

A publication of Duncan Aviation

# Duncan Debrief

## Learn More About Careers in Business Aviation

Business Aviation provides many exciting career paths and opportunities for those interested in getting started in aviation or looking for a career change. Duncan Aviation has compiled some resources to help individuals explore where a career in business aviation could take them.

[www.DuncanAviation.aero/careers/resources](http://www.DuncanAviation.aero/careers/resources)

- *A Day In The Life* Podcast Series
- *Duncan Debrief* is a great publication to learn more about the company and the industry
- Videos and brochures on career opportunities at Duncan Aviation and the SkillBridge Program
- Student resources from ATEC (Aviation Technician Education Council), FAA (Federal Aviation Administration), NATA (National Air Transportation Association) and NBAA (National Business Aviation Association), including a student magazine, a career guide to business aviation, a business aviation career fact sheet, and information about scholarships, mentoring and networking
- Links to AviNation, clubs and organizations within the aviation industry

**DUNCAN**  
AVIATION



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Cover: Avionics Install Summer Intern Mikayla Benigni worked in the Lincoln, Nebraska, facility for 9 weeks over her summer break from LeTourneau University where she's majoring in Mission Aviation. Already earning her Private Pilot's license, Mikayla is studying primarily the maintenance side of business aviation.

2024 STUDENT EDITION



**"We're the best because we hire the best."**

Todd Duncan, Chairman



**Jayme Park, RTS Inspector II,  
Duncan Aviation-Provo, Utah**

"When I was 12, I had the opportunity to ride in a D23 biplane at an airshow and from that day forward I knew I wanted a career in aviation. My career started at our Battle Creek, Michigan, facility as a shift supervisor leading teams of airframe, engine, fuel, interior, and accessories technicians. I've since relocated to our Provo facility as an RTS Inspector. I consider myself lucky. I get to do what I love, for a company that values me for my skills and leadership abilities." 📷



**Justin Merkling, Engine Manager, Duncan  
Aviation-Battle Creek, Michigan**

"I can honestly say I have enjoyed coming to work the past 25 years for several reasons. First, no two days are the same, the challenges that this presents has helped me develop and grow in my professional career and my personal life. Secondly, everything I have done in the different positions I've held has provided me with a sense of accomplishment. Finally, the past 25 years we have lived through some substantial world events that have impacted everyone and it comforts me to know that Duncan Aviation's first concern through all those times was not the bottom line but the wellbeing of our team members and customers." 📷

www.DuncanAviation.aero

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

CHIEF EDITOR & MANAGER:  
Lori Johnson

CIRCULATION DIRECTOR:  
Brian Ryba

CONTRIBUTING WRITERS:  
Eric Anderson  
Kate Dolan  
Diane Heiserman  
Lori Johnson

CREATIVE DIRECTOR:  
Kaela Paseka

GRAPHIC DESIGNER:  
Joe Vavrina

VIDEO PRODUCERS:  
Cade Fisher  
Jared Petr

WEBMASTER:  
Jennifer Williams

PRESIDENT & CEO:  
Jeff Lake

BOARD OF DIRECTORS CHAIRMAN:  
Todd Duncan

CHAIRMAN EMERITUS:  
Robert Duncan

COMPANY FOUNDER:  
Donald Duncan (1922-1981)

# Contents

01	What Is Business Aviation?
03	Who Is Duncan Aviation?
07	Where Can My Career At Duncan Aviation Go?
09	Skillbridge & Military Outreach
11	A Focus On Education
15	A Love Of Aviation & Passion For Education
19	The Importance Of Internships
21	From An Internship To Aircraft Sales & Acquisitions
23	The Experiences Of A New Rapid Response Team Member
25	Wellness At Duncan Aviation
27	Our Doors Are Open Let The Aircraft In
31	Paint & Interior Showcase
33	Carpe Diem: From Knocking On Hangar Doors to Flying A Gulfstream G550



**FRANKLIN GRAHAM**

**“WHEN THERE IS A CRISIS IN THE WORLD, IT IS IMPORTANT FOR US TO GET THERE QUICKLY,” SAYS FRANKLIN GRAHAM OF SAMARITAN’S PURSE. “AVIATION IS A HUGE PART OF ALLOWING US TO RESPOND EFFECTIVELY AND IN A SHORT PERIOD OF TIME, WORLDWIDE.”**

**HUMANITARIAN FLIGHT**



**THIS LEARJET BROUGHT A SICK CHILD HOME AFTER TREATMENT. ITS USE WAS DONATED AND DUNCAN AVIATION & SILVERHAWK AVIATION SPLIT THE COST OF FUEL.**

**SPECIAL OLYMPICS**



**WWII VETERAN HONOR FLIGHT**



# WHAT IS BUSINESS AVIATION?

When looking at aviation career choices, most people think about becoming pilots and flying for the commercial airlines or joining the military and making flight missions. Aviation is much broader than that, though, and business aviation is the specific industry segment that Duncan Aviation is proud to serve.


Business aviation refers to the business use of an aircraft that is not operated by the military or a commercial airline. It consists of many different operators that utilize airplanes, helicopters, and more recently, drones or UAVs (Unmanned Aerial Vehicles). These pieces of equipment are tools that individuals, companies, and governments use to be more efficient, productive, and safe.

Operators of business aviation use their airplanes or helicopters in a variety of ways. One of the most common ways a company may use an aircraft is by transporting their own employees, especially if they have middle managers, salespeople, or subject matter experts who need to visit a variety of locations/plants or facilities. They may also transport customers and vendors to an event or cargo to a location.

General aviation aircraft can utilize more than 5,300 public airports in the United States, where commercial airlines provide service to only about 550. This gives access to more rural areas with less drive time from the airport to the locations businesses might want to reach.

Business aviation provides an enormous amount of flexibility and freedom to any and all that utilize it. Passengers on business aircraft can set their own schedules, make quick and easy schedule changes, avoid long TSA security lines and crowded airports, and have private and meaningful business meetings in flight.

Oftentimes, what we don’t think about, however, is how often business aviation can impact people around the world who need help. The industry has been utilized during world disasters, time-sensitive medical emergencies, and especially during the worldwide Coronavirus pandemic.

Business aircraft fly mercy missions every day. They are used in support of a variety of humanitarian and philanthropic organizations, including the Red Cross, Air Care Alliance, Angel Flight, Corporate Angel Network, Honor Flight, Veteran Airlift Command, the Special Olympics, and many others. 

**ANIMAL RESCUE MISSION**







# WHO IS DUNCAN AVIATION?

## A STORIED HISTORY

Duncan Aviation has a long history that dates back to 1956 when an entrepreneur named Donald Duncan realized the value airplanes could bring to local businesses and bought into a Beechcraft distributorship in Omaha, Nebraska, forming the roots of Duncan Aviation. Donald sold hundreds of Bonanzas, Travel Airs, Twin Bonanzas, Barons, and Twin Beeches.

In 1963, Duncan Aviation opened a facility in Lincoln, Nebraska, at the then-new Lincoln Municipal Airport and Donald arranged to be a Learjet Distributor. Over the years, he would sell hundreds of Learjets.

Donald moved the headquarters to Lincoln in 1967 and closed the Omaha location. Then in 1968, Donald's son, Robert, who had worked full-time for the company for only three years, became President. Although Duncan Aviation no longer had a jet distributorship, the company supported a growing resale market for Learjets and other business aircraft. The aircraft sales division was led by Donald, and Robert ran the day-to-day operations of line/fuel services and aircraft maintenance and support. He saw the ongoing needs of supporting the aircraft his father sold from tip-to-tail and slowly grew those capabilities.

