

A DUNCAN AVIATION PUBLICATION

Duncan Debrief

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LOADING SPRING 2008

Unconventional Leadership

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COVER: Chairman Todd Duncan, Airframe Technician Dick Veik, President and CEO Aaron Hilkemann, and Technical Rep Ron Grose (clockwise from lower left) have a casual meeting at the nose of a Learjet.

Todd Duncan is a relatively young chairman. But at the age of 41, the third generation Chairman of Duncan Aviation is hardly a newcomer. He packs a respectable 15 years of practical business experience and 20 years of flying experience. He's also been around the company his entire life, watching it grow and change under the charge of his grandfather, company founder Donald Duncan, as well as his father, Chairman Emeritus Robert Duncan.

Upon meeting him, Todd is jovial with an energy that seems to bubble out of him. But the new chairman doesn't define himself by his position. In fact, he says he's not so "bent on titles." For him, relationships drive the company forward. With the reigns of the company resting firmly in his hands, he's more focused on the responsibility of leading, which he readily accepts... and shares.

"It's never one person's responsibility," says Todd of being a leader. "It's everybody's."

It's a philosophy that penetrates all levels of Duncan Aviation, but it's not new to the company. Robert fostered that philosophy during his tenure while building a legacy of innovation and respect for the individual. Today, Todd's charge is to continue that legacy, which has served to encourage a unique corporate culture.

Since Duncan Aviation was founded in 1956, the members of the Duncan family have always been actively involved in leading the company. As a family-owned business, the company has come to hold many valued traditions. Besides family ownership and involvement, other traditions include taking an active interest in the well-

UNCONVENTIONAL FRAMEWORK

In an industry experiencing rapid and unprecedented change, some might wonder what the future has in store for Duncan Aviation and its new chairman. But the most respected family-owned aircraft service provider in the world succeeds in the face of adversity by holding fast to its traditions, some of which are very untraditional.

▶ Customers often ask Duncan Aviation's new chairman what his plans are for the company. What they don't realize is Duncan Aviation's leadership framework amounts to much more than just one man.



being of employees and community service. It's nothing unexpected for a company whose values are well known in the industry. But when it comes to the company's leadership dynamic, it's about as untraditional as it gets.

ORGANIZATIONAL FLEXIBILITY

"I work for the employees, not the other way around," says President and CEO Aaron Hilkemann.

He explains that in the day-to-day rush of business, it's not about the financial bottom line. While profitability is certainly important, the company's leadership stays focused on the long-term success of the company and its people.

"We do what we believe is best for the long term," says Aaron. "We do what we believe is right for our customers and our people. Our goal is for our employees to reach their potential and enjoy success."

The concept is that everybody works together to make the company successful. And it's a leader's responsibility to listen to their team members, communicate effectively with them, support them and provide opportunities for them to build their careers.

After all, when a company sets their people up to succeed, the company succeeds. In the case of Duncan Aviation, that success translates into high quality products and services, individuals who are more likely to go above-and-beyond the call of duty, and a surprisingly high employee retention rate.

"Our people do incredibly complex and challenging tasks every day," says Aaron. "They make it look easy and they deliver a great product. We have loyal, long-term customers because of our people."

It's more than a mere observation. All along the ranks of upper management, there's a fierce loyalty to their "people." And they make a solid point of ensuring that the credit for the company's success goes where it's due.

"We're not building widgets here," says Todd. "We're delivering highly customized

products and services that don't happen without the people behind them."

It's a philosophy that didn't come from the pages of a book. While Duncan Aviation's leaders may have cast a considering glance at various business models over the years, the company has found its own balance by blending a relatively flat hierarchy with long-held company values.

“ Our people do incredibly complex and challenging tasks every day. They make it look easy and they deliver a great product. We have loyal, long-term customers because of our people.”

- CEO Aaron Hilkemann

"We've broken rules in some ways," says Jeannine Falter, Vice President of Business Development.

For example, Duncan Aviation's leadership followed a "servant leadership" model long before it became a business trend. And the company pursued "true partnerships" with vendors and competitors long before the industry embraced the idea.

Today, the company's leadership strives to foster "organizational flexibility," where diverse teams can be quickly assembled and function efficiently and effectively. Such cross-organizational teams are empowered to work together to solve problems and take advantage of opportunities.

Jeannine describes Duncan Aviation as a true "learning organization," one that's committed to continuous improvement where mistakes are regarded more as learning opportunities than punishable offenses. It's a home-grown approach where the emphasis is less on the chain-of-command and more on innovative practices.

"We trust our people to do the right thing, and they do so every day," says Jeannine.

While it's definitely not micromanagement, it's not hands-off either. The natural result is a real empowerment of the individual and a wider variety of viewpoints. This is where the company's leadership team finds its strength.

"Everyone has blind spots," says Steve Gade, Vice President of Sales and Marketing. "As senior managers, we work together to compensate for each of our strengths and weaknesses."

The vice presidents and executive officers of Duncan Aviation form what is known as the Senior Management Team, or "senior team." They pursue a constructive dynamic, without power struggles or political maneuvering, which allows them to strategically position the company for long-term gains and respond to sudden changes in the industry.

After all, it's a high risk business with large capital requirements and narrow profit margins. But it's during the industry's darkest hours that the company's fierce loyalty to its people burns the brightest.

PROFITABLE LOYALTY

The U.S. aviation industry as a whole trembled on the morning of Sept. 11, 2001. While the nation watched in horror as smoke billowed over New York City and the ruins of the World Trade Center, the senior team acted quickly, assessing the impact on the industry and formulating a strategy to minimize losses.

"Our strategy was to keep the shops as full as possible and batten down the hatches," says Chief Financial Officer Jeff Lake.

That meant not laying anyone off, watching costs and expenses, and staying competitive. The senior team froze their own wages before doing the same for their team members. Profit sharing wasn't suspended, but then again there wasn't any to share until the industry began to rebound.



Left to right: Project Manager Assistant Carla Philipps borrows Flight Department Maintenance Director Andy Bajc from an informal discussion with CEO Aaron Hilkemann and Chairman Todd Duncan at the tip-tank of a Learjet.

"We were one of the few companies that did not lay off our people and remained strong," says Jeff. "We came out of it with a good balance sheet."

The company also came out of it with an intact workforce—people customers had come to rely on over the years. That helped preserve those long-term relationships that take so long to build.

This is where the rubber meets the road. Duncan Aviation keeps its traction among competitors by putting its principles into practice. That bit about taking an active interest in employees? The company's serious,

investing a good chunk of its profit margin back in its people.

"Staying close to the business, to our customers and to our own people is really important, but our most important focus is our people," says Todd.

Resources available to Duncan Aviation's people include certification and licensing programs, in-house training opportunities, tuition reimbursement, support services, and wellness programs. More than \$2 million was budgeted for 2007 to educate and support the company's most precious resource. Todd considers it more than a worthwhile investment, as he values the

importance of improving oneself by seeking out learning opportunities.

