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An open letter to the Oakland community,

For the last ten months, I have been on unpaid leave from our three restaurants. I have not participated in the day-to-day operations and I have not managed any employees. I chose to do this to ensure that the workers and the customers at Pizzaiolo, Boot and Shoe, and Penrose felt safe and able to do their jobs, and enjoy their time outside of the context of "Charlie Hallowell" and my transgressions. I want to reach out and offer another apology for the harm I have done to individuals and to the community as a whole.

I want to apologize for letting you and our entire community down. I lost track of a promise to make my restaurants safe spaces for everyone. I lost my ability to really listen to and feel the people around me, and I became numb to the fact that I was expecting people, especially women, to shoulder the effects of my inappropriate speech and behavior. I created a work environment that was unsafe for women, and where many people, women, and men, were compelled to absorb my inappropriate speech and behavior. I was hurting the women right in front of me and I did not give validity to their experiences. I made light of it, ignored it, and simply did not acknowledge it as true or relevant. For all of this, I apologize. I am so sorry for the damage I caused and the effect it has had on all of you. Sorry for the

ways I was stealing power from the women around me by expecting them to put up with my outrageous persona, my entitlement, and my tendency to see the world through a sexualized lens. I understand an apology doesn't instantly make things right, but I offer it as an indication of the direction I want to go as an individual and as a company.

As I begin to participate in the life of the restaurants and the community again, I would like to make a few things clear. I want to listen to your experiences, I want to hear your frustrations, and I want to pay real attention to the experiences of the people around me. To this end, I will make myself available every Friday between 10 am and 12 pm on the back patio of Pizzaiolo. If you want to talk to me about anything, including your experience of my behavior, your anger, or your vision of the restaurants' future, I will listen.

I am wholeheartedly committed to real personal change. To this end, I have done and I continue to do much work on myself. I have been meeting with a therapist every week, a Ph.D. psychologist whose work focuses on helping people move through the embedded patterns that their own trauma has helped them create. She has helped me see how my own survival strategies-which I constructed during a childhood informed by violence and fear-stopped being effective or appropriate as I became a leader, and in fact, undermined my ability to be appropriate and effective. I have also been working with a men's group dedicated to holding men accountable for their actions and examining how I and we can stop mindlessly upholding patriarchy, in order to move towards a more equitable and safe reality for everyone. I have been meeting regularly with women and men who want to address these problems in our industry and in the culture

at large. Most importantly, I have tried to open myself to see more clearly the ways I failed the women around me.

In order to ensure that women are at the forefront of making decisions about the business and empowered to create a safe space for other women, I have given a large percentage of ownership to our COO Donna Insalaco. Donna is now the Managing Partner, which gives her executive power to make decisions about policy, accountability, and discipline. She has the power to remove me, define my pay, and to be the last word for everything that happens in our business. Together we have put together a clear twelve-point plan to ensure all employees, but especially women will feel safe in the restaurants.

This is what will be different moving forward:

1. Donna Insalaco is now the Co-Owner and Managing Partner of the entire restaurant group. Richard Weinstein is no longer involved on any level. Donna has the legal and administrative authority to be the final word on any decision. She can remove Charlie at any time.

2. There will be a clear path to Donna for any and all employees that will not involve having to go through Charlie. As of now, both General Managers of the restaurants are also women. If a woman is feeling harassed or unsafe in any way, she has a way to make her voice heard without having to deal with any men in power...

3. If for whatever reason employees do not feel safe to approach restaurant leadership, we now have a third party HR company that is available 24hrs a day for any employee to contact and make official complaints to. Every employee has been given their toll-free number.

4. Charlie and the entire staff will be required to

participate in ongoing sexual harassment training, management training, and ongoing workshops designed to build and maintain a healthy workplace culture.

5. We have engaged the organization, Futures without Violence, to lead a group training on how to build and maintain systems of safety and accountability for our entire staff.

6. Charlie will continue personal therapy with a professional who specializes in helping people address their own trauma and move beyond entrenched patterns of behavior.

7. Charlie will continue working with a social worker and a men's group facilitator, both specializing in dealing with toxic masculinity, white privilege, and the reality of and consequences for all of us living within a fundamentally sexist patriarchy.

8. We will, as a group, invest in a coach who will help us jointly envision and adopt a set of cultural standards.

The coach will also train us on how to follow and be accountable to these standards.

9. Charlie and Donna have formed an all-female board of advisers. They will meet with us once a quarter and discuss company culture and the ways we are choosing to move forward both financially and culturally. They will hear from employees, and be given access to the financial records of the business and advise in following the cultural standards we have all set and agreed to!

10. Once a month a dunk tank will be set up in the backyard at Pizzaiolo. Charlie will be in the dunk seat and anyone who wants to put him in the tank can come and give it a shot!

11. Charlie will be available to anyone who would like to talk to him every Friday between 10am-12pm beginning on

October 19th, 2018. He will hold space for whatever anyone wants to say to him or share with him. He will listen.

12. We are going to restart the Sunday Supper Program at both restaurants. We will commit to donating 20% of all profits earned on Sunday nights to a home for battered women and survivors of domestic abuse.

Some people might be wondering why we are choosing to open a new restaurant now? We have a very real fiduciary responsibility to our employees and our investors. A large group of women and men have put their time and money on the line in order to stand behind this restaurant getting open. We do it with the utmost humility. We do it with respect, and we do it with a real desire to open a restaurant that can be a clear example of the change we want to support in the world. It is our responsibility to these people, and our deep desire to be agents of change and healing that compels us to open Western Pacific.

I want to say how immensely grateful I am to all of you.

Pizzaiolo has always been a magical place, a center of the community, and a gathering place. Thank you so much for standing by Pizzaiolo in this challenging time. As Donna and I move forward at Pizzaiolo, and as we strive to open Western Pacific, the restaurant in Berkeley, we hope that our work will continue to give our customers the opportunity connect deeply to each other, to the earth, and to a larger sense of community and belonging. We hope you will let us show you how we have re-committed to our employees and our guests. We are excited to serve you!

With love,

Charlie

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