Throughout the 1980s and early 1990s, Duncan Aviation grew in size and experience with innovative ideas. Many

partnerships with aircraft manufacturers were forged and authorized service agreements were obtained for the major OEMs (Original Equipment Manufacturer). Innovative growth also came from development of a satellite avionics network, a parts consignment service, and a jet acquisition/consulting offering.

In 1996, Aaron Hilkemann became President of Duncan Aviation, and he developed a senior leadership team to help guide the company and make mindful, strategic decisions. Over the next 25 years, the company quadrupled in size. Some of the strategic moves that made this happen include: a 1998 acquisition in Battle Creek, Michigan; continued growth of its avionics network; development of engine Rapid Response service teams; construction projects to enlarge existing maintenance and repair facilities in Nebraska and Michigan; and ground-up development of a maintenance and repair facility in Provo, Utah. Innovation and change have always been a part of Duncan Aviation.

In 2007, Robert retired and his son and longtime Duncan Aviation team member Todd Duncan was named Chairman, where he leads the company's Board of Directors.

"I'm so proud to be a part of Duncan Aviation's legacy," says Todd. "Being family owned gives us the ability to plan long-term for our team members and our



customers. With my twin sons (Harrison and PK pictured next to Robert and Todd Duncan) entering the business recently, making Duncan Aviation a fourth generation business, our family ownership structure is in place to support the company and our team members for decades to come."

## DUNCAN AVIATION TODAY

Today, Duncan Aviation is the world's largest privately owned business aviation support network. We have a history of trying new ideas and an ability to innovate and transition to future aviation trends. Duncan Aviation is headquartered in Lincoln with other locations, shops, and teams located across the United States. Three full-service MRO locations provide tip-to-tail service for just about any business aircraft. These services include airframe maintenance, engine repairs and overhauls, interior modifications and completions, exterior paint, avionics installations, and full-service

Fixed Based Operator (FBO) support with fuel and line services. There are more than two dozen Satellite locations that provide avionics line and installations services. We also provide dedicated engine Rapid Response teams at strategically placed launch locations. These team members help customers when they need us most by providing engine line services, troubleshooting, and repairs to get their aircraft back up and running again after various Airplane-On-Ground (AOG) events.

Duncan Aviation believes that the most important contributor to customer satisfaction is the quality of its workforce and the training its team members receive; if the company takes care of its team members, the team members will in turn take care of the customers.

This attitude earned Duncan Aviation placement for four successive years on FORTUNE magazine's list of the 100 Best Companies to Work For.

"Duncan Aviation boasts intelligent, driven and passionate team members, hundreds of whom have worked for us for 25 years or more," Todd says. "We are a company of outstanding individuals who strive to be the best team in the field and provide customers with outstanding service. Ask about Duncan Aviation throughout the industry and you will hear that our brand represents excellent quality, service and ethics for our customers and our team members."



# DUNCAN AVIATION LEADERSHIP

## CHAIRMAN AND CEO

Duncan Aviation is led by Chairman of the Board of Directors Todd Duncan and President/CEO Jeff Lake. Todd and Jeff spend their days at various Duncan Aviation facilities, partner companies, and industry associations. They regularly interact and mentor team members, talk to customers, forge partner relationships, and provide strategic vision for the future.



## DUNCAN AVIATION SENIOR MANAGEMENT TEAM

Duncan Aviation's leadership team is known as our Senior Management Team. Many Senior Team members built their careers at Duncan Aviation, starting as technicians in the various production shops. The team was formed by Aaron Hilkemann in 1996. It is now lead by President Jeff Lake. Learn more about the Senior Management Team here: [www.DuncanAviation.aero/company/senior-leadership-team](http://www.DuncanAviation.aero/company/senior-leadership-team).

## DUNCAN AVIATION BOARD OF ADVISORS

After company founder Donald Duncan passed away in 1981, his son and then-company President

Robert Duncan was seeking advice on best business practices from those outside of the company. After attending a seminar, he heard a fellow business executive speak about having an external Board of Advisors for his company and how beneficial it was for him, his team, and his company. Robert returned and immediately implemented that idea. Members of the Duncan Aviation Board of Advisors are often experts in the aviation industry and have formal leadership or executive experience in their careers. These advisors have no ownership in the company, but consist of a rotating team that helps the Duncan family and the Senior Team see blind spots, identify potential pitfalls and opportunities, and discuss changes in the aviation market and the business world in general. They provide important leadership advice and also assist in holding the company's Senior Team accountable.

## DUNCAN AVIATION BOARD OF DIRECTORS

Duncan Aviation is a privately held company that is legally structured by a formal Board of Directors similar to a publicly traded company. However, this board is comprised of mostly members of the Duncan family. These family members own "shares" in the company and meet when necessary to discuss high-level components of Duncan Aviation such as business strategy, results, and the vision of the company.

## DUNCAN AVIATION CUSTOMER ADVISORY FORUMS

Duncan Aviation's Customer Advisory Board was created to help us continually improve our services. The board represents various external business aviation stakeholders who provide a broad perspective of the industry. Board members play an important role in creating a free-flowing exchange of information about important industry and service issues along with feedback that will enable Duncan Aviation to continue to be the service provider of choice in the industry.



## DUNCAN AVIATION CORE VALUES

At Duncan Aviation, We:

- Deliver the highest-quality products and services
- Communicate with transparency
- Charge fair prices and provide efficient turntimes
- Lead through action, innovation and continuous improvement
- Focus on solutions and act as trusted advisors
- Respect others and are accountable for our actions
- Maintain an inclusive family culture
- Value honesty, integrity, loyalty and trust
- Promote safety, health and wellness
- Support our communities and respect the environment
- Are proud to be the best at what we do

## GRAND PROMISE

Duncan Aviation is committed to provide an experience unlike any other to owners and operators of business aircraft. We do this by providing personalized expertise, innovative services and ongoing support.

## MISSION


Provide industry-leading business aviation products and services through engagement and development of our

team members while investing in equipment, facilities, new capabilities, and technologies to further extend our leading position and enduring legacy.

## VISION

Connect with people and build relationships worldwide by expanding and empowering our aviation family to provide safe, efficient, and high-quality products and services while promoting personal growth and a healthy work/life balance.

## DIVERSITY, EQUITY, AND INCLUSION

Duncan Aviation believes it is good social and business policy to have a diverse workforce that reflects the communities in which we live and the worldwide community we serve. We believe in cultivating an inclusive culture throughout the organization that reflects our core values by listening to diverse voices and promoting practices where we empower multifaceted individuals to be their most authentic selves. 

## LEARN MORE ABOUT DUNCAN AVIATION:

[www.DuncanAviation.aero/company/about](http://www.DuncanAviation.aero/company/about)



# Where Can My Career At Duncan Aviation Go?

A career at Duncan Aviation can take off in a multitude of ways. Many have started in one niche area and then moved to other areas or even different geographical locations. You could start at Duncan Aviation as a Parts Runner delivering aircraft parts, equipment, or documents throughout an entire facility or through an internship or apprenticeship position. Maybe you start as an Airframe Mechanic, an Upholstery Specialist, a Sales Representative, a supportive role in Human Resources, or anything in-between. Once you have a position at Duncan Aviation, you're in a great starting place for an aviation career. You're able to build connections with so many people throughout Duncan Aviation and the entire aviation industry. Those connections could lead to new opportunities in other areas of Duncan Aviation. 📍



Take a look at the career paths of just a few of our team members. Read their full stories and more here: [www.DuncanAviation.aero/careers/resources](http://www.DuncanAviation.aero/careers/resources)

## Duncan Aviation Careers Require A Variety Of Skills and Talents

Aviation careers can include working with aircraft, of course. They can also include working in a variety of positions that don't work directly with aircraft. Here are just a few of the job titles for positions regularly hired by Duncan Aviation.

