

A DUNCAN AVIATION PUBLICATION
Duncan Debrief
50th Anniversary Edition



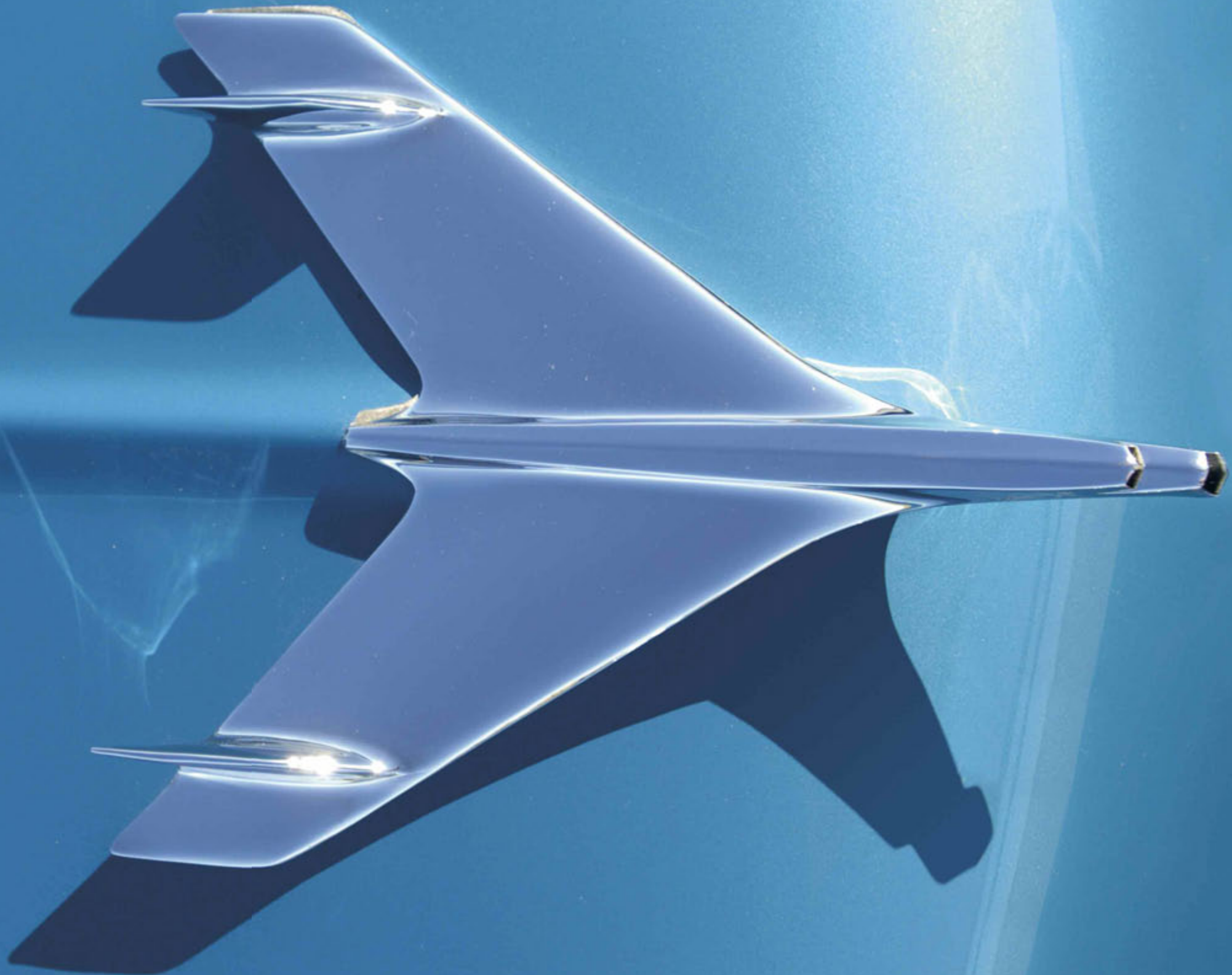
A DUNCAN AVIATION PUBLICATION
Battle Creek, Michigan | 269.969.8400 | 800.525.2376
Lincoln, Nebraska | 402.475.2611 | 800.228.4277
www.DuncanAviation.com



1956-2006

50 Years of Duncan Aviation

Interview with Robert Duncan	01
Memory of Donald Duncan	03
Memory of Darlene Christensen	05
Interview with Harry Barr	07
50 Years of Duncan Aviation	09
Prior to 1956	16
1956-1959 Timeline	17
1960-1969 Timeline	21
1970-1979 Timeline	25
1980-1989 Timeline	29
1990-1999 Timeline	33
2000-2005 Timeline	37
Silver Wings Recognition	41
Interview with Aaron Hilkemann	43
Interview with Todd Duncan	45
Come Celebrate With Us	47



For more information about the Duncan Debrief publication, contact Duncan Aviation's Marketing Communications team at 402.475.2611. Their hard work and talents made this publication possible.

Special thanks to Larry Arnold, who spent many hours researching, interviewing and writing these articles. Special thanks also go to John Hayden and Greg Bobbett for their design eyes and to photographers Ted Kirk and Phil Makanna.



Robert Duncan

NAVIGATING THE TRANSITIONS OF DUNCAN AVIATION

If Duncan Aviation is a company that used transitions to succeed, then Robert Duncan is the leader who used his personal evolution to successfully navigate those transitions. Having a clear sense of right and wrong, moving Duncan Aviation from good to great, having fun while learning from and listening to the pulse of the industry and being committed to a future-driven philosophy are all essential elements of the evolution and values of this remarkable man. Many people Robert's age look back and wonder "what if;" Robert's visionary values allow him to look forward and wonder "what's next."

Robert takes little credit for the amazing achievements of Duncan Aviation. He speaks without hesitation of the unwavering commitment from the people who make up the company and their continuous customer concern. He speaks with the authority of wisdom when he asserts that Duncan Aviation has been built through a myriad of small decisions over the course of a half a century. And he speaks with genuine pride about those same people who voted Duncan Aviation one of the best companies to work for in *Fortune* magazine's "100 Best Companies to Work For in America" survey.

How do you build a company like Duncan Aviation? Having a grassroots, non-egotistical attitude is a great start. Just because his father started the company didn't mean Robert wasn't willing to sweep the floors, pump fuel and answer telephones. In fact, in 1964, he spent the entire summer doing those very things while rooming in an upstairs office. It's easy to see why Robert and his family view work ethic as an important personal value and a primary building block for the company. "Duncan Aviation is a company that's not complacent. We're running hard and looking for new ways to innovate," he emphasizes.

Maintaining and adhering to the values his father instilled in the company has helped Robert choose people with similar values. It's also allowed him the strength to delegate. "One of the toughest things for a large business to do is delegate the authority to make

decisions." The empowerment of Duncan Aviation employees is a major benefit to customers. Duncan Aviation people have a customer-friendly flexibility not found in many other organizations. "I take credit only for setting the tone and direction and then putting the right people in place," Robert explains.

Size, growth, money, prestige—none of these things matter nearly as much to Robert as how Duncan Aviation people view their relationships with customers. "I get the greatest satisfaction and pride when a customer comes up to me and tells me about a great Duncan Aviation experience. *That* motivates me!"

Robert's evolution and re-inventive philosophy have taken several forms in the last 50 years, including becoming one of the senior members of the general aviation industry. One constant remains, however, "I see Duncan Aviation getting better and better." Not surprisingly, Robert's son, Todd, echoes those sentiments. Another thing that won't change according to Robert is the name hanging over the hangar doors.

"I am proud and pleased that my children, Todd and Paige, are involved with the family businesses. This ensures continuity of family involvement well into the future."





Donald Duncan

LOCKED ON THE PATHWAY OF AVIATION

Donald Duncan was gifted in many ways. He had an ability to communicate innovative ideas and bring people together to accomplish collective goals. He believed that both sides of a business deal should benefit from a transaction. He was tough-minded, hard-working and displayed a genuine ability to clearly see his vision and work towards achieving it. Donald never had to search for his niche in life; he was too busy building it!

Donald was born on August 22, 1922, near Clarinda, Iowa. He grew up during the Great Depression, but because his parents were successful farmers, he did not experience the extreme hardships many in that era did. He married Betty Whipp on September 6, 1941. Betty had grown up on a farm a couple of miles away. Donald and Betty started their family in the middle of the most horrific war in history. Even in these early years, it seemed as though Donald had a knack of turning adversity into opportunity.

During his lifetime, Donald owned a farm, an automobile dealership, a bank and an aviation company. Of the four, his name remains on the aviation company. His spirit is embedded deep within that company. His legacy is something that is seen everyday at Duncan Aviation. It's in the greeting a customer receives from the line. It's in the interaction with a sales rep on the phone. It's in the attention customers receive from project managers. It's in the team philosophy found in hundreds of technicians who solve thousands of problems every day. And most of all, it's in the "can do" attitude found throughout the company.

Why did Donald go in the direction he took? Because he loved to fly! It's a passion that's been adopted by his entire family. His passion went beyond flight. Donald's work week was between 60 and 80 hours and he spent many of those hours connecting with people on the phone. He had an uncanny ability to relate with people and help their dreams come true.

Why did so many people like Donald and want to do business with him? Because Donald's word meant something! His hand on a deal was good and he didn't betray his sense of integrity for personal gain. Duncan Aviation continues to reap the benefits of Donald's ideals today.

Perhaps the most impressive deal he ever put together was the Learjet Distributorship arrangement in 1963-64. It is quite possible that Bill Lear would have never been able to develop the world famous Learjet without Donald's backing and



ingenuity. A friendship was created in that environment that became the envy of the industry. Donald and Bill believed in more than business; they believed in and trusted each other.

Unfortunately, Donald passed away early in life at age 58. Duncan Aviation is indebted to his drive, vision and perseverance. But more than that, we are indebted to his ability to be unshaken from his dream and a fifty year journey that began because of the passion of one individual who never found anything but opportunities in adversity.

