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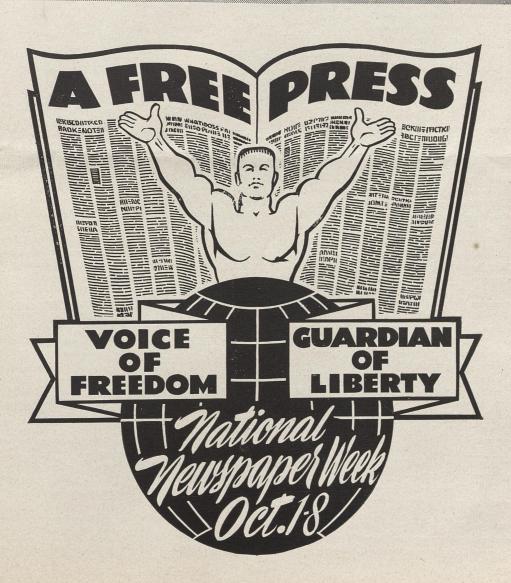
Kentucky Press

Published in the Interest of Community Journalism - - Of, By, and For Kentucky Newspapers

OLUME SEVENTEEN

September, 1946

NUMBER ELEVEN



Plant Layouts For Successful Operations

Many publishers have recently expressed an increased interest in plant layout for efficient production. Some are planning buildings, some additions to present structures, and others are primarily interested in making more efficient use of space now available.

Factors vary with each newspaper, each building and each community. To assist each publisher in making a survey of his own operation, the ONPA manager has prepared the following questions, as a "Guide to Newspaper Plant Layout".

No claim is made that all questions on each department have been raised. Every reader will doubtless think of many more. It is the hope of the writer, however, that the following questions will stimulate thought and serve at a guide. These questions, when answered to your satisfaction will provide a basis upon which you can start your planning.

Many publishers are faced with a larger volume of business than they have ever been called upon to run through their plants and this, coupled with increasing overhead costs, makes it imperative that peak production be maintained. Bottlenecks must be eliminated and unnecessary steps which cause fatigue and waste of time must be reduced for efficient operation.

Prepared kits of assist publishers in making miniature layouts are available from the Linotype company, American Type Founders, and Miller Printing Machinery Company. These kits include layout sheets ruled in quarter-inch squares and machines reproduced on the scale of one-quarter inch per foot. Templates for each piece of equipment are made and then arranged on making the layout, it is suggested that the the layout sheet in the most desirable fashion. For ease in shifting the cut-outs while making the layout it is suggested that the layout sheet be tacked to a soft-wood board or to a heavy sheet of cardboard so that the templates can be attached with regular straight pins.

Comments from readers on the following questions are invited.

GENERAL FACTORS

External Influences and Controls-

1. Is the trend of business expansion and development toward or away from your building site?

2. What direction, if any, is traffic in front of your building heaviest, and have you placed your public entrance at the most

By Carl Webb, Manager Oregon Press Association

accessible and convenient point?

3. If you do not have an alley entrance for receiving supplies and delivering the finished product, have you placed your receiving and delivering platforms where there would be the least interruption of office customer-traffic?

4. Have you considered the weather—such as the direction from which rains come—in placing your receiving and delivering platforms so they will be most protected?

5. Have you considered the greatest possible advertising value of an attractive building front?

OFFICE UNIT

Controls Within the Building-

- 1. Will you use natural or artificial lighting, or a combination of both?
- 2. What provisions will you make for control of temperature, humidity and air conditioning?
- 3 Do you want to control sounds within the building as well as those originating from the outside through the use of modern acoustical material?
- 4. Have you considered the appearance—texture, color, durability, etc.—of materials used for the walls, ceilings and floors?
- 5. If building is of more than one floor, have you given thought to construction to accommodate the weight and vibration of machinery? How much does each machine now on the floor weigh?
- 6. Have precautions been taken to lessen the probability of fire damage?
- 7. Does your building meet local building codes with reference to wiring, fire escapes, ventilators, waste bins, fire extinguishers, etc.?
- 8. Are your floors wood or concrete and if the latter do you keep them painted to reduce dust caused by wear?

