




INTEROFFICE MEMORANDUM

TO: Anthony Nicks, County Auditor

FROM: Timothy Dimond, Deputy Director, DREAM 

DATE: July 2, 2025

SUBJECT: Public Works response to the Final Draft Audit of the Fulton County Executive Airport dated June 12, 2025

The purpose of this memorandum is to provide the County Auditor's Office the Department of Real Estate & Asset Management (DREAM) response to the recently completed operational audit of the Fulton County Executive Airport, dated June 12, 2025. Based on the Audit findings as they relate to the Real Estate and Leasing portions of the findings in general, DREAM agrees with the findings and will take and has taken steps to address the findings and concerns of the Audit. Please find our response as it relates to the relevant responses related to Real Estate functions.

Finding 2 – Inadequate Oversight and Monitoring of Airport Tenants

DREAM will work with and support Public Works efforts for a more formalized approach to monitor tenant activities and assets, as well as working towards an integrated tenant management system on documentation, contract enforcement and centralized tracking etc.

Finding #4 – Current Tenant Lease Agreements Not of File

As discussed during the audit process, DREAM's primary involvement has been limited to lease negotiations and preparing the leases in collaboration with Public Works for Board approval inclusive of the ground lease agreement and supporting documents. Over the years, DREAM has worked to consolidate the lease files on the shared drive platform to provide the Airport Manager and staff access to leases for their use. In our review of the shared lease file, we believe that all current leases are present. DREAM believes that the three (3) leases identified as missing: Davis Construction appears to be a lease that was assigned or transferred. From our research, the check for S & H Aviation was written by Tommer Capital which was associated with Davis Construction. It appears that they were a subtenant, given the amount of the check. Enterprise Aviation we believe is likely a DBA/trade name associated with the ICE Corporation lease. The Department of

Environmental Protection, is associated with the Georgia Aviation Authority lease and is not a separate tenant

We agree the lease file naming nomenclature and noted is not as accurate as it could be. Many of the leases, assignment, and transfers etc., for instance were executed well over 10 years ago on average. Dream in setting up the shared drive originally, followed the naming nomenclature as they were stated in the lease or originally established at the time of documentation.

DREAM agrees that to be consistent with commercial real estate standards, the Leases should first be associated with the specific hanger addresses along with the current legal lease holder name and not any tenant or sub tenant names. DREAM will work with Public Works to review all tenants' addresses and legal names for reconciliation with a current lease agreement. Upon completion, we will update the lease files and inventory to better reflect the tenancy of those leases on the shared drive

DREAM will work with Public Works and the County Attorney's office to explore any options for lease amendments to clarify the legal lease holder names. DREAM is also prepared to continue with the management of the leases or to support Public Works on any future management of the leases.

Finding #8 – Absence of Financial Records for Tenant Rent Payments

DREAM agrees that there two (2) different records for the collection of the rents: those paid by check and received on airport property, as well as those sent directly to the Finance Department in accordance with the lease requirements. In keeping with Real Estate standards, DREAM will work with Public Works and Finance to develop a single process where rent payments are made directly to the Finance Department for consistency, reliance, and security.

Concern #1 – Fee Structures Not Compatible with Economic Changes

DREAM will work with Public Works and the County Attorney's office, to determine if any changes to the current leases can be made to include provisions for such changes. Moving forward, DREAM will work with Public Works to ensure appropriate language is inserted in all new leases to ensure that fees can be adjusted to account for changing economic conditions throughout the lease term.

Concern #3 – Absence of Late Fee Provisions in Lease Agreements

DREAM agrees that this provision needs to be present and has already inserted such language in our new lease format. We will work with Public Works and Finance in support of this effort to provide a rent payment report after the 5th -10th of each month. This will allow rent payments and due dates to be more closely monitored. We will also work with

Public Works and the County Attorney's office to see if any changes change be made to current leases to address this provision.

Concern #4 – Missed Revue Opportunities: Non-Collection of Late Fees

DREAM agrees with this finding and sees this as being addressed through the new lease language and rental report monitoring as described in our response to Concern #3.

DREAM appreciates the opportunity to address the findings and concerns identified by the County Auditor's recent review of the operation of the Fulton County Executive Airport. Overall, we believe that leases are managed and tracked well through the shared drive which allows access to all leases by either Dream or Public Works staff. We also agree there is room for improvement on the lease format in keeping with standards such as GDOT leasing guidelines and standards to ensure it continues to evolve to provide provisions that protect the County and help Public Works maintain the airport in the best interests of the County. DREAM will work with Public Works and the County Attorney's office to see if there are opportunities to renegotiate leases for the provisions listed and discussed herein. Finally, we will continue to seek standards such as GDOT leasing and hanger management standards that are in keeping with the best real estate standards to support the Public Works efforts to provide a first-class private executive airport. Please do not hesitate to call on us should you have any questions on our response.

cc: David Clark, Director, Public Works
Joseph Davis, Director, DREAM
Jonnah Williams, Internal Auditor III
Dick Anderson, County Manager
Sharon Whitmore, Chief Financial officer
Dr. Pamela Roshell, Chief Operating Officer
Michael Graham, Land Administrator, DREAM