Darlene Christensen

A LIFE FILLED WITH LOYALTY

If one was to use a person as the definition of the term “loyal friend,” Darlene Christensen certainly fills that role. She was born on December 14, 1929, and began a fifty year association with Donald Duncan and Duncan Aviation in 1954. She did it by convincing Donald to hire her at his car dealership so she could pay for the car she bought from him.

Darlene was an indispensable member of the team of people who helped Donald build his aviation dream. She began her career as a “jack of all trades,” handling payroll, accounting, parts, customer service and whatever else each day brought to Duncan Motors. She even occasionally cared for Donald’s children. Darlene had a lifelong love affair with children and animals. She would cuddle and hold any children she came into contact with. People enjoyed taking their children to see her.

It didn’t take Darlene long to discover Donald’s true passion. “He was determined to be in the airplane business,” she once said. By 1956, Donald got into a Beechcraft distributorship in Omaha, Nebraska. Darlene went right along with him and started making daily commuter flights from Clarinda, Iowa. Her skills were an integral part of the new business and she became as indispensable with the airplane business as she’d been with Duncan Motors.

Soon Donald bought out the other partners and the company officially became Duncan Aviation. It began a move to the Lincoln, Nebraska, airport and Darlene followed along, eventually moving to a farm with an airstrip near Raymond, Nebraska.

Darlene came to know thousands of people because of her position at Duncan Aviation. Customers were always impressed with her gentle manner and calm demeanor in critical situations. No matter what the circumstances, Darlene was there for a customer. “It never mattered what time of the day or night or how difficult the problem, Darlene was always there to

provide a calm, thoughtful decision,” Robert Duncan said of Darlene. Her sense of customer service was unequaled and her examples of customer treatment inspired many Duncan Aviation employees of the current era. She counted Bill Lear as one of her great friends. In fact, Bill installed an eight-track tape player in Darlene’s car.



Of the 3,000 aircraft transactions Duncan Aviation has had in its history, Darlene was involved in nearly all of them to some extent. “Even after all those transactions,” she once said, “it’s still a thrill for me to watch a jet take off.” With a person like Darlene helping with the formation and continual growth of Duncan Aviation, it’s little wonder that the company has been so successful.

Darlene succumbed to cancer on June 17, 2004. Throughout her battle with the insidious disease, she was the same Darlene that everyone knew and loved; it never changed her. She came to work on days that she probably shouldn’t have, but that told her story better than anything. She lived her life the way she wanted.



Harry Barr

AVIATION IS IN HIS BLOOD

People like Charles Lindbergh and Chuck Yeager tantalize aviation imaginations; their allure is larger than life. Being an aviation icon however doesn't always mean grabbing the spotlight. Harry Barr is just such an unpretentious man. He could have become a famous test pilot or been accepted into NASA's space program; he is certainly talented enough for such challenges. Rather, Harry spent a lifetime building his legendary career at the same time he was helping to build an aviation icon, Duncan Aviation.

Harry was born on October 18, 1935, near Clarinda, Iowa. He was drawn to airplanes after his older cousin let him "take the stick" in a Super Cub during his first flight. Harry soon took flying lessons and paid for them by getting into his mother's "egg money." His dedication continued when at the early age of 19, he borrowed \$2,000 from his father to buy a 1950 Pacer PA20.

Being from Clarinda, Harry eventually met Donald Duncan. They soon became great friends, partners and colleagues in their aviation enthusiasm. When Harry came onboard Donald's partnership with Lang Beechcraft, Carl Lang told him he'd need a commercial pilot's license even to pump gas, because "everyone had to be able to do every job." Harry got that license in just weeks. Years later, he shared that knowledge with Robert Duncan when he taught Robert to fly at age 15.

When Lang died in 1959, Harry became an even more indispensable part of Duncan Aviation. Two of the things that are common with aviation people is that they travel and they meet many people. One of Harry's early trips took him to Kimball, Nebraska, and an encounter with someone who knew that the Air Force would soon be installing Minuteman Missiles into underground sites throughout the Plains States. Harry and Donald traveled to Seattle, Washington, to meet with Boeing representatives about the contract; Boeing was the primary contractor for the government. Soon Panhandle Aviation was born and Harry was flying helicopters between missile sites.

In 1965, Harry became the 17th type-rated pilot for the new Lear 23. Harry flew Learjets for nearly every purpose imaginable and like Donald became friends with Bill Lear. Harry has flown the popular Learns to many locations throughout the world.

Harry was also the key element concerning a contract Duncan Aviation secured with the Bureau of Land Management in Alaska. Alaska is a large state and most lengthy travel is done through the air. That means people, freight, mail and most



anything else one can think of. Harry assembled a small fleet of aircraft including six Argosys and a DC-3. These aircraft moved large quantities of supplies and people throughout the state in the '60s and '70s. Harry oversaw the operation and spent years in frigid Alaska.

To say Harry has had a colorful career does not do it justice. Harry is the type of individual who could have done anything with his life; he chose aviation and landed safely at Duncan Aviation. As much as anyone, Harry Barr helped build Duncan Aviation into a company that today is known throughout the world for its innovative means at accomplishing customer service in any situation.



50 Years of Duncan Aviation

SMOOTHING INDUSTRY TRENDS AND
TURBULENCE THROUGH TRANSITIONS

The true story of Duncan Aviation didn't begin in 1956. It began in the depths of World War II on a farm outside Clarinda, Iowa, when Donald and Betty Duncan decided they wanted to learn to fly. It is the story of many dedicated people and the often radical transitions through which they guided themselves and Duncan Aviation.

A Farming Background

As their parents had been, Donald and Betty were initially farmers, although Donald had early side interests in fur trapping. They were married on September 6, 1941, and settled into their familiar rural lifestyle. They had no idea that in a few months their American lifestyle would change and the world would be at war. On December 7, 1941, Donald and Betty were hard at work grinding feed and listening to their radio when they heard the fateful broadcast that Pearl Harbor had been attacked. "What a shocker it was!" Betty said. In the midst of World War II, Donald began his life-long love affair with flight. Betty explained that she was never too sure exactly what his reasons were, but nevertheless they learned to fly.

Donald received an exemption from military service because farming was critical to the U.S. economy and war effort and also because he'd lost some fingers from his left hand in a farming accident. After the war, Donald began purchasing surplus government aircraft. He would fly them for a few months, then sell them for a profit. Donald and Betty would often fly to Tarkio, Missouri, for a Sunday morning flight breakfast and to visit their friends Bob and Katie Graf. Bob was a General Motors dealer in Tarkio and Katie's mother, Katherine Coe, owned the local airport.

From Farmer To Salesman

Donald and Betty were great savers. They were already involved with several profitable enterprises including their farm, Donald's fur trapping, custom baling, farm machinery sales and selling the surplus government airplanes. From the money they saved and a \$10,000 loan from Donald's parents, they opened Duncan Motors on the Southeast corner of 15th and Stewart in Clarinda. Donald became a General Motors dealer for Clarinda. The



transition from farming to becoming a salesman was taking place. It is unclear if Donald actually calculated each of his early transitions in order to position himself for the aviation business. One thing was certain, his penchant for selling things was about to propel his life in the direction he desired.

Donald was a fantastic salesman and he soon sold a car to a young lady who would become a permanent fixture with all his future endeavors and a close personal friend, Darlene Christensen. Donald sold her a car, but she convinced him to give her a job so she could pay for it. Harry Barr knew about Duncan Motors, too. While still in high school, Harry tried to get a job ferrying cars to Denver, Colorado. Darlene was the first person he needed to convince that he could handle the job; she thought he was too young so he didn't get on with Duncan Motors.

Car Sales To Aircraft Sales

As Donald's aviation interests grew, he became better acquainted with Carl Lang, who was the Beechcraft distributor in Omaha, Nebraska. A new transition was in the air because Donald, as Darlene so aptly put it, "...was determined to be in the airplane business." Carl knew of Donald's success with his automobile business and his skill as a salesman. By 1956, Donald and his friend Bob Graf convinced Carl to allow them to buy into his Beechcraft distributorship.



Now Donald would be selling airplanes instead of cars. Donald owned a Cessna 170 and this airplane was used for daily commutes from Clarinda to Omaha. Darlene made the trips as well and soon Harry Barr came onboard the newly formed partnership. Harry's enthusiasm for aviation was evident to both Donald and Darlene and his contributions to the company were immediate.

By 1958, the daily flights from Clarinda were becoming tiresome. Donald moved his family to Omaha and Darlene and Harry did likewise. In 1959, Carl Lang was tragically killed in an accident. By the early 1960s, Donald had purchased total interest in the partnership. With his family, Darlene and Harry providing support, all the initial elements for his dream were in place and the company officially became Duncan Aviation.

A Friendship With Bill Lear

The decade of the 1960s was a turbulent time for the nation. The assassination of a President, the Vietnam War, the Civil Rights Movement, riots in American cities and landing humans on the moon were all media headlines. But ideas, innovation and change were coming to general aviation too. Bill Lear was hard at work in Wichita, Kansas, building what would later be termed "the first affordable business jet." Turbine-powered aircraft had been around for a while, but nothing had ever been built in the 500+ mph range that was truly affordable for business purposes. Lear's inventive, creative genius was unparalleled (he held dozens of patents including ones for autopilots and eight-track tape players); however, his sense of the day-to-day nuts and bolts of business and finance were lacking. Lear's business was already beginning to fail before the first airplane could be rolled out of his hangar.



In 1963, as Lear struggled to stay solvent, he received a visitor at his Wichita facility, Donald Duncan. Donald believed Lear was on the right track, but heard the company was under pressure. He had an idea that would keep Lear going and allow the Learjet a fighting chance in the worldwide marketplace. Donald went back to Omaha and back to work on the telephone. Many others in business aviation were waiting for the innovative Learjet. Donald gathered a group of five other business aviation pioneers and the six men paid another visit to Bill Lear. This time, Lear's visitors came with checkbooks opened. They fronted Lear the money he needed to complete his Learjet project in exchange for rights of distributorship. The transition from piston-powered to turbine-powered aircraft was beginning for Duncan Aviation.

Piston Power To Turbine Power

As the new Learjets began production, people who could afford their speed lined up to purchase them. Early prices for Lear 23s began at \$395,000, but quickly jumped towards the half million dollar mark as their popularity soared. With Donald's sales skills



and a distributorship for the hottest, most innovative airplane of its day, Duncan Aviation was poised for significant growth.