- Airframe Technician
- Engine Technician
- Avionics Modifications Specialist
- Avionics Line Technician
- Interior Specialist (Finish, Completions, Upholstery, Cabinet)
- Paint Specialist
- Structures Technician
- Satellite Avionics Technician
- Accessory Technician
- Parts Runner
- Facilities Maintenance/Custodian
- Quality Specialists
- Line Service Technicians
- Customer Service Rep
- Engineer
- Information Technology
- Safety Specialist
- Service Sales Representative
- Project Manager
- Purchasing Specialist
- Marketing Specialist
- Accounting/Finance Specialist
- Human Resources Specialist 📍



**Brad Wales**  
Engine Overhaul Manager  
2024-Present  
Lincoln, Nebraska



**Claribel Schulz**  
Project Manager Assistant  
2020-Present  
Lincoln, Nebraska



**Julia Cwiek**  
Airframe Team Lead  
2023-Present  
Battle Creek, Michigan

- Engine Line Manager  
2020
- Project Manager  
2019
- Engine Line Assistant Team Lead  
2018
- Engine Line Team Lead  
2017
- Engine Line Tech III  
2016
- Engine Line Tech II  
2015
- Engine Line Tech I  
2014
- A&P School/Working In General Aviation  
2008-2014
- United States Coast Guard  
2004-2008
- Lifeguard  
2000-2004

“Duncan Aviation is an excellent work environment—the community is open and welcoming, and there are so many opportunities for growth. I was also fortunate to have great supervisors.” 📍

- Avionics Line Tech II  
2018
- Avionics Line Tech I  
2017
- United States Marine Corps  
2012-2017
- Active In MCJROTC (High School)  
2011

“Don't be afraid to get out of your comfort zone. You may be surprised to find you shine somewhere you never expected. My life is a complete 180 from where I started, and I am out of my comfort zone! I love it that I can learn every day. Instead of worrying that you're in a new field and you don't know anything, use that energy to learn what you need to know. Just do it!” 📍

- Airframe Assistant Team Lead  
2022
- Received Airframe License  
2022
- Started AMT Test Prep Program While Working At Duncan Aviation  
2022
- Gulfstream Tech I  
2019
- Lansing Community College For Aviation  
2017-2019

“I went to Lansing Community College for Aviation, but I kept putting off the testing for my Airframe license. Then, Duncan Aviation started its AMT test prep program, and I was able to sit in on the test prep classes and study. I took the test in Fall 2021 and got my Airframe in December 2022. I just love the people I work with, and I think that's pretty important; it makes you want to come to work every day.” 📍



# SKILLBRIDGE & MILITARY OUTREACH



SCAN TO LEARN MORE



## MICHIGAN VETERANS AFFAIRS AGENCY

Duncan Aviation was recently recognized as a Silver-level employer for the Michigan Veterans Affairs Agency.

Michigan Veterans Affairs Agency Strategy Specialist David Dunckel says, “With 355 employers and organizations in the program, Duncan Aviation is one of just 30 Silver-level employers in the state. Only 8% of all certified employers have achieved Silver status.”



Approximately 25% of Duncan Aviation’s current workforce has served, or is currently serving, in a branch of the US military.

The Department of Defense SkillBridge program is an opportunity for service members to gain valuable civilian work experience through specific industry training, apprenticeships, or internships during their last 180 days of service. The program helps them bridge the gap between their end of service and the beginning of their civilian careers.

The SkillBridge program allows service members to receive their military compensation and benefits while we provide training and work expertise. Since 2019, we have had 55 service members take part in the SkillBridge Program at Duncan Aviation; 29 have come from the Air Force, 17 from the Navy, six from the Marines, and three from the Army. Of the 55 interns, 28 have been hired full-time.

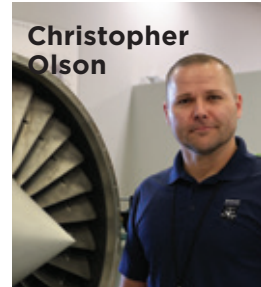
Human Resources Specialist Miranda Shada says she is very appreciative of our military personnel and feels strongly that we as a nation should do everything we can to help them.

“I’m thankful and motivated by any opportunity I get to help active military personnel transition to the civilian world and find a career after they have served,” says Miranda. “To put it simply, both the company and the SkillBridge candidates can benefit with these opportunities. The program is an important bridge between their military careers and their paths to get home.”

You can learn more about the SkillBridge Program at Duncan Aviation by following this link: [www.DuncanAviation.aero/careers/skillbridge](http://www.DuncanAviation.aero/careers/skillbridge)

### A New Mission

After nearly 20 years in the Air Force, Service Program Claims Analyst Christopher Olson knew his



transition to civilian life was going to be a big adjustment, so he took advantage of the SkillBridge program.

“Separating from the service is a huge culture shock,” says Christopher. “You go in as an 18-year-old, grow up in the military, and always have someone looking over your shoulder. Then, suddenly, after you’re out, you’re on your own, and you’re expected to make decisions you’ve never had to make as an adult.”

During his final year of being stationed abroad in Guam, Christopher and his family were wanting to move back to Nebraska. Leveraging the SkillBridge program created the perfect transition pathway for him to do just that. Christopher worked in Duncan Aviation’s Accounting department as an intern for 90 days prior to retiring from the military service, and was hired on full-time in the Engine Overhaul department after the completion of his internship.

Christopher says he’s grateful to be a part of the Duncan Aviation team and emphasizes

that you have to experience the culture at Duncan Aviation to believe it.

“Duncan Aviation’s culture is similar to the military culture. When you’re with someone for years and years, and that career longevity is common at Duncan Aviation, you become more than just a highly efficient team with a shared sense of vision, values, and goals—you become family,” says Christopher. “That is what makes Duncan Aviation special!”

Christopher highly recommends SkillBridge to active-duty service members who are on the verge of leaving the military service. “The program was paramount in helping me find a new purpose, a new mission, and I’m extremely grateful for the opportunity that it provided me and my family,” he said.

### Welcomed into the Family

Matthew Gruber has spent the past 22 years in the Air Force and is a former Recruiting intern at our facility in Battle Creek, Michigan.

“Transition from the military can be stressful with a lot of unknowns,” Matthew says. “I wanted to utilize the SkillBridge program to learn about business aviation and use the skills I gained through my time in the service.”



Matthew says that Duncan Aviation has given him the ability to learn and apply the skills and education he has to set himself up for future success in the civilian world.

“I have absolutely enjoyed my time here,” says Matthew. “I didn’t know what to expect coming in for my first day, but I’ll say I was immediately welcomed into the family. It’s great to see a culture of respect with employees smiling. The culture is second to none.”

Matthew says that if you are a service member with a background in aviation or a desire to learn corporate aviation, there is no place like Duncan Aviation.

“I’ve met a handful of other veterans and we all agree that working here is exceptional,” he explains. “The education and skills gained through the military experience set you up for success at Duncan Aviation. The entire team has been very easy to work with. They are flexible to my questions and my desire to understand the many different operations, sections, and procedures that happen on a daily basis. My overall experience has been a blessing.”