"As leaders, there's an incentive to invest back in ourselves because it comes back to our teams," says Todd.

While Todd and Aaron both believe the best ideas come from those teams, they also complement them with feedback from other sources.

BALANCING INFLUENCES

The senior team maintains connections inside and outside the industry; not only to stay current with trends but also to seek out different opinions and stay open to new ideas.



Jeannine Falter, Vice President of Business Development, conducts a workshop on performance development and assessment. At Duncan Aviation, every employee creates a personal development plan to help boost performance and open new career opportunities.

“We try to find a balance between internal and external influences,” says Jeannine. “We don’t want to miss any opportunities.”

Playing a central role in that balance is the Duncan Aviation Advisory Board. Currently composed of six members, the board meets quarterly and serves as Aaron and Todd’s outside counsel. Members voluntarily serve up to two, three year terms. It’s a sounding board for ideas, providing input on the long-term direction of the company and assessing its progress.

“Board members are always changing,” says Todd. “The Board is constantly refreshed so there’s always

someone new with new ideas.”

Besides staying close to the business, Duncan Aviation’s leaders also make efforts to stay close to customers. Not to be confused with the Advisory Board is Duncan Aviation’s Customer Advisory Board. Representing various segments of the business aviation industry, the board is composed of ten to twelve members who are invited to participate for a two year term. This is where the senior team gets feedback and advice on new concepts and services, and listens to ideas and customers’ experiences with competitors. Semi-annual discussions delve into topics like industry trends, economies and geo-political changes.

However, Duncan Aviation’s leaders also seek less formal relationships with customers. For example, each of the company’s full service facilities invites their on-site customers to weekly Wednesday night dinners. Hosted by company managers, the dinners’ primary purpose is customer appreciation, but it also serves to create a sense of “community” among customers, facilitating friendships that reach far beyond the company campuses.

THE OUTLOOK

Right now, industry trends are looking pretty good. The forecast for numerous aircraft deliveries from several

manufacturers has sparked a buzz of enthusiasm, and the low attrition rate indicates conditions are favorable for overall market growth. Ask Todd about it and his excitement is obvious.

“We’ve never seen as many future deliveries as what we’re looking at today,” he says.

The company has a solid, long-term strategy for growth, which—in a nutshell—is to grow and change as its customers grow and change.

“Our intent is to impact the industry in a positive way,” says Jeannine. “We have a long strategic to-do list, and our future is bright.”

The plan is to develop an ever-larger market share, growing business across a wider geographical region, and increasing the depth and breadth of the company’s capabilities. Part of which involves plans for expansion.


Duncan Aviation’s Battle Creek, Mich. facility recently underwent a \$23 million remodel, and the Lincoln, Neb. facility is next. Plans are being assessed to upgrade the facility’s paint capabilities, add additional service space and update the look-and-feel of its buildings. And then there’s the plan for a third facility.

That plan has been brewing for the past few years. It’s a drawn out process with many factors to be taken into consideration... like site incentives, quality of life for relocating employees and debt load. Although a site selection team has narrowed the list of potential locations, timetables will not be set until the senior team decides the time is right. The plan is to build the facility from scratch, and the team believes the company’s up to the challenge.

However, Duncan Aviation’s leaders have made it clear that plans for expansion will in no way jeopardize opportunities or peoples’ careers. So progress is cautious and commitments tentative, but the outlook is always one of optimistic anticipation.

“This isn’t something you build overnight,” says Todd.

After all, Duncan Aviation’s been more than 50 years in the making. Although it’s still a work-in-progress,

the framework of its identity remains solid—defined by its people, its unwavering traditions and the untraditional philosophy of its leaders. 



The Chairman’s Notes

By Todd Duncan

Welcome and thanks for reading our latest Duncan Debrief magazine.

If you have visited our facilities in Lincoln, Nebraska, or Battle Creek, Michigan, or any of our satellite shops any time during 2007 you would quickly recognize that we have had a productive and busy year. In fact, 2007 was our organization’s busiest in our long history – we touched more customer equipment and aircraft than ever before. In the process, we continued to build strong, long-lasting relationships with key Duncan Aviation customers and welcomed new customers to the Duncan Aviation experience.

How is the Duncan Aviation experience different? We make decisions for the long term and we cherish the friendships that we share in our industry. All it takes is a visit to one of our shops and a conversation with any of our team members to see this difference. We have an open policy in our organization and I frequently suggest to new customers that they talk to any team member about their Duncan Aviation experience. We have nearly

100 team members who have more than 25 years of experience; this translates to expertise. Near the end of 2007, we celebrated one of these monuments to Duncan Aviation’s history when we thanked Joe Huffman Sr., Senior Certification Engineer, for 40 years of service.

“Duncan Aviation has been a great place for me to work,” says Joe. “From an engineering perspective, the company has never pressured me to cut corners; they have always listened to me and allowed me to use my best judgement on engineering questions. That’s one of the reasons the FAA has a high level of trust in Duncan Aviation and why our industry reputation is so well respected by our peers and competitors.”

Joe is a legend in our industry and he is part of an elite group of Duncan Aviation team members who have helped us build our organization to what it is today.

Our industry has never been stronger and Duncan Aviation’s prospects are also bright. Thanks to all of you who have made this possible. We love business aviation and are excited about our future together.

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- Joe Huffman Sr., Senior Certification Engineer

*You don't know me,
but I'm a pilot.*

Aviation is not about power, privilege or money. It is about the dream of flight. Shad shared that dream with millions who came before him. His story is unique. The aspiration to fly was inside him but his legs were useless; Shad is a paraplegic. Part of the all-encompassing dream of aviation is the desire to help, to learn from and at the same time inspire others.

Harry is an individual who never woke from his life-long aviation dream; he shares it readily. He learned of Shad's difficulties and desires and decided to act to make his dream real. Harry knew that a Piper Colt

was the best airplane for paraplegics. The Colt's hand brake helped but other controls needed conversion to make the Colt respond to Shad's hands. The laws of physics also required a harness because Shad couldn't brace his legs against the pressure of using his arm for every control.

With the help of Harry and Shad's great determination, Shad soloed in that Colt on May 30, 2007. Shad's is a story of determination, perseverance and courage. And it happened because of the generous people in business aviation.



Determination. Unlike any other.



Business. As Usual.
Read more. Share a story. Visit
www.DuncanAviation.aero

Stories.

Unlike any other.

Over the last two years, business aviation has taken some hits in the eyes of the general public. TV commercials and a targeted public relations campaign have talked about how business aircraft put stress on air traffic control and don't pay their fair share to support the infrastructure.