Beechcraft
 NEW MUNICIPAL AIRPORT • LINCOLN, NEBRASKA 68501
 P.O. Box 81887 • PHONE: AREA 402-432-6657
 TELEX: 48-6465

duncan aviation inc.

Speedy refueling helps time-conscious executives maintain flight schedules. General Aviation Terminal at left provides all local and federal facilities needed for efficient flight operations.

A warm reception opens your stay at Duncan. Circular staircase leads up to plush executive lounge (available for conference) and flight planning room. Radiant heated hangar and shop—over 45,000 sq. ft. in area—facilitate complete, certified big-plane maintenance and repair. Management team at Duncan includes General Manager Richard Thomson and President Donald Duncan, shown conferring in flight planning room.

DUNCAN BEECHCRAFT, INC.: Centrally located executive base for "tomorrow's aviation today"

Flying businessmen used to dealing with "professionals" feel right at home at Duncan Beechcraft.

Located "a short distance from anywhere" at the ultra-modern Municipal Airport in Lincoln, Nebraska, Duncan offers some of the finest corporate aviation facilities in the Midwest. Long familiarity with the general aviation field plus a pioneering approach to problem solving make Duncan Beechcraft a rewarding as well as relaxing place to do business.

Immediate turn-around capabilities ensure prompt, efficient 24-hour service. Modern, mobile refueling units fill your tanks with high-performance, micronically filtered Phillips fuels—all grades of avgas and turbine fuel with new Phillips additive PFA 55MB. Duncan's complete flightline is easily accessible from landing facilities which, together, can handle all types of jet and conventional aircraft.

The 4,000-foot general aviation runway provides an excellent landing area capable of accommodating most planes. An adjacent 12,900-foot military runway may be used by aircraft requiring greater length, and with FAA facilities providing the ultimate in safety and service, traffic delays at Lincoln are virtually unheard of. Safe arrivals and departures may be made in almost any weather.

Call Duncan Unicom on 123.0 for car rental, taxi, motel or hotel accommodations and complete catering service for in-flight or on-ground meals, hot or cold. You'll always enjoy service by "pros" at Duncan... where facilities and services are designed for transients in general and executives in particular.

PHILLIPS PETROLEUM COMPANY
 Bartlesville, Oklahoma 74004
 Go first-class... go Phillips 66

"Phillips 66 Airport Directory"—published annually and distributed free at Phillips 66 Airport Dealers. This handy, pocket-size "pilot's pal" contains a listing of all Phillips 66 Airport Dealers, state tax schedules on aircraft fuels, and other useful information.

Soon Duncan Aviation took possession of its first Learjet, lucky serial number 13! It was the first of what would ultimately become more than 1,000 jets Donald would sell. In 1963, Duncan Aviation opened a second facility at the New Municipal Airport in Lincoln, Nebraska. In 1965, Robert Duncan, Donald's son, began working for the company full-time. Robert was energetic and hard-working right from the start, performing any job the company was in need of filling. He flew charters, pumped fuel, swept floors and answered telephones. When Robert arrived in Lincoln, fresh out of Northwestern University and just married to Karen Kent, Duncan Aviation only had about 15 employees. The company was still basically a sales organization with Donald providing the drive needed to keep the small company's books in the black.



what they were willing to pay for that innovative speed.

Just as American Learjet was making a major mark in the industry, events beyond Donald's control were about to change everything. Even with the massive popularity of the Learjet and the increased prices, Bill Lear continued to struggle. In 1967, Lear decided to sell his company to Gates Rubber. Because Gates wanted to sell the jets factory-direct, negotiations were opened with the distributors to end their distributorships. Duncan Aviation lost its Learjet distributorship but

Part of Donald's sales savvy came from his use of the telephone to build the company's network of contacts and customers. "He knew all kinds of people, and he worked unbelievably long hours," Robert says of his father. Of the thousands of people he knew throughout the world, many were contacts he made on the telephone. During his lifetime, Donald spent tens of thousands of hours on the phone. It is estimated he averaged 40 hours per week on the telephone. And when one wonders how he could get anything else accomplished while talking on the phone so much, it was because he usually worked 60-80 hours a week! If ever there was a company built over the telephone lines, Duncan Aviation is certainly it.



gained a designation as a Factory Authorized Learjet Service Center. The company sold its Omaha location and consolidated operations in Lincoln. Another major transition was beginning; the transition from a sales organization to a service organization was taking its first tentative steps. In the past, the Beechcraft service had always been considered a "necessary evil." But with



so many Learjets being built and the Beechcraft side of the business still growing, service was about to become a much bigger part of Duncan Aviation's future.

Growing The Service Side

In 1968, Robert became President of Duncan Aviation. Donald retired from the company for a short time to continue selling Learjets for Gates as a "salesman-at-large." Gates wanted Donald to continue selling the jets because they were well-aware of his sales talent. Events were quickly materializing, however that would bring Donald back to Duncan Aviation and provide the impetus for the company to grow and be successful for decades.

Although Duncan Aviation no longer had a jet distributorship, the company was recognizing a growing resale market for

Learjets. Because of the popularity of Learjets, other manufacturers were delving into the turbine-powered marketplace. Opportunities seemed to sprout up everywhere for used jets. Donald decided to come back to Duncan Aviation and make the company a major player in the jet aftermarket.



"He was a wild and impulsive risk taker, much different than we are today. Donald would sell one airplane and buy two more," explains Robert. At its high point in the 1970s, Duncan Aviation accumulated more than \$40 million in leased and inventoried aircraft.

Translated into today's dollars, that's probably close to a couple of hundred million. Donald never flinched in the face of these huge numbers, and this sales frenzy continued throughout the '70s. However, the largest transition ever faced by Duncan Aviation was looming.

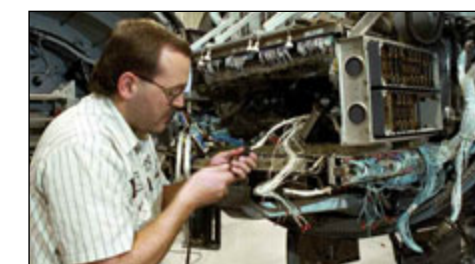
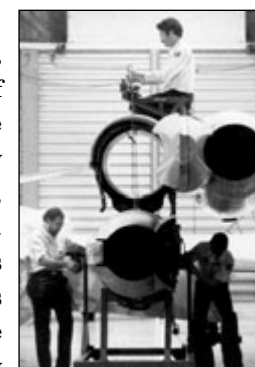
With interest rates between 18 and 21 percent, inflation raising prices almost weekly and a huge inventory of aircraft under Duncan Aviation's control, Donald Duncan passed away suddenly and unexpectedly on January 18, 1981. It was a devastating blow to the 25-year-old company and the entire Duncan family. "Nobody worked as hard as he did in that era. His work ethic was a heritage he left us with. He was hard to keep up with," Robert reflects.

Continuing The Legacy

Duncan Aviation slowly picked itself up off the canvas and got back to work as Donald would have wanted. The company sold off the massive inventory of airplanes, started an external advisory board and the transition from sales to service accelerated. Donald's reputation for fair deals and excellent customer service, which so impressed buyers of aircraft, now impressed those who needed servicing of those same aircraft. Knowledgeable people in the industry began to talk about the small aviation company located in the central plains of America. Lincoln, Nebraska, became *the* place to receive aircraft maintenance and excellent service unlike any other. Soon, 200 employees grew to 400 and then 600, but one thing remained consistent: a team philosophy and management style that was unparalleled anywhere in the industry.



Throughout the 1980s and early '90s, Duncan Aviation grew in a multitude of areas. Many authorized service center designations were acquired by the company including Citation, Astra/Westwind, Hawker and Falcon. The original equipment manufacturers of these aircraft recognized the benefits of having Duncan Aviation as a service center for their customers. Many partnerships with these manufacturers have been forged throughout their association with Duncan Aviation. The company became an authorized TFE731 and JT15D engine service center. Partnerships were formed with avionics and instrument manufacturers such as Universal, Honeywell and Collins for installations. In fact, Duncan Aviation's Avionics and Instrument repair shop began an impressive streak in 1985 being named the top service center in the U.S. by readers of *Professional Pilot* magazine in the publication's PRASE survey, a streak that continues to this day. The company routinely receives high marks in the annual survey. Maintenance performed in Lincoln has been voted #1 in the U.S. for 18 of the last 19 years, the company received #1 Completions, Interiors and Paint rankings when those categories were included and Duncan Aviation was recently named #1 in engine HSIs and major repair work—the first time the category was surveyed for non-overhaul providers.



Expanding In Parts And "Satellites"

In the mid 1980s, two other innovative ideas were developed. A department store shoe-shopping experience gave Robert Duncan an idea of how to expand Duncan Aviation's growing expertise and excellence in avionics repair. By offering to provide avionics services in reputable maintenance facilities without them, Duncan Aviation's avionics services could be just around the hangar from many operators. Out of his idea came the Duncan Aviation Satellite Network. Beginning in Houston, Texas, the network today boasts 20 different locations at major FBOs across America. This concept put thousands of operators literally down the ramp from Duncan Aviation.



Also in the mid '80s, another idea flew into being. New surplus aircraft parts were abundant throughout the industry. As business needs changed, operators would switch aircraft, leaving spare parts for their former airplane with no home and collecting dust on their counters. To help operators turn those new spare parts into cold, hard cash, Robert Duncan and others created the Aviation Parts and Communications (AVPAC) division of



Duncan Aviation. AVPAC gave thousands of operators a way to consolidate their inventories and effectively market them worldwide. Since those beginnings, AVPAC has grown beyond consignments into rotables, avionics and managed repairs. In 2003, AVPAC began to transition into a tighter association with the Duncan Aviation name by changing its name to Duncan Aviation Parts Support Services.

