

Principles of Conduct and Professional Ethics

All members of ICAS, upon acceptance of their membership each year, agree that they and all members of their organizations will abide by these principles of personal conduct and professional integrity:

1. Maintain the highest standards of personal and professional conduct to continually bring integrity, safety and enthusiasm to the air show industry.
2. Use only legal, ethical and professional business practices in all industry activities.
3. Know and abide by the applicable laws, regulations, bylaws, policies and guidelines of federal, provincial, state, and local agencies and of ICAS.
4. Maintain the very highest standards of safety and sanitation for ICAS members, the public and participants.
5. Protect ICAS members and the public against fraud and unfair practices and attempt to eliminate from the air show industry all practices which discredit the profession.
6. Provide to all persons and business entities only truthful and accurate information, and under no circumstances misrepresent information or facts in any way.
7. Use, honor, and abide by all written contracts, clearly stating all charges, services, products and other essential information.
8. When providing products or services, maintain and provide copies of adequate and appropriate insurance coverage.
9. Be available to and maintain communication with those with whom you have contractual obligations, fulfilled or unfulfilled.
10. Commit to professional growth by attending and participating in education programs recommended or offered by ICAS and other professional standards.
11. Contribute knowledge to professional meetings and journals to raise professional standards.
12. Cooperate with professional colleagues, suppliers and employees to provide the highest quality of service.
13. Promote and encourage adherence to the generally accepted standards of the air show community at-large and the principles of conduct of the profession.
14. Strive for excellence in all aspects of the air show industry

Purpose

Pursuant to the ICAS Bylaws, the Ethics Committee of the International Council of Air Shows, Inc. (ICAS) shall assist the Chairman of the Board of Directors of ICAS in an ongoing effort to promulgate and maintain the ICAS Principles of Conduct and Professional Ethics, which, in accordance with the Bylaws of ICAS, is binding on all members of the Association.

Scope of Ethics Complaints and Investigations

It is important that the Ethics Committee deal only with those matters that are significant and material issues of concern to the industry and its participants.

The committee shall not deal with any issues involving pricing. The cost of goods and/or services is not an ethical issue.

At the committee's discretion, it has the option to not entertain any matter between two or more parties that is in litigation or may reasonably be anticipated to result in litigation. A dispute alone is not sufficient reason for consideration by the Ethics Committee. However, if violations of the ICAS Principles of Conduct and Professional Ethics are alleged, the Ethics Committee may choose to investigate.

By itself, nonpayment of an invoice or contract is not an ethical issue. These are matters best dealt with through the legal system.

While the code advocates the use of written contracts, use of a verbal contract is not an ethical violation. Refusing to commit verbal agreements to writing is a matter that could be considered by the Ethics Committee.

The committee shall not investigate any party who is not a member of ICAS unless the party has consented, in writing, to abide by the ICAS code and procedures for dealing with violations. If consent is not given, the Ethics Committee will note the name of the person or company against which the complaint was filed and record the name of the person or company filing the complaint. ICAS members may request this information. (Note: The ICAS ethics process is not intended to be used on issues related to the ICAS staff. If a member has an ethical concern related to a member of the ICAS staff, he or she is directed to contact the Chairman of the ICAS Board of Directors.)

The committee should not consider matters just because a party “did it differently” from everyone else; neither should the committee involve itself in the quality of goods and services. For example, a bad act or poorly manufactured souvenir is not normally, by itself, sufficient reason for Ethics Committee involvement. Prudent business practices dictate that a buyer seek references and examine products or services first hand.

Safety violations brought to the attention of the Ethics Committee shall first be directed to the ICAS Safety and Operations Committee (SOC) or the ICAS ACE Committee, as appropriate. The Ethics Committee shall not address safety issues until the SOC or ACE Committee has first reviewed and determined whether it is most properly a safety issue, an ethical issue, or both.

All members of the Association, as well as all non-members who consent to participate in this process, agree not to sue or take any other legal action against any member of the Ethics Committee, any member of the Board of Directors, any employee of the Association or any other member who participates in the process or the Association in good faith.

Committee Membership and Structure

The Ethics Committee of the International Council of Air Shows, Inc. shall consist of at least five (5) but no more than nine (9) designated voting members in good standing of the Association. The committee shall be chaired by a member of the Board of Directors assigned by the Chairman of the ICAS Board of Directors and confirmed by the members of the Board of Directors. All other members of the Ethics Committee shall be selected from the general membership and shall not include additional members of the Board of Directors beyond the committee chair. The Ethics Committee shall have no ex-officio members.