As those of us who work in and around business aviation know, the majority of business aircraft are used as productive business work horses, and they earn their keep. In a world where time is of the essence, these tools allow businesses to efficiently conduct site visits, schedule flexible meetings and make the most of their employees' time.


The journey of most business aviators, though, is more than maintaining and flying aircraft and keeping corporate interests. Aviation as an industry is unusually generous. And we're talking about things more difficult to donate than just money.

There are countless stories of people who have gone farther and done more because of an aviator's investment of time, innovation,

patience, courage or caring. Many generations of these stories have been lost. We think it's time these types of stories have a chance to be heard.

You may have seen our current advertising campaign recognizing some of the unsung heroes among us in *Professional Pilot*, *Aviation International News* or *Business Jet Traveler* magazines. Our goal with this campaign is three-fold: to remind those in business aviation that we are an industry of which we should be proud; to encourage those of us in this industry to do more when and where we can; and to share with the world that business aviation is more than business as usual.

We plan to highlight different stories every few months. In order to do this, we need participation from the industry. If you know of a story of generosity, passion or innovation that should be shared, or to browse stories from the "Business. As Usual." campaign, please visit www.DuncanAviation.aero/stories.

We'd love to help you recognize special people connected to business aviation whose moral compass encourages them to make the world a better place. 

ryan
vodicka

a life inter- rupt- ed

Ryan Vodicka, a 27-year-old cancer patient, volunteers at a daycare center. Treatment prevents him from getting a job.

Ryan Vodicka was a typical boy growing up in a typical neighborhood in a typical city in the center of the country. He lived with his parents, Dan and Missy, and his three sisters, Rhonda, Rachael and Robin. Ryan had lots of friends... and a special talent for art. He would spend large amounts of time doodling and creating original masterpieces on his sketch pad, which was never far away. Yes, Ryan was a typical young boy with typical boyhood dreams.

Upon graduation, with his future squarely in front of him, Ryan earned an associate's degree in Graphic Design from Metro Community College in Omaha, Nebraska. He continued his education by pursuing another associate's degree, this time in Digital Arts & Design from Full Sail in Winter Park, Florida. He wanted to follow other graduates from this program who had made names for themselves working on films, video games and other design projects. The program is intense, and Ryan was totally submerged, spending most of his day in class or lab learning the latest in technology to enhance his passion for art.

Ryan made plans for his future. Plans that if he worked hard would take him anywhere he wanted to go. Whether that meant being on white, sandy beaches in the Caribbean or in the Czechoslovakian hills exploring his family's heritage, as long as he had a computer and internet access he could work when and where he wanted. Ryan set his sights on New York City. He wanted to get out of the middle of the country and begin his dream in a place known for

taking chances on new talent. Because, you know, if you can make it there...

Ryan had dreams. Ryan made plans. Ryan was a typical all-American boy from Omaha, Nebraska, who dreamed of something bigger than himself. But life would soon no longer be typical for Ryan or his family.

a diagnosis

In true college student fashion, Ryan communicated with his parents with the obligatory "fine," when asked how things were going. So even though his stomach began to get larger, he was often tired, lower back pain made it difficult for him to sit through class, and he had night sweats so severe he'd have to change his sheets at 3 a.m., he said and truly believed he was "fine."

A few of his classmates thought he was on drugs because he looked so gaunt and bony...except for his stomach. But it wasn't until a friend said "Dude, you just don't look good," that he went to a walk-in clinic. After blood work and an ultrasound revealed nothing, he was sent to the ER for an X-ray, followed by a week-long stay in the hospital for tests. He didn't tell his parents.

On his phone calls home, he asked his mom if there was a history of high-blood pressure or cancer in the family. Because of his light tone of voice and conversational manner, these questions didn't alarm her. Ryan wasn't too overly concerned until he heard the word "biopsy." Then his obligatory "fine" became "help." And he was immediately



scheduled on a flight home to Omaha.

At the gate to pick up their son, Dan and Missy Vodicka hardly recognized him. Their son, who left for Florida weighing 220 pounds and sporting a strong muscular build, came back a much smaller version of himself. Extremely emaciated, Missy described him as a “walking skeleton that looked

volunteering their time and talents to different organizations. The company sets an example for its employees by seeking ways to positively impact lives through the work of the ConAgra Foods Foundation and sustainable development program initiatives.

For more than 15 years, ConAgra Foods also has also been positively

products to dinner tables and restaurants across the country, the company provided a glimmer of hope to a family beginning down the unknown road of cancer. Ryan and Missy were met at the company’s hangar by Barb Moffett, a long-time employee and scheduler for the Flight Department who has since retired. “She welcomed us with a smile that said, ‘We understand and we’ll take care of you.’”

Ryan’s chance of recovery is 20%, and those diagnosed with his type of cancer have a typical survival rate of 24 months after diagnosis. During that first flight, they met a ConAgra executive whose wife had cancer that had spread to her liver. He told them a mantra, which they’ve lived by ever since: “Don’t believe in the

statistics because they don’t know God and they don’t know you.”

Over the next 11 months, Ryan was a frequent ConAgra Foods passenger to and from Teterboro, New Jersey. Missy credits ConAgra Foods through the Corporate Angel Network for Ryan’s very life. “Honestly, I don’t think he would have made it. In New York City, we were so isolated in unfamiliar surroundings and didn’t know anyone. During those first six weeks, Ryan was so sick and highly medicated, he became very depressed. The hope that he would get to go home kept him moving forward.”

peace, hope and a home

ConAgra Foods provided Ryan and his family with much more than an empty seat; the company gave them a sense of peace amid turmoil. With so much to worry about and consider, the family was not faced with some of the difficult financial decisions that often accompany a serious illness. The freedom from having to worry about transportation costs allowed them to

focus their attention on what was needed. “I was worrying about surgeries, chemo and how I was feeling,” Ryan said. “Knowing that my trip home to Nebraska could be made with one phone call was a huge relief.”

When a cancer patient flies, they need to take along many items that are now banned by commercial flights. “They were not always gracious and understanding of Ryan’s needs when he would try to board with needles and other questionable items,” Missy said. “We would have to show up several hours ahead of departure in order to get through security.” In addition to the delays, commercial flights with their circulated air environments were particularly dangerous for Ryan. The sniffles of a first-class passenger could result in Ryan spending many days in the hospital fighting an infection. Besides being safer, corporate travel offered greater flexibility. It was a rare occasion when Ryan was given more than just a few days’ notice before he was released from the hospital and able to travel. “My trips home were very important to me. I wanted to get to Nebraska as quickly as I could because I knew it wouldn’t be long before I would have to come back. I was such a frequent flyer with ConAgra, my flight arrangements were usually made by one simple phone call to Corporate Angel or Barb directly.”

Over time, the pilots for ConAgra Foods became a symbol of hope for Ryan and his family. Missy recalls that every time she saw their faces at the airport, she was able to let out a sigh of relief because she knew they were taking them home. “Home was so important to Ryan. His doctors were amazed how much he would rebound after returning from Nebraska.”