Welcoming Aaron Hilkemann And More Expansion

By the 1990s, Robert began looking for someone new to run the day-to-day operations of the company. In 1996, Aaron Hilkemann came to the forefront of those considered. Aaron had a banking background, specializing in mergers and acquisitions. Duncan Aviation was on the cusp of a series of transitions that would nearly triple the size of the company and give it the capacity to serve many more customers than ever before. For years some deals that would have included expansion had been looked at, some attempted and later abandoned as not being in Duncan Aviation's best interests. Finally, in 1997, the perfect match came along. Those in control of the Kal-Aero facilities in Battle Creek and Kalamazoo, Michigan, were looking to sell.



Kal-Aero was a major player in the Great Lakes region with a

fantastic reputation in its own right and a stiff competitor for Duncan Aviation. The merger ultimately provided Duncan Aviation with a much stronger competitive position in the growing general aviation industry.



More service center agreements and contracts with large fleet operators soon followed the merger. In 1998, it was decided that two new large hangars would be needed in Lincoln to accommodate even larger aircraft like Challengers and Gulfstreams. In addition, many new shop areas were included in



the planning of the new hangars. The hangar complex was officially named the Donald Duncan Modifications and Completions Hangar. Customers and vendors from across the nation attended the grand opening on election night, November 7, 2000. With the new facility and the addition of Kal-Aero, Duncan Aviation increased its employee count to nearly 1,900.

Today, a new \$20 million expansion is underway in Battle Creek, Michigan. New paint hangars, expanded maintenance hangars and additional offices will soon be completed. More employees are planned for and the company should soon be above the 2,000 mark. When the expansion is complete, Duncan Aviation will have nearly one million square feet of hangar space.



Transitioning For The Better

Not every deal has worked out for Duncan Aviation over the years. There have been failures and disappointments from time to time for the company, but one thing is certain: Duncan Aviation has a history of trying new ideas and an ability to innovate and transition itself into future aviation trends. Few companies make it to a 50th anniversary without learning from mistakes and working through tough times. Duncan Aviation is a survivor in an industry full of pitfalls and dead-ends. Why? Because Duncan Aviation believes that the most important element to customer satisfaction is the quality of its workforce and the training they receive. In order to innovate and succeed, people must be willing to work through transitions that are often turbulent.

At Duncan Aviation, transitions are viewed as opportunities to look past the next cloud. It's a legacy that Donald Duncan left as a continuing challenge for every member of the great aviation team he inspired fifty years ago.



Early 1940s & Early 1950s

In 1942, Donald Duncan trades a tractor for an airplane and he and his wife, Betty, learn to fly. He sells surplus aircraft in 1946-47, right after World War II, as well as farm machinery. He also starts Duncan Motors, a car dealership in Clarinda, Iowa.

Prior to '56

1927

Entrepreneurs see the potential of using company-owned aircraft for business transportation shortly after Charles Lindbergh's 1927 nonstop flight from New York to Paris.



May, 1945

The War Production Board authorizes a return to production of personal aircraft, which had been prohibited since the war began. The return to full-scale private production is slow because many manufacturers are still scheduled to capacity with military orders. A *Flying* magazine writer suggests that jet engines, which allow military aircraft to fly at high speeds and altitudes, will be equally beneficial for light aircraft. He says this will make the airplane a more viable mode of transportation.

1945

1954

Piper introduces its twin-engine Apache with a cruise speed of 160 mph and a useful load that allows for four 170-pound passengers, 72 gallons of fuel, full instrumentation and 200 pounds of luggage.

1947

The Corporation Aircraft Owners Association, Inc. — the roots of the National Business Aviation Association — is established as a non-profit group dedicated to increasing the safety, efficiency and acceptance of business aviation. Beech introduces its Bonanza. Powered by a 185-hp Continental engine, the airplane cruises at 175 mph and achieves a maximum speed of 184 mph.

1955

Cessna introduces the 172, advertising it as so simple it is similar to driving a car. Selling for \$8,750, the Cessna 172 becomes the most popular general aviation airplane.

Duncan History Items

Industry History Items

General History Items



1956-1959

What Things Cost in 1956:

Bread:	\$0.18 / loaf
Milk:	\$0.97 / gal
Eggs:	\$0.81 / doz
Car:	\$2,100
Gas:	\$0.30 / gal
House:	\$17,800
Stamp:	\$0.03 / ea
Avg Income:	\$5,341 / yr
Min Wage:	\$1.00 / hr
DOW Avg:	499

For the first time in nearly 30 years, the 1950s saw a sharp rise in the economy and return to the 1920s-type consumer society built on credit and boom-times. The baby boom was in full swing and families settled in suburbia. Most internal conflicts (like women's rights, civil rights, imperialism and war) were relatively suppressed as a world returning from the brink of world war hoped to see a more consistent way of life. The Cold War was paramount and filmmakers found science-fiction to be the perfect medium in which to express many of the anxieties being shared by the public at large. This was also the Age of Affluence as millions of Americans entered the great Middle Class for the first time, snapping up cars, washing machines and television sets like there was no tomorrow. For the first time since the 1920s, the future looked promising—assuming we could survive “The Bomb”—and the nation’s aspirations turned ultimately toward the stars.

1956
Donald Duncan buys into a Beechcraft distributor in Omaha with Robert Graf and Carl Lang. He sells hundreds of Beechcraft Bonanzas, Travel Airs, Twin Bonanzas, Barons and Twin Beeches.



1956
Prince Rainier of Monaco marries the film actress Grace Kelly.



1956, September 9
Elvis Presley airs on the *Ed Sullivan Show* as millions of viewers watch. Elvis tops the charts this year with “Love Me Tender,” “Hound Dog,” and “Heartbreak Hotel.”



1956
Beech markets the four-seat Morane-Saulnier M.S. 760 as the first non-airline jet used for business transport.

1956
Play-Doh is invented in this decade of fads.



1956
Aerospatiale and other rotorcraft manufacturers outfit helicopters for business transportation missions.



1956-1959

1957, October 4
Inaugurating a new era in exploration, the USSR launches Sputnik I. Sputnik II followed later in 1957.



1956
New aircraft electronics are developed to make flying easier, especially in reduced visibility and severe weather. For example, airborne weather radar is being installed to allow pilots to fly around storms.

1957
Berry Gordy starts Motown, which becomes a major force in rock music in the 1960s.

1957
In Little Rock, Arkansas, the Civil Rights movement shifts into high gear when white crowds protest efforts to desegregate public schools. President Eisenhower sends in the National Guard.



1958
The Federal Aviation Act of 1958 does away with the Civil Aeronautics Administration and establishes the Federal Aviation Administration (FAA). This Act grants the FAA sole responsibility for the nation's civil-military system of air navigation and air traffic control. The FAA is established in 1959.



1958, March 10
The first Beechcraft Travel Air for business use in the U.S. is delivered to the Lundell Manufacturing Company of Cherokee, Iowa. Vernon Lundell (right) takes personal delivery of the new four-seat plane from Donald Duncan (left).

1958
Alarmed by recent advances by the Soviet space program, the United States establishes NASA (the National Aeronautics and Space Administration) to coordinate its own efforts to reach space. America's first satellite is released this year.

1958
The video game Pong is invented.



1958
The first atomic submarine, the Nautilus, built in 1954, travels under the North Pole.

1958
Donald Duncan's son, Robert Duncan, now Chairman of Duncan Aviation, begins taking flying lessons. He solos at age 16 and sells his first aircraft for Duncan Aviation while still in high school.

1959
Sam the rhesus monkey flies to an apogee of 88 km. (NASA)

1959
Business & Commercial Aviation magazine urges executives to save business time and do dictation aloft. The magazine lists nine airborne portable dictating machines ranging in cost from \$320 to \$1,500.

1959
Jazz's "Lady Day," Billie Holiday, dies. Rock musician Buddy Holly also dies.

1959
In January, Alaska becomes the 49th U.S. state, followed by Hawaii, the 50th, in August.



1959
The Grumman Gulfstream I is certificated in June.



1960-1969

What Things Cost in 1966:

Bread:	\$0.22 / loaf
Milk:	\$0.11 / gal
Eggs:	\$0.05 / doz
Car:	\$2,410
Gas:	\$0.32 / gal
House:	\$23,300
Stamp:	\$0.05 / ea
Avg Income:	\$8,395 / yr
Min Wage:	\$1.25 / hr
DOW Avg:	786

The 1960s were an era of idealism and activism. The early part of the decade began with John F. Kennedy (JFK) telling citizens to “Ask what you can do for your country” and saw the passage of the Civil Rights Act of 1964 and Great Society programs like Head Start. Yet the decade is known for several political assassinations and the Vietnam War. In the late 1960s, baby boomers shocked America with an adolescence that included Woodstock, drugs and the peace movement.

Duncan History Items Industry History Items General History Items

1962
Duncan Aviation forms Panhandle Aviation and partners with Boeing to support construction of Minuteman Missile sites throughout the Midwest.



1963
Duncan Aviation opens a second operation at the new Municipal Airport in Lincoln, Nebraska. It keeps its Omaha, Nebraska, facility open—for a few years anyway.

1963
Duncan Aviation is named Learjet distributor after closed-door meeting between Donald Duncan, Bill Lear and five other financial backers.

1960
The first televised presidential debate takes place between Richard Nixon and John F. Kennedy.

1961
JFK moves into the White House and gives his famous speech, “Ask not what your country can do for you, but what you can do for your country.”



1963, August 28
Martin Luther King Jr. gives his “I Have a Dream...” speech to 200,000 people in Washington.

1963, November 22
President Kennedy is assassinated in Dallas.

1960
Manufacturers begin to develop transponders to enhance radar returns and the FAA supports a general aviation transponder program.

1960
Equipment like autopilots, de-icing systems and weather radar, which previously were found only in larger aircraft, begin appearing in light twins. Airline-quality communication systems also become available for all general aviation aircraft.

1962
Delco advertises its “Skyphone,” a UHF system that uses ground operators to connect calls over existing phone lines.



1963
Mystere 20, father to the Falcon 20 series, flies on May 4. Dassault designs and constructs the prototype at its own expense.



1960-1969

1964, February 9
The Beatles appear on the *Ed Sullivan Show* for the first time, introducing the U.S. to the European sensation.

1964, July 2
President Lyndon B. Johnson signs the Civil Rights Act of 1964.

