

April 21, 2015

To Whom It May Concern:

Beginning Monday, May 4th, we will no longer be accepting tips at *The Walrus and the Carpenter*, *The Whale Wins*, or *Barnacle*. Instead we will be charging an 18.5% service fee.

Our goal is to create great restaurants. We believe that great restaurants start and end with great people. Great people give great service. Great people make great food and great drinks.

Consequently, our intent is to attract and retain genuine people that are as serious about food, drink, and service as we are. A service charge helps us to achieve this aim in the following ways:

- Service charge dollars can be shared among all of our employees. This means a smaller wage gap between back of the house and front of the house workers.
- A Service charge will help us to provide comprehensive benefits to employees, including health insurance and matching retirement savings accounts.
- Implementing a Service charge will allow us to pay employees a higher minimum/guaranteed wage, while maintaining everyone's current total take home pay.

We are making this move now, in part because of the Federal Affordable Care Act, the City of Seattle Minimum Wage Ordinance, and changing interpretations of the Fair Labor Standards Act; but mostly because we believe that it is right thing to do for our employees, and by extension, our customers.

This will be a big change for us all—customers, employees, and owners alike—but we are convinced that it is a change for the best. We thank everyone in advance for his or her continued support.

Sea Creatures  
Renee Erickson, Jeremy Price, Chad Dale