Comfort and Safety of Employees-

- 1. Have you thought to eliminate distraction, disturbance, fatigue, interruption, interference and hazards?
- 2. Have you considered cheerful surroundings, convenient arrangement and physical comfort which help employees to ard better production?
- 3. Do you have adequate cloak rooms and wash rooms for your employees?
- 4. Have you provided a room or spot where employees may eat their lunches?

5. Have you considered arranging madinery and handling operations to prevent accidents to employees, thus keeping don't state industrial accident rate on payroll?

6. Have you adopted a safety-color schem in which moving parts of all machines are painted a uniform color as a warning signal?

General Business Policies-

- 1. Do you have doorways large enough to admit small machines and large repair parts without dismantling?
- 2. Have you checked your plans with department heads?
- 3. Are you making plans to provide for future expansion?
- 4. Are production functions requiring quiet and cleanliness well-partitioned from noisy and dusty operations which possibly emit heat and fumes?
- 5. Has a thorough work analysis been made of past, present and expected production to determine equipment and space required for the future?
- 6. Does your newspaper take priority out all commercial work—do you attempt to produce both simultaneously or use commercial printing to fill in where there's move to do on the newspaper?
- 7. Have you studied idle time of each piece of equipment to determine if each machine is earning a return on your investment?
- 8. Have you reduced lost motion and wasted effort to a minimum—that is, is rapid and smooth movement interrupted at any point?
- 9. Have you avoided all possible obstructions, such as posts, pipes, etc.?
- 10. Have you submitted plans to under writers for suggestions to reduce hazards and thus reduce fire insurance rates?
- 11. If you have several extension telephones in the office and plant, have you installed a buzzer or signal system to save steps in calling individuals to the telephone

Public Reception Center-

- 1. Does it present an attractive first inpression?
- 2. Have you provided a table with chairs at which customers can sit down to write news items or want ads?
- 3. Have you considered a newspaper rack on which exchanges can be hung so that customers may look through them?

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The Chicken Of Tomorrow Takes Shape

Raise a meatier chicken in less time on less feed and you ochieve a goal toward which poultrymen of 44 states are now aiming in the nationwide Chicken-of-Tomorrow program sponsored by the A & P Food Stores.

Evidence that American breeders are going to produce this bigger, better bird was apparent at the recent St. Louis meeting of the International Baby Chick Association where 6,200 poultrymen held the largest agricultural convention on record. At this meeting a U. S. Department of Agriculture official said:

"I predict a revolution in the production and marketing of poultry within five years as a result of the Chicken-oftomorrow program."

A representative poultry journal has referred to the program as the "greatest poultry news of the decade".

The presence of Federal and State experts as well as agricultural leaders on Chicken-of-Tomorrow national and state committees speaks well for the project's future.

Poultry producers themselves see in the program a chance not only to raise their standards of quantity and quality, but also to improve their income beyond its present status of oneseventh of all farm income.

A & P initiated the program and will continue to encourage it because the Chicken-of-Tomorrow means another opportunity to offer its customers finer food at lower prices and to its suppliers a broader market and a bigger share of the consumer's dollar.

Sponsorship of such a plan is typical of the progressive thinking which has enabled the men and women of A & P for more than 86 years to do the nation's most efficient job of food distribution.



