Where YOU Need Support

artin Delisle started his week in Wilmington, Delaware, to work an AOG on a Bombardier Challenger 850 APU and ended it in Calgary, Alberta, Canada, for a scheduled inspection on a GE CF34 on a Bombardier Challenger 601. Traveling cross-country to perform needed engine services is nothing new for this Duncan Aviation RRT (Rapid Response Team) Leader based out of Long Beach, California.

In fact, it's nothing new for any of the 35 Duncan Aviation engine RRT Technicians who make up the largest independent mobile engine services team in the industry. Located at 17 convenient launch locations across the US, these teams complete more than 2,200 engine projects per year, wherever the aircraft are located.

One Team, One Number

Based out of Lincoln, Nebraska, Rustin McCullough has flown east to Tennessee for a pre-buy borescope, then immediately to

Denver, Colorado, for an engine R&R on a Citation X. "We go where we are needed," he says.

"It doesn't matter where an operator is located or if there is an established RRT nearby," says Shane Heier, RRT Assistant Manager-West Coast. "We will answer the call and bring in the necessary resources, both technicians and tooling, to provide what is needed, when and where it's needed."

Working together, Shane and Andrew Arcuri, RRT Assistant Manager-East Coast, manage all 17 RRT launch locations. "We no longer operate exclusively in defined regions," says Andrew. "We are one team supporting the business aircraft fleet where it is located worldwide."

Mobile Engine Expertise "This is why I like working with Duncan Aviation," says Mark Nugent, DOM for Two Bear Management, LLC. "They have the technical experts available

who listen and are able to get to the core of the problem quickly." Mark recently had Rustin and Kyle Stevenson, another RRT Technician from Provo. Utah. respond to an AOG at the Two Bear Management hangars located between two national forests in remote Northwest Montana. "I honestly don't care where they come from, because I know when they arrive, they are ready to work together."

Coming together for the benefit of the customer was evident during one week in January. The New York RRT hit the road and traveled roughly 2,350 miles in support of operators in the Northeast/ Mid-Atlantic region. Technicians from Atlanta, Georgia, and Long Beach were reallocated to the area to lend a hand. Altogether during that week, 10 RRT Technicians traveled significant distances from their home bases to assist other RRT teams with 17 AOG calls.

There is a high level of trust among the technicians when

they are brought together. "The responsibilities of the job are taken on by the whole team," says Martin. "It doesn't matter who is there. Everyone takes personal accountability for their portion of the job, and together, we get it done." That includes the maintenance, paperwork, and quality assurance of the entire event.

Jeff Lowery, a Technician based out of Scottsdale, Arizona, has traveled to all parts of the country assisting every team in the network. "I know all the guys really well and never leave with any concerns about whether or not they will be prepared. They pretty much do things the same way as I do them, and I trust their work."

"I have had a 30+ year relationship with Duncan Aviation and respect every aviation expert they employ no matter the



35

EXPERT IN-FIELD TECHNICIANS

location," says Mark with Two Bear Management. "They are a great first choice when it comes to mobile engine services. I trust that whoever they send is more than capable of doing the job right. They are a great group of guys and always professional." "All of the RRT Technicians have a great deal of experience," says Andrew. "That makes it easy to put teams together that will be successful and get

the job done." 🐱



DURING THE WEEK OF JANUARY 14, 2019, WE WERE

in **2** countries.

helping 30 customers,

We had **4** new customers.



with **22** scheduled events.

and **17** AOG calls.



17 LAUNCH LOCATIONS

Addison, Texas Atlanta, Georgia Battle Creek, Michigan Chicago, Illinois Denver, Colorado Ft. Lauderdale. Florida Harrisburg, Pennsylvania Lincoln, Nebraska Long Beach, California Long Island, New York Manassas, Virginia New Castle, Delaware Portland, Oregon Provo, Utah Scottsdale, Arizona Seattle, Washington Tampa, Florida

"I have had a 30+ vear relationship with Duncan Aviation and respect every aviation expert they employ no matter the location."