## UTAH PATRIOT PARTNERSHIP

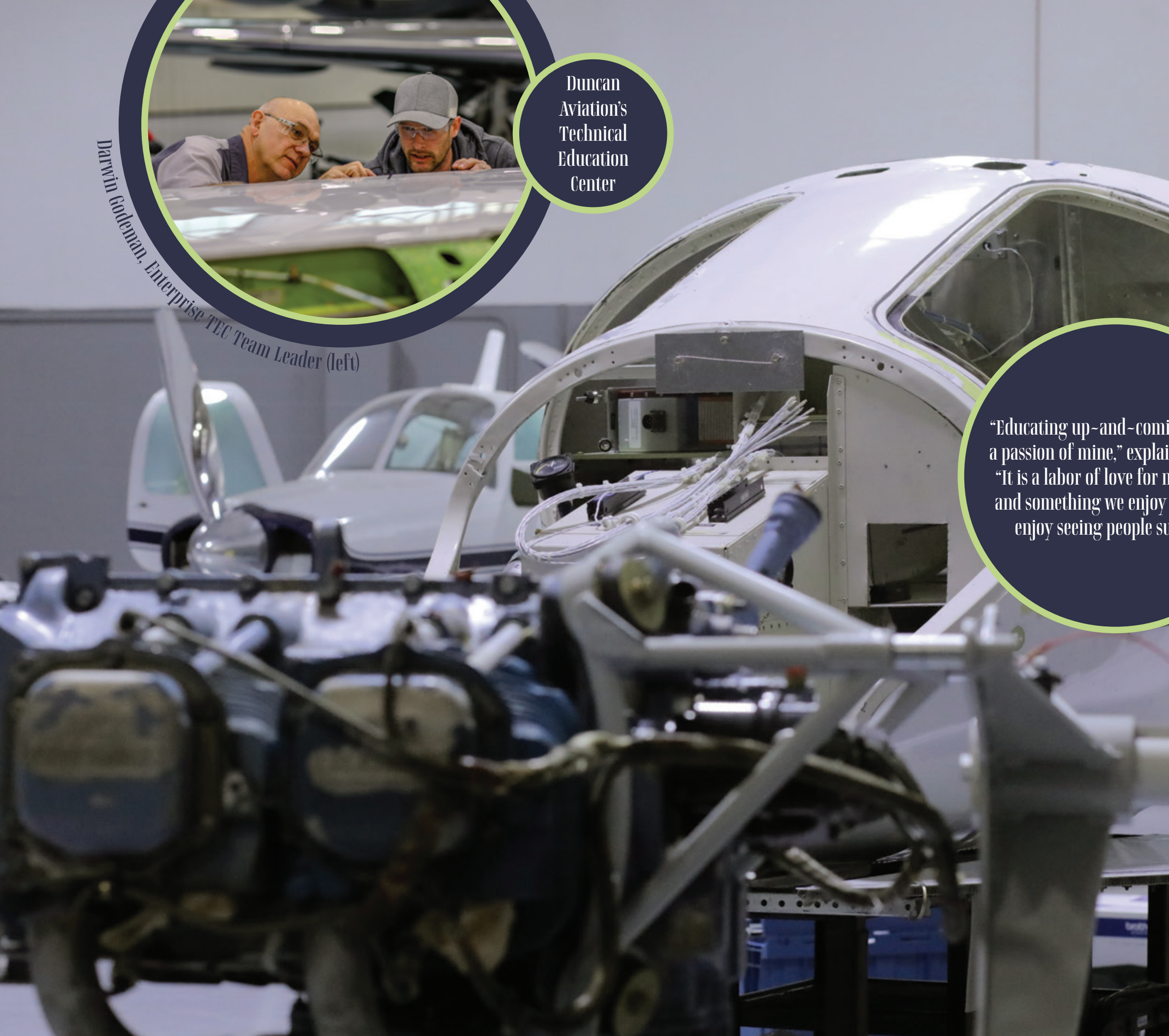
Duncan Aviation also recently became a Utah Patriot Partner with the Utah Patriot Program. The Utah Patriot Partnership network is a State of Utah Workforce Services program that empowers businesses through their pledge to extend priority consideration of employment practices to veterans, military members, and spouses.

Project Manager Chris Murray says that Duncan Aviation as a company is very appreciative of the sacrifice our nation’s veterans have made to guard and serve our freedom.

“We also recognize that the experience and insight veterans gain in the service can be an asset to the success and growth of our business,” says Chris. “Because of this, we are committed to making Duncan Aviation a place where veterans can thrive as they pursue their civilian careers. This has been demonstrated by our consistently high veteran hiring and retention numbers and the many individual success stories within our organization.”







Darwin Godeman, Enterprise TEC Team Leader (left)

Duncan Aviation's Technical Education Center

“Educating up-and-coming techs is a passion of mine,” explains Darwin. “It is a labor of love for most of us, and something we enjoy doing. We enjoy seeing people succeed.”

# A Focus On Education

Duncan Aviation maintains three Technical Education Centers, or TECs, one at each of our full-service facilities in Lincoln, Nebraska; Battle Creek, Michigan; and Provo, Utah. The Lincoln TEC is the base of operations for our Department of Labor (DOL) approved Airframe and Powerplant Apprenticeship programs and serves as an enterprise-wide resource to help team members navigate their pathways to AMT (Aviation Maintenance Technician) certification. Our Battle Creek and Provo facilities each support their own TECs and are staffed by experienced Technical Training Coordinators who are able to assess and advise employees. Our Provo location is prepared to assist team members at our other service locations. Since establishment of the TECs in 2019-2020, they have helped more than 70 Duncan Aviation technicians receive FAA Mechanic’s certifications.

The TECs offer three primary products. The Nebraska-based DOL (Department of Labor) Apprenticeship Program, the AMT Test Prep Program, and the O&P (Oral and Practical) Test Prep program. Team members have access to any of our apprentice classes on a “space available” basis. Most classroom lectures are webcast during their scheduled offerings and available enterprise-wide. None of this would be possible without the support of many subject matter experts willing to coach and mentor those who follow them.

## The DOL Apprenticeship Program

The DOL Apprenticeship Program is a 24-month program that provides a structured approach to on-the-





job training and classroom instruction. Those accepted into the program work under the supervision of experienced Duncan Aviation technicians and assist with daily technical tasks while gaining the hands-on experience necessary to fulfill the FAA's experience requirements outlined in the current FAA Airman Certification Standards.

Through daily exposure on the job, supplemental classroom training, and practical application in classroom lab experiences, apprentices develop into well-rounded and competent airframe and engine maintenance technicians. Technicians must learn flight theory, aircraft structural make-up and repair, aircraft systems design, operation and repair, aircraft inspections, and FAA regulations, airman privileges and paperwork required for aircraft maintenance.

This Nebraska-based program is also registered with the US Department of Labor and the US Department of Education, allowing US military veterans the opportunity to take advantage of their GI Bill education benefits. It is available at all three full-service facilities.

The program has a value of \$32,000 and is free for team members who complete it and earn an FAA Airframe or Powerplant certificate. Each apprentice is provided textbooks, study materials, and required testing.

"They work full-time with paid wages, draw full benefits, attend classes, and are responsible for a considerable amount of studying on their own," says Darwin Godemann, Enterprise Team Leader for the TEC. "Once they've finished the coursework and achieved the experience requirements, the FAA certification testing begins."

There are a series of proctored written, oral, and practical tests that are administered by representatives of the FAA. Apprentices must take and pass these tests

within a 24-month period to receive their certification as an FAA Airframe or Powerplant mechanic.

### The AMT Test Prep Program

Each TEC offers an AMT Test Prep program designed for industry or military technicians who have experience but lack FAA certification. It provides for study and prep opportunities for those who may have attended and completed a Part 147 FAA-approved curriculum and never completed testing. This is a concentrated, self-study program allowing for preparation of FAA written exams. The program provides materials, resources, and exam structure.

"We realized there are hundreds of team members who may have served in the military, been with the company building experience, or who completed an FAA-approved curriculum, but never completed their certification," says Darwin. "This provides a variety of pathways to become certificated."

### Oral and Practical Test Prep

After team members successfully complete written tests, they have an oral and practical (O&P) exam with a DME (Designated Mechanic Examiner). The TEC offers O&P Test Prep assistance.