A member of the ICAS staff shall be designated as a staff liaison to the Ethics Committee whose primary function will be to ensure the timely flow of information, assignment of case numbers, maintenance of schedules and documents for each case and serve as the ICAS office contact for matters of ethics. All written information regarding matters of ethics received by the ICAS office will be transmitted to all members of the Ethics Committee as soon as possible.

Recusal of Committee Members

In the event an investigation request is initiated by or is to investigate...

- any member of the Ethics Committee;
- a family member of any member of the Ethics Committee;
- a team member of any member of the Ethics Committee; or
- an employee or person who may be financially involved with any member of the Ethics Committee...

...the affected committee member shall not participate in the matter as part of the committee. In the event the Chairman of the Ethics Committee is recused from the committee in this manner, the Chairman of the Board of Directors shall appoint a temporary chairman from the Board of Directors who shall serve until the investigation has been completed and subsequent action, if any, has been taken.

Committee Meetings

The Ethics Committee shall meet at least once a year, normally at the annual ICAS Convention at a date and time to be determined by the Chairman of the Ethics Committee, to review complaints that have been referred to them. Additional meetings and/or telephone conference calls may be scheduled as needed. All complaints will be dealt with in a timely manner by any means in which the committee members can participate simultaneously with each other, with the member filing the complaint, the person about whom the complaint has been filed, and they with each other. The Ethics Committee shall also review and make any recommendations to the Board of Directors with respect to amending the Principles of Conduct and Professional Ethics.

For all meetings of the Ethics Committee, a quorum shall be a majority of the voting members of the Ethics Committee.

Investigation Requests

Any member or group of members may request that the Ethics Committee conduct an investigation of any circumstance where a violation of the Principles of Conduct and Professional Ethics is alleged to have occurred in conjunction with an air show or a related air show activity. The request must be submitted in writing to the President of the Association and include reference to the specific violation being alleged and evidence to substantiate the alleged violation.

Non-ICAS member requests for an investigation of ICAS member activities must be accompanied by a \$250 filing fee. The request will be kept confidential to the extent possible; however, the investigation may include discussions with the accused party and others who can substantiate or refute the charge(s).

The President, upon receipt of such a written request, shall determine the membership status of the parties involved and immediately inform the Chairman of the Ethics Committee, who will put the matter before the members of the Ethics Committee. The members of the Ethics Committee will, by majority vote, determine whether or not an investigation should be initiated, who will conduct the investigation and the manner in which it shall be conducted. Such determination shall be consistent with Ethics Committee procedures. If the person or entity about which the complaint is filed is not a member of ICAS, the President shall attempt to obtain their consent to be part of the process. If the non-member does not consent within thirty (30) days, no investigation will be held.

The Ethics Committee Chairman shall also forward a copy of the request for investigation to the accused individual or organization, along with a copy of the Ethics Committee Procedures. A copy will be forwarded to the Chairman of the ICAS Board of Directors.

The ICAS President shall notify the Ethics Committee Chairman of the receipt of a written complaint or request for investigation within ten (10) days of receipt, or for a non-member within ten (10) days of such non-member's consent, if any, to be part of the process. The Ethics Committee Chairman, upon notification by the ICAS President that a complaint or request for investigation has been received, shall have ten (10) days to convene the members of the Ethics Committee to determine if an investigation will or will not be held. The determination shall be immediately conveyed to the complainant and to the accused. If the Ethics Committee determines that an investigation is not warranted, the accused individual shall be told that an accusation was made and the identity of the accuser.

The members of the Ethics Committee, by majority vote, shall be the sole authority on whether or not an investigation will be held.

Investigations

The Ethics Committee shall be charged with directing the investigation. All investigations and deliberations will be conducted in a fair and impartial manner. Following the investigation, the Ethics Committee shall ensure that all parties to the investigation can participate simultaneously in the review of the evidence, including the accused, the accuser and the committee members. During these proceedings, the Ethics Committee shall ensure that all information gathered during the investigation is made available to the parties involved and that each has the opportunity to speak and present evidence. If a majority of the members of the Ethics Committee find, by the preponderance of evidence, that a violation has occurred, the Chairman shall notify all parties, in writing, of the findings of the Ethics Committee and the action to be taken.

