



**THE**  
**THIRSTY**  
**CACTUS**  
**SALOON**

# **EMPLOYEE HANDBOOK**

V1- 6.28.2024

**This is your Handbook. Read it thoroughly. It is your responsibility to review it periodically and contact Craig or Jose with any questions. This is not a contract for employment but rather a guide to ensure fair and consistent treatment of all employees.**

## **General Information:**

The Thirsty Cactus Saloon

6108 W. Burnham Street

West Allis, WI 53219

(414) 485-7064

Website: [www.facebook.com/thethirstycactussaloon/](http://www.facebook.com/thethirstycactussaloon/)

Owner:

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[Cjsilber@yahoo.com](mailto:Cjsilber@yahoo.com)

Manager:

Jose Frandsen (414)439-5457

## **INTRODUCTION**

Congratulations on your employment. This manual is your foundation for success. It consists of our standard operating procedures, guidelines, and service sequences outlining our expectations. This framework is designed to streamline bar operations enabling you to produce high-quality drinks and deliver superior customer service. Our bar's success is built on drink making, and great bartenders are the foundation. Becoming a great bartender doesn't happen overnight. It requires training, product knowledge and dedication to drink making while embracing teamwork and maintaining integrity. This manual will accelerate your journey. Read It. Learn It. Live It. Welcome to our Team.

## Overview

No single document can give employees an answer for every situation or dilemma that may arise. If your judgment and this document do not provide the answer, use other resources that are available, such as your manager, Thirsty Cactus Saloon (also referred to as the “Company”) materials provided upon hire, or contact the owner of the company.

If you are ever uncertain about something you intend to do while conducting Thirsty Cactus Saloon business, you should seek advice before acting. It is also your responsibility to let us know if you see or learn of something that suggests any law or Thirsty Cactus Saloon policy has been violated. The Thirsty Cactus Saloon does not tolerate retaliation against any employee who raises concerns or questions regarding a potential violation of any laws or Thirsty Cactus Saloon policies that they reasonably believe to have occurred.

We have the Employee Handbook (“Handbook”) because our reputation for integrity flows from our commitment to our values. The Thirsty Cactus Saloon depends on its employees to follow the law and to make the right decisions. The Thirsty Cactus Saloon operates in a dynamic world and what is “right” may not always be obvious. This Handbook provides practical overviews of some of the legal and ethical code that we all must follow on a day-to-day basis.

The Thirsty Cactus Saloon is serious about reports of possible violations of any of its policies or the law. As appropriate, we will investigate and take action, including taking steps to prevent a recurrence of any problems. Your cooperation will be required in any investigation. The Thirsty Cactus Saloon requires all employees to follow the law and to act honestly and ethically in conducting our business. We are each responsible for our own conduct. No one has the authority to approve illegal acts, and an illegal act cannot be justified because a superior “ordered it”. The Thirsty Cactus Saloon does not permit an employee to direct or encourage another employee to violate the law or to otherwise act improperly.

Failure to comply with the law, Code of Conduct, or any of Thirsty Cactus Saloon policies can have severe consequences for The Thirsty Cactus Saloon and any employees involved. Any employee who fails to meet the obligations set forth in this Handbook or the law will be subject to discipline, up to and including dismissal. Discipline may also be imposed if an employee fails to report violations of policies or law; if an employee retaliates against another employee for reporting a violation or cooperating in an investigation; if an employee lies or deliberately

withholds relevant information in making a report or in an investigation; if an employee directs others to violate any policies, or the law; or if the circumstances indicate a manager has failed to adequately or properly perform their managerial duty.

All employees are required to acknowledge upon hire that they have read, understand, and are in compliance with the Handbook. Abiding by the Handbook is a condition of continued employment with The Thirsty Cactus Saloon.

The policies stated in this Handbook may change at any time without prior notice. We've done our best to include as much information as possible in an easy to understand manner.

## **MISSION**

The Thirsty Cactus Saloon mission is to deliver a welcoming and comfortable experience to our customers, family, friends and community with a focus on exceptional customer service and high quality products.

## **Equal Opportunity Policy**

The Thirsty Cactus Saloon is an Equal Opportunity Employer We recruit, hire, train, and promote persons in all job classifications without regard to race, color, religion, national origin, sex orientation, age, disability, or any other basis protected by state or federal law. We ensure that decisions regarding compensation, promotions, benefits, transfers, and any social or recreational programs will be administered in accordance with the principles of equal opportunity.