Missy hates to think of what would have happened had Ryan’s oncologist not made the arrangements through

Corporate Angel to get Ryan to New York City. Without a moment’s hesitation, they were prepared to sell the family home, close Missy’s daycare business and do what was necessary to make sure that Ryan was able to get to the care he needed, when he needed it. This huge financial burden upon the family would have resulted in Ryan having to stay in New York for longer periods of time. “It’s not like I could go and do whatever I wanted. I would have been stuck in a hospital bed for five to six months with a bad view of rooftops towards upstate New York.” Not exactly the dream accommodations he once had for his future career in New York City.

ryan’s future

For three years, Ryan has lived with Desmoplastic Small Round Cell Tumor or DSRCT, a pediatric cancer most commonly found in boys from ages 14 to 24. Although Ryan has hopes for the future, he does not plan beyond 30 days. “Every month my scans bring a new set of emotions. They dictate my schedule. If they are clear then I have 30 days to work with. If they are not, I may have to undergo intense chemo and stay in the hospital. I don’t want to set myself up for disappointment by having to cancel.” Ryan’s closest friends understand. When they look at him, they don’t see cancer. They see a friend who has been dealt a crummy set of circumstances and is living life the way he needs to, one day at a time.

Ryan has experienced a rollercoaster of emotions but is not bitter. He says he had a moment of clarity sitting in his room in New York City when he realized it was out of his hands. “God has control. I will do what I can to better my circumstances but if I pass away in six months, then that is the way it was supposed to be. But I’ll be damned if I go lightly. I’m going to fight every step of the way.” Ryan’s turning point came when he

stopped trying to control his cancer and just let it be. “You can’t control cancer. It is a beast upon itself. You can’t stop it. You hope to contain it. And if you do get rid of it, God bless you.”

For now, he fills his days by being company to a group of kids in an after school program. They enjoy playing basketball with Ryan and watching him draw on his sketch pad. Some know about Ryan’s cancer and understand. Others do not. “I enjoy playing with these kids because there is an energy that radiates from them. I could spend my days in bed, but know that I can’t. These kids help me to laugh and keep busy.”

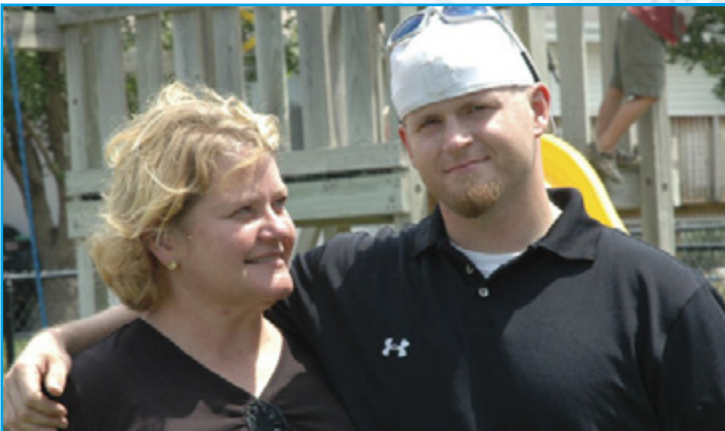
Ryan, now 27, is still that all-American boy from the middle of the United States, now a young man. He still has dreams, but for now they are put on hold while he focuses on his monthly scans, daily chemotherapy and constant fatigue. He keeps himself busy by volunteering to play with kids in an after-school program. He still gets together with his friends on occasion for a game of flag football or an evening out. And when he wants to escape for a while, his sketch pad is still not very far away.

The Vodicka family is still very close. They talk daily and gather together often. When his mother asks how he is doing, Ryan still answers “fine.” To Missy, “fine” is enough. She will take “fine.”

Ryan is currently being treated at the National Institute of Health in Bethesda, Maryland.

READ MORE ONLINE AT:
www.caringbridge.org/ne/ryan/

Share a story
www.duncanaviation.aero/stories/share.php



“HIS DOCTORS WERE AMAZED HOW MUCH HE WOULD REBOUND AFTER RETURNING FROM NEBRASKA.”
- Missy Vodicka

nine months pregnant;” his distended stomach protruding way beyond his frame. “I just hit the floor,” said Missy. “My son didn’t look like my son.”

On Wednesday, May 5, 2004, at the age of 24, Ryan and his parents were told he had cancer. On Thursday, May 6, Ryan and his mother and father were on a flight to New York City.

more than business as usual

Since its first bag of flour was sold in 1867, ConAgra Foods has grown from a small Nebraska company into one of America’s largest packaged food companies, employing more than 25,000 in hundreds of locations throughout the United States. The company serves retail and foodservice consumers and customers with popular brands like Banquet, Chef Boyardee, Healthy Choice, Hunts, Orville Redenbacher’s and many others.

ConAgra Foods fosters a culture of giving back by encouraging its employees to make the communities in which they live and work better by

impacting the lives of others as a member of the Corporate Angel Network, the only charitable organization in the United States whose sole mission is to ease the emotional stress, physical discomfort and financial burden of travel for cancer patients by arranging free flights to treatment centers, using the empty seats on corporate aircraft flying on routine business.

Jim Hollenbeck, ConAgra Foods’ vice president of aviation is proud of his employer’s participation in the Corporate Angel Network.

“We conduct business all across the nation on a daily basis,” Hollenbeck says. “It just makes sense to make the empty seats available to individuals in the Corporate Angel Network. This program enables us to conduct business as usual, but allows us to help others at a time when things are uncertain for them.”

when two worlds collide

On May 6, 2004, ConAgra Foods provided more than just delicious

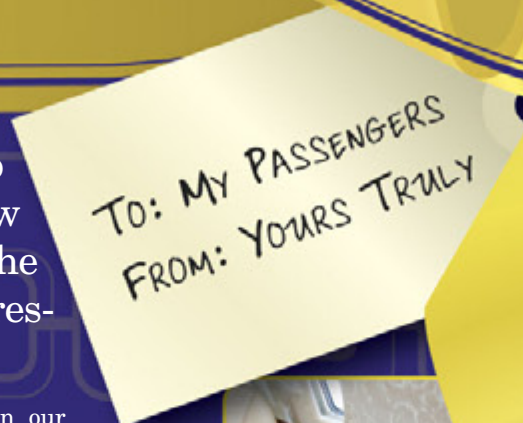
You Know You Want It

Do you want the biggest flat screen monitor possible for your cabin? Do you want to plug your iPod into the cabin entertainment system? How about live weather at your fingertips or a cool super power like seeing in the dark? You can even get lightbulbs that will last 20 times longer than fluorescent bulbs.