A & P FOOD STORES



Official Publication of the Kentucky Press Association

Victor R. Portmann, Editor-Publisher

Printed On The Kernel Press, Lexington

he Kentucky Press Association recognizes the fundamental importance of the implied trust imposed on newspapers and dissemination of public information. It stands for truth, fairness, accuracy, and decency in the presentation of news, as set forth in the Canons of Journalism. It advocates strict ethical standards in its advertising column. It opposes the publication of propaganda under the guise of news. It affirms the obligation of a newspaper to frank, honest and fearless editorial expressions. It respects equality of opinion and the right of every individual to participation in the Constitutional guarantee of Freedom of the Press. It believes in the newspaper as a vital medium for civic, economic, social, and cultural community development and progress.

Volume Seventeen, Number Eleven

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Tyler Munford, Second Vice President Union County Advocate, Morganfield

Victor R. Portmann, Secretary-Manager
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District Executive Committeemen
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Advocate, Mt. Sterling; Ninth, Kyle Whitehead, Enterprise, Harlan; State-at-Large, Seymour B. Goodman, Enterprise, Elizabethtown;
Immediate Past President, Chauncey Forgey,
Independent, Ashland.



All Newspapers Under Wage-Hour Provisions

It is perhaps well to remind all papers that regardless of your circulation, you come under the general provisions of the wage-hour act. Papers with less than 3,000 circulation, however, are exempt from its minimum wage and overtime provisions. The child labor provisions, for example, apply to all newspapers; that is, you cannot hire a person under 16 to do any work in the mechanical department of your busi-

Publishers who are approaching the 3,000 mark have asked this office how you go about "applying" to come under the wagehour act. The answer is, you dont; you are under it already. No formal notice to the division is necessary. Just start complying with the minimum wage and over-time pro-

We note that the tendency to bring papers of less than 3,000 circulation under the act, through their job printing departments, is still apparent and recommend that all papers keep their payroll records as required by the act. The following information should be available and must be kept available for four years:

(1) Name in full, (and on the same record, the employee's identifying symbol or number if such is used in place of name on any time, work or payroll records; (2) Home address: (3) Date of birth if under 19: (4) Occupation in which employed; (5) Time of day and name of the day on which the employee's workweek begins; (6) a. Regular hourly rate of pay and, b. Basis on which wages are paid; (7) Hours worked each workday and total hours worked each workweek; (8) Total daily or weekly straight-time earnings or wages; (9) Total weekly overtime excess compensation; (10) Total additions to or deductions from wages paid each day period; (11) Total wages paid each day period; and (12) Date of payment and the pay period covered by payment.

Space Grabbers Believe Editors Are Moronic

In return for giving away nine inches of free advertising space each week for one year, you can receive comic features in plate or mat form and an Ingraham Wrist Watch all free of charge. Your advertising space is free, and features are free and the watch is free. The proposition is offered by Em-

pire Features, 260 West Broadway, New York 13, N. Y. Nothing is said about the content of the nine inches of advertising but you may draw your own conclusions. stamp to send in the order for this mag-Oh yes, it won't even cost the price of a nanimous offer. Do such space grabbers believe that editors are naive or even morons?

Warn Your Readers Against Fake Promoters

In the list of fraudulent offerings which have been reported are stock selling schemes in connection with chinchilla farms, arthritis cures, real estate promotions, sale of advertising space in fly-by-night labor veterans and other publications, photo enlargers, radar and television, nursing by mail schools, and fraudulent collections for alleged charities. This is a good subject for an editorial which should warn your readers to be on guard against all such propositions. Perhays it might be added that it is the duty of the newspaper to guard its readers against such promoters; if they succeed in mulcting your citizens, the blame may be yours.

Are Blind Wantads Good Business?

Your hired man is not too sold on blind want ads to begin with. When they are used, either unintentionally or otherwise, to mislead or give false impressions, they are very bad. And when they are designed to take from your community, from your very readers, sizeable sums of money with tenuous return or guarantee, these little fiftycent classifieds deserve pretty careful scrutinv and investigation.

We humbly suggest that you get the full name, address, and actual business connection of every person leaving blind ads of rtment any description. If they say in the ad or in avertisi their personal information that they represent a given firm, contact that firm and investigate reliability through Dun & Bradstreet, your banker, the newspaper in that 2. Hav town, or vour Central office.