The Thirsty Cactus Saloon will not tolerate any form of harassment on the basis of race, color, religion, national origin, sex orientation, age, disability, or any other basis protected by state or federal law.

## **Work schedules**

It is every employee's responsibility to check posted schedules. Schedules are posted a month in advance on the Thirsty Cactus Saloon Employee Facebook Page and a paper copy is inside the office desk. If you need to switch or cannot work a scheduled shift, you must find a replacement through coworker contact via text/phone call or on the Thirsty Cactus Saloon

Employee Facebook Page. Changes must be posted to the Thirsty Cactus Saloon Employee Facebook Page once a replacement has been confirmed and owner notified.

### **Training Pay**

During training, each new bartender will receive hourly pay without tips. Training period for new bartenders will depend on experience and how much training is required. Also, all trainers will communicate with the manager on the skills and knowledge the new employee has retained.

### **Clocking In and Out**

To ensure you get paid accurately each pay period and do not have to go back and get a check corrected, always clock in immediately at the start of your scheduled shift, when you are ready to work.

Before you clock out, check that all your duties are complete and ask the bartender who follows your shift if they need anything.

Altering, falsifying, tampering with time records, or recording time on another employee's time record may result in disciplinary action, up to and including termination of employment.

### **Pay Period**

The Thirsty Cactus Saloon generates payroll on a bi-monthly basis. Checks are directly deposited into your account.

Payroll deductions

Social security tax, federal and state withholding taxes are deducted from each paycheck. These taxes are required by law.

### **Resignation & Termination**

Employees who have received their 30 day performance check are requested to give a two week written notice of resignation.

Voluntary resignation occurs when an employee quits their employment with The Thirsty

Cactus Saloon or fails to report to work without notice to, or approval by their manager. All Company-owned property including keys must be returned immediately upon termination of employment.

Involuntary resignation occurs when an employee is terminated with or without cause. Upon termination, all Company-owned property including keys must be returned immediately upon termination of employment. Employees will be paid all wages earned, up to the time of termination.

### **Serving Alcoholic Beverages**

Per Wisconsin law, alcoholic beverages cannot be served to any persons under the age of 21, or any persons who have been impaired by over-consumption of alcoholic beverages. It is the responsibility of each bartender to enforce these laws. Failure to do so can result in your termination and/or a fine from the city of West Allis.

We embrace proactive bartending to prevent over intoxication. Our goal is to exceed customer expectations by providing superior service and great tasting drinks, not over intoxication by over serving. Serving a visibly intoxicated person is unlawful and it violates our alcohol awareness policy. Bartenders are responsible for recognizing visible signs of intoxication including but not limited to:

- Slurred speech
- Swaying or staggering
- Stumbling gate
- Bloodshot or glassy eyes
- Overly animated speech
- Speaking loudly then quietly
- Drinking too fast
- Ordering doubles
- Careless with money
- Buying drinks for strangers

- Purposefully annoying
- Complaining about drink strength
- Excessive cursing
- Argumentative or confrontational
- Aggressive or belligerent
- Obnoxious or mean spirited
- Making off color comments
- Crude, rude or vulgar
- Inappropriate sexual advances
- Making irrational statements
- Depressed or sullen
- Crying or screaming
- Extreme changes in behavior
- Overly entertaining
- Excessive drowsiness
- Lacking focus
- Difficulty remembering
- Rambling speech
- Slow response to questions
- No response to questions
- Spilling drinks
- Difficulty handling money
- Difficulty handling credit card

- Difficulty handling cell phone
- Difficulty standing up
- Difficulty sitting up straight
- Difficulty turning corners
- Bumping into other customers
- Leaning for support
- Falling down
- Falling asleep
- Can't find mouth with glass
- Disheveled appearance
- Overly friendly
- Aggressive or territorial
- Aggressive speech
- Aggressive body language
- Aggressive eye contact

These signs are not all inclusive. Exhibiting one or two of these behaviors is not always indicative of intoxication. However, exhibiting a combination of these signs strongly indicates intoxication caused by alcohol consumption or drug use.