All of these things can be accomplished during your next event, often with no added downtime. If you have a week, you can do it. If you are going to be down for maintenance, you should

do everything possible on your list to avoid wasting time and money with a separate downtime. If you're not sure what you need, we have information to help you decide.

Our modifications capabilities on our website will show you the most common upgrades by aircraft. View them online at www.DuncanAviation.aero.



Your cabin phone—you want to pick it up and know it will work well every time. The market is changing under your feet. We developed a phone questionnaire to help you decide what communication system is best for your aircraft and how you use it.

Find your phone system at www.DuncanAviation.aero/straighttalk.

Coming in the next Debrief—an update on the current status of the phone and high speed data market and what may be coming soon to an aircraft near you.



Enhanced vision will give you a view of your night approach like you've never seen before, providing additional safety. It also enables pilots to "see through" conditions of poor visibility such as haze, smoke, snow and rain.



Take your iPod with you everywhere and share your music with the rest of your passengers.



Yes, that is a 32 inch monitor on that bulkhead. The ease of installation and the picture quality are impressive. More and more operators are asking for entertainment systems for their aircraft that mirror what they have at home. This installation is a perfect example of this trend.



You know you can get charts, but do you want live weather too? It is now available on the CMC CMA-1100 Electronic Flight Bag.



LED lighting is warmer, more energy efficient and maintenance friendly compared to fluorescent lighting. An LED bulb will last 10,000 hours compared to just a few hundred hours for a fluorescent bulb.

MPI extreme

advantage

YOU WANT MORE THAN IS REQUIRED. YOU WANT AN AIRCRAFT MAINTENANCE PARTNER. ONE THAT CONTINUOUSLY EXAMINES AND CHALLENGES ITSELF TO GO FURTHER EVERY TIME WITH EVERY CUSTOMER.

Lots of people in aviation enjoy extreme sports. No pilot, though, would want to include flying their company aircraft as one of these high-adrenaline adventures. Neither do their passengers. Passengers want to know that safety is Priority One for you. They trust that you provide safe and efficient flights by scheduling routine periodic inspections for your aircraft. You may consider these inspections in the same light as a doctor's physical. They head-off major malfunctions by identifying and solving problems when they are small. But if left untreated, just like your health, major complications can occur at a later time.

MPIs are an example of a necessary periodic inspection, during which—in the simplest of terms—an engine turbine section and on most models the fan and gear reduction is torn down to its most basic parts. They are cleaned, inspected, repaired or replaced. New parts replace the old and damaged. Then the process is reversed. Components are assembled; engines

are built, tested and then hung back on the aircraft for the final runs. Sounds simple, right? If it were, then everyone from coast to coast would have an engine shop set up in their garage.

Although the FAA attempts to standardize MPIs through regulations and requirements, in reality MPIs are not created equal and there is nothing the same about maintenance facilities and the quality of work performed. Nothing. Your logbooks are a safety record that contains everything anyone would need to know about the maintenance of your aircraft, including who performed the work. A Duncan Aviation entry in your logbook means more than a completed inspection; it speaks to all who see it that you require quality work from a company with integrity.

When deciding where to take your engines for a MPI, you want more than what is required. You want great service for a fair price. You want an experienced company that knows what you need and delivers what you want. Duncan Aviation understands this and goes to

the extreme to provide value-added extras. Only Duncan Aviation customers get to experience these extreme advantages.

a need for speed

Time is money and your aircraft needs to be available at all times. When it comes to a MPI, there isn't another business aviation maintenance facility that can match the downtime savings of Duncan Aviation. Barring any unforeseen maintenance issues or parts supply shortages from the OEM; you will be back on the flight deck taking off in less than a week.

This extreme five-day turnaround is made possible because Duncan Aviation has invested in many customer advantages that allow for greater efficiencies and customer service. The Duncan Aviation preplanning process is legendary in the industry and a hallmark of our success. Your personal Project Manager leads a team of experts to discuss and create a detailed service plan with benchmarks to measure progress. These verbal face-to-face team discussions ensure everyone understands the workscope, buys into the project and begins to take personal ownership of it. Although your Project Manager is your single point of contact for job progress and open issues, he or

she is not your only source. As a customer, you have full access to your project at any time.

Feel free to walk into the shop areas, watch the work, talk to the mechanics and ask questions of the Duncan Aviation Tech Reps. This unlimited access extends to you even when you are away from a Duncan Aviation facility. myDuncan.aero – an on-line item approval system launched in the fall of 2006, allows you to view and manage the progress of your project anywhere and anytime, even if it is on the other side of the world. Approvals, open issues and decisions can be made without having to wait on e-mail replies, phone calls or time zone changes. You are always in the loop and in control, even though you may not be in the hangar.

During your five-day MPI downtime, your engines are not the only part of your aircraft that we care about. Our Interior SWAT Team will be deployed to inspect your aircraft interior and offer at no-cost or obligation, an in-

depth examination of items that can be corrected, cleaned, updated to improve the interior during your stay. For more information, read "S.W.A.T. – Inside the Special Weapons and Tactics of a Unique Team," on pages 19-20.

These are but a few of the many advantages reserved only for Duncan Aviation customers. If these are the lengths that we are willing to go to deliver more than what is required, imagine what we will do with what is.

VIEW AND MANAGE
THE PROGRESS OF YOUR
PROJECT ANYWHERE AND ANYTIME,
EVEN IF IT'S ON THE
OTHER SIDE OF THE
WORLD WITH
MYDUNCAN.AERO

a one stop shop


The Duncan Aviation Engine Shop is a one-stop custom shop, literally. All major periodic inspection (MPI) and maintenance procedures, except for OEM required procedures, can be handled in-house so we retain more control over engine specs, repair costs and downtime than shops which send out for these specialized services. Our capabilities have also been called into service to support competitor engine shops that are

not equipped to handle the entire job. Our modern facility is more than 20,000 square feet that houses 12 separate engine bays where your engine will remain during the entire MPI process. Each bay is 12'x24' including a dedicated parts rack and counter area for each engine. A separate shipping/receiving dock exclusive to the Duncan Aviation Engine shop allows for faster parts and engine

delivery to and from the shop. Duncan Aviation has been a major service center for TFE731 engines for over 27 years and has seventeen licensed, factory-trained engine technicians working two shifts that are dedicated to support TFE731 engines.

Unlike other shops that use an "assembly line" approach to servicing your engines, the Duncan Aviation Engine Shop assigns a team of skilled technicians dedicated to your engine from start to finish. That means that the moment your aircraft arrives, one team of factory-trained turbine specialists will be working together.