Also, that you insist upon seeing the proposition and all of the material that are ble? given to such persons as answer the ad.

The hometown newspaper is lauded as the guardian of democracy and the symbol l. Do of American freedom. For a few cents ference classified revenue no publisher can afford 2. Is the to lose the implicit confidence of one single in office subscriber. - Minnesota Editorial Associa-

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- 4. Is this unit of the office easy to keep lean and attractive?
- 5. Is it large enough to accommodate several customers at a time?
- 6. Have you made provision for displayng printing samples, news pictures, etc.?
- 7. Do you have files of your newspaper vailable for customers?
- 8. If reception center adjoins shop, have ou considered installing a large window so hat customers can get a peek at the shop?
- 9. Have you given thought to liability or accidents to general public, both inside and outside the building?
- 10. Can you arrange office so customer an meet any department head and receive ast, courteous service without disturbing ther departments?

Business Office Work Department-

- Are telephones conveniently located?
 Is desk used by counter--attendant near
- 3. Does bookkeeper have some privacy?
- 4. Are subscription records near counter?
- 5. Are paper samples, Franklin Printing latalog, printing specimens and other compercial printing essentials together?
- 6. Do you have a safe or fire-proof vault or files and books? If not, do you keep a uplicate subscription list in a safety box t at home?

lews Office Work Department-

- 1. Do you have suitable storage facilities r news cuts?
- 2. Is news room adjacent to composing om or do you have good communications tween the two?
- 3. Do you have room soundproofed so at reporter can take a story over the tone, even when the press is running?
- get the full 4. Do you prefer to have all workers in ess connected large room or separate offices or comtind ads of riments for sub-editors and reporters?

dvertising Work Department-

- l. Do you have a handy storage cabinet advertising mat service?
- per in that ². Have you provided for signature cut rage?
 - 3. Do you have a good layout and work

ecutive Offices-

- the symbol 1. Do you have privacy for confidential
- can afford 2. Is the office accessible to plant and
 - 3. Do you have a rear exit, preferably ening into the shop?

COMPOSING ROOM

Slug-Casting Machine Department-

- 1. Do you have ample clearance around machine without wasting space?
- 2. Do you take advantage of natural lighting without having operator face a window?
- 3. Is machine placed so that foreman can see operator?
- 4. Does operator have to walk around machine to dump stick?
- 5. Is dump and proof press near machine?
- 6. Do you have repair work bench and a parts and tool storage cabinet handy?
- 7. Is floor in such condition that metal shavings may be easily recovered?

Hand-Set Department-

- 1. Do you have type cabinets most frequently used in the most convenient location?
- 2. Are leads, slugs, extra quads and thin spaces located to save steps?
- 3. Do you have sufficient flat-top work space near hand composition section?
- 4. How recently have you weeded out worn-out and seldom-used type faces?
- 5. If yours is a concrete floor, have you strips of heavy floor covering, such as linoleum, in front of cases to protect type when dropped?
- 6. Are your type cabinets so arranged that more than one compositor can work at the same time?

Assembly Department-

- 1. Are aisles clear of obstructions or do printers have to dodge stones and type cabinets as they go about their work?
- 2. Is your saw located at a convenient central point?
- 3. Do you have a storage rack within arm's length of the saw where a supply of border can be kept?
- 4. Are leads, slugs, and other spacing material readily available where most needed?
- 5. Do you have sufficient storage space for time news matter, fillers and standing
- 6. Are newspaper make-up stones located near the news press?

Commercial Printing Department-

- 1. Have you a system of storing standing job forms so they will be protected from damage and easily found?
- 2. Do you have a chase storage rack to protect forms locked up and awaiting the presses?
- 3. Is your job stone near presses so corrections can be made with ease?