Subject Matter Experts sit down with team members to coach them on the oral and practical questions, and how to give proper responses. The oral portion requires verbal answers to a series of questions from memory based on the results of the written test score. Once the oral test is passed, the individual is given a series of assigned practical projects. When both the oral and practical exams are passed, the DME provides a temporary Airman's certificate on the spot.

"It's all about helping to make sure they know what to expect, and are confident and comfortable when the time comes," explains Darwin.

### Subject Matter Experts

Many of our programs are primarily supported by our own Technical Training Coordinators, but with the wide scope of our offerings and the FAA knowledge requirements, we also rely on Subject Matter Experts to teach specific topics. For example, the O&P prep utilizes Duncan Aviation team members who are certificated A&Ps with years of experience.

Bob Tooker started working at Duncan Aviation in 1974 as an aircraft mechanic. In 2018, he received the Charles Taylor Master Mechanic Award from the FAA. Bob has since retired, but helps with O&P test prep a few times a month.

"I tell our team members that you're getting help from a master mechanic who has 50+ years of experience," says Darwin. "He is helping to bring up the younger generation."

Sharing knowledge and coaching new employees in their careers is at the heart of Duncan Aviation.

"Those who help either take time out of their work day or come back from retirement to help the next generation of technicians," says Darwin. "That shows a dedication not only to Duncan Aviation, but to the industry. None of what we do in the TEC would be possible without them."

### A Passion for Aviation

"Educating up-and-coming techs is a passion of mine," explains Darwin. "It is a labor of love for most of us, and something we enjoy doing. We enjoy seeing people succeed." 🙌

Jarrek Renshaw (below) earned his Powerplant certification while working at our Lincoln, Nebraska, facility in Turbine Engine Services.

"I decided to get my Powerplant license because my father has his and told me about all the opportunities that having my license will allow," Jarrek said. "Participating in this program will allow me to become a QI (Qualified Inspector) at the very least, and will open the door to me becoming a Tech III or Lead Tech, and hopefully, a Team Leader."





# A LOVE OF AVIATION & PASSION FOR EDUCATION

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

Nearly a decade ago, Duncan Aviation and many other companies in the aviation industry recognized an impending and growing shortfall of technicians and pilots that is expected to worsen. Stewart D'Leon, Director of Environmental and Technical Operations with the National Business Aviation Association, said the industry is struggling to keep up with the demand for technicians. Boeing's 2022 Pilot and Technician Outlook projects a worldwide need for 610,000 new maintenance technicians over the next 20 years, 134,000 in North America alone. This has prompted companies in the aviation industry to rethink strategies for educating, recruiting, and retaining qualified talent for the future.

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



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

JACOB KITTEN, NORTH STAR SOPHOMORE PICTURED PRACTICING SAFETY WIRING WITH A FELLOW STUDENT



Lead by Connie Duncan, wife of Duncan Aviation Board of Directors Chairman Todd Duncan, Duncan Aviation graciously donated \$3.34 million to the program.

### A SPECIAL CAUSE

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

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

Connie says the long-term goal of the program is to see substantial results with graduation rates at North Star.

“The goal should always be centered around the students,” she says. “Educate all students and give them a pathway to become contributing members of our community.”

Connie went on to say the program has been so successful because of the strong partnerships between North Star and Duncan Aviation.

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

Amanda Woodward, the career and technical education teacher at North Star who leads the program, says she is grateful for all Duncan Aviation has done for the program.

“To work with my friends at Duncan Aviation, to get tools in the hands of students, and to teach them how high-skill, high-wage, and high-demand aviation maintenance careers can look is the honor of a lifetime,” she says.

Duncan Aviation Team Member Services Vice President Leon Holloway says he wants to give a special acknowledgement to Connie Duncan.

“Your leadership, guidance, and attitude toward getting stuff done kept everyone accountable,” says Leon. “More importantly, your intentional passion to



STUDENTS CREATING SAFETY WIRING BOARDS

serve the students across Nebraska and surrounding areas was the light we all needed to believe the impossible is possible.”

### A NEWFOUND PASSION

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

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

Julio says that the way Duncan Aviation has established itself with the school is incredible to see.

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



“DUNCAN AVIATION HAS GIVEN ME THE OPPORTUNITY TO GET INTO AVIATION AND FIND A CAREER I’M PASSIONATE ABOUT.”

JULIO RAMIREZ, NORTH STAR SENIOR  
(ABOVE ON RIGHT)

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



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



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



LEARN MORE ABOUT THE AVIATION AND TECHNICAL EDUCATION FOCUS PROGRAM AT NORTH STAR HIGH SCHOOL: [AVIATION.LPS.ORG](http://AVIATION.LPS.ORG)



# The Importance of Internships

An internship at Duncan Aviation is more than just another job. It is a way to gain experience in the industry, network, learn, and prepare for the future. Each year we offer roughly 50 summer internships at our full-service facilities in Battle Creek, Michigan; Lincoln, Nebraska; and Provo, Utah. These internships allow students the opportunity to learn more about the company and explore possible career paths.

Interns are treated like any new hire. They attend orientation to receive a solid understanding of the company and culture. They are placed on teams, paired with a mentor, and given actual projects to work on. By pairing the interns with experienced technicians, they get a chance to build relationships and learn at a deeper level than any school can provide.

Let's see what some of our recent interns had to say about their experience at Duncan Aviation. 📍

Are you interested in an internship at Duncan Aviation, or simply want to learn more? Check out our careers page here:

[www.DuncanAviation.aero/careers](http://www.DuncanAviation.aero/careers)



**Mikayla Benigni,**  
Lincoln, Nebraska,  
Avionics Install

“I really liked the work environment at Duncan Aviation. It has a family-type closeness, where we work together, and we also have fun,” says Mikayla. “One thing that the team stressed was safety. We had a camaraderie that led us to trust each other. I think that comes from our personal work ethics. When you work hard, especially as an intern, and when you show you’re willing to work hard, the team accepts you and makes you a part of it all. Personally, I like that my values align with Duncan Aviation’s professional values. It’s important to me to protect my good name, and it’s important to me, through my work, to protect Duncan Aviation’s good name as well.” 📍



**Easton Crandall,**  
Provo, Utah, IT

“I chose to intern at Duncan Aviation because I saw the keywords IT and aircraft together, and I couldn’t have asked for a better job to apply for because those are two of my favorite things. While working for Duncan Aviation, I learned that the workforce here is incredible, and it has been the best job I have ever had. After starting here, I was instantly greeted and welcomed in a very friendly manner to where it stands out from the crowd by a ton! Interning at Duncan Aviation has prepared me for my career by giving me a chance to get into the corporate world and see how a network infrastructure is set up and maintained, which has given me a new light and understanding of how an effective network works.” 📍



**Sadie Drawhorn,**  
Battle Creek, Michigan,  
Human Resources

“Throughout my internship I learned very quickly that Duncan Aviation is more than just a place to work. It is an environment you enjoy being in every day with people who truly care about you. I have learned so much throughout my time here, and my team has prepared me to continue my journey in business/human resources by providing me with an abundance of knowledge and going above and beyond to make sure I was given everything I needed to feel like I had a place in the company. I would recommend an internship at Duncan Aviation whether you are entirely interested in aviation or not. Duncan Aviation is a great place to learn about what to look for in future careers!” 📍



**Meloni Johnston,**  
Battle Creek, Michigan,  
FBO Services

“Interning at Duncan Aviation has only strengthened my decision to have a career in the aviation industry. Every day is interesting and challenging, and it gives me the opportunity to better understand the work and industry I am going into. The people at Duncan Aviation have absolutely made my internship better. The culture here is all about teamwork and collaboration, and my team made sure I was set up for success. Everyone is very friendly and genuinely cares about the work that they do.” 📍