## **TRAINING & DEVELOPMENT**

### **ALCOHOL CONSUMPTION AND TOLERANCE**

1. Blood alcohol concentration is the amount of alcohol present in the bloodstream.
2. Alcohol goes directly to the bloodstream affecting every system in the body.
3. Alcohol is a nervous system depressant.
4. A 12-ounce beer, 5-ounce glass of wine and 1.5 ounce shot of liquor all has the

same amount of alcohol.

5. It takes less than three drinks to affect motor skills and coordination.
6. The presence of food in the stomach slows the alcohol absorption rate.
7. Vomiting is a defense system to prevent more alcohol from being absorbed.
8. Mood changes occur when blood alcohol levels are between .02 g/100ml to .08.
9. Passing out and unresponsiveness are signs of alcohol poisoning. Call 911.
10. Blackouts are often associated with heavy drinking. During blackouts, a person may seem coherent but later have no recollection of events.
11. Blackouts are less likely to occur when blood alcohol levels rise slowly.
12. Women absorb alcohol into the bloodstream faster than men.
13. Women metabolize alcohol slower than men.

### **BARTENDER ALCOHOL AWARENESS SERVICE SEQUENCE**

- Adhere to drink recipes and pour counts
- Recognize visible intoxication signs
- Monitor behavior and consumption
- Discontinue or deny service
- Assist customer with closing tab
- Arrange safe ride(Saferide) or assist customer with Uber or Lyft
- Escort customer to the door

### **Communication**

In the event there is police contact pertaining to The Thirsty Cactus Saloon, the manager and owner will be promptly notified and given details.

## **Alarm**

Never share your alarm code with anyone under any circumstances. Always set the alarm prior to leaving and in the event that there is an issue with the alarm, alert the manager or owner right away.

## **Checking ID**

It is the responsibility of all bartenders to scan and thoroughly check identification of any customer attempting to enter The Thirsty Cactus Saloon. Check any person less than 50 years of age or anyone who looks young. Check them carefully to match the photo and birth date. Passports and military ID'S that are current are acceptable. Copies of passports or photos of an ID are not acceptable.

## **False ID Policy**

If you are presented with an ID and you are unsure whether it is real or fake, you should deny service. If we believe the ID to be false, the business will hold the ID and contact the local police to verify authenticity.

## **Monitoring Minors**

There will be times when minors are in our establishment with parents. It is the responsibility of bartenders to know who is a minor and their guardian. All bartenders are to monitor minors who may be attempting to consume alcohol. If a parent or spouse of a minor would like to come in to drink in our establishment, we do not serve the minor any alcohol for any reason at any time.

## **Alcohol and Drugs**

IT IS ILLEGAL TO USE, POSSESS, BUY OR SELL DRUGS AT THE THIRSTY CACTUS SALOON.

Employees are prohibited from coming to work under the influence of alcohol or any controlled substance. It can be grounds for termination of employment. Any information regarding an employee under the influence and/or involved in the possession of uncontrolled substances, reported to coworkers or the manager, will result in a documented discussion and possible termination.

## **Employee Smoking**

Employees are allowed to smoke outside of The Thirsty Cactus Saloon. Smoking is only allowed after all customers are taken care of and no one needs attention (unless you have a full bar). While working with another staff member, you must communicate between yourselves and make sure the other staff member is aware and is able to handle the bar alone during your smoke break. No smoking if you have a full bar and you are working alone. Always keep the bar in your sights while working. Do not take long smoke breaks. Employees must wash hands after smoking!!!

## **Personal Belongings**

Must be left in the office or cabinet. No personal belonging shall be put behind the bar or left on the other side of the bar while working. The Thirsty Cactus Saloon is not responsible for any lost or damaged belongings.

## **Appearance**

No pajamas and no slippers. Everyone must look presentable when coming to work. (Please use your discretion and take pride in your appearance, you are the face of the business when behind the bar!)

## **Absenteeism and Tardiness**

### **NO CALL + NO SHOW = NO JOB!**

Any employee who is constantly absent and/or late for work will have the matter brought up in a documented meeting with their manager, or owner. In this meeting we hope to resolve the problem. Repeated absenteeism and tardiness will be grounds for termination of employment. You must show up at the time you are scheduled, no exceptions.

## **THREE STRIKES RULE**

### **Strike 1 – Verbal warning**

Management issues verbal warnings when a bartender breaks company policy or exhibits unacceptable performance standards.