STEREOTYPING ROOM

Mat Casting Department-

- 1. Do you have your pot insulated to save heat and to help keep down room temterature for comfort of stereotyper?
- 2. Have you taken precautions for safety of worker and protection against fire?
- 3. Do you have sufficient ventilation or air conditioning?
- 4. Are the floors smooth enough to avoid loss of fine metal and be readily cleaned?
- 5. Do you have an adequate work table on which to paste mats together for cast?
- 6. Do you have a stereotype saw for sawing cuts before they go to the composing room?

Pig-Pouring Department-

- 1. Do you have facilities for handling metal or must it be carried?
- 2. Do you regularly clean your metal and have a container for dross?

PRESS ROOM

Newspaper Press-

- 1. Can you maintain an even temperature and humidity the year around?
- 2. Do you have wall-racks for extra press rollers?
- 3. Do you have ample work-table room adjacent to the press upon which to pile printed sheets?
- 4. Do you type-high cuts before placing them in the forms to save press time?
- 5. If your newspaper folder is not attached to press, is it located nearby?

Commercial Printing Presses-

- 1. Are your presses so located that operator can watch automatics while running a hand-fed press?
- 2. Do you have a movable truck which can be used for delivering trimmed paper stock to presses and also for drying racks?
- 3. Do you have a cabinet for ink and extra-roller storage?
- 4. Do you have a wall-rack for holding rolls of typing paper?

PAPER STOCK AND PAPER CUTTING DEPARTMENT

- 1. Do you have enough stock shelves and cabinets to keep paper stock flat and clean?
- 2. Is your paper cutter logically located for least walking between stock shelves and the cutter?
- 3. Is this unit housed by itself so that dirt and dust from rest of shop can be kept off stock and cutter?
- 4. Have you work tables near cutter upon which to pile stock while cutting?

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5. Do you use a stock-cutting ticket to insure that stock will be cut when pressman is ready for it and thus avoid press delay?

BINDERY

1. Do you have a padding press or table for padding?

2. Is bindery located in a clean section of shop?

3. Is it near cutter and wrapping counter?

4. Do you have enough table space?

PACKAGING AND DELIVERY

Newspaper Mailing and Distribution-

1. Are mailing galleys arranged for ease in correcting?

2. Are mailing tables located near outside door to avoid hauling papers through rest of shop?

3. If you have newspaper delivery, is their room separate so that boys cannot get into press room?

Commercial Printing-

1. Do you have table near cutter and office upon which to wrap jobs?

2. Have you a definite place to put "will call for" jobs so that counter attendant has no trouble in finding customer's package?

3. Do you have a system to insure that each job ticket goes to the bookkeeper as soon as job is delivered?

Walter Crim Dies At Salem, Indiana

Walter H. Crim, 67 years old, editor-publisher of the Republican-Leader, Salem, Indiana, was found dead in his home, Friday evening, August 30th. He had not been in ill health and had just returned from addressing a local civic club.

Walter had a host of friends in Kentucky, and was a regular attendant at the midwinter meetings of the Kentucky Press Association. He had often remarked that he was an honorary member of KPA and took as much interest in KPA as he did in his own state press association.

Crim bought The Republican-Leader in 1928, after being in the retail lumber business for many years.

He was active in the National Editorial association and had served on the board of directors several years and was vice-president one year.

His paper won The Indianapolis News award for community service. In 1939 he won the Amos award of the National Editorial association.

He was a past president of the Indiana Republican Editorial Association and was a past president of the Indiana University Alumni Association.

Crim also was a member of the National Editorial Association committee on accredited schools of journalism and a member of the board of directors of the Hoosier Press Association.

Surviving him are his daughter, Virginia,

of New York City, and his wife, Agnes Hank Crim, who will continue the newspaper as editor and publisher. The sympathy of the Kentucky Press Association is extended to the wife and daughter.

The NEA monthly mat service will please you, and give you service plus.