1965
President Johnson orders bombing raids on North Vietnam.



1966
Pan Am orders 25 Boeing 747 jumbo jets carrying 342 to 490 passengers.

1966, May 23
A Learjet with four on board returns after circling the world in 50 hours and 20 minutes of flying time.

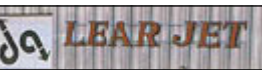
1966, July 8
A 43-day airline strike begins. This strike emphasizes how important business aviation is to the national transportation system when general aviation movements set records at major airports.

1967, December 3
The first heart transplant is performed by Christiaan Barnard.

1967
Duncan Aviation begins air freight operations in Alaska through a contract with Alaska's Bureau of Land Management. This work continues through 1990.

1966
Duncan Aviation opens Avionics and Install Shop.

1967
John Ellis moves to Kalamazoo, Michigan, late in the year and opens a fixed-based operation known as Kal-Aero Inc. (now Duncan Aviation-Battle Creek) with four full-time and three part-time employees.



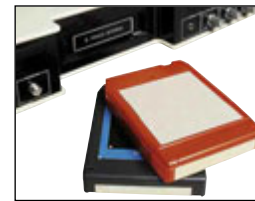
1967
Duncan's Omaha facility is sold and all Duncan Aviation operations are consolidated at the Lincoln, Nebraska, facility. Duncan Aviation becomes a Factory Authorized Learjet Service Center.



1968
Martin Luther King Jr. is assassinated in Memphis, Tennessee.

1967
Bill Lear sells Learjet Corp. to Gates Rubber Co.

1967
Duncan Aviation becomes Learjet Stereo 8-track distributor and distributor for the Grumman American Yankee.



1968
Robert Kennedy is assassinated in Los Angeles.



1968
Aerobatics become popular. The only aerobatic trainer manufactured in the United States is the Champion Citabria.

1968
Duncan Aviation acquires all Learjet autopilot and associated test equipment.

1969
Woodstock Festival occurs at Max Yasgur's farm in Bethel, New York, 60 miles from Woodstock. Roughly 300,000 attend.

1969 July 20
Neil Armstrong and Buzz Aldrin walk on the moon.



1968
Business school and excellent analytical, organizational and people skills allow Robert Duncan to be elected President of the then-small Duncan Aviation at age 26.



1970-1979

What Things Cost in 1976:

Bread:	\$0.30 / loaf
Milk:	\$1.42 / gal
Eggs:	\$1.28 / doz
Car:	\$5,418
Gas:	\$0.60 / gal
House:	\$48,000
Stamp:	\$0.13 / ea
Avg Income:	\$16,870 / yr
Min Wage:	\$2.30 / hr
DOW Avg:	1,005

The 1970s saw society in a period of transition between the turbulent '60s and the more conservative '80s. Many of the trends associated widely with the Sixties, from the "Sexual Revolution" to radical left-wing activism, reached fruition during this decade. Rapid advances in consumer electronics began to impact the marketplace by the middle of the decade, laying the groundwork for the PC and the cell phone. Space exploration, both manned and unmanned, continued with the realization of lunar and interplanetary missions and the launching of interstellar Pioneer and Voyager spacecrafts. And relations between the rival Cold War power blocs improved substantially with high profile exchanges between the United States and the Soviet Union and increased cooperation between West Germany and East Germany. In the performing arts, this was the beginning of the blockbuster; high-budget films promoted through extensive merchandising and, when successful, prompting sequels. These included *Star Wars*, *Star Trek*, *Superman*, *Jaws* and *Rocky*.

Duncan History Items Industry History Items General History Items

1970
Monday Night Football debuts on ABC.



1970
The World Trade Center is completed.

1970
Integrated avionics like digital and color radar, area navigation (RNAV), telephones, emergency locator transmitters (ELTs) and 360-channel very high frequency (VHF) communications radios begin to emerge.

1971
Duncan Aviation recognizes a growing resale market for Learjets and begins to make the company a major player in the jet aftermarket. Donald Duncan takes risks, selling one aircraft and buying two more. At its high point in the 1970s, Duncan Aviation accumulates more than \$40 million in leased and inventoried aircraft.

1973
Duncan Aviation-Lincoln becomes a Factory Authorized Service Center for Citations.



1974
Fed Ex's overnight service allows Duncan Aviation to expand its avionics and instrument send-in business and improves customer service.

1972
Nike running shoes hit the market.

1971
Cessna announces the Citation.



1972
Airbus makes its maiden flight. The first European wide-body passenger plane was designed in part by five different countries.

1973, November 22
OPEC doubles the price of oil overnight, beginning the gas crisis of the 1970s. It is only the first step in rising prices. Oil goes from \$1.50 a barrel to \$11.56 a barrel over the course of a few months. This is in retaliation for support of Israel.



1972
Falcon 20 Freighters begin flying for Federal Express when 33 are purchased by FedEx and modified with large cargo doors.

1970-1979



1976
Kal-Aero (now Duncan Aviation-Battle Creek) was designated an IAI/Westwind Authorized Service Facility.



1977
Duncan Aviation started a Research & Development team to design test equipment for avionics and instruments.

1977
Kal-Aero (now Duncan Aviation-Battle Creek) is designated a Cessna Citation Authorized Service Facility

1978
Duncan Aviation's Accessory Shop opens to repair Learjet accessory units.



1979
Duncan Aviation continues to see aircraft sales increase until 1979, when they peaked with the sale of 71 aircraft and the leasing of 27 at a total value of \$35 million. After 1979, service sales begin increasing as aircraft sales diminish.

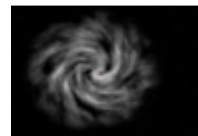
1979
Duncan Aviation opens its Propeller Shop.

1979
Duncan Aviation's autopilot repair team expands into Falcons, Hawkers, Jetstars and other business aircraft.

1979
Duncan Aviation begins to paint aircraft exteriors with a full-service paint shop.

1974
Speed limits decrease to 55 mph on highways.

1974
A new black hole theory is developed as Steven Hawking proposes that radiation is able to escape the pull of a black hole. This runs counter to Einstein's theory that nothing, not even light, can escape.



1975
Automation of ATC facilities is almost complete; the FAA can monitor all IFR aircraft from take-off to landing.

1976
For the U.S. Bicentennial, *Business & Commercial Aviation* magazine examines business aviation's contribution to the nation's development, tracing it back to 1926 when Bill Parker became a full-time corporate pilot for Phillips Petroleum in Bartlesville, Oklahoma, flying the company's Laird Swallow.

1976
Steve Jobs & Steve Wozniak start Apple Computers.



1976
The Alaskan pipeline is completed.



1977
George Lucas' *Star Wars* movie is released. Luke Skywalker, Hans Solo and Princess Leia Organa become a central part of movie history.

1977
The Falcon 50 is presented at the Paris Air Show.

1977
The 10,000th Beechcraft Bonanza rolls out of the company's plant and RCA introduces Primus 400, the first color radar.

1978, July 25
The first in-vitro baby is born in London.

1977
The first Concorde SST leaves from New York City. Despite design setbacks and environmental protests, a flight route is established between New York and Paris.

1978
Bill Lear dies in Nevada.

1978
Gates Learjet establishes an industry record with the Lear 24F/25D/F. It was the first business jet to be certificated to 51,000 feet, the highest flight-level certification ever achieved in U.S. civil aviation.



1979
The Susan B. Anthony dollar coin is introduced.

1979
The Sony Walkman is introduced.

1979
The Falcon 50, with three Garrett TFE731-3 turbofan engines, is certified.

1980-1989

What Things Cost in 1986:

Bread:	\$0.56 / loaf
Milk:	\$1.92 / gal
Eggs:	\$1.21 / doz
Car:	\$12,894
Gas:	\$0.93 / gal
House:	\$111,900
Stamp:	\$0.22 / ea
Avg Income:	\$34,924 / yr
Min Wage:	\$3.35 / hr
DOW Avg:	1,896

The 1980s marked an abrupt shift towards more conservative lifestyles after the momentous cultural revolutions which took place in the '60s and '70s. This decade has been somewhat derided since its closing for its perceived "greed" among Yuppies, overall high crime rates in many countries, and of course the onset of the AIDS virus in the early part of the decade. While true to some extent, events and trends of the 1980s contributed greatly towards toppling the Soviet Union and European communism in the last months of the decade, and the 1980s saw very rapid developments in numerous sectors of technology which have defined the modern consumer world, particularly electronics like personal computers and gaming systems.

Duncan History Items Industry History Items General History Items

1980
Duncan Aviation's Accessory Shop begins overhauling its first Learjet landing gear & purchased its first Lear stab actuator test stand.

1981, January 18
Donald Duncan dies unexpectedly at the age of 58. A telephone was put in his casket so he could continue "doing deals."



1981
Duncan Aviation hits hard times. The economy slows and interest rates increase to a high of 21 percent. Overall profits between 1981 and 1985 are flat. Aircraft sales had formerly accounted for 80% of the company's revenues, but that is to change. Robert and the other employees worked to form strong strategies exemplifying Duncan Aviation's unique entrepreneurial nature.

1981
Duncan Aviation receives Garrett Airesearch TPE331 and then AlliedSignal TFE731 Major engine authorizations.



1981
Duncan Aviation's Accessory shop is awarded a Boeing Air Force contract.

1980, February 22
The United States hockey team defeats the heavily favored Russians en route to the Gold Medal at the 1980 Lake Placid Olympics.

1980
The United States and 57 other countries boycott the Moscow Summer Olympics in protest of Soviet occupation of Afghanistan.



1980
In Washington, Mount St. Helen's erupts.

1980
Republican Ronald Reagan, former actor and California governor, is elected president of the United States, ousting incumbent Jimmy Carter.

1980
Music legend John Lennon is shot in New York City.

1980
The Rubik's Cube reaches its height of popularity during the early 1980s, and remains a popular toy today.

1981, July 7
Sandra Day O'Connor becomes the first woman to sit on the U.S. Supreme Court.