### **Strike 2 – Written warning**

Management issues a written warning when a bartender continues breaking company policy or exhibiting unacceptable performance standards previously addressed by a verbal warning. All written warnings must be signed by bartenders and management to document discussion.

### **Strike 3 – Final written warning**

Management issues final written warning when a bartender continues breaking company policy or exhibiting unacceptable performance standards previously addressed by a verbal and a written warning. All final written warnings must be signed by bartenders and management to document discussion.

- Termination occurs when policy breaking, and unacceptable performance continues after receiving a verbal warning, written warning, and final written warning.

- However, No Call No Show and Bartending Techniques Resulting In

Termination are not subject to verbal warnings, written warnings and final written warnings. They result in Immediate Termination.

Our Three Strikes Rule is fundamental to our training and development program. It's ok to make mistakes. Three Strikes is not about focusing on mistakes, it's about focusing on growth through documentation and discussion.

## **Harassment**

The Thirsty Cactus Saloon is committed to providing a workplace free of intimidation and an environment that supports effective communication, creativity, productivity and a team

commitment to excellence. In keeping with this commitment, harassment of co-workers by anyone, including any manager, co-worker, vendor or customer, will not be tolerated.

Such behavior does not advance the purposes of The Thirsty Cactus Saloon; it is also morally wrong, and may subject The Thirsty Cactus Saloon to legal exposure. The Thirsty Cactus Saloon policy sets a standard of conduct that is higher than what federal, state, and local laws may require, as it forbids discriminatory or harassing conduct of the kind described in this policy even if the conduct does not rise to the level of a violation of applicable law.

Consequently, any employee who engages in these types of conduct will be subject to disciplinary action, up to and including dismissal.

Harassment includes but is not limited to the following:

**Physical Harassment:**

Includes unwanted contact, assault, impeding or blocking movement, or any interference with activity appropriate to the workplace

**Verbal Harassment:**

Includes derogatory comments, jokes, slurs

**Visual Harassment:**

Includes derogatory posters, cartoons or drawings, photos or pictures that have the purpose or effect of creating and intimidating, hostile, uncomfortable or offensive work environment, or which interferes with employee's work performance

**Electronic Harassment:**

Includes emails, text messages, screensavers or backgrounds on computer screen, or any voicemail messages or recordings, that have the purpose or effect of creating and intimidating, hostile, uncomfortable or offensive work environment, or which interferes with employee's work performance

**Sexual Harassment:**

Includes unwelcome sexual advances, unwelcome contact of a sexual nature, or unwelcome

physical or verbal contact of a sexual nature, the submission to which is either explicitly or implicitly a term or condition of employment; sexual harassment may also be found where the conduct creates an intimidating, hostile, uncomfortable or offensive work environment, or which interferes with employee's work performance

### **Work Environment Harassment:**

Includes any conduct that creates an intimidating, hostile, uncomfortable or offensive work environment, or which interferes with employee's work performance, or personal or professional growth and development

### **Reporting Procedures**

If any employee experiences or witnesses any conduct that he or she believes is inconsistent with this policy, The Thirsty Cactus Saloon expects the employee to notify immediately their manager or owner. All complaints shall be treated with the utmost seriousness and discretion. Upon receipt of the complaint or in circumstances where The Thirsty Cactus Saloon becomes aware of alleged offending conduct, a prompt, thorough, and impartial investigation will be made concerning any alleged offending conduct.

### **Resolution**

Upon determination of said investigation, The Thirsty Cactus Saloon will disclose to the complainant, regardless as to its result, so as to ensure everyone is informed and up to date. If the investigation leads to a determination that an individual engaged in conduct in violation of The Thirsty Cactus Saloon's policy, appropriate corrective action will be taken promptly, including the possible termination of the offending party. The Thirsty Cactus Saloon may impose discipline for inappropriate conduct that comes to the Company's attention, without regard to whether the conduct constitutes a violation of law.

### **Personal Relationships in the Workplace**

The Thirsty Cactus Saloon does not wish to intrude into the private lives of employees however, we recognize the increased potential of conflicts of interest, appearance of favoritism and risk of sexual harassment claims when co-workers develop close personal relationships with each other.

In order to protect The Thirsty Cactus Saloon and its employees, this policy provides direction

on how to manage such situations.

