Number 17   March 1987

— Special "Fun With Computers" Issue —

The Mad 3 Party — more than you ever wanted to know about running a Worldcon — is published by Noreascon 3, Box 46, MIT Branch PO, Cambridge MA 02139. Editor and source of all uncredited writing: Leslie Turek. Meeting summaries from minutes written by Jim Mann. Copying by Al Kent. Logo by Wendy Snow-Lang. Interior artwork (page 14) by Ingrid Neilson.

The subscription price is $1 per issue or $6 per year (6 issues). The regular subscription price covers surface shipment outside North America; please add $1 per issue for air mail. Free copies go to newszines, Worldcon bids and committees, the committee and staff of Noreascon 3, and significant contributors.

Upcoming deadlines are April 1 (for the April issue) and May 15 (for the June issue).

In This Issue

Everyone getting this fanzine is probably well aware that the revolution in personal computers over the past few years has put computers within the reach of even the smallest convention. In this issue, we write about the various ways computers are currently in use by the Noreascon 3 committee — for membership records and mailing labels, publication typesetting and layout, and budgeting and financial reporting. Coincidentally, Dennis Virzi sent us a writeup about how he and Pat Mueller used a computer to aid in program planning for LoneStar-Con in 1985. As we get closer to Noreascon 3, we will have additional articles on other things we find we can use computers for.

Hotel Problems

The following is taken from our News Release of February 26, 1987, written by George Flynn.

As a result of their perception of events at the recent Boskone, the management of the Sheraton-Boston Hotel have expressed reluctance to be associated with future large science fiction conventions, including Noreascon Three. (This attitude seems to be based not so much on any specific misconduct by attendees, as on a general distaste for the strains imposed on the hotel by a 24-hour convention.) Discussions are under way aimed at persuading the hotel to reconsider this position; no final decision has yet been made. We do of course have an agreement with the hotel, and we hope that the situation can be resolved amicably. People are urged not to jump to conclusions.

Members should note that we have no problems with the Hynes Convention Center, and that we have now increased our space reservation in the Hynes by 82,000 square feet. We are exploring all our options. Fortunately, the change from two to three years' lead time before the convention has given us plenty of time to deal with the problem.

Forthcoming issues of *The Mad 3 Party* will have detailed discussions of all we know about the situation. We will issue further news releases whenever we have definite information. Only information distributed by the Noreascon Three committee should be regarded as authoritative.

Unfortunately, the developments described above occurred after our Progress Report 1 had gone to press. A mass mailing to all members went out on February 26; members should receive it (by bulk mail) over the next couple of months.

Membership Data

As of February 25, Noreascon Three has a total of 2144 members (1902 Attending, 242 Supporting) and 39 Children's Admissions.

Mad 3 Party Schedule

This issue is coming out between the regularly-scheduled February and April issues due to the wealth of material we have on hand. Next issue should be out in April, as planned, although probably quite late in the month. The March 15 deadline for that issue has been moved ahead to April 1.

Noreascon 3 Use of Computers

Membership Data, by Sharon Sbarsky

Just before the site-selection vote, when we were getting ready to send the Phive-dollar coupons to our presupporters, Mark Olson entered all our presupporters' names and addresses into a dBase II database on his home computer. Then after ConFederation he entered all of the new members from our bidding parties, while I started to get familiar with dBase III and MCFI's new PC/XT clone. Mark then gave me a copy of the database, and I got started on entering Noreascon Three's first 1500 members. I first deleted some fields I didn't need, added others, and changed the size of others.

Mark also gave me a program for locating a record to edit, delete, or copy, or for adding a new record. I also modified this in various ways. The screen I use most often currently looks like the example on page 3 (the information displayed is for an imaginary member).