This customized team approach gives us better control of the fine tuning of your engine tolerances and the unique



OUR CUSTOM ENGINE SHOP OFFERS MANY IN-HOUSE SERVICES. FROM DIGITAL BALANCING TO HP TURBINE WHEEL FLOW AND A4/A5 NOZZLE FLOW, OUR EXPERTS HAVE AN INTIMATE WORKING KNOWLEDGE OF EACH ENGINE, WHICH SHORTENS DOWNTIME AND ENSURES ENGINE PERFORMANCE IS AT ITS BEST.

details of your engine that can have a major effect on the quality of the engine performance. Duncan Aviation maintains over \$25 million in parts inventory, exclusively in support of the TFE731 shop.

Duncan Aviation has a dedicated Machine Shop that performs repairs on a majority of engine parts and completes the machining processes dictated in many service bulletins. Specialty equipment—like an inert gas welding chamber, a thermal spraying unit and a CNC machining unit—keeps all the work in-house and in our control. Additional Machine Shop capabilities: re-spray abradable seals for the t-duct, LP stub shaft and exhaust nozzle seals and replace and cut honeycomb seals.

Our in-house records and research staff provides accurate research of each engine to assure that all required inspections and airworthiness directives are completed, all service bulletins are noted per the manufacturer's recommendations and critical life-limited parts are monitored for their life remaining during the course of the MPI.

The Duncan Aviation Engine Maintenance Line Shop, consisting of 23 technicians, conducts all the line maintenance on aircraft mounted engines including pre-removal 5-point

A TEAM OF SKILLED TECHNICIANS IS DEDICATED TO YOUR ENGINE FROM START TO FINISH.


runs, engine R&Rs, troubleshooting and squawk repair. They also accomplish replacement of line replacement units (LRUs) including fuel pumps, fuel controls and oil pumps. They are equipped with the latest state-of-the-art tooling such as JEDA, ACES and MEDRA computer software and digital high-resolution borescopes.

rapid response

You don't want to ever worry about engine maintenance and it is our goal to have you forget about it in between scheduled events. However, if something does come up, we are prepared to respond quickly with a large pool of trained

technicians in Lincoln and Battle Creek along with seven Rapid Response locations strategically located throughout the U.S. to take care of your engines in the most efficient manner with the least amount of inconvenience to you.

If there is any other work you need done while you're here—avionics, paint, interiors modifications, airframe inspections, etc—our full-service facilities can take care of everything at once.

The bottom line is that we promise to deliver an experience and then deliver more. These are just a few of the many extreme advantages that can be experienced only as a Duncan Aviation customer. We go to this extreme to add value to your visit, because it is not our goal just to provide you the necessary inspection, we want to become your partner. We want to be your first phone call for business aviation maintenance and your final source for industry advice and guidance. We want to be your first thought when you are asked by a peer for a recommendation. We want to be your first choice, because we provide more than what is required. 

additional in house capabilities

- Nondestructive Testing, including florescent penetrant, magnetic particle, ultrasonic and eddy current inspections. Eddy current capabilities are fully automated for HP rotors and fan discs.
- Blading and digital balancing for all turbine components and fan assemblies with two traditional spinning computerized balancers. For many engine models, the Engine Shop uses a modern moment weight balancer. This weighs the blades statically hanging horizontal and sequences them automatically by weight for optimum results.
- Separate bearing and turbine inspection room. All bearings are vacuum sealed after inspection to minimize contamination.
- Fuel manifold flow bench.
- Bench for high pressure turbine rotors that completes the required leak check of the HPT rotor assembly.
- A-4 nozzle flow bench
- A-5 nozzle flow bench.
- Oil pressure simulation fixture.
- Fan blade shot peening.
- Separate parts cleaning area with separate solvent for bearings and parts that are non-destructive tested and general cleaning.
- All light maintenance manuals and illustrated parts catalogs are accessed online for the latest information available from the OEM. We utilize specialized MPI paperwork for each TFE731 models. For example, the -2 engine paperwork details 1000 checkpoints for disassembly part inspection and reassembly.



S - Scan the aircraft interior for cosmetic imperfections. W - Write an immediate, on-the-spot quote. A - Artistically clean, touch-up, dye, correct and install. T - Turn out a beautifully improved interior that your passengers will appreciate.

Inside the Special Weapons and Tactics of a Unique Team



S.W.A.T.,

in military lingo stands for “special weapons and tactics.” In the Duncan Aviation Universe, it describes a special team putting their talents to work, addressing the most-requested cosmetic details in aircraft interiors.

Frequent customer requests led Duncan Aviation to create the SWAT service to ensure that the interior of every aircraft that comes to one of our facilities—even those scheduled for only maintenance or avionics installation—leaves looking better than when it arrived.

THE TEAMS:

The Battle Creek Interior SWAT Team is led by John Goward, a Duncan Aviation employee since 2000. His team of six is: John Goward, Herb Chupp, Brad Olsen, Tim Flanders and Jeff Reid.

Our Lincoln Interior SWAT Team is led by Colby Ramsey, a Duncan Aviation employee since 1999. His team of seven is: Colby Ramsey, Allen Fehlhafer, Kevin Forsythe, Jon Lewis, Steve Wood, Marla Kallas, Joel Story and Brian Sack.

Both teams are chock-full of experienced interior specialists, master technicians and finish experts. They are extremely attentive to details and dedicated to working quickly and efficiently.

THE GOAL:

The ultimate goal of both of these experienced and dedicated teams of interior specialists is to improve your aircraft with minor interior repairs.

Every aircraft that arrives at Duncan Aviation is subjected to an “Interior SWAT Team Analysis.” Offered without cost or obligation, this in-depth examination is conducted and items that can be corrected, cleaned, updated or otherwise improved to beautify the aircraft interior are identified. The inspection, combined with flight crew interviews, reveals specific areas the SWAT Team can improve while the aircraft is down.

On-the-spot quotes are created and, once approved, are incorporated into the existing scheduled work without extending downtime. The most common items addressed by the SWAT teams are: carpet cleaning, leather chair re-dye, re-webbing seat belts and cabinetry hardware adjustments. More extensive repairs and modifications also can be accomplished by the SWAT teams, with the full backing of the Duncan Aviation interior and engineering teams.



John Goward



Herb Chupp



John Goward, Herb Chupp, Tim Flanders and Brad Olsen

Tips & Tricks

The SWAT teams offer the following advice to keep your aircraft interior in top-notch condition:

- Perform regular cleaning and conditioning of all leather and wood surfaces with approved products.
- Avoid cleaning products that will cause a build up and give surfaces a cloudy appearance.
- Clean any inadvertent ink marks immediately with Isopropyl alcohol and a cotton swab. Once set, an ink stain cannot be removed.
- Always cover seats when bringing luggage through the cabin.
- Close drawers and doors softly, without slamming.
- Perform regular interior maintenance at least every other year during service center visits.