Mark Nugent, Two Bear Management DOM

uncan Aviation is one company, and everyone throughout the enterprise works to ensure customers receive the same high-quality service no matter which Duncan Aviation facility they visit. "In order to make this a reality, careful and ongoing planning and evaluation must take place in the staffing, capabilities, and locations of Duncan Aviation's Satellite Avionics Shops," explains Matt Nelson, Manager of Avionics Satellite Operations. The following are some of the recent changes in our satellite network, which includes more than 27 Satellite Avionics

Shop and workaway stations.

Succession Planning

Succession planning has been at the forefront companywide this last year, and our Satellite Avionics Shops are also going through leadership transitions as two long-time technical managers retired. Both Managers, Kent Beal at the shop in Dallas, Texas, and Jim Davis, at the shop in Scottsdale, Arizona, opened their shops, 29 and 31 years ago, respectively. As they've retired, two highly capable, long-term Duncan Aviation team members have stepped up to carry on the missions and goals of each facility. Bryan Davis is now Manager of the Dallas facility after 21 years working at the St. Louis, Missouri, and Dallas Satellite Avionics Shops. "In a bit of symmetry, Kent retired 21 years to the day after he hired Bryan to help

ONE Goal, ONE Company, **Multiple Options for O**perators

> Satellite Avionics Technician Chris Frick performing a two-year Altimeter and Transponder certification on a King Air in Sacramento, California.

"Careful and ongoing planning and evaluation must take place in the staffing, capabilities, and locations of Duncan Aviation's Satellite Avionics Shops," Matt Nelson, Avionics Satellite Operations Manager

with avionics installations and line-service work," says Matt. "We're excited that Bryan took over the leadership position at Dallas. He has a great deal of experience and high-level skills. Our customers in north Texas will be in good hands."

Joshua Chischilly-Keyonnie has stepped into the role of Manager of the Scottsdale shop after working as an Avionics Tech and Crew Leader at that facility since 2001.

"As a team member at the Scottsdale Shop since 2001, Josh's transition to manager will be a smooth one," Matt says. "Josh is capable of maintaining the positive environment at the shop as they continue to provide the high-quality service our customers expect from a Duncan Aviation facility."

In other moves, long-time Avionics Team Leader Rennie Loniero is now Manager of the shop in Van Nuys, California. He also oversees the workaway station in Carlsbad

"We've been extremely pleased with how fully Rennie has embraced his new role," says Matt. "He's been a great addition to our management team, and he has spent a lot of time and attention working on the right things for customers in Southern California."

New Location Planning

Last fall, Duncan Aviation opened its newest Satellite Avionics Shop at the Laurence G. Hanscom Field in Bedford, Massachusetts. Customers in the area had been asking about a Duncan Aviation

WEEK OF 1/14/19

ADS-B

25

Scheduled

2

Completed

Duncan Aviation's network of Satellite Avionics shops are strategically positioned at the busiest business aviation airports in the United States. Here is a peek at the support they provided in their regions during the week of January 14, 2019.

18 In-work

ork presence for quite some time, and the time was right. Dominic Scalera is managing the shop, and he has been warmly welcomed in the area. Long-time customer Ann Pollard, Vice President of Shoreline Aviation, says, "We are thrilled that Duncan Aviation now has an Avionics Satellite Shop at Bedford so that aircraft owners in the northeast now have access to Duncan Aviation's world-class service network of more than 2,200 talented aviation support personnel and a wide range of technical capabilities. I highly recommend the Duncan Aviation aircraft owner."

Planning Satellite Shop Moves

In addition to changing personnel and new shop locations, existing locations periodically re-evaluate their facilities and occasionally move to a different location at the same airport. The Houston Satellite's repair station recently moved to its new location in the Jet Aviation hangar. The address for the shop is:

Duncan Aviation c/o Jet Aviation 8620 W Monroe Rd, Ste 128 Houston, Texas 77061 +1 713.644.0352

Manager Mark Winter says, "Our team didn't miss a beat during or after the move. We're at capacity for ADS-B through September 2019, and we've been installing AVANCE L5 systems, Honeywell JetWaves, and upgrading aircraft to be FANS compliant at the same pace as always. I'm very proud of my crew; they made the commitment to get this done and be operational in the first week of January 2019." Also in Texas, the Dallas shop will be moving into a brand new, state-of-the-art facility. The new Business Jet Center hangar will be completed this summer, and the Duncan Aviation Satellite Avionics Shop in Dallas will move in shortly after it opens.