An explanation of some of the fields: *Number* is the person's membership number (this could be blank if the person is a presupporter or *Mad 3* subscriber who hasn't joined yet); *Name* is last name (lname), first name (fname), and title; *Key* is a reference to who paid for the membership; *Fannish* is the preferred form of their name, or a fannish nickname if the *Nick* flag is "y"; the address fields should be obvious; *N3 Status* is a code for the membership status (attending, supporting, or children's admission); *PR1 List* and *PR1 Sent* are flags as to whether they were printed in the PR 1 membership list with their current status, and whether they have been sent PR 1 (for example, Jo was in the PR 1 listing as a supporting member, but she converted since then); and *Foreign* is a code for non-USA countries, which is used for sorting labels. The remaining fields are as follows: how much has been paid in total; how the last payment was made; whether the presupporters' coupon was used; receipt number, if any; whether they voted in the site selection; date of last change; date first entered into the database; Boston in '89 status (presupporter, preopposer, friend, etc.); bad address flag; coupon-sent flag; *Mad 3 Party* code and expiration number; Art Show, Dealer, or Volunteer flags; notes, if any; problem flag; mailing label name; and phone numbers, if relevant.

The program finds records by last name, so I don't need to know someone's membership number to update their address. (Also, as mentioned above, the membership number is blank for certain types of records.) By

turning the "exact" parameter off, I can search for names by just entering part of the name. For example, if I enter "Ric", the program will show me, in short form, all the records with last names beginning with "Ric", such as "Richards", "Rico", etc. This is useful for spotting any typos, and to ensure that I don't enter the same name twice.
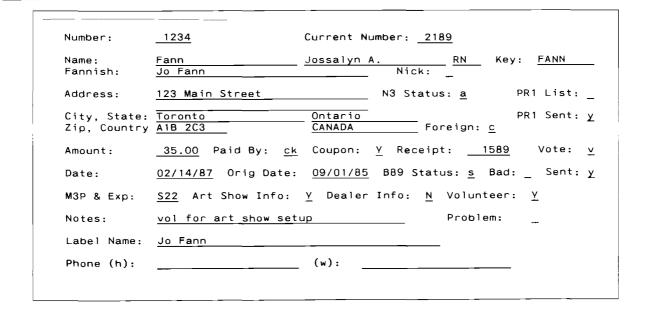
DBase III Plus provides a number of features that help to enter the data quickly. (Entering a new member as quickly as possible is important, since even though I started with over 1000 records in the database, 2 out of 3 voters were not presupporters of the bid.) One feature allows me to set templates that pre-specify the field format. For example, the *Zip* and *Country* fields are set to be all caps, so I can type in lower case and the characters are automatically coverted (this is useful for entering Canadian postal codes, for example).

I also modified the entry program so that a new member who was not already in the database would have most of the fields preset with a default. The program asks me if they are supporting or attending, fills in the appropriate defaults, and automatically fills in the next membership number. I only need to enter the name and address, and change anything that is non-standard. For example, the amount paid is set to the current attending or supporting membership rate, payment by check is assumed, I can set the default date to the receipt date of the batch of mail I'm currently processing, etc. When two people in the same house both become members together, part of the program will "copy" the first record so that I can simply edit the name in the second record.

After I edit the record, the program creates the mailing label name from the *fname, lname*, and *title* fields, or what is in the *Fannish* field if the *Nick* flag is not set. Normally, this would be done at the time of printing the label, but dBase III has a limitation of 80 characters for the formula of what should go on one output line. This particular line would exceed that limit, so we set up the label name at the time the record is created, instead.

Because access is by name, the program requires that the database be sorted by last name. I discovered that an index using the "upper" function will sort all the names correctly regardless of case.