(Note: No ICAS member, member of the ICAS Board of Directors or member of the ICAS staff shall attempt to influence members of the Ethics Committee during the course of any investigation. Any action that might be interpreted as an attempt to influence committee proceedings or outcome shall be considered a serious breach of ethics.)

Any of the parties to the complaint or investigation may settle the matter at any time during the review process or prior to the final disposition of the matter by the Ethics Committee with the consent of the Ethics Committee.

The Ethics Committee, having considered all the available pertinent facts and having heard from the member(s) or individual(s) accused of a violation(s) of the Principles of Conduct and Professional Ethics – either in person, by phone or by correspondence -- may take one or more of the following courses of action:

1. Dismiss the allegations, in which case the matter will be cleared from the member's record;
2. Log the complaint and notify the accused in writing that the general nature of the complaint will be available to any person initiating an inquiry to the ICAS office;
3. Provide a verbal and/or written warning advising the accused member that similar behavior would not be tolerated and would be addressed with further disciplinary behavior as set forth below;
4. Choose other appropriate sanctions against a member, such as: probation for as much time as the Ethics Committee deems appropriate to the situation; restrictions on using ICAS productions or avenues to offer services and advertising opportunities (such as Air Shows Magazine, ICAS Industry Guide, Fast Facts e-mail newsletter, the ICAS Operations Bulletin e-mail newsletter, access to the ICAS website and/or convention exhibit hall), or restrictions on the use of the ICAS logo by the member. Other sanctions, appropriate to the situation, may be imposed by the Ethics Committee;
5. Recommend that the ICAS Board of Directors suspend the membership for a period not to exceed one year. Furthermore, the individual will be informed that his/her activities will be under review during the period of suspension. Membership status may be reinstated at the end of the suspension period upon the recommendation of the Ethics Committee.
6. Recommend that the ICAS Board of Directors permanently remove the member from the membership roster of the International Council of Air Shows, Inc.

The Chairman of the Ethics Committee shall also report the committee's findings to the President with the appropriate documentation.

The committee shall not take any disciplinary action until the accused has been allowed to speak to the committee and, in the presence of the committee, face-to-face, by electronic means, or conference call, as agreed upon by the parties involved. Unless the committee determines that cross examination is not warranted under the circumstances, the committee should generally provide an opportunity to the accused to cross examine the complainant (although such cross examination need not be in person).

The committee may not take action against an accused member that would be impermissible under the law such as boycotts or restraints on competition.

The committee shall not rate any member based on credit issues. The committee may find during its investigation that "as of (date), performer X has not received payment from show Y."

In the event the Ethics Committee recommends suspension or expulsion (see paragraphs 5 or 6 above in this section), the Board of Directors shall meet within thirty (30) days by any means in which Board members can participate simultaneously with each other to consider the recommendation and take the action recommended by the Ethics Committee, or refer the matter back to the Ethics Committee for reconsideration. Should the accused request an appeal prior to the meeting of the Board to consider the recommendation of the Ethics Committee, the Board shall consider the recommendations of the Ethics Committee and the appeal of the accused at the same time in accordance with the provisions in the Right to Appeal section of this document.

Notification of Findings

The findings and action of the Ethics Committee shall be delivered, in writing, to all parties within ninety (90) days of the date on which the request for investigation was received. In the event that more than ninety (90) days are needed to complete an investigation, the Ethics Committee may extend the period by up to ninety (90) days upon written notification to all parties. Communication with parties involved in an Ethics Committee investigation will be made by the Chairman of the Ethics Committee, the ICAS President or some combination of the two.

Confidentiality

Members of the Ethics Committee shall regard all documents, conversations, deliberations and discussions related to any investigation as confidential. Communications relating to any investigations shall be via the Chairman or at the direction of the Chairman.

ICAS officers, directors and members of the staff take reasonable measures to keep the proceedings and documents related to any investigation confidential until after the resolution of the dispute. All requests for information should be directed to the Ethics Committee Chairman. Members of the ICAS Board of Directors and ICAS staff are bound to the same rules of confidentiality as are members of the Ethics Committee.