On the West Coast, the Sacramento Satellite Avionics Shop recently moved about 300 yards to its new location in a brand new 30,000-square-foot hangar. Manager Bob Hazy has been with Duncan Aviation for 19 years and has been at the Sacramento Shop for two, and he sees this as a great opportunity for the company and his shop.

"The new hangars that the Sacramento Jet Center has invested in should attract new customers to the area," says Bob. "We're excited because not only do we have state-of-the-art office facilities, but we also have hangar space to work on customers' aircraft as needed." The address for the new facility is:

Duncan Aviation 10440 Truemper Way Mather, California 96566 +1 916.231.0943



Proj 140 Technicians 53 Work Orders

Opened A Day



Avionics Satellites • Avionics Work Aways >

DGAC Authorized Satellites •

Full Service

1,153 Labor Hours

A Day







362

Miles

Combined Years of Experience (Managers)

Building Relationships

Integral to Aircraft Acquisitions

Uncan Aviation had hosted 12 members of an organization called YPO (Young Presidents Organization) from Houston, Texas. The group had flown to Lincoln, Nebraska, and spent the day touring the facilities at Duncan Aviation. They met with members of Duncan Aviation's Senior Management Team, several technical experts and managers, and members of Duncan Aviation's Aircraft Sales and Acquisitions team.

The day-trip to Duncan Aviation provided an opportunity to discuss running businesses, and the evening culminated with further discussions at Chairman Emeritus Robert Duncan's house.

Several months later, one of the members of the YPO, the President of a company in Mississippi, decided he'd like to buy an aircraft.

"As with most buyers, he had some specific needs," says Rene. "He wanted an airplane he could fly for roughly 250 hours per year for business and comfortably travel in with his family. It was also important that he could stand fully upright in the cabin without banging his head." Having run his own company for many years, the buyer knew the value of data and information. He wanted an aircraft that not only met his mission requirements but also that could be purchased at a price and in a condition that would maintain its value after four years of ownership, taking into consideration depreciation, the cost of ownership, and costs of improvement.

Initially, he'd considered a Falcon 2000EX EASy, Gulfstream 450, and Falcon 900EX, and he had an upper-limit budget of \$14 million.

He knew he wanted Duncan Aviation to perform the pre-buy inspection on the aircraft he eventually settled upon, and he was leaning toward a Falcon 2000EX EASy. Before making his final decision, however, he wanted a bit more information.

As a data-driven man, he wanted to see an analysis of the three aircraft (Falcon 2000EX EASy, Falcon 900EX, and Gulfstream 450) and a detailed projection of the operational costs for the next four years and life-cycle expenses of owning an aircraft.

"The prospective buyer remembered meeting me and Bob Rene Cardona pictured with Designer Carie Bruss in the newly remodeled design center in Lincoln. Many of the aircraft we help clients buy are turnkey and put into immediate service for the new owner. If the best aircraft is not exactly what the customer wants, our tip-to-tail services can quickly create the aircraft that is desired.



Aircraft Sales & **Acquisitions Brochure** www.DuncanAviation.aero/ brochures/Aircraft-Sales



Read additional Aircraft Sales & Acquisitions Case Studies here: www.DuncanAviation.aero/ case-study

McCammon at the YPO event and discussing aspects of our Aircraft Sales & Acquisitions Services business," says Rene. "He contacted me and asked if we could procure the data."

Data-Driven Decisions

Due to the multiple makes and models we support and in which we have significant history and experience, the Duncan Aviation Aircraft Sales & Acquisitions team has access to information that is outside the realm of what a typical broker/dealer would have. As a result, Rene was able to provide the information the buyer wanted on the three aircraft. The analysis included cost-of-

ownership information:

- Costs of inspections
- Out-the-door costs

• Operational costs for the next four years After reviewing the data, the

Falcon 2000EX EASy appeared to be exactly what the buyer wanted.