In addition to the screens and indexes already mentioned, dBase III offers other support files. I have several *Label* files for different types of mailings, PR or *M3P*. I also have many different report formats, from a "quick" listing of name, city, and state only, to a full "proofing" printout. Since the printer is fairly slow (a 2000-record printout takes over an hour), I only print what I need, when I need it. Also, for efficiency's sake, I only keep two indexes current, the name index as above and a foreign+country+zip index. Since each update to the database updates all the current indexes, having few indexes saves lots of time. I create a special index when I need it, for example, all the *Mad 3 Party* subscriptions in *Code* order. There are also *Query* files which when invoked make available only those records which match a particular logical expression. I do not use these often, since it takes time to locate the next match. There are also other features that dBase III has that I didn't mention, since I am still learning more and more every day.

```
Number:        1234            Current Number:  2189

Name:          Fann            Jossalyn A.          RN    Key:   FANN
Fannish:       Jo Fann                         Nick:   _

Address:       123 Main Street            N3 Status: a      PR1 List: _

City, State:   Toronto        Ontario                PR1 Sent: y
Zip, Country   A1B 2C3        CANADA        Foreign: c

Amount:        35.00  Paid By:  ck  Coupon:  Y  Receipt:   1589   Vote:  v

Date:          02/14/87  Orig Date:  09/01/85  B89 Status: s  Bad: _  Sent: y

M3P & Exp:     S22  Art Show Info:  Y  Dealer Info:  N  Volunteer:  Y

Notes:         vol for art show setup            Problem:   _

Label Name:    Jo Fann

Phone (h):                          (w):
```

I am continually updating my programs, screens, and database. Some examples are as follows: I only added the *PR1 Sent* field after we did the mailing, since I didn't need it before then. I added a *Mad 3 Party* screen and program for updating the *M3P* code or adding new subscribers; this screen has the *M3P* code as the first field instead of the membership number. Another example of learning while doing is that I realized during the PR mailing that Leslie and I spent too much time grouping labels for the bulk packets. I had printed the labels in zip code order, but the bulk mailing rules are such that direct (5-digit match), 3-digit match, and state packets must be grouped to the best match possible. I since wrote a program that sorts the database such that, based on a minimum grouping, all directs for a state are printed first, followed by the 3-digit matches, and the remainder of the state. This should make the next bulk mailing go smoother. Since the committee is interested in how many members are from each state, I wrote another program that does a state count.

Progress Reports, *by Greg Thokar*

One thing we decided before winning the bid was that we were going to purchase our own computers for N3. For many years Boston fans made use of computers at their jobs for fannish activity. We knew N3 would generate too much activity to be able to use exclusively "borrowed" computer time. Articles on our other equipment and software choices also appear in this issue. Here I'll deal exclusively with the equipment bought for publishing our progress reports and program book.

We were convinced (by Don Eastlake, an ardent Macintosh user) that to go the "desktop publishing" route meant going with an Apple Macintosh. The important aspect of the Mac is that it shows you on the screen what the printed document will look like. This is called "wysiwyg" (what you see is what you get). It saves a great deal of time and effort in the iterative process of design and page layup.

The basic system is a Mac Plus (1 megabyte of memory, 1 internal 800K disk drive) with a 20-megabyte external hard disk and an Imagewriter (dot-matrix) printer. We knew that a Laserwriter was needed to prepare final copy for our printer, but were not prepared to spend the $3,000 to $6,000 price. Fortunately, at least four members, myself included, have access to Macintosh systems with Laserwriters at work. (If finances allow, we plan to purchase our own Laserwriter closer to the con.)

In the way of software, three important programs were needed: a word processor, a spelling checker, and a "page-layout" routine. Microsoft Word was chosen for word processing. MacGAS (Glossary And Spellchecker) came highly recommended for interactive spellchecking, and it also allows us to add words to the spelling dictionary (like "Noreascon" and "smof"). After examining the top half-dozen page-layout products, PageMaker, the market leader and most versatile, was chosen.

Anyone familiar with personal computers knows that a simple editor does not handle the multitude of printer options available on microcomputer dot-matrix printers. This includes indenting, tabbing, italics, and multiple character styles (fonts) and sizes. Word-processing software on the Mac allows the user to embed printer commands directly into the file by simply changing the look of the text on the screen.

The computer and software were ordered soon after returning from ConFederation in Atlanta. All the pieces arrived by the end of October. This did not leave enough time to become familiar with the software before swinging into full progress report production. At least a month should be allowed for acclimatization to an unfamiliar computer system.