STEP UP YOUR PROFITS . . . SAVE VALUABLE TIME . . . PREVENT ERRORS IN ESTIMATING AND BILLING ORDERS

Printers everywhere are keeping abreast of increasing costs by using

THE FRANKLIN PRINTING CATALOG

Easy to use—reliable—constantly revised . . .

Send Today for FREE TRIAL OFFER

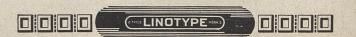
PORTE PUBLISHSING COMPANY Salt Lake City 5, Utah



"WHO? Me?" "Yes! YOU!"

Good housekeeping in a printshop means more than sweeping up. It means constant care of machinery and the replacement of units that have depreciated in earning power through wear or obsolescence — pertinent points.

LINOTYPE · BROOKLYN 5, N. Y.



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Rudd E. Reno Sells Central City Newspapers

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Announcement was made September 14 of the sale of the Central City newspapers, the Messenger and the Times-Argus, by Rudd E. Reno to Larry Stone and Ralph Utley. Reno retires after long service during this century.

Stone, a World War II veteran, becomes ditor, and Utley, now assistant advertising nanager of the New Albany (Ind.) Tribune, will handle the business, advertising, and ob departments. Both Stone and Utley atended Western Teachers College in Bowling Green where they edited and published wo student publications.

They will also be assisted by Mrs. Elizabeth Stone in the news department, Frank Crawford in the mechanical department, and William Aderson, floorman and pressman. Anderson, former publisher, will also serve is sports editor. He is secretary of both the Green River Valley and West Kentucky baseball leagues.

The Press welcomes the new publishers to the Kentucky Fourth Estate.

Harry Waterfield Buys Fulton Daily Leader

Mrs. Hoyt Moore, publisher of the Fulton Daily Leader, announced September 1 the had sold the afternoon newspaper to Harry Lee Waterfield, publisher of the Hickman County Gazette at nearby Clinton and speaker of the Kentucky House of Representatives.

Waterfield said Adron Doran of Wingo, newspaperman, educator and state legislator, would be editor of the Daily Leader. He added that Austin Adkinson, for the past two years a member of the staff of the Paris, Tenn., Post, would be managing editor of the Daily Leader.

The Fulton newspaper has been a member of the Associated Press for more than 25 years. Beginning Monday, the Daily Leader started receiving the leased wire reports of the AP.

Space Writers Come Under Social Security

Internal Revenue has just ruled that a pace writer for a New York newspaper is covered by the Social Security Act as an employee, although the publisher has considered the individual as an independent ontractor.

In reaching its decision, the Revenue Bur-

The McClure Agency Phone 4431 Eminence, Ky.

Kentucky Newspaper Sales
Appraisals
Consultants

eau held that the space writer, who is in the category of a rural correspondent, was required to submit copy regularly, at a given time, and to cover particular subjects. The firm edited all of the material and printed or rejected as much as it chose. For these and other services the worker was asked to perform, he received a minimum of \$10 a week. It was held that the control exercised by the employer is deemed sufficient to establish an employer-employee relationship.

Major Amendments For GI Bill Of Rights

Public Law 679, approved August 8, 1946, makes several major amendments to the veterans regulations governing education and apprentice training under the GI Bill of Rights.

While retaining the maximum subsistence allowances of \$65 per month without dependents, the law now places a ceiling on subsistence allowances, plus earnings, of \$175 per month for a veteran without a dependent and \$200 per month for a veteran with a dependent or dependents. The law formerly provided that the veteran's total pay received from an employer, together with his subsistence allowance, could not exceed the initial salary set for a trained worker in the field.

The measure further sets certain standards which an establishment must meet before it may be certified by the appropriate state agency for apprentice training of veterans. Included among these standards is one which provides that the job, for which the veteran is being trained, customarily requires not more than two years of full time training.