"The aircraft he selected was in turnkey condition, with a neutralcolored interior. It had a solid, well-documented maintenance history and what salespeople in the industry refer to as having good bones," says Rene. "It was well-maintained and in great shape for a used aircraft."

The Solution

Using the requested data, the buyer studied the cost comparisons among the three aircraft. The economist for the buyer's business then flew to Duncan Aviation and looked at the relevant data-the cost of

past maintenance and estimates of costs of inspections, fuel, and labor, based on the economic forecast for the next four years.

"After his economist and flight department personnel had studied the data we provided, they discussed their analysis with the buyer," says Rene. "After then reviewing the detailed comparative analysis of the available Falcon 2000EX EASy aircraft prepared, the buyer selected the best value alternative and was confident about proceeding with an agreement for the aircraft."

Rene negotiated the pricing and terms of purchase on behalf of the buyer. The overall transaction from the start of the LOI (Letter of Intent), APA (Aircraft Purchase Agreement), and pre-buy evaluation to the closing of the purchase took approximately 6 weeks.

The Result

Because Rene had negotiated Although there's no set time "The buyer had been ready

favorable terms, the buyer was able to replace the entire interior and completely repaint the exterior. Working with a designer from his business and Lead Designer Mary Lee from the Duncan Aviation Design Team, the owner was dazzled by the Falcon's eye-catching new interior. frame for making a decision about buying an aircraft, Rene and the buyer were pleased with the relative speed of this transaction. to buy-he had a selection of aircraft that met his needs," says





In-Field Evaluation in Italy by Duncan Aviation Tech Rep Chuck Zahnow

Rene. "He simply wanted to see the data on the operational costs before signing the agreement. Once he studied the data, he was ready to sign. I then began negotiating on his behalf."

Duncan Aviation has been in the business of selling aircraft since Donald Duncan founded the company in the late 1950s. Donald's legacy remains strong today, and every member of the **Duncan Aviation Aircraft Sales** & Acquisitions team knows how to navigate the complexities of the aircraft transactional process. When a customer asks for information, due to Duncan Aviation's vast in-house technical resources and data, every member of the team is able to provide accurate, critical information in a timely manner. 💀



CAUTION:

CONTENTS UNDER PRESSURE



Jeff Witt, Master Accessories Tech

"We are in business with brand new certified equipment including a water jacket, bottle dryer, control unit and pumps, pneumatic bottle vise, calibrated cylinders, and a Halonreclamation system."

Jeff Witt, Master Accessories Tech

Duncan Aviation's Road To Hydrostatic Testing

Every business aircraft has many pressurized vessels on board. These include oxygen bottles, portable fire extinguishers, emergency air bottles, and engine and APU fire extinguishers. All must be inspected and tested at specific intervals to ensure container strength and integrity.

In 2017, Duncan Aviation's Accessories Department, led by Master Accessories Tech Jeff Witt, started down the path to becoming a certified hydrostatic facility. Admittedly, he said the process was not without its challenges. "One of the first hurdles we faced was identifying who is in charge." It turns out the answer was not an easy one.

LOTS OF OVERSIGHT ENTITIES

While Aircraft Chapter 5 requirements determine hydrostatic testing intervals, the associated FARs (Federal Aviation Regulations) fall under the jurisdiction of the DOT (Department of Transportation) and the Compressed Gas Association. Together, they govern the requirements, testing methods, and certification of qualified facilities.

Also, the PHMSA (Pipeline and Hazardous Materials Safety Administration) regulates the licensing of companies that perform cylinder inspections on the composite-wrapped oxygen bottles found on 90% of all aircraft. And the NFPA (National Fire Protection Association) maintains certification and testing oversight of portable fire extinguishers.

Requirements for all of these agencies had to be met or surpassed before Duncan Aviation could obtain hydrostatic certification.