Contact with Persons outside the Ethics Committee

Members of the Ethics Committee, as determined by the Chairman, may contact those individuals who may possess information that would be helpful in resolving the complaint or determining what action, if any, would be appropriate. Any other conversations with any other person(s) regarding the matter are inappropriate, expressly prohibited and could be cause for removal from the Ethics Committee. Individual members of the Ethics Committee will refrain from discussing current or potential cases with individuals not on the Ethics Committee. Discussions with parties not involved with matters before the Ethics Committee shall be limited to how the ethics process works, how to initiate a complaint and who to contact.

Reports and Records

Upon completing any investigation, the Ethics Committee shall summarize the essence of the complaint and its findings. This brief Summary of Findings shall be agreed upon by the majority of the members of the Ethics Committee and, if it is determined that the finding shall be made available to others who make inquiries to the ICAS Office, this statement is the only information that may be disseminated. The Chairman of the Board of Directors and President, who are responsible for the legal integrity of the Association, shall be provided a copy of the Summary of Findings immediately. Members of the committee who disagree with the majority's decision may write a dissenting opinion which shall be submitted to the Board of Directors along with the committee's findings.

All records and proceedings of an investigation by the Ethics Committee will generally be treated as confidential and available only to the Ethics Committee and, in the event a recommendation to suspend or expel has been made or if an appeal is filed or legal matter arises, to the ICAS Board of Directors. Any member or non-member has the right to access any information about themselves gathered in the course of investigating an alleged ethics violation. Such records shall be maintained in the ICAS office under the supervision of the President. Requests to review records and proceedings shall be directed to the Chairman of the Ethics Committee. Records requested for any legal proceedings may only be released by and through ICAS Counsel or his/her designee, when required by the ICAS Bylaws, and/or when required by the law.

The proceedings and records will not be disclosed by ICAS until the matter is fully resolved, including appeals. If the final resolution of any matter results in a sanction imposed for an ethics violation, then a brief summary of the findings shall be available to any member who requests the information. The committee shall further have the discretion to publish the decision (or provide notice of the decision) to the rest of the membership and the general public when it deems necessary. If the committee decides to make its decision publicly available, it may, in its discretion, redact parts of the decision as it deems warranted.

If the final resolution of any matter results in a determination that...

1. an investigation is not warranted; or
2. after investigation the complaint is dismissed; or
3. after a specific probation period the record is expunged...

...then ICAS will not disclose such matter that was considered unless requested to do so by the accused party. ICAS may disclose the fact that an investigation of a non-member was not conducted due to that non-member's refusal to participate in the process.

Right of Appeal

Any member of ICAS or any individual who is subject to any of the above actions shall have a right to appeal the decision of the Ethics Committee within thirty (30) days of notification of the decision, as follows:

1. The request for appeal must be made in writing to the President of ICAS within thirty (30) days of the notification of the ruling and action by the Ethics Committee. The President shall notify each member of the Board of Directors and of the Ethics Committee that an appeal has been filed.
2. Unless the Chairman of the Board is a party to the investigation, he or she shall preside over all appeal proceedings. In the event the Chairman of the Board is a party to the investigation, the Vice Chair or his/her designee shall be the presiding officer.
3. All appeals shall be heard by the members of the Board in a closed session.
4. An appeal will be heard by the Board of Directors by any means in which Board members can participate simultaneously with each other within thirty (30) days of the request for appeal. If the Board is also considering an expulsion or suspension recommendation of the Ethics Committee, the recommendation and appeal will be heard at the same time.
5. The person filing the appeal may request an extension of thirty (30) additional days to prepare an appeal by filing the request in writing within the original thirty (30) day period.
6. Further extensions may be granted by the Board if the request and reason for the requested extension are submitted in writing to the President. Under this provision, the accused will be granted an extension if he/she wishes to appear before the Board of Directors personally at its next regularly-scheduled meeting. A personal appearance will be at the expense of the accused.
7. The accused member shall have the opportunity to request that the Board consider whatever documentation, evidence or witnesses they believe would be beneficial in their presentation to the Board of Directors, subject to reasonable discretion of the presiding officer to conduct a timely and orderly proceeding.
8. Within ten (10) days of the meeting or teleconference, the Board shall:
 - a. Uphold the action taken by the Ethics Committee; or
 - b. Reverse or modify the action taken by the Ethics Committee; or
 - c. With written notification to all parties, take up to an additional thirty (30) days to report its findings.