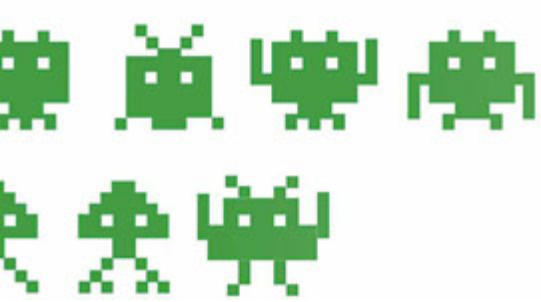


1981
In a union hailed as a "fairy-tale" match, Prince Charles of England marries Lady Diana Spencer. Millions watch the televised nuptials.

1981, August 13
13,000 of the United States' 17,000 air traffic controllers go on strike and are terminated by President Reagan.

1981
After 444 days in captivity, American hostages in Iran are released by the Iranian Ayatollah Khomeini.

1981
The irreverent MTV launches on cable television, featuring music videos.



1980-1989

1981
Duncan Aviation establishes 1.800.LOANERS phone number for Duncan's Avionics and Instrument technical representatives.

1981
Duncan Aviation starts its Interior Shop and begins refurbishing preowned aircraft.

1981
IBM sells its first personal computer. The operating system, MS-DOS, was developed by Bill Gates' Microsoft.

1982
Steven Spielberg's *E.T.* thrills audiences and becomes the highest-grossing movie to-date. *Tootsie*, *Poltergeist* and Oscar-winner *Gandhi* are other Hollywood hits.

1982
The Loran C long-range navigation system for aviation is introduced.

1984
Duncan Aviation takes its first parts consignment, a Butler consignment, in the spring of this year. This starts AVPAC, now Duncan Aviation Parts Support Services.

1984
Duncan Aviation's Accessory Shop begins to repair Learjet starters and Falcon components.

1983
Duncan Aviation's Accessory Shop begins overhauling King Air landing gear.



1982
Columbia completes its first mission in space; it is the first space shuttle, which allows vehicles to be reused in space missions.

1982
The Gulfstream III sets a round-the-world record for an executive jet of 43 hours, 39 minutes and 6 seconds.

1983
Collins introduces its ProLine II avionics family. Collins stresses the system's interchangeability, allowing operators to upgrade piece by piece.



1985
Duncan Aviation's first avionics satellite location, Duncan Avionics-Houston, is opened at Hobby Airport.

1985
Duncan Aviation is first named the #1 Avionics Shop in the U.S. as voted by readers of *Professional Pilot* magazine. The company continues to hold this position, making 20 years straight!

1984
Incumbent Ronald Reagan wins re-election to the U.S. presidency. His Democrat opponents are Walter Mondale and Geraldine Ferraro, who is the first woman to run for vice president from a major political party.

1984
The Olympic Games take place in Los Angeles and are boycotted by 14 countries of the Soviet Bloc.

1983
Eighties music gathers speed as Michael Jackson's "Thriller" tells millions to "Beat It." Other chart-toppers included "Every Breath You Take" (The Police), "Karma Chameleon" (Culture Club) and "All Night Long" (Lionel Richie).



1985
Duncan Aviation's AVPAC (now Duncan Aviation Parts Support Services) becomes a Master Piper Parts Distributor for seven discontinued Piper models.

1986
Duncan Aviation opens a handful of satellite avionics shops including Chicago, Van Nuys and Ft. Lauderdale.

1986
For the first time, Duncan Aviation's service sales exceed its aircraft sales. Today, aircraft sales account for less than 5% of Duncan Aviation's total revenue.

1986
Electronic games from Nintendo debut.

1985, July 13
Live Aid, a multi-venue rock concert, is held. The event, billed as a "global jukebox," is organized by Bob Geldof and Midge Ure to raise funds for famine relief in Ethiopia.

1986
Falcon 900 receives U.S. and French type certificates and customer deliveries begin.

1980-1985
Consolidation in business aviation occurs. By 1985, many formerly independent companies are purchased by larger corporations. Beech becomes part of Raytheon, Piper is bought by Lear Siegler, Gulfstream Aerospace is purchased by Chrysler, General Dynamics buys Cessna and McDonnell Douglas acquires Hughes Helicopters. Avionics makers band together, too; Bendix and King merge as do Honeywell and Sperry.

1988
Duncan Aviation starts its Avionics/Instrument exchange pool.

1987
Duncan Aviation is named #1 Maintenance Shop in the U.S. The company holds this position every year, except for 1988 when it is voted #2.

1987
Duncan Aviation opens its White Plains satellite avionics shop.

1987
The Chernobyl plant in the Ukraine explodes, polluting the environment and causing up to 8,000 short-term deaths.

1986, January 28
The space shuttle Challenger explodes after lift-off, generating national mourning and a setback for the U.S. space program.

1987
Gulfstream announces the G-IV, which incorporates Rolls Royce engines.

1988
Learjet introduces the Learjet 31.

1986
Executive Jet Aviation introduces the concept of fractional ownership, allowing companies to purchase a share of an aircraft owned and operated by EJA.

1988
Duncan Aviation opens its Scottsdale satellite avionics shop.

1989
Duncan Aviation begins its in-house Calibrations Lab, which now provides services to customers and other service providers in addition to calibrating internal tools and test sets.

1989
Duncan Aviation opens its Dallas satellite avionics shop.

1989, November 9
The Berlin Wall in East Germany falls, paving the way for German reunification.

1989
Students protest in Tiananmen Square, Beijing, China, and are eventually suppressed.

1989
The TCAS rule is adopted. Part 135 operators are given until Feb. 9, 1995, to buy TCAS I.

1989
The eighth Navstar GPS satellite is launched into orbit and British Aerospace announces plans to produce the Hawker 1000.





1990-1999

What Things Cost in 1996:

Bread:	\$0.88 / loaf
Milk:	\$2.72 / gal
Eggs:	\$1.60 / doz
Car:	\$18,563
Gas:	\$1.29 / gal
House:	\$166,400
Stamp:	\$0.32 / ea
Avg Income:	\$53,676 / yr
Min Wage:	\$4.75 / hr
DOW Avg:	6,448

The 1990s are generally classified as having moved slightly away from the more conservative 1980s, but otherwise retaining the same mindset. The decade saw the rapid progression of globalization and global capitalism following the collapse of the Soviet Union and the end of the Cold War. While optimism and hopes were high following the collapse of Communism, the backlash of the Cold War's effect was only beginning, precipitating the continuation of terrorism in Third World regions that were once the frontlines for American and Soviet foreign politics, particularly in Asia. However, during the 1990s, many First World economies such as the United States, Canada, Ireland, and South Korea, experienced steady economic growth for nearly the entire decade. The decade also saw tragic conflicts like the Serbian-Croatian conflict, the Rwandan genocide and the first Gulf War.

Duncan History Items Industry History Items General History Items

1990, June 27
Duncan Aviation partners with Sotheby's and hosts the first auction of high-end, used business aircraft at its Lincoln location. The auction sells five of 20 aircraft.

1990, June
Duncan Aviation opens a 20,000-square-foot paint facility that triples the company's paint capacity.

1990
Duncan Aviation opens the Long Island satellite avionics shop and the Teterboro shop.



1991
Duncan Aviation introduces the Project Manager concept, giving customers a main point of contact for all work being done to their aircraft.

1991
Duncan Aviation's Accessory Shop adds more Learjet stab actuator test stands.



1992
Kal-Aero moves into a new hangar at the Battle Creek airport in August 1992.

1991
Piaggio Avanti names Duncan Aviation an Authorized Service Facility. At the time, Duncan Aviation is also the completion center for all Piaggio P-180s delivered in North America.



1990
Nelson Mandela is freed.

1990
The Hubble Telescope is launched into space.

1990
Bombardier purchases Learjet.

1990
At NBAA, two new business jets are announced—the Citation X and the Learjet 60.

1991, January 29
Operation Desert Storm begins when 28 nations form a force led by U.S. General Norman Schwarzkopf to halt Iraq occupation of Kuwait.

1991
The Soviet Union collapses.



1991, August 6
The World Wide Web is launched, the brainchild of Englishman Tim Berners-Lee. He sees the need for a standard linked information system that can be accessed by all the various types of computers in use.



1992
Los Angeles sees race-related rioting following the acquittal of four white LAPD officers who stood trial for the beating of black motorist Rodney King.

1992
Global Wulfsberg announces that its first satcom system, providing worldwide AFIS coverage, will be installed in a Canadair Challenger.

1992
Bill Clinton is elected President.

1990-1999



1993

Duncan Aviation's Accessory Shop adds high air flow valve testing capabilities.

1992

Duncan Aviation begins its *JetResources* service, a then-new acquisition assistance concept aimed at helping those who want to buy business aircraft find the right fit for their needs at a cost not tied in any way to the purchase price of the aircraft.

1995

Duncan Aviation begins an Army National Guard Shorts C-23 Sherpa support contract. This equates to 65 employees at 19 North American bases with overseas support.

1994

Duncan Aviation opens the Denver satellite shop.

1993

Duncan Aviation opens its Seattle avionics shop.



1995

Duncan Aviation-Lincoln becomes a Factory Authorized Service Center for Falcons.



1995

Duncan Aviation's Accessory Shop begins repairing and inspecting the 1400 hour Aeronca Thrust Reverser.

1995

Duncan Aviation opens its Las Vegas satellite avionics shop.



1995

Duncan Aviation restores the exterior of the Apollo 009 space capsule, which was donated to the University of Nebraska-Lincoln by NASA in 1973. It rested outside until 1991. After restoration, the capsule was moved to the then-new Strategic Air and Space Museum near Ashland.

1995

Duncan Aviation begins performing avionics installations in many of its satellite avionics shops.

1996

All AVPAC operations (now Duncan Aviation Parts Support Services) are consolidated at 3410 West Matthis Street (Duncan West).



1996-99

Duncan Aviation starts its "sub-satellites" concept. Ft. Worth is first to open followed by Morristown (now a full satellite), Bridgeport, Burbank and Broomfield.

1996

Kal-Aero (now Duncan Aviation-Battle Creek) receives designation as Falcon Authorized Service Center.

1998

Duncan Aviation purchases competitor Kal-Aero, giving the company two full-service locations: Lincoln and Battle Creek/Kalamazoo.

