



May 12, 2020

Port of Portland
Attn: Port of Portland Commissioners
7200 N.E. Airport Way
Portland, OR 97218

Dear Commission President Cuprill-Comas and Members of the Port of Portland Commission,

We want to take this opportunity to open lines of communication as we collectively struggle with the harsh realities facing the hospitality and travel industries across Oregon. It is clear the Port of Portland professional staff in partnership with the Port of Portland Commission have accomplished so much over the years. The Port of Portland has distinguished itself as a best in class operator and has rightfully garnered the recognition that comes through the development of a culture built on excellence.

Of note is the commitment the Port of Portland has made to its concessionaires who bring their authenticity and independence to Portland's front door at the airport. So much has been accomplished to create the palpable chemistry you can feel when traveling through whether you live here and are off on your next adventure or are arriving to Oregon for the first time.

We realize the Port is attempting to absorb a devastating blow in the face of monumental changes in travel behavior. In recent conversations with staff, it is clear the recently secured \$72 million in federal CARES Act funds won't cover half of your expected revenue shortfall in your upcoming fiscal year. In short, resources across the board are scarce.

As we contemplate the options available to us, we wanted to advocate for as much flexibility as possible in the ongoing relationship the Port of Portland enjoys with its concessionaires. We have a challenge in store over the coming year. How do we build upon the relationships and culture in place between the Port and its business partners? What flexibility can be extended to save the livelihoods of as many concessionaires as possible in the upcoming fiscal year while honoring the operational realities to run a full-scale Port operation?

You have all built something special because of the way you have embraced partnerships to date. And we know the Port of Portland will look at all opportunities to be there for your partners. All we ask is for all options available to the Port be explored to save as many small businesses as possible over the coming year. Oregon's best can shine in moments of adversity and we believe in you as appointed leaders and in the collective power of organizational structures committed to excellence in all they do.

Sincerely,

A handwritten signature in black ink, appearing to read "Jason Brandt", written in a cursive style.

Jason Brandt
President & CEO
Oregon Restaurant & Lodging Association