THE BASICS

Jerry Cable, Duncan Aviation Accessories Tech Rep, explains the basic principle behind hydrostatic testing is a relatively simple one. "The cylinder is filled with water, placed in a water jacket, and pressurized to the required test pressure. Under this pressure, the cylinder expands and displaces a small amount of water from the water jacket. The volume of the water expelled is measured. Once the pressure is released,



the vessel contracts to nearly the same size as it started. The water previously discharged is drawn back into the water jacket and a second measurement is taken."

It is these measurements that must meet Component Maintenance Manual criteria to ensure the vessel is structurally sound. Jerry adds that the hydrostatic testing of pressurized bottles is quite safe. "If during testing there is a catastrophic failure, the failure is not catastrophic at all. The water jacket merely expels the excess water, and the technician's shoes get wet."

TESTING AT DUNCAN AVIATION

It took more than a year of research, training, and agency consultations, but Jeff says the effort was worth it when the Duncan Aviation hydrostatic testing lab was completed. "We are in business with brand new certified equipment including a water jacket, bottle dryer, control unit and pumps, pneumatic bottle vise, calibrated cylinders, and a Halon-reclamation system." All six of Duncan Aviation's qualified technicians are factorytrained as hydrostatic instructors.

At the same time, new oxygen bottle repair and test stand procedures were written and built to remove and overhaul oxygen bottle regulators. Most operators choose to have these overhauled at the same time hydrostatic testing is performed.

Because workplace safety is paramount in all circumstances, the water jacket is permanently installed in a 3-foot, concrete pit in the shop floor, eliminating having to hoist the pressure bottle and lid assemblies, which can weigh as much as 300 pounds, above the heads of the technicians when the assemblies are lowered into the water jacket. A clean room environment located adjacent to the shop is used to perform maintenance on oxygen cylinders and regulators as needed. Additionally, the area is used to store Halon, a hazardous liquid present in portable fire extinguishers and engine/APU fire extinguishers. The reclamation system removes the Halon from the bottles and safely stores it until it can be placed back in the bottles after testing. The room is equipped with alarms in the unlikely event of a tank rupture or leak. The Duncan Aviation Accessories Department currently supports the hydrostatic needs of all in-house customers at our three MRO facilities in Battle Creek, Michigan; Lincoln, Nebraska; and Provo, Utah. Now that the word is out that Duncan Aviation is a certified hydrostatic testing facility, we have signed several service contracts and a dedicated hydrostatic technician has joined the team to meet growing

customer demand. 🙀

www.DuncanAviation.aero/ component-repairs

Below are weekly averages for Duncan Aviation Component Repairs:

500 units received for repairs



500 completed units shipped



100 units shipped internationally

623 inbound calls

150 AOG calls received by Customer Account Reps

Available 24/7/365, the parts experts for **Duncan Aviation Parts** & Rotables Sales respond quickly and with the best possible solutions. Here are some statistics about the aircraft and operators worldwide that we helped with parts needs during the week of January 14, 2019.

At that moment, yes was the only word the customer wanted to hear. The details about how were unimportant. But it is those vital details that made this outcome possible.

Below we pull the curtain back on

Inventory Search

With the customer still on the phone, Rob researched available inventory and learned there wasn't an SVO-85 autopilot servo in stock. Not wanting to give up, he checked all recent incoming shipments and discovered a unit had arrived the day prior and was sitting on a shelf waiting to be processed by Duncan Aviation's RGA (Return Goods Administration). The RGA team processes all core units returning

130 Daily

"That is when their emergency becomes my emergency, and I do all that I am able to help the customer." Parts & Rotables Sales Rep Rob Blahak (right)

143 Shipped



after a core/exchange transaction. These units arrive in all conditions and each requires an overhaul before being placed back in inventory and made available for sale.

Quick-Turn **Overhaul**

Rob's next move was to call the ELE (electronics) team to ask if they could perform a quickturnaround overhaul to support the parts sales team and come through for the customer.

Rob joined Duncan Aviation in 2011 as an electrical technician on the ELE team. For the first five years, he saw and overhauled many SVO-85 servos. He knew first-hand

what this team was capable of and had the highest confidence in the abilities of its team members. According to ELE Master Tech Jeff Brown, as long as the initial inspection did not reveal any major issues and the motor brushes were within the allowable tolerance, the team would be able to perform the overhaul in time. Rob's next question was, Can I

have it out by tomorrow?