The timeline for producing the PR was roughly this: decide on number of pages and quantity of PRs; contact printers for estimates; contact committee and authors for articles and information; contact people for artwork and photographs; work on design and rough layout of articles; receive and enter articles; do first-pass proofing on just

the raw text; get corrections and print the articles in progress report format (number of columns per page, rough guess at location of art/photos, final type size and font, appropriately sized titles and subheadings; do second-pass proofing; get corrections; print the "final" pages (on the Laserwriter) for layup of the "mechanicals" that will go to printer; have George Flynn (proofreader extraordinaire) look at the final form; get corrections; spend to all hours of the night reprinting the pages George found errors on; lay up and mark pages for artwork, photos, and advertisements; package up the final text, art, photos, advertisements, and titles for the printer; receive "bluelines" back from printer to correct any glaring errors; start making a list of things that should have been included, but were left out due to oversight or lack of space; ~~make it the article of one's needs on a job well done~~. . . . and **start the next damn one.**

Each of the above phases of production deserves at least a paragraph (or more) to describe in detail. For now, I'll deal with a few of the computer aspects, given the focus of this issue.

Data entry of the articles was done on two machines. Most was done directly on the Macintosh; however, one major worksession, entering five articles, was done by a group of people on a borrowed VAX. These articles were later transfered to the Mac with a modem and software (Red Ryder) that let the Mac be used as a smart terminal.

Once the data was in the Macintosh, Microsoft Word was used to massage the articles into corrected text. Italics and boldface were added. Tab columns were set up for articles with tables, such as the Boston in '89 bidding expenses. Typefaces were chosen. Titles and headings were added and appropriately sized. MacGAS was then used to check the spelling of all the articles.

Why a page-layout program? PageMaker is a page composition program that allows the user to create a generic template for each left- and right-hand page of the final document. This includes setting margins, number of columns, page header and footer, and automatic page-numbering. The line spacing may also be varied. It combines text and graphics on the same page. Multiple files can also be placed on the same page.

A text file is brought into a PageMaker document and placed in a page column; the text literally flowing into the user-created document template. Placement stops at the bottom of the column and may then be continued on the next column or a totally different page. This continues until the text file is exhausted. Holes can be created in the columns for pictures or graphics. PageMaker allows extensive shaping of graphics created by other Macintosh programs, such as MacDraw or MacPaint. Graphics may be resized, cropped, stretched, or shrunk vertically or horizontally, and placed anywhere on the page.

Of course, not every step of the process went smoothly. One problem that occurred was that an article containing text and graphics (created with Cricketgraph by Don Eastlake) was built in PageMaker. It printed fine on the Imagewriter, but crashed when an attempt was made to print it on the Laserwriter. (It turns out that the current version of PageMaker doesn't handle Cricketgraph images on the Laserwriter. This isn't in the documenta-

tion, but the company will tell you that if you call them up. They claim that the next version of the software will solve that problem.) We solved it by producing the pictures separately from the text and pasting them in by hand.

Another problem occured when we realized that standard Laserwriter paper (basically copier paper) could not be used with the $700 waxer Noreascon had just purchased. (A waxer places hot wax evenly on the back of a sheet of paper to be pasted on a layup board. Using wax, rather than an adhesive, makes it possible to easily lift and reposition an item.) A frantic search was made to locate a place where a ream (instead of a case from the manufacturer) of waxable paper could be purchased. None of the big office supply stores or computer dealers in the Boston area carried any. Luckily, one of the local typesetting places was willing to sell us a ream (500 sheets). About 200 sheets were used in getting to the final 64-page progress report.

The membership list was produced by Sharon on our PC/XT clone and had to be transferred to the Macintosh. Since the two machines were in separate locations, Jim Hudson handled the transfer at his office, using Crosstalk on a PC and Red Ryder on a Mac.

Jim also had access to Atlas, by Strategic Locations Planning, which runs on the PC and produced the membership maps on pages 53 and 55 of the PR. With this type of software, you can select a boundary file (in this case the U.S. states), supply data for each region (in this case the number of members per state), specify headings and labels, and select shading patterns or other display formats. The second map has a dot for each member, but the dots are randomly scattered within each state. Next time, we would like to try to get the boundaries down to the first 3 digits of the zip code, which would produce a more accurate geographical distribution. The maps were output on a borrowed plotter.