**Joshua McGill,**  
Lincoln, Nebraska,  
Engine Line

“Interning at Duncan Aviation has prepared me for a career by giving me hands-on experience that not a lot of companies can provide. Despite being an intern without any certifications, I have still been able to perform fairly heavy maintenance on my own, and even correct and learn from my own mistakes when needed. Spending a summer far away from home was something that scared me and it turned out to be a summer that I will never forget. I would highly suggest taking that leap and doing an internship at Duncan Aviation. It is something that will benefit you and something you will never forget.” 📍



**Matthew Tweedy,**  
Provo, Utah, Structures Shop

“I chose to do an internship at Duncan Aviation because every time I spoke with a team member of the company at career fairs and AOG competitions, they had nothing but great things to say about the atmosphere. Interning at Duncan Aviation over the summer has shown me that I can enjoy a 9-5 job and be eager to come to work every morning. Everybody whom I have had the pleasure of interacting with this summer has been incredible. They are always looking to help me learn and grow, and I am beyond thankful. I would definitely recommend Duncan Aviation to other students looking for experience. I have learned so much about my future career this summer, and the company has given me many opportunities to grow as a worker and a person.” 📍





# FROM AN INTERNSHIP TO AIRCRAFT SALES & ACQUISITIONS

From an internship in Human Resources to a full-time Aircraft Sales & Acquisitions Sales Rep with his private pilot's license, Robert Suarez has taken advantage of all Duncan Aviation has to offer.

Robert grew up in Scottsdale, Arizona, and moved to Lincoln, Nebraska, in 2004 when he was nine years old. He lived in Lincoln until his sophomore year of high school when he and his family moved to Columbus, Ohio, for his dad's job. He finished out high school in Columbus and attended the University of Toledo. Robert then transferred to Miami University in Oxford, Ohio, where he graduated in 2017 with a Bachelor's Degree in Strategic Communication with a focus in Marketing and Public Relations.

It was the Spring of 2016 when he received a call from a connection back in Lincoln, asking him if he would be interested in an internship at Duncan Aviation for the summer.

"I had never really thought of aviation as a career path for me," said Robert. "NetJets is based in Columbus where I lived, so I had seen them at career fairs and knew a little bit about the industry."

Robert moved back to Lincoln for the summer to be a Human Resources Intern.

"That summer was a lot of event planning, data entry, and filing," said Robert. "I quickly grew to love the company and the people here. It was a great experience for me."

Once the summer was over, he moved back to Oxford for his senior year of college.

## A Different Side Of The Business

When summer rolled around, he accepted another position at Duncan Aviation as a Parts & Rotables Sales Assistant in May of 2017. He spent the next four months verifying part numbers, ensuring they matched up with what was in inventory. Robert enjoyed the opportunity to learn about a different side of the business. Once summer was over, he moved back for a semester to finish up his degree.

After graduating, Robert moved to Lincoln and was offered the role of Professional Development Training (PDT) and Safety Helper.

After 18 months, he was promoted to a Professional Development Training Specialist where he spent the next three years tracking, sourcing, and sending team members to mandatory and nonmandatory training through Authorized Service Center contracts with major OEMs.

"Duncan Aviation takes pride in how much they invest in team members so it was a rewarding part of being in the training department," said Robert.

## A Great Learning Experience

Then in 2020, the pandemic hit and he had to get creative.

"Although Duncan Aviation never laid anyone off during the pandemic, we still were worried about our roles, so all of us in PDT had to get creative," said Robert.

Robert suited up in a hazmat suit and respirator, and spent his days assisting the Facilities and Interior teams with fogging aircraft when they arrived at our facility because every aircraft that arrived had to be fogged to rid the interior of any lingering viruses. He got certified and helped create a curriculum on how to use the fogging machines.

Robert was then ready to explore a new role within the company.

## A New Opportunity

"Because the Duncan Aviation Senior Management Team has an open-door policy, I took advantage of that and went around asking for advice on how I could grow into a sales role," explained Robert. "I found out the Aircraft Sales & Acquisitions team was expanding and thought that would be an excellent new challenge to take on."

Robert applied for the Aircraft Sales & Acquisitions Market Research Analyst position in July of 2021 and was accepted. He spent the next year and a half tracking core aircraft markets, creating marketing campaigns, and assisting in the buying and selling of aircraft with the brokers.

He got to experience first-hand what a day in the life was like for the sales reps and thought it was unique and something he could work toward.

## His Biggest Leap Yet

Then, he took his biggest leap yet. Robert made the jump from analyst to full-time Aircraft Sales & Acquisitions Sales Representative.

"Working in my previous roles in training and as a Market Research Analyst prepared me best to become a full-time broker," explained Robert. "Having the knowledge of pilot type ratings, core aircraft specifications, maintenance intervals and working at Duncan Aviation and leveraging internal relationships has given me the overall confidence and passion to pivot into my current role."

## A Love For Flying

While Robert was a Parts & Rotables Assistant, he was approached about getting his private pilot's license.

"I was talking with Todd Duncan one day, and he suggested I look into learning how to fly," said Robert. "Todd has always been a big advocate of getting people to fly and the benefits of it, so I decided to take advantage of the Private Pilot's License reimbursement

Duncan Aviation offers to full-time team members."

Robert took Todd up on his offer, and began pilot training a few times per week with the local flight training school in Lincoln. He earned his Private Pilot's License in 2019, and Instrument Rating in 2020.

"I fell in love with flying," said Robert. "When you're flying, it's your only focus. There are no distractions because you're only focused on the task at hand. The views are what keep me coming back."

## The Atmosphere


Robert's favorite part about working at Duncan Aviation is the atmosphere.

"How many people in a small college town such as Lincoln can say they get to work in a hangar full of multi-million-dollar private jets?" asked Robert. "It's such a unique work environment and something not many people get to experience."

Robert also applauds the Duncan family for how much they care about their team members and how they empower each and every one to do their jobs to the best of their ability, and how much they give back to the community.

## Endless Opportunities

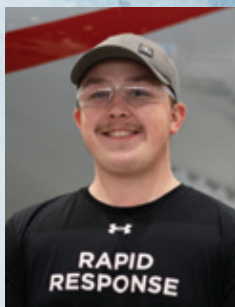
Robert went on to say there are endless opportunities within the aviation industry.

"Before I started at Duncan Aviation, I was like most people and thought the only way to get into the aviation industry was becoming a pilot," said Robert. "That is far from the truth. There are so many different career paths you can take that each offer unique and rewarding careers." 





# The Experiences of a *New* Rapid Response Team Member



Wyatt Owen's travels outside his local region, Kenosha, Wisconsin, since being hired in June 2021.

**R**apid Response Airframe Tech Wyatt Owen is one of two technicians located at our Rapid Response dispatch location in Kenosha, Wisconsin, at the Kenosha Regional Airport. Wyatt was born and raised in the Kenosha area, and attended college at Milwaukee Area Technical College in Oak Creek because it was one of the few colleges in Wisconsin that offers an A&P (Airframe & Powerplant) program. He started working at Duncan Aviation in June 2021 on the Rapid Response Team (RRT).

## Catching the Aviation Bug

Wyatt was first exposed to aviation at a young age. "My neighbor was building a homebuilt aircraft in his garage and I can remember always being interested in the idea of airplanes," says Wyatt. "As I got older and into elementary school, I got away from it. In my junior year, my neighbor offered me an internship at a warbird museum where I caught the aviation bug and worked there for three summers."

After he graduated, Wyatt chose Duncan Aviation because he had always heard good things about the company from working at different service centers.