For purposes of this policy, a “personal relationship” is a relationship of a romantic or intimate nature or of a character that could result in an allegation of conflict of interest or inappropriate behavior.

An employee engaged in a personal relationship with another employee with whom they share either a direct or indirect supervisory role should promptly disclose the relationship with upper management or the owners. The Thirsty Cactus Saloon will work with the employees involved to determine whether it is appropriate and possible to adjust reporting or working relationships or whether other changes or actions are necessary. Please keep in mind that we are all adults and should act as such, in regards to friendships and working relationships (at work, work comes first)

## **Firearms**

Firearms are not allowed on the premises of The Thirsty Cactus Saloon, by either customers or employees, except for properly licensed law enforcement officers.

## **After Hours**

Once you have you called Last Call, and are having customers exit the building. NO CUSTOMERS AT ANY TIME ARE ALLOWED IN THE BAR AT BAR CLOSE. NO employees allowed in the bar at bar close, unless clocked in, or unless management allows them to be inside.

## **Shift Duties**

It is your responsibility to do all shift duties assigned. Repeated failure to do so will first result in disciplinary procedures and lastly in termination of employment.

## **Sick Leave**

In the service business it is crucial to be completely staffed each shift. If you are sick, we do not expect to see you out and about around town, but at home resting and recuperating. If you can't make it to work it is imperative to try to find someone to cover your shift as soon as possible. Contact the manager if unable to find coverage. It is not acceptable to call in 3 hours before your scheduled shift. We understand accidents and personal things can happen, so it is important to contact the manager right away.

## **TRAINING & DEVELOPMENT**

### **TRAINING CANNOT DEVELOP**

1. Personality...you either have it or you don't.
2. Politeness...you either already say "please" and "thank you" or you don't.
3. Integrity...people who steal will and those who don't won't.

### **TRAINING CAN DEVELOP**

1. Drink making skills
2. Environmental awareness
3. Cleaning routines
4. Product knowledge
5. Professionalism
6. Salesmanship
7. Drink consistency
8. Confidence behind the bar

9. Teamwork

10. Social Skills

## **TRAINING & DEVELOPMENT**

### **ACCEPTABLE BARTENDING STANDARDS**

- Early arrival is on time. On time arrival is late
- Know your schedule
- Clock in and out
- Let management know of any schedule changes
- Request an ID from anyone under the age of 50 or looking young
- Discontinue service when over consumption is observed
- Make eye contact, be attentive and speak clearly while taking drink orders
- Exceed guest expectations by providing superior service
- Exceed guest expectations by providing high-quality drinks
  
- Adhere to drink recipes
- Bartend with a sense of urgency
- Ring in all drink orders
- Multi-task
- Clean as you serve
- Keep in mind “customer line of sight”
- Execute “bartender eye”
- Be a team player

- Ensure back door remains closed unless active delivery is taking place
- Smile...have fun behind the bar

## **TRAINING & DEVELOPMENT**

### **UNACCEPTABLE BARTENDING STANDARDS**

- Closing early
- Address a low or no tip with a customer
- Serve a visibly intoxicated, underage, or non-ID customer
- Not acknowledging or purposely making customers wait for service
- Leaving prior to cleaning and stocking
- Not securing funds
- Ignoring customers while engaged in conversation with another bartender, friends, family, significant others or on your cell phone (guests first!)
- Responding unkind, antagonizing, or engaging customers in an argument
- Telling off-color jokes, using coarse language, or making racist remarks
- Coming to work under influence of drugs or alcohol/ getting intoxicated during shift
- Not being a team player
- Not cleaning
- Not fulfilling your job duties as described and trained
- Complaining to customers or other staff about bar operations, management, or co-workers

## **TRAINING & DEVELOPMENT**

### **BARTENDING TECHNIQUES RESULTING IN TERMINATION**

1. Short ringing - pouring call, ringing rail, and collecting call payment
2. Bootlegging - supplying, pouring, and selling liquor not purchased by the bar
3. Short pouring - pouring less liquor than the recipe requires in attempt to offset inventory to cover up free drinks
4. Undercharging - pouring premium and charging rail in exchange for gratuity
5. Shortchanging - collecting cash and purposefully returning incorrect change
6. Altering credit card receipts - adjusting tips or forging customer signatures
7. Overcharging - serving drinks to one customer and charging another customer