We expect that our next several PRs will go much more smoothly. The basic system has been learned, as well as some of the tricks of the trade. And besides, PRs 2–4 are planned as 8–12 page newsletters with a greatly reduced workload.

If anyone has questions or would like to know more about desktop publishing, feel free to contact me in care of Noreascon Three.

The Mad 3 Party, *by Leslie Turek*

Although *The Mad 3 Party* could be composed on the Mac in the same way as the Progress Reports, I happen to have access to the UNIX *troff* typesetting program on a DEC VAX 11/780 with a laser printer. Since I am more familiar with this software, and the computer is more easily accessible to me, I have been using it for *The Mad 3 Party.*

Rather than having a separate page layout step, as with the Progress Reports, *troff* works by embedding typesetting commands within the text of the document. The *Mad 3 Party* is initialized by specifying two-column format, with column and margin widths. Page headers are given, with the option to have different headers for odd and even pages. Commands within the text include type size and font change commands, tab stops, indents,

center text, horizontal lines, etc.

Because you don't see the output as you're setting up the format, some of the commands are "conditional" commands. For example, when beginning a new article, I can use a command that says, in effect, "If we are closer than 4 inches to the bottom of a column, start at the top of the next column."

It's usually a good idea to run off an intermediate version and see how things come out. Frequently it's necessary to adjust spacing, or make other changes for the final version. For example, *troff* will hyphenate words, but sometimes doesn't do them correctly. In such a case, you can indicate how that specific word should be hyphenated to override the *troff* default.

Jim Mann enters each meeting's minutes on his computer, and sends them to me via network mail. I can then edit them and add the necessary *troff* commands. I type in most of the other articles by hand.

I organize the text so that each article is in a separate file, and one master file, which is similar for each issue, contains the setup commands, the table of contents, colophon, and return address. This master file contains commands to call in each of the article files. In this way, I can enter the text as it is available, and can print out a draft version of what I have at any point.

UNIX also provides a spell-checker program that compares all the words in your file with a stored dictionary of words. It then prints out all the words that don't match. Many of these are misspelled words, but many are also proper names and common fannish words, such as "smof" and "fanzine." Still, it does help to locate typos. The final step is to run a draft past George Flynn, who usually finds the rest.

Budgeting, *by Leslie Turek and Mark Olson*

The budgeting work we have done so far, as shown on pages 12–14 of this issue, has been done on Lotus 1-2-3, a basic vanilla spreadsheet, on Mark's PC clone. Spreadsheets will give you automatic totals, as shown in the right-hand column of each line, but they can also be used for more complex modeling. Here are a few examples.

Along the bottom Mark has given an estimate of the new members we might get in each quarter, and a running total of the number of members this would result in. These numbers are estimates based on records we have from many previous Worldcons.

Many of the other numbers in the spreadsheet are not entered as fixed numbers, but are specified as equations based on these membership figures. An obvious example is the membership income for each quarter. In addition, the cost of printing and mailing Progress Reports, credit card fees, and preregistration expenses are all functions of the number of members. Similarly, the amount of interest income is calculated based on the cash-flow figures that are computed from the total income and expenses of each quarter.

The advantage of setting up a budgeting spreadsheet in this way is that if we change any of our assumptions about membership, we can immediately see the effects this will have on our cash flow for the period covered.

So far we have not computerized our actual accounting process. Mark has investigated a number of commercially-available software packages and has not found any well-suited to the needs of science fiction conventions. Perhaps because of this lack, Ben Yalow has written a convention software package for Lunacon which was used at Boskone this year. This software addresses some of the special needs of conventions, which include books that don't close monthly, a two-level hierarchy of accounts, and the ability to get cross-totals. (For example, you can get totals for the postage, phone, office supplies, etc., categories across all convention departments.) Ben's program looks promising, and we will be looking into using it for Noreascon 3.

Programming the Program

The following was conceived by Pat Mueller and programmed using dBase II by Dennis Virzi for use at Lone-StarCon, the 1985 NASFiC.

The Results

Every program participant gets an envelope containing a slip of paper for every panel, event, or activity that he's agreed to do. Each slip lists the day, time, location, title, and other participants. The moderator is also identified, as is any special equipment needed.