"I met my current team leader and trainer, and he gave me a brief description of the job I would be getting into," says Wyatt. "I loved the idea of learning from some of the industry's best

mechanics and traveling the country while doing it."

Wyatt said that Duncan Aviation did a great job of getting him in the door and helping him feel welcomed right away.

"Obviously a new job and new place will always bring a sense of anxiety at first," says Wyatt. "It quickly became apparent to me that the team I was a part of valued my success. Being a newer mechanic on a highly experienced team was intimidating at first, but they have made it their priority to share their wealth of knowledge and help me in any way they can."

Duncan Aviation has put Wyatt in the best possible position to succeed.

"They are helping me along the way, and ensuring that I learn as much as possible," says Wyatt. "It is really awesome to be able to learn from many different people throughout the Duncan Aviation network. I really appreciate the family aspect of this company. At any time, I can call a team member who has more experience and ask a question. Every time, they will get me an answer any way they possibly can."

Wyatt said that for others who haven't yet worked a full-time aviation job, Duncan Aviation is the best company to jump in with because they promote a work/life balance for each team member.

## What Does an RRT Member's Day Look Like?

Our RRT offices work a busy and fast-paced schedule, with each day of the week bringing a new and

different task. Having extensive knowledge of each aircraft and how to navigate the manuals is imperative to the job.

"Rapid Response Technicians are unique in the fact that we have regions where we have a customer base more local, but we can also end up across the country working on and taking care of emergency situations nationwide" says Wyatt. "I personally love the idea of being able to build relationships with a local customer base, but also being able to travel and meet people from many different places."

A typical day on the RRT starts by arriving at the office and meeting with a Team Leader to discuss the schedule. If a road trip of any kind is needed, they generally get going right away and to ensure the fastest possible customer service.

"In any given week, we travel anywhere from a half-hour to 2 hours to a local job," says Wyatt. "There are always needs elsewhere, though, and we address those as much as possible."

Wyatt said that the best part about being on the RRT is that most days are never typical. There are always new tasks, jobs, and troubleshooting to be done.

"There is almost always a need for assistance helping other RRT locations throughout the country," says Wyatt. "So at any given point, we can be sent around the country. This is an awesome and unique job, and I love the idea of learning new things every day." 🛩️



# WELLNESS AT DUNCAN AVIATION

At Duncan Aviation, the purpose of our Wellness Program is to empower our team members and their families to live a healthy lifestyle so they can be productive and happy at work. We provide them with numerous avenues of wellness services with the overall goal of helping them live their best lives.

## Empowering Team Members

Wellness Coordinators Peyton Janicek and Kristen Fannon take great pride in their award-winning Wellness Programs.

“It is a reflection of our organization caring about our team members on a personal level,” says Kristen. “We want to empower our team members and provide resources so that they can be the best they can be.”

Peyton explains that the company has onsite health centers, staffed with medical providers, for convenient care options as well as a registered dietitian and certified strength and conditioning specialists.

“We truly have the best of the best providers working together so that we can offer a holistic wellness package,” says Peyton. “It’s an additional component of our benefits package that comes free to team members that would

cost hundreds of dollars outside of Duncan Aviation.”

## Workout Facilities

All three full-service Duncan Aviation facilities (in Lincoln, Nebraska; Battle Creek, Michigan; and Provo, Utah) have workout facilities that are equipped with state-of-the-art equipment. They are open 24/7 and are free for team members and their families.

“Providing our team members with a free workout facility saves them hundreds of dollars per year,” explains Peyton. “From treadmills to stair-steppers, dumbbells, kettle bells, cable machines, and everything in-between, each facility has everything you could possibly need.”

The list of wellness initiatives goes on and on. Peyton and Kristen host and coordinate webinars, quarterly challenges, specialty fitness classes, fitness/nutrition consultations, oversee the initiatives of the onsite health centers, perform inBody scans, coordinate the Corporate Games, and manage the diabetes management program and medication delivery service. They also host wellness fairs, fun runs, and skate nights for team members and their families.

“It all comes down to being a resource for our team members,” says Kristen. “We try to find fun and interactive ways to get our team members to be more cognizant of their health.”

For example, in September, Kristen and Peyton coordinated a STEPtember Challenge that was centered around tracking the number of steps team members take per day. Team members who recorded 10,000 steps or more on at least 21 of the 30 days were entered into a prize drawing for one day of paid time off, or a new pair of walking/running shoes of their choice. There was also an award for the team member who recorded the most steps.

“Challenges like this are a simple way to get people moving,” says Peyton. “It doesn’t have to be time-consuming or strenuous.”

## Governor’s Wellness Award

On October 17, 2023, our facility in Lincoln was awarded the 2023 Governor’s Wellness Harvester Award. At a ceremony at the Nebraska State Capitol, several dozen Nebraska companies were recognized by Governor Jim Pillen for committing resources, personnel, and time to wellness in the workplace.

This award is a testament to Duncan Aviation for living its core value to promote safety, health, and wellness. It’s also recognition of the hard work and dedication of the Wellness Team throughout the enterprise for implementing a culture of wellness and inspiring team members to participate in activities and programs to maximize their physical and mental health.

Started in 2008, the Governor’s Wellness Award has three levels of recognition: Sower, Grower, and Harvester. The Harvester award is the highest level of recognition, and it goes to companies and organizations that have documented value and return on their investment from their wellness initiatives.

“It is a real honor for Duncan Aviation to be awarded the Governor’s Harvester Wellness Award,” says Peyton. “As a Wellness Team, we put a lot of time and effort into making our Wellness Program the best that it can be for our team members. I’ve personally seen great growth and improvements in just the two years that I’ve worked for Duncan Aviation. I look forward to seeing the Wellness Program continue to excel in the coming years.”

## Success Stories

“We have had team members who were able to stop using their blood pressure or diabetes medications because they got their lifestyle factors under control, and we have had people stop using tobacco after 40 years of use,” says Kristen. “In most cases, when our

team members regularly come to see us, they lose weight and/or build muscle, and engage in healthier lifestyles.”

Peyton explains that experiencing these success stories makes it all worth it.

“Kristen and I work hard to be a resource for our team members,” she says. “When we see a team member take a greater focus on their health, or make a huge lifestyle change, it makes it all worth it.”

State-of-the-Art Gyms Open 24/7







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

**JEFF LAKE, PRESIDENT & CEO OF DUNCAN AVIATION**

# OUR DOORS ARE OPEN

*Let the aircraft In*

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

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

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

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

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

## INVESTING IN FACILITIES AND PEOPLE

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

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

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

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

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

## EXPANSION SUPPORTS INDUSTRY GROWTH

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





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

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

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

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

#### LINCOLN EXPANSION

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

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

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

#### BATTLE CREEK EXPANSION

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

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

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

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

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



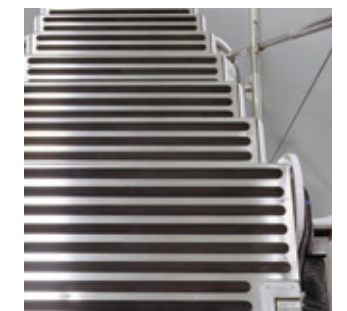
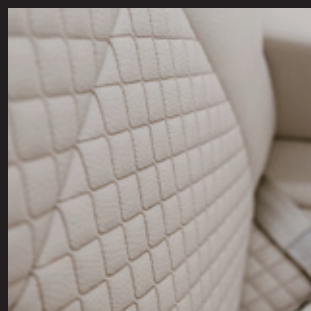
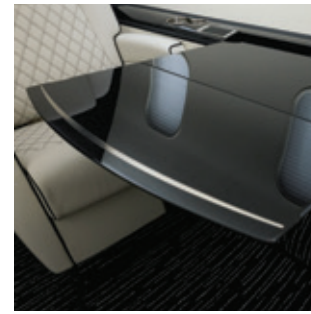
# INTERIOR & PAINT SHOWCASE

Work alongside our professional design team, in collaboration with skilled and experienced technicians, on innovative solutions. Utilize the latest in products, equipment, and technology at our state-of-the-art facilities.