1998

Duncan Aviation's Accessory Shop begins overhauling Challenger landing gear.

1999

Duncan Aviation's Battle Creek facility joins Lincoln as an Authorized Service Center for Hawker aircraft. Duncan Aviation's Engine Team moves into a new 20,000-square-ft MPI facility in Lincoln.

1993, February 28

The U.S. Bureau of Alcohol, Tobacco and Firearms raids the Branch Davidian ranch in Mount Carmel, a rural area near Waco, Texas. The raid results in the deaths of four agents and five Davidians. A subsequent 51-day siege ends on April 19 when the compound is completely consumed by fire, killing 75 men, women and children, including Davidian leader David Koresh.

1993

Raytheon buys the Hawker line from British Aerospace.

1994

O.J. Simpson is arrested for the double-murder of his ex-wife and a friend.

1993

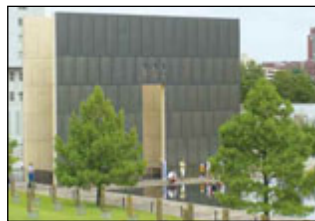
The use of the Internet grows exponentially.

1993

The Falcon 2000 rolls out on Feb. 10 with 50 options and/or orders signed by customers in a dozen countries.

1994

The Falcon 900EX is announced at the NBAA Convention in New Orleans.



1995, April 19

A federal office building in Oklahoma City is destroyed by a truck bomb, killing 168 including 19 children in a day care, and injuring 850.

1997, August 31

Princess Diana and boyfriend Dodi Fayed are killed in a high-speed car accident in Paris.

1995

FAA certification of the Falcon 2000 comes on Feb. 2.

1997

Tiger Woods wins his first major championship, The Masters, by an amazing 12 strokes, the widest margin of victory the tournament has ever seen.

1997

The possibility of human cloning is raised when Scottish scientists at Roslin Institute create the much-celebrated sheep "Dolly," arousing worldwide interest and concern because of its scientific and ethical implications.



1998, December 19

President William Jefferson Clinton is impeached on charges of perjury and obstruction of justice by a divided House of Representatives, which recommends virtually along party lines that the Senate remove the nation's 42nd President from office.





2000-2005

What Things Cost in 2005:

Bread:	\$1.50/loaf
Milk:	\$2.99/gal
Eggs:	\$1.50/doz
Car:	\$24,996
Gas:	\$2.80/gal
House:	\$256,010
Stamp:	\$0.37/ea
Avg Income:	\$61,200/yr
Min Wage:	\$5.15/hr
DOW Avg:	12,500

So far, the 2000s have been marked with generally a continuation, if not escalation, of the social problems the world inherited from the 1990s and the Post-Cold War era which included rise of Terrorism, Globalization, the rapid expansion of communications and telecommunications with cell phones, international pop culture, and the expansion of Corporate America around the globe. Politically, the 2000s has been almost entirely dominated by the American War on Terrorism with prominent events that contributed to this being the World Trade Center attack, the Madrid train bombings and the London bombings. The war on terrorism and the rise of American influence around the world has helped fuel the development of a very politically and socially divided world. Many observers note a trend in the United States toward greater social conservatism, even so far as readiness to protest and attempt to ban anything even slightly controversial. The 2000s has also witnessed the incredible economic growth of the world's two most populous nations, India and China, and the ramifications their growth has had on the western world.

Duncan History Items Industry History Items General History Items

2000
Duncan Aviation continues to add sub-satellites with Addison in 2000 and Houston IAH in 2001.

2000, April
Duncan Aviation receives service authorization for Sundstrand/Honeywell APUs.



2000
The new 123,000-square-foot Donald Duncan Completions & Modifications hangar complex was completed at Duncan Aviation's Lincoln facility.

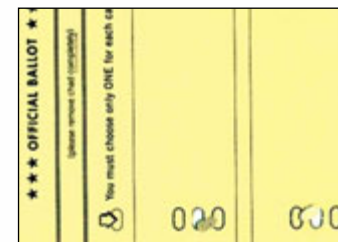
2001
Duncan Aviation was first recognized in *Fortune* Magazine's list of the "Top 100 Companies to Work For," debuting at #62.

2000, January 1
Millennium celebrations took place throughout the world. Y2K passes without the serious, widespread computer failures and malfunctions that had been predicted.

2001, September 11
Around 3,000 are killed in the September 11, 2001, terrorist attack on the World Trade Center in New York City, the Pentagon in Arlington, Virginia, and rural Shanksville, Pennsylvania.



2000, November 7
The U.S. had a presidential election; Republican challenger George W. Bush defeated Democrat Vice President Al Gore, but the final outcome was not known for over a month because of disputed votes in Florida.



2000
Cessna replaced its Citation Jet with the CJ1.

2001, December 22
A Paris-Miami flight was diverted to Boston after passenger Richard Reid attempted to light his shoe, filled with explosives, on fire.



2000-2005

2001, September 18
The 2001 anthrax attacks commence as anthrax letters are mailed from Princeton, New Jersey, to ABC News, CBS News, NBC News, the New York Post, and the National Enquirer.

2001, November 22
Pope John Paul II sends the first papal e-mail from a computer in his office.

2001, October 23
Apple Computer releases the now-famous iPod.

2002, March 1
The U.S. invades Afghanistan: In eastern Afghanistan, Operation Anaconda begins.



2002
Duncan Aviation opens the St. Paul satellite avionics shop.



2003, March 19
The first American bombs drop on Baghdad, Iraq. President Saddam Hussein and his sons do not comply with President Bush's 48-hour ultimatum demanding their exit from Iraq.

2003, February 1
The Space Shuttle Columbia disintegrates over Texas upon re-entry, killing all seven astronauts onboard.

2003, October 24
The Concorde makes its last commercial flight, bringing the era of airliner supersonic travel to a close, at least for the time being.

2004
Duncan Aviation-Battle Creek joins Duncan Aviation-Lincoln as an Authorized Learjet Service Center.

2004, February
Duncan Aviation's AVPAC changes its name to Duncan Aviation Parts Support Services to more closely identify with Duncan Aviation.

2004
Duncan Aviation's Accessory Shop signs a contract to overhaul all Hawker landing gear for Raytheon's RAPID inventory distribution company.



2005
Duncan Aviation-Battle Creek receives Authorized Challenger Service Center authorization.

2004, December 26
The strongest earthquake in 40 years originates from the Indian Ocean off the west coast of Sumatra island in Indonesia, measuring 9.3 on the Richter Scale and creating tsunami tidal waves that sweep across much of the coastlines of Sri Lanka, India, Bangladesh, the Maldives, Burma, Thailand, Malaysia and Indonesia. At least 290,000 people from South Asia to as far as Somalia in Africa are confirmed dead.

2004, June 21
SpaceShipOne becomes the first privately funded spaceplane to achieve spaceflight.

2005
Duncan Aviation becomes the first Universal Service Center.

2005
Duncan Aviation becomes a Chelton/Wulfsberg Service Center.

2005
Duncan Aviation is named the #1 service provider in the Turbine Engine HSI & MR Survey as voted by readers of *Professional Pilot* magazine. This is the first time the survey includes companies without overhaul services so it is the first time Duncan Aviation makes the list despite its extensive TFE731 MPI and repair experience.



2005
Duncan Aviation-Battle Creek begins work on a new 125,000-square-foot facility addition. Construction should be complete by the end of 2006.

2005, August 25-30
Hundreds are killed and severe damage is inflicted in the United States, particularly in the city of New Orleans, first by a devastating Hurricane Katrina that is followed closely by Hurricane Rita.



2005, February 10
North Korea announces that it possesses nuclear weapons as a protection against the hostility it feels from the United States.



Silver Wings

A CLUB OF EXPERIENCE

The Silver Wings Club is a very special group of Duncan Aviation employees who have reached the 25-year milestone with the company. After inducting new members at a party this summer, there are more than 100 team members in Duncan Aviation's Silver Wings family.

"I am proud of our Silver Wings Club," says Robert Duncan, Chairman of Duncan Aviation. "Given the mobile nature of our society, it is quite a feat to have more than 100 people who have dedicated 25 years—nearly their entire working lives—to this company. It was important to create a way to give them the recognition they deserve."

That was the reason for the formation of the Silver Wings Club 11 years ago—to recognize longevity, loyalty and experience within Duncan Aviation. And it is remarkable that the group is so large.

"I am excited that this group continues to grow," Robert says.

"Experience is vital in this business, so we want our employees to like what we offer and how we do business; we want them to make careers at Duncan Aviation."

Robert predicts the Silver Wings family will continue to grow at a similar pace. Because of the family atmosphere at Duncan Aviation and the team approach to work, employees know they are part of something special, he says.

Once employees "join" this group, they receive special "perks" reserved strictly for them. These include a limited-edition Silver



Wings bomber jacket, a special gold airplane charm (for female team members or spouses) and invitations to Silver Wings parties held every 18 months at Robert and Karen Duncan's home in Nebraska or at specially chosen locations in Michigan and Nebraska.

"The perks are nice," Robert says. "But the growth of our Silver Wings family shows that team members know they can make a difference here. They also know that we appreciate them."

In honor of the 50th Anniversary of Duncan Aviation, it seems only fitting that we recognize our long-term employees, those who have helped build Duncan Aviation into the company it is today. The Duncan Aviation Silver Wings Club members, the year they started at Duncan Aviation and their facility location are listed here.