The Board shall defer to the Ethics Committee's finding unless the Board determines that the committee's decision was clearly wrong. The results of the appeal to the Board of Directors shall be final.

Guide for Filing an Ethics Complaint

Scope of Ethics Complaints and Investigations

It is important that the Ethics Committee deal only with those matters that are significant and material issues of concern to the industry and its participants.

- The committee shall not deal with any issues involving pricing. The cost of goods and/or services is not an ethical issue.
- The committee shall not arbitrate a legal dispute between two or more parties. A dispute alone is not sufficient reason for consideration by the Ethics Committee. However, if violations of the ICAS Principles of Conduct and Professional Ethics are alleged, the Ethics Committee may choose to investigate.

- By itself, nonpayment of an invoice or contract is not an ethical issue. These are matters best dealt with through the legal system. Failure to communicate with a party regarding unpaid bills or failure to honor a contract could be an ethical issue and considered on that basis by the committee.
- While the code advocates the use of written contracts, using a verbal contract does not constitute an ethical violation. Refusing to commit verbal agreements to writing is a matter that could be considered by the Ethics Committee.
- The committee shall not investigate any party who is not a member of ICAS unless the party has consented, in writing, to abide by the ICAS code and procedures for dealing with violations. If consent is not given, the Ethics Committee will note the name of the person or company against which the complaint was filed and record the name of the person or company filing the complaint. The complaint shall be maintained in the Association's offices. ICAS members may request this information.
- The committee generally will not consider matters just because a party "did it differently" from everyone else; neither will the committee involve itself in the quality of goods and services. For example, a bad act or poorly manufactured souvenir is not normally, by itself, sufficient reason for Ethics Committee involvement. Prudent business practices dictate that a buyer seek references and examine products or services first hand.
- Safety violations brought to the attention of the Ethics Committee shall first be directed to the ICAS Safety and Operations Committee or the ICAS ACE Committee, as appropriate. The Ethics Committee shall not address safety issues until the Safety and Operations Committee or ACE Committee has first reviewed and determined whether it is most properly a safety issue, an ethical issue, or both.

Investigation Requests

Any member or group of members may request that the Ethics Committee conduct an investigation of any circumstance where a violation of the ICAS Principles of Conduct and Professional Ethics is alleged to have occurred in conjunction with an air show or related air show activity.

- The request must be submitted in writing to the President of the Association.
- The request must include reference to the specific violation that is being alleged.
- The request must include evidence to substantiate the alleged violation.
- Non-ICAS member requests for an investigation of ICAS member activities must be accompanied by a \$250 filing fee.

The request will be kept confidential to the extent possible; however, the investigation may include discussions with the accused party and others who can substantiate or refute the charge(s).

The President, upon receipt of such a written request, shall:

- Determine the membership status of the parties involved. If the person or entity about which the complaint is filed is not a member of ICAS, the President shall attempt to obtain their consent to be part of the process. If the non-member does not consent within thirty (30) days, no investigation will be held.
- Inform the Chairman of the Ethics Committee within ten (10) business days

The Ethics Committee Chairman, upon receipt of notification of an ethics investigation request from the President, shall:

- Convene the members of the Ethics Committee by available means within ten (10) days to determine if an investigation will or will not be held.
- Immediately convey to the complainant and to the accused the determination of whether an investigation will proceed. In the event that the Ethics Committee determines that it will not pursue an investigation, the accused will be informed that an accusation was made and of the identity of the accuser.

- Forward a copy of the request for investigation to the accused individual or organization, along with a copy of the ICAS Principles of Conduct and Professional Ethics and ICAS Ethics Committee Procedures, should the Ethics Committee decide to pursue an investigation.

Investigations

The Ethics Committee shall be charged with directing the investigation. Following the investigation, the Ethics Committee shall ensure that all parties to the investigation can participate simultaneously in the review of the evidence, including the accused, the accuser and the committee members. During these proceedings, the Ethics Committee shall ensure that all information gathered during the investigation is made available to the parties involved and that each has the opportunity to speak and present evidence. If, in the opinion of the majority of the members of the Ethics Committee, there is sufficient evidence of a violation, the Chairman shall notify all parties, in writing, of the findings of the Ethics Committee and the action to be taken.

Any of the parties to the complaint or investigation may settle the matter at any time during the review process, or prior to the final disposition of the matter by the Ethics Committee, with the consent of the Ethics Committee.