[www.DuncanAviation.aero/gallery/paint](http://www.DuncanAviation.aero/gallery/paint)



[www.DuncanAviation.aero/interiors-showcase](http://www.DuncanAviation.aero/interiors-showcase)







**“I quit my job and went straight to the local airport and started knocking on hangar doors, asking for a job. I knew what I wanted to do, but I didn’t know how to get there.”**

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**Andrew** Young is one of just a few qualified Black Gulfstream Captains in the world. He and Captain Roland Clarke are the all-Black flight crew who fly a Gulfstream G550 that was recently painted by the Paint team in Lincoln, Nebraska.

“I look forward to that being the norm,” says Andrew. “I spend a lot of time trying to make our community great and to inspire kids just like me so they know that anything is possible.”

### **Humble Beginnings**

Andrew went from knocking on hangar doors asking for a job, to being a well-established, esteemed, Gulfstream pilot for a celebrity.

Being born in Jamaica, Andrew moved to Miami, Florida, when he was five. On their flight into Miami International Airport, it clicked.

“Seeing the Miami International Airport all lit up at night as we flew in, I instantly knew this is what I wanted to do,” says Andrew. “Then the thrust reversers went off, and I knew this was it. I want to be a pilot.”

The high school Andrew attended had an aviation program, but it wasn’t much.

“At least I got more information on airplanes and how they work,” Andrew says.

He worked a couple of entry-level jobs and hated them.

“I wanted to do something else,” says Andrew. “I was supposed to go into work early one morning, but I decided not to. I quit my job and went straight to the local airport and started knocking on hangar doors, asking for a job. I knew what I wanted to do, but I didn’t know how to get there.”

He heard no often, and was asked Are you crazy? a few times, but he didn’t stop. Then, he ran into an old family friend, Jimmy, who asked Andrew to wash his plane.

As promised, Andrew showed up the next morning and washed the man’s Piper Cub. As he was about to dry it, he was abruptly stopped.

“That’s not how you dry a plane,” Jimmy said. “Get in.”

Andrew got in the plane and watched nervously as the older gentlemen shakily got behind the controls.

“Once he got behind the controls and took off, it seemed like he was 17 again,” says Andrew. “He was in the zone.”

After that Andrew got a job at Van Wagner Aero Media, setting up banners so that planes that towed them could fly by and pick them up. Every opportunity he got, he would get in a plane and fly along.

## **CARPE DIEM: From Knocking On Hangar Doors To Flying A Gulfstream G550**

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**“My mentors never had a reason to help a poor kid like me. That has stuck with me, so I’m very big on returning the favor.”**

### One Goal: Put Flying First

Andrew’s next step was getting his pilot’s license. He went to Embry Riddle in Daytona, Florida, and the second he got his pilot’s license, he knew he wanted to fly; however, he also knew he needed his commercial license to fly the banner planes.

“I got my commercial license on a Thursday, and that Friday I was towing banners and getting paid to fly,” says Andrew. “I worked every weekend throughout college and the summers.”

After Jimmy passed away, Andrew found another mentor who flew jets for a living, James. The man told Andrew that he has one job: to get more hours and put flying first. Nothing else matters.

“I missed out a lot on the college experience,” says Andrew. “I missed a lot of college parties, but my motivation was flying. I stayed true to the path.”

Once Andrew graduated, he was far ahead for his age as he’d been getting flying lessons since he first started washing Jimmy’s Piper Cub. He got another job flying banner planes in a Piper Cub all along the East Coast.

Andrew then got his high-altitude endorsement, and started flying a CitationJet.

James flew a Hawker and asked Andrew if he wanted to learn how to fly it and be second in command.

“Yeah,” says Andrew. “But I could never fly passengers and I’m not sure they will trust a 21-year-old pilot.”

Andrew got a lot of flying experience in the Hawker when they would move the airplane empty. Then one day,

James asked Andrew if he had a pilot’s uniform. He did, and he put it on, and they went flying to drop the owner off at his yacht in West Palm Beach.

“After flying we had a tradition where we always went to get dinner,” says Andrew. “As we were eating, James handed me a check for \$700. I asked what this was for, and he told me that this was my pay for working today.”

That’s when it clicked again for Andrew.

“Flying private jets is what I wanted to do.”

Up until then, Andrew had never stopped flying Piper Cubs and banner planes, but he still needed more jet time and complex time. He got a job with an air ambulance company, flying Lear 35s and Lear 55s all around the Caribbean.

“I actually flew the maximum number of hours the FAA allowed,” says Andrew. “It took a lot out of me, but I learned a lot.”

Andrew then applied to a more reputable company as a Learjet pilot, but they turned him down due to lack of experience flying Learjets. A few years later, he applied again.

“The Chief Pilot mentioned that he wasn’t sure how much longer the Learjet would stick around the company,” says Andrew. “But he said I was a really good person and hardworking, so he gave me the opportunity to fly the company’s GIV. I told him, ‘of course!’”

From there, Andrew flew Gulfstreams all around the world. The company owned 17 Gulfstreams, ranging from some of the best Andrew has seen to some of the oldest.

“In flying the oldest, I got great experience to be the Gulfstream pilot I am now,” says Andrew. “I worked up to a GV, then G550, and finally the G450. Within 6 months of being on the V series, I got upgraded to Captain where I was met with real stress and started working much harder to be the Captain I wanted to be.”

### Flying All Over the World

“I’ve been to 99 countries and really believe in carpe diem,” says Andrew. “I went sightseeing wherever I went and did everything I could to make the most out of every trip.”

During the pandemic, his company received a government contract, letting them fly more than the FAA allowed.

“I did the most flying ever during COVID,” says Andrew. “In 7 days, I flew 103 hours all over Asia. I visited 38 countries last year on the other side of the planet. I loved that, but I had recently bought a house and had spent a lot of time away from home. I knew I had to look for something else.”

### Once-In-A-Lifetime Opportunity

In January, he received a message on Facebook that this company was looking for Andrew because he was this ‘young and amazing Gulfstream pilot.’ He decided to hear them out.

“I got a call from their human resources department, saying they wanted me to fly for a celebrity,” says Andrew. “This is what I had always wanted. To fly the rich and famous, and live that rock star, seize the day

mentality. The fact that they wanted me to pilot one was a feeling unlike anything I’d ever experienced.”

They wouldn’t take no for an answer.

### Working to Change the Norm

Being a Black Gulfstream pilot is unheard of, and Andrew is working to change that.

“To find a qualified Black Captain on a Gulfstream G550 is few and far between,” says Andrew. “I’m trying to make the community great and do a lot of things with my old high school. I’ll go meet kids at inner-city schools and talk to the kids who want to be pilots. I tell the kids that I fly all over the world, yet I was in your exact same shoes not too long ago. I just want to inspire the youth.”

Andrew said that he will take any young person who wants to see the plane to go see it and even check out the cockpit. He also said that these types of experiences are the ones that will help them go far in life.

“My mentors never had a reason to help a poor kid like me,” says Andrew. “That has stuck with me, so I’m very big on returning the favor.”

Andrew is concerned that he’s one of just a few qualified Black Gulfstream Captains.

“I look forward to Black pilots being the norm,” says Andrew. “I’m big on believing in the excellence of everybody and helping influence the younger generation that everything is possible. I tell them to aim for the stars and never stop. You can’t ever stop when you’re chasing your dreams; no one can tell you no.”