Jeff immediately went to work testing the unit and inspecting the brushes. He informed Rob there were no issues standing in the way of the quick-turn. Within 15 minutes, the unit had an official work order and the overhaul was

Pulling Back the Curtain on Parts & Rotables Sales

Service Behind The Surface

When customers make AOG calls for aircraft parts, there are only two things they want to know: Do you have it? And, Can I get it?

If either answer is no, they hang up and move on. And in the event another AOG occurs, there's a good chance they won't be calling you first, if they call you at all.

Understanding the Need

Fielding AOG calls is part of the job for all Duncan Aviation Parts & Rotables Sales Reps. "You hear the urgency in the caller's voice and immediately shift

gears," says Rob Blahak. "That is when their emergency becomes my emergency, and I do all that I am able to help the customer."

This happened recently when Rob answered a call at 3 pm on a Tuesday afternoon from a customer looking for an overhauled autopilot control servo. "Do you have it? We are AOG and needed one in time for a scheduled flight out Friday morning. Can I get it?"

By 4:30 pm, Rob had everything in place for the unit to ship out the next day (YES!) with a fresh overhaul well ahead of the scheduled flight. (YES!)

what happened behind the scenes to see the experience, relationships, and confidence of a team all working together for one customer.

International Units Shipped

> 892 Quotes on 1268

> > 130 chats received from 28 different countries.

assigned to Instrument Tech Don Harwood.

Paperwork and Shipping

By late afternoon on Wednesday, the servo was overhauled, inspected, 8130-tagged, and boxed, ready for shipment. Jack Smith, another Parts & Rotables Sales Rep, stepped in with the final paperwork to complete the order for delivery to the customer first thing the next morning.

Available 24/7/365, the Duncan **Aviation Parts & Rotables Sales** team answers an average of 130 phone calls daily. And every day, they work as a team and do what it takes to be able to say Yes! 💀



Duncan Aviation strives to keep you up-to-date on the continually changing

News & Tech Updates

Expanded Battery Services

We recently more than doubled our aircraft battery shop space to nearly 1,400-square-feet at our Lincoln, Nebraska, location. The expansion includes the addition of a new battery cooler, twice as much bench space, and new advanced test sets, including 2400w programmable DC electronic load banks, lead acid analyzers, and main NiCad charger analyzers. The Duncan Aviation Battery Shop sees 85 to 100 batteries each week, and on average 75 percent are checked, charged, and returned to customers within five days. 😤

Lincoln Facility Design Center Remodeled

Duncan Aviation's Lincoln location has a remodeled Design Center. The new open, interactive space has nearly 900 additional square feet and new features to enhance the customer experience. The Design Center is where customers are invited to work with our designers to select materials and finishes for their interior refurbishment and exterior paint completions.

Team Member Growth

Jose Costas has joined Tim Barber and the Duncan Aviation Aircraft Sales and Acquisitions team covering EMEA & Asia Pacific regions. Jose is based in Portugal and worked with Embraer Executive Jets since 2000, successfully negotiating worldwide contracts and leading compelling strategies for trading pre-owned aircraft while establishing relationships with C-level executives, high-networth individuals, aircraft operators, maintenance organizations and aviation finance entities.

Marika Brack has joined the Avionics Installations Sales Team at its full-service facility in Lincoln. Marika has been with Duncan Aviation for five years, most recently working as a Benefits and Wellness Team Leader. Prior to joining Duncan Aviation, she was a territory account manager for a payment processing company, responsible for the service and account management needs of existing customers while acquiring new business opportunities.

18-year Duncan Aviation veteran Adam Beach accepted the position of Sales Representative for the Paint and Interior Sales team at Duncan Aviation's new Provo, Utah, facility. Leadership and the technical side of the business are nothing new to Adam as he's fulfilled various leadership and technical roles here for the last decade.