The Ethics Committee, having considered all the available pertinent facts and having heard from the member(s) or individual(s) accused of a violation(s) of the ICAS Principles of Conduct and Professional Ethics – either in person or by phone/correspondence -- may take one or more of the following courses of action:

1. Dismiss the allegations, in which case the matter will be cleared from the member's record;
2. Log the complaint and notify the accused in writing that the general nature of the complaint will be available to any person initiating an inquiry to the ICAS office;
3. Provide a verbal and/or written warning advising the accused member that similar behavior would not be tolerated and would be addressed with further disciplinary behavior as set forth below;
4. Choose other appropriate sanctions against a member, such as: probation for as much time as the Ethics Committee deems appropriate to the situation, restrictions on using ICAS productions or avenues to offer services and advertising opportunities (such as Air Shows Magazine, ICAS Industry Guide, Fast Facts e-mail newsletter, ICAS Operations Bulletin e-mail newsletter, the ICAS website and/or convention exhibit hall), or restrictions on the use of the ICAS logo by the member. Other sanctions, appropriate to the situation, may be imposed by the Ethics Committee;
5. Recommend that the ICAS Board of Directors suspend the membership for a period not to exceed one year.
6. Recommend that the ICAS Board of Directors permanently remove the member from the membership roster of the International Council of Air Shows, Inc.

The findings and action of the Ethics Committee shall be delivered, in writing, to all parties within ninety (90) days of the date on which the request for investigation was received. In the event that more than ninety (90) days are needed to complete an investigation, the Ethics Committee may extend the period by up to ninety (90) days upon written notification to all parties.

Right of Appeal

Any member of ICAS or any individual who is subject to any of the above actions shall have a right to appeal the decision of the Ethics Committee to the Board of Directors within thirty (30) days of notification of the decision, as described in the document "ICAS Guide for Appealing an Ethics Committee Finding."

Appendix A - Typical Sequence of Events

1. Complaint is filed in writing with the President.
2. The President will immediately determine the membership status of the parties involved and forward their status along with any previous findings and complaints relating to the accused to the Chairman of the Ethics Committee. If the accused is not a member, the President will attempt to obtain his/her consent to be part of the process. If the consent cannot be obtained within thirty (30) days, the matter will not be investigated.
3. Within ten (10) days, The Ethics Committee Chairman will forward the information to committee members and schedule a meeting or conference call to determine whether or not an investigation will be initiated. If no investigation is to be conducted, the person filing the complaint and the accused will be so notified.
4. If an investigation is to be conducted, the committee members will determine the steps to be taken and who will be responsible for completing each phase of the investigation. Investigations can involve interviews by phone or in person, formal requests of pertinent documents or any other method of gathering the information necessary to complete a review of the available facts. A summary of findings shall be issued within ninety (90) days of the receipt of the original complaint unless the committee determines additional time is needed and notifies all parties.
5. After the relevant facts have been obtained, a formal review will be scheduled as soon as possible in which both the person filing the complaint and the accused can participate and respond to committee questions and present related data or evidence.
6. Following the formal review, the committee shall immediately inform the parties involved and the ICAS President of its decision. If the committee decision is to recommend suspension or expulsion, the matter and all related documents will be forwarded to the ICAS Board of Directors for consideration and final action.

Appendix B - Samples of Summary of Findings

In September of 2012, the Ethics Committee found the Principles of Conduct and Professional Ethics were violated when the XYZ Air Show knowingly violated FAA policy by establishing a Category III showline at 380 feet instead of the required 500 feet.

In July of 2012, the Ethics Committee found the Principles of Conduct and Professional Ethics were violated when Mr. XYZ, who had been hired by the ABC Air Show, returned his courtesy car damaged and full of trash and left an unpaid bar bill at the air show host hotel.

In November of 2010, the Ethics Committee found the Principles of Conduct and Professional Ethics were violated after finding that the insurance carried by Mr. XYZ did not include coverage for himself, the show or the aircraft if flown for a performer in an air show.

In May of 2009, the Ethics Committee found the Principles of Conduct and Professional Ethics were violated after confirming that performers ABC and DEF have been unable to communicate with XYZ Air Show regarding unresolved contractual issues because all phone and fax lines have been disconnected, e-mail addresses are no longer operational, and the post office box has been closed.