## **TRAINING & DEVELOPMENT- WORKING THE BAR**

### **BARTENDER SEQUENCE OF SERVICE**

1. Greet guests as they enter the bar immediately, while making eye contact and with a smile. If you are not in proximity to greet the guest, acknowledge their arrival with eye contact and a hand gesture.
2. Place a coaster down and take their drink order.
3. Always upsell each time a customer places a drink order but does not specify a pouring brand. For example; when a customer orders a vodka tonic respond by saying, "Would you like Tito's or Kettle One?"
4. Make drinks according to our recipes. Begin by icing glassware to capacity but

do not breach the rim. If you are not sure how to make a drink, ask the customer, or check Google. Telling the customer “No” or “I don’t know” is not an option. It’s better to ask and learn than remake and comp.

5. Deliver drinks to the customer by making eye contact and calling out drinks by name or brand. Always, place drinks on a coaster. Attempt to serve ladies first. Never deliver by gripping glassware rim.

6. Immediately secure funds or start a bar tab by collecting a credit card.

7. Upon the departure of customers, say “thank you”, invite them back and say “goodbye” and address the customer by name.

## **UP SELLING**

When a customer places a drink order, without specifying specific liquor, respond by offering brand names or up-selling. For example,

- Customer order: I’ll have a screwdriver.
- Bartender response: Would you like Tito’s or Kettle One?
- Requires product knowledge and pricing
- Takes less than 3 seconds
- Increases average check per person

## **SUGGESTIVE SELLING**

Quite often, new customers are unfamiliar with our bar whereas regular customers might not be familiar with our entire product line or night of the week specials. Making brand suggestions and providing drink information is your responsibility.

- Always allow customers to finish ordering before making suggestions
- People buy with their eyes, use bottles as props

- Monitor voice inflection
- Avoid sounding like a robot, Smile
- Ensure guests understand what you are pouring

## **CONDUCTING TRANSACTIONS**

### **REGISTER OPERATIONS**

Each bartender will be issued a pin code. Do not disclose your pin code to anyone and never use another bartender's pin code. The terminal is positioned beneath a camera. The camera is recording and scrolling real time keystrokes monitoring every transaction.

### **PAYMENT METHODS**

#### **CASH**

Immediately close all cash transactions.

#### **CREDIT CARDS**

1. We accept Visa, MasterCard, Discover and American Express.
2. Always match credit cards with an ID to prevent identity theft.

#### **CASH HANDLING**

Good bartenders reduce transaction times by getting in and out of their register as fast as possible. Great bartenders reduce transaction times by getting in and out of their register, as fast as possible, while accurately handling cash and making fewer mistakes. Our bar holds each bartender individually responsible for cash handling. Always double count.

## **GLASSWARE RULES**

- Always use designated glassware
- Discard all broken, cracked, or chipped glassware
- Never use glassware as an ice scoop, never chill glassware by placing and spinning inside ice bin
- Always serve room temperature or cold glassware

## **TEAMWORK**

Our bar is a team. Our bartenders are team players who embrace teamwork by opening, operating, closing, cleaning, counting tips and keeping the bar organized. Our bar staff is no different than a sports team. We are both comprised of multiple players, with different strengths and weaknesses, working towards a common goal. Our goal is superior service and great tasting drinks. Achieving this requires.

- Returning bottles after pouring (bottle placement)
- Replenishing bottles after depletion. (Gap placement)
- Cleaning as you go (multi-tasking)
- Recommending drinks (up selling)
- Teamwork is leaving the bar as you would want it to be

## **INTEGRITY**

Integrity is everything. Without it, you have nothing and no place behind our bar. You will encounter opportunities and make decisions throughout your shift. No matter what, maintain your integrity. Build a reputation beyond reproach by establishing your cash handling accuracy, honesty, work ethic and working as a team.



I, \_\_\_\_\_, acknowledge that I have read  
(print first and last name)  
the employee handbook and agree to abide by the policies and guidelines  
outlined within as a condition of my employment with The Thirsty Cactus  
Saloon.

I understand that the purpose of this handbook is to inform me of the  
Company's policies and procedures. I also understand that the Company has  
the right to make provisions to this handbook at any time and I will be bound by  
any such changes.

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(date)