Mark Kahle is now Manager of Avionics Install/Line Services Department for Duncan Aviation's Battle Creek, Michigan, facility. When he started at Duncan Aviation in 1998, Mark served as a wiring apprentice in the Installation department, transitioning to Team Leader several years later. Most recently, he has worked in the Engineering & Certification Services Department as a Certification Coordinator and Team Leader.





Aircraft Acquisition & Consignment | Airframe Maintenance | Avionics Installation Emergency Assistance (AOG) | Engine & APU | Engineering & Certification Services Government & Special Programs | Paint & Interior | Parts, Avionics, Instruments & Accessories









IT WAS IMPORTANT TO ME TO WORK WHERE I'M VALUED AS AN EMPLOYEE AND NOT JUST A NUMBER IN THE BUDGET.

- KYLE STEVENSON

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Rvan Blake



Fed Roethlisherge



Kasey Harwick





Nick Parsons



Russ Haugen



Will Morris



Regional Avionics Sales Manager Tim Kelly transitioned to a similar position as Regional Sales Manager for the Great Lakes region. Tim joined the Duncan Aviation team in May 2018 and has more than 30 years of prior aviation experience and knowledge to help support Duncan Aviation's customers in the Great Lakes area.

Ryan Blake has joined Duncan Aviation as the new Gulfstream Airframe Sales and Services Representative located in Provo. Ryan has his private and commercial pilot's licenses, and he served as a flight instructor for many years in the Salt Lake City area. Prior to joining Duncan Aviation in November 2018, he sold medical devices to hospitals and doctors, covering roughly the same territory in the Western United States.

Ted Roethlisberger was named Assistant Manager of Customer Service at Duncan Aviation's Battle Creek facility. Ted joined Duncan Aviation in 2008 as the Manager of Business Processes and Continuous Improvement. Last year, he transitioned to the role of Project Manager.

After a year and a half at the Duncan Aviation facility in Battle Creek, Kasey Harwick has returned to the company's Lincoln location and assumed the role of Vice President of Maintenance for the Airframe Department. Kasey has learned during his 20 years of service here that customers choose Duncan Aviation because the team members are dedicated to providing high-quality maintenance and repairs while adhering to aggressive downtimes.

Travis Grimsley has accepted the position of Director of Maintenance for the aircraft services group in Battle Creek, where he is also now a part of the Duncan Aviation Senior Management Team. Travis began his 14-year career here in the Line Services Department. In 2016, he moved to his most recent position, Manager of Customer Service. In his new position, Grimsley will manage the Airframe Department and oversee the Engine and Accessory Departments.

Nick Parsons was named Project Manager at our Lincoln location. During his five years with us, he has proven himself a capable leader and conscientious mechanic while working on Challenger and Global projects.

Russ Haugen joins Duncan Aviation's Provo facility as Customer Service Manager. Russ began his career at Duncan Aviation in 1992 in the Avionics Install Shop as a Sheet Metal Technician. After several years, he transitioned to the Turbine Engine Shop. In 2008, he was named a Project Manager and became the Assistant Manager of Customer Service in 2016.

Will Morris, has accepted the position of Assistant Manager for Customer Service in Lincoln. Will joined Duncan Aviation in 1999 as an Avionics Install Technician and after serving as Team Leader for several years, he transitioned to Project Manager in 2008.

Stacy Hollis has joined Duncan Aviation's Turbine Engine Service Sales team. Stacy has aircraft engine knowledge and experience that spans 30 years and reaches across several engine platforms, including Honeywell, Pratt & Whitney, and Rolls Royce.



Live STC Database Online

Duncan Aviation's Engineering & Certification Services department now offers a searchable database of the STCs (Supplemental Type Certificates) that we have developed and have available for sale. There are two ways to search the STC database: by Aircraft or by STC Category. Searching by aircraft lets customers narrow the search for available STCs according to the make/ model of their aircraft. Searching by category lets customers search by the type of STC, like ADS-B, Broadband & Wi-Fi, FANS, Interior, Iridium, and many others.