Publishers who have entered into apprentice training agreements with veterans under the GI Bill of Rights, which contain pay and period of training provisions in excess of those now authorized, may be obliged to revise their agreements. The Veterans Administration has not yet issued an official interpretation of the law on this point. However, press dispatches report joint statement of the New York State Industrial Commissioner and the Director of the New York State Division of Veterans Affairs, after conference with VA officials in New

York City, to the effect that existing on-thejob training programs are not exempt from the provisions of the new law.

Magazine Criticizes ITU New Demands

Editor & Publisher comments on recent wage and hour demands of the International Typographical Union in an editorial entitled "ITU" Demands" in its issue of July 27 as follows:

"The current wage and hour demands of the International Typographical Union are a well planned exaggeration of an old, time honored and partially successful scheme. It is the old smokescreen technique.

"Demands for wage increases as high as 75% bringing weekly pay envelopes up to \$100-135 and hours down to 30 per week are calculated to scare negotiating publishers into conceding on the other so-called 'minor' in turn for which wage and hour demands will be pared.

"All publishers should know by now that some of the ITU's 'minor' demands are instead revolutionary; double and triple time for overtime, three and four weeks vacation some times at double time, creation of the welfare fund contributed by the employer, unlimited severance pay of 10 days per year of employment, etc.

"Publishers, already faced with one of their biggest newsprint bills in history, are in for tough times if they concede those demands to the ITU. There might be individual cases needing wage adjustments but in no instance is there justification for a 75% increase.

"There is no logical basis for a reduction in hours at this time. Newspaper composing room production has already dropped on the average 30% in the last five years because of various union slowdown procedures. There are not enough union members to fill positions in union shops and the apprentice system is inadequate. What possible argument can the ITU advance for paying a man more money for less time under these conditions?

"There is no justification for paying a man twice to take a vacation. And there never will be a good reason why an employer should be the sole contributor to an employe welfare fund administered solely by a union.

"Those ridiculous demands should be resisted to the limit."

A wife takes credit for all her husband's virtues, but holds him personally responsible for his weaknesses.

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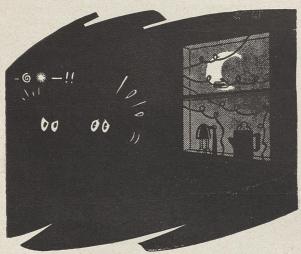
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"IT COULDN'T BE MY FAULT THE FUSE KEEPS BLOWING, RUSSELL! ALL I HAVE ON THIS KITCHEN SOCKET IS THE REFRIGERATOR, RADIO, CLOCK, PERCOLATOR, ROASTER, TOASTER, LIGHT. AND MIXER..."

It's No Joke, Son....

This adequate Wiring Problem is serious. And the fact that we use an exaggerated way of depicting it only proves the point.

The housewife, the farmer, and the store owner will, within a comparatively short time, be able to buy a great mass of convenient, labor saving, time saving, and money saving devices and appliances that are built to give satisfactory service under normal conditions.

But what good will all these things be if our homes, barns and stores do not have the wiring and the outlets to use them?

What good would you get from a modern bathroom if your home were served by only a quarter-inch pipe ending at a tap in the kitchen sink? That's pretty far-fetched, but a great many of our homes are that outmoded electrically.

In order to get satisfactory, dependable and low cost service from electrical appliances and devices, adequate wiring is vital. Wiring and circuits will carry only a specific amount of current. Overloaded circuits result in fuse failures, and in unsatisfactory operation. ...

We think it is our duty to try to keep those people who are building or remodeling from making the wiring mistakes that are showing up daily in our present homes. Unless plans are made now to provide ample switches, circuits, and outlets, homes will not be modern, no matter when they are built or remodeled.

Let's tell the people the benefits to be gained from wiring ahead.

KENTUCKY UTILITIES COMPANY

Incorporated

1100 Men and Women Trying To Serve You As You Want To Be Served