Allen Fehlhafer, Colby Ramsey, Marla Kallas, Kevin Forsythe and Joel Story

Hit List

Cabin:

- Seat adjustments
- Seat cleaning and conditioning
- Carpet cleaning
- Leather re-dye
- Cabinet touch-up
- Install new-style vinyl carpet runner
- Install new cork in cupholders
- Re-web seatbelts
- Cabinet and card table adjustments

Cockpit:

- Instrument panel touch-up
- Pedestal touch-up
- Install new sun visor assembly
- Re-web seatbelts

Other Areas:

- Replace entry step tread
- Replace baggage step tread
- New baggage load covers
- Requested touch-ups




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Duncan Aviation provides the Component Solutions customers expect from an award-winning team of aviation professionals who provide streamlined, customer-friendly and comprehensive solutions every day to aircraft operators. Duncan Aviation has the resources to become your one source for Component Solutions and deliver every service you will need during the life of your aircraft. Our Component Solutions are wide-ranging for any airframe and include:

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Worldwide Parts, Exchanges or Rotables Solutions 24/7

Gulfstream IV on Display at Duncan Aviation's NBAA Static Booth an Inspiration to Many

The Gulfstream IV on display at the Duncan Aviation / Honeywell Static Booth #02 at the NBAA Convention in Atlanta was a highlight for show attendees interested in seeing top-quality completions work and unique design applications.



Duncan Aviation's team of design experts worked in conjunction with Aviation Aesthetics to develop unique applications for the aircraft's interior that exceeded expectations of their discerning customer. The level of design and customization in this aircraft is astounding.

"There are so many pieces and parts in this aircraft that are original creations, it's wicked crazy!" exclaims Duncan Aviation Senior Completions Designer Nate Klenke. "The effort on everyone's part to work through each and every design element and customer request couldn't have happened without everyone involved—from owner to technicians—and focused on finding creative solutions, then executing the details flawlessly."

The result is truly different.

"This experience has been unique for me as far as the level of service and attention," says Havilande Whitcomb of Aviation Aesthetics. "The experts at Duncan Aviation never said 'No' to the implementation of unusual ideas. The collaborative effort between a discerning owner, me as an interior designer and the Duncan Aviation design and production teams was refreshing. The level of craftsmanship is incredible. And there was a razor-like focus on detail. That's what we hoped for when we chose Duncan Aviation. The experience exceeded our expectations."

The G-IV, which is managed by Volo Aviation and is on the company's charter certificate, will be highlighted in an upcoming issue of the Duncan Debrief, complete with lots of photographs. 📷

Duncan Aviation now Authorized to Service Honeywell KFC-400 Autopilots

Duncan Aviation is pleased to announce that Honeywell has selected the company to repair and overhaul the KFC-400 Autopilot. Outside of Honeywell, Duncan Aviation is the only facility authorized to service this autopilot.

"The KFC-400 Autopilot is at the pinnacle of autopilot technology and is used in many Learjets," says Don Fiedler, Duncan Aviation's Avionics Business Development Manager. Duncan Aviation will offer some of the fastest turntimes available for these units in addition to a limited number of loaners, he adds.

For more information about the Honeywell KFC-400 Autopilot and how Duncan Aviation's Components Solutions team can help keep you in the air, just call 800.562.5377. 📞

Duncan Aviation Installs 32-inch Monitor in Challenger 600

Duncan Aviation recently installed a wide-screen, 32-inch LCD monitor in a Challenger 600. The monitor was manufactured by Flight Display Systems and was surface-mounted by Duncan Aviation technicians on the aft left bulkhead. The unit weighs only 26 pounds and was relatively easy to install due to the large size of the Challenger bulkhead.



"Our customer is very pleased with the installation," says Dennis DeCook, Avionics Sales Representative at Duncan Aviation's Battle Creek, Mich., facility. "The ease of installation and the picture quality are impressive. More and more of our clients are asking for entertainment systems for their aircraft that mirror what they have at home. This installation is a perfect example of this trend."

For more information on this installation or any cabin entertainment system, please contact Dennis DeCook at 269.969.8400. 📞

Duncan Aviation Names Doug Alleman Manager of Airframe Sales



Duncan Aviation is proud to announce the promotion of Doug Alleman to Manager of Airframe Sales at Duncan Aviation's Lincoln, Neb., facility. In this role, Doug provides leadership for the airframe sales team and development and execution of sales and marketing strategies for the airframe business.

Doug obtained his A&P training in Cheyenne, Wyo., and began work with Duncan Aviation in 1988 as an Engine Mechanic. He was named Team Leader in 1993, Technical Representative in 1997 and Engine Shop Supervisor in 1999. In May 2001, Doug joined the engine service sales team.

Doug can be reached by calling 402.479.4236. 📞

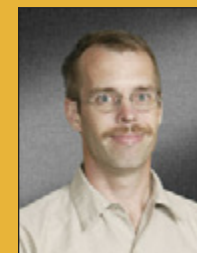
Duncan Aviation Announces New Citation and Bombardier Tech Reps

Duncan Aviation is proud to announce the addition of Justin Merklings and Cary Loubert as the newest members of the team of Technical Representatives located at Duncan Aviation's Battle Creek, Mich., facility. Justin serves as Tech Rep for Citation aircraft and Cary serves as a Bombardier Tech Rep for Learjet and Challenger airframes. Both will provide customer technical service support and troubleshooting.



Justin has many years of aviation experience and holds a bachelor's degree in Aviation Maintenance Technology from Western Michigan University. He has received OEM training on Citation aircraft. A member of the Battle Creek Citation team for many years, Justin demonstrated a high degree of technical expertise. His devotion to customer service and ability to work with others has been regularly recognized.

Cary has served as the Learjet Team Leader in Battle Creek for the past three years. He began his aviation career with Michigan Aviation after graduation from Western Michigan University with a bachelor's degree in Aviation Maintenance Management. Cary joined Duncan Aviation in 1996 as a Learjet and Challenger airframe mechanic at Duncan Aviation's Lincoln, Neb. facility.



Justin can be reached by calling 269.969.8422 and Cary can be reached at 269.969.8452. 📞

Duncan Aviation Welcomes Dan Arrick as Engine Shop Manager in Battle Creek



Duncan Aviation is proud to announce the addition of Dan Arrick as the Manager of Engine Service at the company's Battle Creek, Mich., facility.

Dan has spent the last two years as the Manager of the Pratt & Whitney engine repair facility in Orlando, Fla. Prior to working for Pratt & Whitney, Dan was a member of the Duncan Aviation team for more than 20 years. Dan is excited to return to Michigan and put his extensive experience to work for Duncan Aviation's expanding Pratt & Whitney capabilities. Dan's many years in the engine business coupled with his industry relationships will allow him to lead the effort to deliver outstanding engine service to Duncan Aviation customers.