ACCESS THE STC DATABASE

www.DuncanAviation.aero/engi





ADS-B STCs Earn EASA, TCCA & DGAC Approvals

Our Engineering & Certification Services department has received approvals from three civil aviation authorities for Duncan Aviation's STCs-ST01810WI and ST01811WI-that upgrade the Honeywell Approved by the FAA in December 2015, the STCs have also been accepted by TCCA These approvals mean that aircraft in the countries that abide by those three civil aviation authorities can now access these two Duncan Aviation STCs and comply with the FAA's aircraft will face limitations or be denied the ability to fly in US airspace.

Primus II system for ADS-B Out in Cessna 560/560XL and Hawker 800/800XP aircraft, respectively. (Transport Canada Civil Aviation), Mexico's DGAC (Dirección General de Aeronáutica Civil), and the 27-member nations of the EASA (European Aviation Safety Agency). January 1, 2020, ADS-B mandate. Without upgrading to ADS-B by the mandate deadline,



Stacy Hollis

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www.DuncanAviation.aero/adsb



Honeywell PRES Agreement

Duncan Aviation recently signed a PRES (Parts Reclamation Engine Surplus) agreement with Honeywell Aerospace that applies to Honeywell TFE731-2 & -3 engines and engine parts and re-authorizes Duncan Aviation to purchase, inspect, repair as necessary, and recertify serviceable parts using Honeywell technical information. All parts are returned to service with a signed FAA 8130-3 and EASA dual-release tag.

Duncan Aviation is a Honeywell TFE731 Heavy Maintenance Facility and has had several years of experience buying, selling and exchanging TFE731 engines and engine parts. The two companies have worked together for nearly four decades to provide support to all models of the Honeywell TFE731 engines.

JET A

Industry-First Rosen Tablet Holder Installs

We recently performed an industry-first installation of a Rosen Tablet Holder in a Dassault Falcon 2000 at our Battle Creek facility.

Once the holder is installed, it sits in a non-skid cradle with an adjustable slide. Because the holder includes a single USB 2.1-amp port, the tablet can charge while passengers work or play content. Designed to drop into an existing Rosen Micro D and Pogo Pin Base receptacle, there are no additional expenses for interior modification or wiring changes to support the 2.1 amp USB charging feature.

FBO Services Calculator

We recently added an FBO Services Calculator app that lets operators see their complete service charges and fees when stopping at a Duncan Aviation FBO facility for transient fuel services.

The FBO Services Calculator has operators select the Duncan Aviation FBO facility they will stop by, aircraft type, fuel type, gallons needed, and whether overnight parking is required. The calculator will then provide users with the price per gallon for fuel, any overnight storage fees, and whether the minimum fuel requirement will be met to waive the ramp fees. They are also able to notify the facility that they will be stopping, and make service requests as needed for things like catering, meeting rooms, crew cars, etc.



The calculator was created in response to customer requests and the nationwide Know Before You Go campaign launched by NATA, AOPA, and other industry organizations. To find the calculator, go to www.DuncanAviation.aero/services/fbo/fbo-services-calculator.

Stay Up-to-Date, Visit www.DuncanAviation.aero/news





Aircraft Acquisition & Consignment | Airframe Maintenance | Avionics Installation Emergency Assistance (AOG) | Engine & APU | Engineering & Certification Services Government & Special Programs | Paint & Interior | Parts, Avionics, Instruments & Accessories

"CUSTOMERS TELL US THEY BRING THEIR PROJECTS TO US BECAUSE OF OUR PEOPLE, WHO HAVE KNOWLEDGE AND **EXPERTISE, ARE FRIENDLY AND RESOURCEFUL."** - CHAD DOEHRING, VP OF **PROVO OPERATIONS**

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"I'm excited and proud that my boys are working and preparing for their careers here at Duncan Aviation," says Todd Duncan. Harrison (left) started at the Lincoln facility in 2018 as an Apprentice in the Audit and Compliance department. With a non-technical, four-year-college business degree, Harrison has spent the last year traveling and learning about the company and the aviation industry. P.K. (right), graduated with a communications degree from California Lutheran and has moved to Denver, Colorado, where he's earning his A&P certification at the Spartan College of Aeronautics.