

Dear Cathy,

When I first walked into our restaurant three years ago, and was greeted by you at the front door, the feeling I got when I saw our restaurant was unlike any first day at a job I had ever worked at. And even though at the time, I had only intentions of working at P.F. Chang's a little while, during the Orientation, I can remember thinking, "Wow! I've never seen a company who seems to care SO much about SO much." We were promised a "Better World." A world where red lights were stopped at, and everyone was happy to be there and work as a team. A place where no matter what was going on in the world outside our restaurant's walls, you could feel a solace knowing that, at least there, everything would be ok. A place where we were truly glad our employees were here and would do everything we could to make them want to stay.

But for three years, I have disillusioned myself in thinking that I could inspire others to care a little more by my unwavering belief in, and commitment to, Paul Fleming's vision, and by caring so much for you and everyone else. Yet that is not the world as I (along with so many others) have seen it. I could laundry list for you pages of all the things I have observed; the hypocrisies, the inconsistencies, and the tyranny, but for three years, I have tried my best to help you and others to raise your awareness to the things that I have noticed; yet that again, has disappointed me dearly. I have finally come to an acceptance that it is futile to continually try to show someone things they do not wish to see themselves, or help someone with something they do not wish to change.

While I have always put you and my job first, in spite of many things I have wanted to do with my life, and pushed myself harder than I should've when my body told me to stop, I have realized now that if I don't look out for myself, there will be no one around to do it for me. I apologize that the timing of this decision is not great for you, but if you have taught me one thing more than anything else in the last three years, and especially the last year and a half that I have been one of your managers, is that I should **always** put myself first. I have got to be true to myself, and I cannot keep lying and say that I love myself and continue to subject myself to such a toxic, and often abusive environment day after day after day. I can give no more.

I have loved helping you build your business to the point that it has grown, and I have always been proud to tell anyone where I worked. I am truly sad that I can no longer be a part of that, and there are parts of my job that I will certainly grieve for years to come. There have been so many great things to come from my time there, and it has afforded me the opportunity to discover parts of myself I would never have known, and for that I will always be grateful. With that said, I believe with my whole heart that it is time for me to resign, effective immediately, as Office/Catering Manager with P.F. Chang's China Bistro – Virginia Beach.

I will have my restaurant keys and *your* cell phone returned via certified mail, and ask that any personal belongings you may find there of mine please be forwarded to my home address. 1014 Smoke Tree Ln, Virginia Beach, VA 23452.

With my greatest sincerity,

Terry