Block managers get the same slips so they can round up the participants. Their envelopes also contain the handwritten bio intro cards.

The Green Room has a printout alphabetically listing everybody scheduled to "do something." Thus they can answer questions such as, "What am I doing?" and "What is soandso doing?" They also have a listing of all the panels, etc., by DAY/TIME. Another by ROOM/DAY/TIME. Listing by TRACK is also available, but not used much.

Program Ops also has a copy of these listings and uses them to make last-minute scheduling changes.

The Databases

The two databases needed are a participant list and an event list.

The record structure of the participant list consists of First and Last name fields, Address fields, plus a couple of "extra" fields for notes (such as major claim to fame, arrival/departure dates, hotel accommodations, and membership status). This file will be only a couple of hundred records long. It's indexed by Last + First name.

The event file is larger. It contains a record for every possible thing the convention will do.

Its structure contains fields for: Day, Place, Room, Time, Title, Track, Moderator, six Participants, and Notes.

This database is indexed several ways. Day + Time + Place tells you what's happening when. Place + Room + Day + Time lists everything scheduled in a particular room. Indexing by Track + Day + Time + Place provides the pocket schedule folks with a theme listing. Lastly, indexing by Title makes the people at Information happy when someone asks when such-n-such is

scheduled.

Scheduling the Program

Once most of the events are set, they can be populated and scheduled. The event database, containing everything that is known, is printed, cut into strips and stuck on the wall(s). Times, locations, and participants are assigned. This new data is keyed into the database and the process repeated until all known programming is scheduled.

After everything known is in the event database, the participant file is related to it to produce the participant event list. Since the computer must compare every name in the participant file to seven fields (moderator plus six participants), this takes a while.

With this listing you can immediately see who has conflicts (two places at once and the more common instantaneous long-distance transfer), who is being used too much, and who isn't being used at all.

Building the Databases

Set them up first and edit the records as required. The participant file of course will have to be built as people confirm. Build the event file big enough to encompass worst-case conditions (something going on each day in each room each hour).

To save typing, build a temporary file listing one room, one day. Append it to the master file. Then go back to the temporary file and globally replace the room, day, etc., one at a time, appending it to the master file after each change.

MCFI Meeting

Wednesday, January 21, 1987, at the NESFA Clubhouse, Somerville, Mass.

Notes were taken and transcribed by Laurie Mann, substituting for Jim Mann, who was sick.

The meeting was called to order at 7:30.

Chairman: Mark Olson began the meeting by discussing the need for volunteers to work on draft budgets for '89. The key thing about these budgets is to draw our attention to things we don't know. People have already signed up to do traditional-style Films, Den, Art Show, and Logistics, but it would be fine for the same area to be budgeted by more than one person. These draft budgets would be due in April, to give people time to review the figures from the current Boskone. The budgets should include both pre-con and at-con budgets.

It's time to start thinking about what you'll want to do in '89. Many interjected they planned to be sick that year. Mark wants to see the convention structure in place in six months, with division heads assigned. He expects to see a lot of apa comments on structure. It's essential to create a structure that will work for us. If our division structure isn't working for us, and we have to change it in about 1 1/2 years, *File 770* will report that we're having a "major shake-up."

Future Meetings: PR 1 may be out before our next meeting. Some copies may be available at Boskone. 2/25 or 3/11 seems reasonable for a mailing work session.

Leslie Turek proposed a meeting on March 25, with just a mailing on 3/11. That's a 9-week gap between meetings. Mark saw no problem with that timing. Pat Vandenberg pointed out that having a meeting on February 25 would be useful as comments made about N3 by people at Boskone would still be fresh in our minds. Jim said the PRs have been designed as self-mailers and will be less work to do than an IM collation. Leslie suggested combining both the work session and the meeting on 2/25. If the PRs are late, that work session would take place on 3/11.

Next Meeting: 8-9:30 February 25. PR Work session 7-8 and 9:30-?