Dan can be reached by calling 269.969.8460. 📞

Andy Fernandes Joins Duncan Aviation's Installations Sales Team

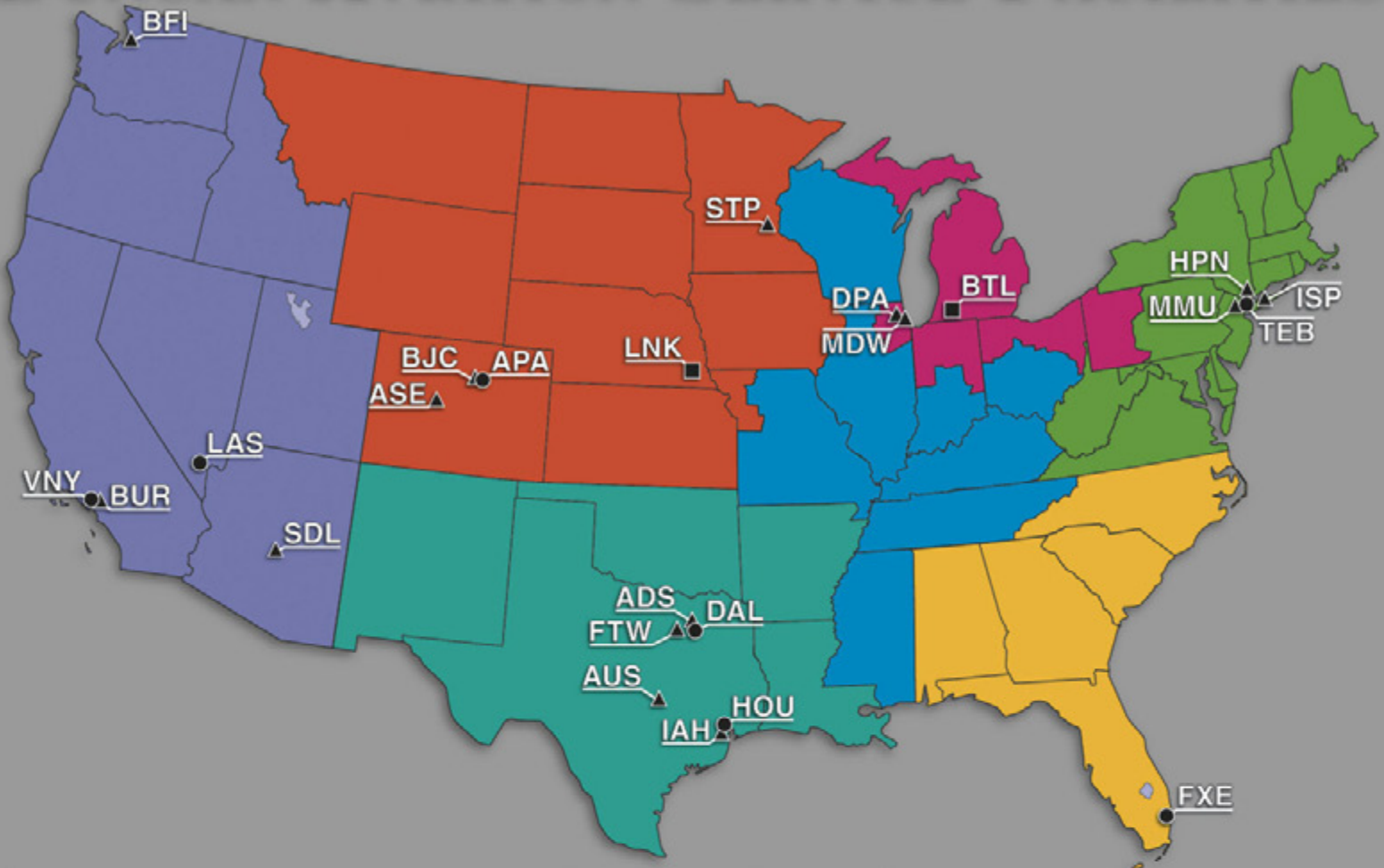


Duncan Aviation is pleased to announce Andy Fernandes as the newest member of the company's Installations Sales Team. Fernandes previously served as a Duncan Aviation Project Manager and Customer Service Coordinator for six years, demonstrating a high degree of technical expertise and customer service devotion. In his new position, Fernandes will be assisting customers with avionics installation needs, quotes and scheduling for Duncan Aviation's Lincoln, Neb., location.

Fernandes began his aviation career working on big iron in Bombay, India. He moved to the United States about 10 years ago and received his A&P from Lewis University in Chicago, Ill. He then received his bachelor's degree in Aeronautical Technology from Kansas State University. Fresh out of school in 1999, Fernandes landed his first job at Duncan Aviation as an Airframe Mechanic and soon made the move to Customer Service. While working at Duncan Aviation he continued his education, earning his master's degree in Aviation Safety from Central Missouri State University.

Andy can be reached by calling 402.479.4186. 📞

DUNCAN AVIATION SERVICE FACILITIES



■ COMPLETE SERVICE FACILITIES			
LNK	Lincoln, Nebraska		800.228.4277
BTL	Battle Creek, Michigan		800.525.2376
○ AVIONICS INSTALL & LINE SERVICE FACILITIES			
APA	Denver, Colorado	Bob Hazy, Manager	303.649.1790
DAL	Dallas, Texas	Kent Beal, Manager	214.352.3468
FXE	Ft. Lauderdale, Florida	Brian Redondo, Manager	954.771.6007
HOU	Houston, Texas	Sean Maddox, Manager	713.644.0352
LAS	Las Vegas, Nevada	Mark Francetic, Manager	702.262.6142
TEB	Teterboro, New Jersey	Jeff Glanville, Manager	201.288.1550
VNY	Van Nuys, California	Tony Russo, Manager	818.902.9961
△ AVIONICS LINE SERVICE FACILITIES			
ADS	Addison, Texas	Kent Beal, Manager	214.352.3468
AUS	Austin, Texas	Kent Beal, Manager	214.352.3468
ASE	Aspen, Colorado	Bob Hazy, Manager	303.994.4253
BFI	Seattle, Washington	Mike White, Manager	206.764.3962
BJC	Broomfield, Colorado	Bob Hazy, Manager	303.410.7053
BUR	Burbank, California	Tony Russo, Manager	818.955.8413
DPA	West Chicago, Illinois	Derrick Hayden, Manager	630.444.0650
FTW	Ft. Worth, Texas	Kent Beal, Manager	817.740.9266
HPN	White Plains, New York	Bill Gunter, Manager	914.686.8294
IAH	Bush Intercontinental, Texas	Sean Maddox, Manager	281.821.2689
ISP	Long Island, New York	Matt Nelson, Manager	631.981.1080
MDW	Chicago, Illinois	Derrick Hayden, Manager	773.284.4600
MMU	Morristown, New Jersey	Jeff Glanville, Manager	973.326.1110
SDL	Scottsdale, Arizona	Jim Davis, Manager	480.922.3575
STP	St. Paul, Minnesota	Jeff Delisle, Manager	651.209.8430

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