1958

Harry Barr (LNK)
Darlene Christensen-Deceased (LNK)
Robert Duncan (LNK)

1966

Don Fiedler (LNK)
Ron Hall (LNK)

1967

Larry Collier-Deceased (LNK)
John Ellis-Retired (BTL)
Joe Huffman, Sr. (LNK)
Kent Kussatz-Retired (LNK)
Howard Schroeder (BTL)

1968

Bob McCammon (LNK)
Jane Wilkins-Retired (BTL)

1971

Bob Stickler-Retired (BTL)

1972

Terry Brown (BTL)
Steve Green (LNK)
Ken Kuchenreuther (BTL)
Larry Stewart (LNK)

1973

Art Bishop (BTL)
Joan Boogholt (BTL)
Tom Hohl (LNK)
Jerry Hovious (BTL)
Pete Kilmartin (BTL)
Joe Malocha (BTL)
Pete Phillips (BTL)
Dave Pleskac (LNK)
Gerry Schultz (LNK)
George Southland-Retired (BTL)
Rick Whitesell (LNK)

1974

Dave Balling-Retired (BTL)
Jim Gifford (BTL)
Bob Tooker (LNK)

1975

Curt Campbell (LNK)
Duane Knight (LNK)
Dave Lewis (LNK)
Paul Oneth (LNK)
Marge Riemann (LNK)

1976

Ed Johnson (LNK)
Roger Matthew (LNK)
Ed McCranie (LNK)
Woody Johnson (LNK)
Randy Jurgens (LNK)
John Noxon (LNK)
Pam Orr (LNK)
Ron Grose (LNK)
Chuck Eighmy (LNK)
Denny Bartunek (LNK)
Dale VanDeLaare (BTL)
Jim Smith (BTL)

1977

Don Heinlein (LNK)
Mike Zimbelman (LNK)
Don Reeves (LNK)
Kevin McGinn (LNK)
Tim Garity (LNK)
Bill Prier (LNK)
Tom Seidl (LNK)
Dennis Van Strien (BTL)

1978

Eileen Caskey (LNK)
Tom Findley (LNK)
Doyle Garrett (LNK)
Mark Goertzen (LNK)
Rich Kastl (LNK)
Rick Kennell (LNK)

Fred Kost (LNK)
Mike McCullough (LNK)
Nancy McKinney (LNK)
Dave Mills (BTL)
Pete Mills (BTL)
Phil Porter (LNK)
Marc Shoemaker (LNK)
Linda Smith (LNK)
Mary Smith (BTL)

1979

Steve Ballard (LNK)
Don Bashus (LNK)
Phil Bohaty (LNK)
Jerry Bremer (LNK)
Dee Bulling (LNK)
Tom Burt (BTL)
Craig Caskey (LNK)
Susan Craft (LNK)
Jim Ferguson (LNK)
Darwin Godemann (LNK)
Terry Goldsmith (LNK)
Carol Hunt (LNK)
Mike Jardine (LNK)
Dan Keller (LNK)
Jim Kuhl (LNK)
Lori Marr (LNK)
Mike Mertens (LNK)
Warren Myer (BTL)
Dan Phillips (LNK)
Stan Schwarzkopf (LNK)
Ron Shields (LNK)
Scott Shottenkirk (LNK)

1980

Stuart Anderson (BTL)
Andy Bajc (LNK)
Bill Derr (LNK)
Gary Dunn (BTL)
Bill Gephart (BTL)
Gary McClure (BTL)
Darrell Miller (LNK)
Zane Parks (LNK)

Aaron Hilkemann

‘TEAMWORK’ IS MORE THAN A TERM

The term “teamwork” is fashionable in business circles today, but its real meaning lies beyond the words people use to describe it; it has a unique meaning in unique circumstances. However, it’s always been more than a term to Aaron Hilkemann. It’s the cornerstone of how he defines his tenure as president of Duncan Aviation.

Aaron came to Duncan Aviation on January 1, 1996, as the Chief Financial Officer, reporting directly to Robert Duncan. One of his first duties was to write a strategic plan. Robert was concerned about the path the company was on and wanted an outside opinion. Aaron interviewed employees, listened to concerns and quickly began to understand the challenges facing the company. After his first month, Aaron was made Chief Operating Officer and began to intensify senior team meetings and communication with employees. Ideas and concerns communicated during the employee interviews were addressed. Aaron believed everything was in place for Duncan Aviation to succeed: great people, immense experience, a superb reputation. “All that was needed was to create an environment for teams to be successful,” he says.

Efficiencies became apparent as the company leveraged the talents of its sales and marketing team to bring in more aircraft. Relationships were established with schools to help the company recruit the best talent. Internal training intensified so that less on-the-job training was needed. Aaron commissioned a new employee newsletter as a communication tool and to help demonstrate the Duncan Aviation culture. Every day, the similarities between Robert Duncan and Aaron Hilkemann became more apparent. Teamwork and people were the paramount assets of Duncan Aviation and Aaron made sure that each was allowed to reach its full potential. By the summer of 1997, Aaron had become President of Duncan Aviation and the company was on a new path of steady, stair-step growth.

One of Aaron’s major accomplishments was the acquisition of Kal-Aero in January 1998. The most powerful selling points for

Pete Parrish and John Ellis of Kal-Aero were the team-attitude, positive-culture and family-oriented policies embraced by Duncan Aviation management and the entire Duncan family. Pete and John wanted to make sure that Kal-Aero employees would be treated fairly during and after the acquisition. Except for some minor bumps that would be common in any transaction of this nature, the fusion of the two companies was conducted in a seamless and professional manner. Today, the Michigan operations of Duncan Aviation are a primary asset of the company.



What does Aaron see for the future of business aviation and Duncan Aviation? Growth. Duncan Aviation-Lincoln saw the construction of the Donald Duncan Modifications and Completions Hangars in Lincoln in 2000. That investment allows for more growth in Lincoln. A similar investment is underway at the Battle Creek facility and will be completed by the end of 2006. The Duncan Avionics satellite network will continue to expand. And Duncan Aviation intends to increase its base of international customers.

How will Duncan Aviation manage all this growth? “With teamwork,” Aaron says with a smile.





Todd Duncan

PAST, PRESENT AND FUTURE CONVERGE

Todd Duncan has a love for life. He views most experiences as learning opportunities. The family-oriented, multi-generational nature of Duncan Aviation has given Todd the benefits of his father and grandfather's knowledge. Donald Duncan often took Todd along on sales trips. "Everything was a sales trip for Donald. I learned a lot about dealing with people from my grandfather," Todd says.

Todd began working for Duncan Aviation Aircraft Sales right out of college in 1988. "I learned quite a bit from the aircraft sales team," he says. Three years later, he was commuting to Omaha, Nebraska, working in the restaurant business, an investment he and his father were involved with. Working outside Duncan Aviation was a great experience—but flying is in his blood. In 1994, he came back to Duncan Aviation and today serves as the leader of the components group, a member of Duncan Aviation's Senior Team and a member of Duncan Aviation's external Board of Advisors.

Todd firmly believes that the multi-generational nature of Duncan Aviation gives the company and its employees an advantage in the industry. "As we strengthen our position in the industry, we'll see opportunities change, but our relationships with customers and OEMs will give us further advantages." Knowing the history of Duncan Aviation means that Todd understands the need for transitions, excellent customer relationships and people unlike any other.

One thing that will not change as far as Todd is concerned is the Duncan Aviation tradition of building careers through building the company. When Todd talks about Duncan Aviation, there's a feeling of long-term commitment. "Duncan Aviation will continue to evolve aircraft services, listen to employees and customers and stay ahead of customer expectations by utilizing our culture of teamwork and forecasting industry trends."

The "next generation" is already experiencing the pride that Todd has in Duncan Aviation. Todd's twin sons, Harrison and P.K. (Paul Kent),



learn about Duncan Aviation and its multi-generational history all the time from their family, the Lincoln community and most of all from Dad. Todd believes, "You've got to be involved to learn the lessons." That means frequent trips for Harrison and P.K. to the Duncan facilities, just like Todd experienced.

Twenty years ago, Todd took a sales trip to the former KC-Aviation. He was awestruck by the size, quality and scope of their operation but mostly the impressive talent of their people and their first-class technical and customer service skills. He envisioned a future Duncan Aviation that would be similar; not simply good but great. He believes that day has come, not because of any one individual, but because a fantastic team of experienced, dedicated and talented people built Duncan Aviation into what it is today. "We are each a part of that culture of teamwork and have a genuine desire to help each other and the company get even better," Todd explains. "My grandfather would be proud of the fact that Duncan Aviation is not based on one individual's efforts, but on a dedicated team of aviation enthusiasts," Todd emphasizes. That sums up Duncan Aviation pretty well but could only be said by someone with a long-term view of what this company is all about and by someone who has learned what this company really means to employees, customers and the communities it serves.



Come, Celebrate With Us

In 1956, Donald Duncan left his successful new car dealership to become a Beechcraft distributor. His courage, vision and hard work helped form some of the most respected support facilities in the world—Duncan Aviation-Lincoln, Duncan Aviation-Battle Creek and 20 Duncan Avionics shops located throughout North America.

For 50 years, Duncan Aviation has been dedicated to delivering chart-topping experiences in business aviation. After a half century of lifting customer service to a new level in airframe and engine maintenance, avionics installations, paint, interior completions, parts support and avionics/instrument/accessory repair, we invite you to take a journey back in time as we celebrate our success.

Our celebrations will include many aspects that are uniquely Duncan Aviation, including the following: an audio CD of chart-topping 1956 hits performed by members of today's Duncan Aviation team; a special 50th Anniversary edition of our *Duncan Debrief* magazine focusing on our 50 years of experience in the industry; customer and employee celebration parties at all of our locations; and a traveling 1956 Chevy Bel Air that will be given away at next year's NBAA to a lucky attendee from one of our traveling parties.

So join Duncan Aviation's Chart-Topping Road Show and celebrate 50 years of experience. Unlike any other.

DUNCAN AVIATION CHART-TOPPING ROAD SHOW SCHEDULE

January 11	Van Nuys/Burbank, California	June 29	Teterboro, New Jersey
February 2	Las Vegas, Nevada	July 13	Seattle, Washington
February 16	Scottsdale, Arizona	July 27	Denver, Colorado
March 9	Hobby Airport, Houston, Texas	August 3	St. Paul, Minnesota
March 10	George Bush Intercontinental, Houston, Texas	August 10	Midway Airport, Chicago, Illinois
March 25	Dallas/Ft. Worth & Addison, Texas	September TBD	Battle Creek and Kalamazoo, Michigan
June 6	Morristown, New Jersey	September TBD	Lincoln, Nebraska
June 15	White Plains, New York	October 5	Ft. Lauderdale, Florida
June 22	Long Island, New York		