Treasurer: Ann Broomhead said we have more capital equipment and more money. Davey Ferree inquired if the capital item was a printing press. Mark promised to introduce the equipment to the meeting later on. Ann noted that we now have stuff to depreciate, which elicited many jokes on depreciation.

Preregistration: Mark said that Sharon Sbarsky wasn't here, but there were lots of preregistrations coming in.

Boskone Party and BS Sessions: Laurie Mann reiterated her plans to run a low-key party at Boskone on Sunday night, starting at about 9 and running until people leave. The status of the suite is still uncertain, as our hotel contact, Don Lawrence, is out of town. Laurie has been coordinating with Kurt Baty, to see that the suite is on a low floor with a low number (like 807), as that's the end of the hotel overlooking the new Hynes. It is hoped the suite will be near the Boxboro Dead Dog and Woodstockcon parties.

Mark brought up how to run the BS sessions at Boskone. He proposed that we run two sessions: one to be focused on a single topic and the other to be wide open. The two sessions will be Friday at 8 pm in Liberty B and Sunday at 1 pm in Liberty D.

Tony Lewis said that three common problem areas which people like to discuss are the Art Show, the Masquerade, and the Program. Pam Fremon reminded people to bring their little green notebooks. Ben Yalow suggested having the unfocused one early and the focused one late, since people become more incoherent as the weekend progresses. Jane Wagner thought we'd get a bigger crowd on Friday night and would want to focus them. Ben said one area to discuss is Registration, since no one talks about it before the con but everyone bitches about it after the con. Mark wants to avoid a lot of "propaganda" at the session, and thinks if Sunday's BS session is unfocused, it'll turn into a Boskone Gripe Session.

Ben noted that Masquerade is always a hot topic. Chip Hitchcock would like a discussion on video, and pointed out he dropped video at Boskone because he didn't think anyone could put together a "literary" video program. Priscilla Pollner said that since there's going to be a 3-hour make-up demo on Sunday afternoon, scheduling a Masquerade discussion against it might not work. Pam suggested discussing Awards, and Tony, the Business Meeting.

Pat raised the issue of discussing "Extravaganzas" — traditional major functions or anything new we may want to do at N3, since these are things you don't do at a

Boskone. People agreed with this, and Mark decreed that Friday would be an unfocused, general discussion on N3, led by Tony Lewis, and Sunday would be a discussion on "Extravaganzas" (moderator as yet undecided).

Boskone Membership Table: Since Sharon had arrived, Mark asked her for a report on the Membership table at Boskone. She said it would be down near the Art Show, and everyone should sign up to work for an hour or so. Chip asked if we could ask our out-of-town friends to help out, and Mark thought it would be OK, if we talk to them. Leslie asked if *Mad 3* could be distributed there, and Sharon said "sure." Sharon will have a master list of the whole database there, which will help for status checks and address changes. She will also have a *large* green notebook. Sharon said the hours would be about the same as the Art Show/Huckster Room hours. Jim H. noted that the hours will probably be 10-6 on Saturday and 10-3 on Sunday. Sharon will have a sign-up sheet out soon, and noted that the only committee person not to have registered for Boskone yet was our treasurer.

The current prereg numbers are 1619 total, 1144 attending, 460 supporting, and 15 children. There are still 451 non-members in the database (Presupporters or Friends who have not yet joined N3). Registrations are coming in at the rate of three per day.

Mark asked if there were any further Boskone announcements. Andi Shechter said Elevator Party Hosts are needed Saturday night from 10pm to 2am.

Publications: Mark said we have slipped a little on PR 1, partly due to Greg Thokar being put on second shift. It should be at the printer on January 26. There are lots of good articles, and it's longer than we'd expected. Since it's the only major PR for nearly two years, we wanted to make a good impression. The cover is called "Lunar Rover" and was created by Merle Insinga. The theme of our next covers should continue to be bad puns. "Alice" and "Mad Tea Party" themes are preferred but we'll use other ones.

TAFF and DUFF: George Flynn has received the DUFF report by Marty and Robbie Cantor. Mark wanted to know how much we'd donated to TAFF and DUFF so far, and George said $200-$300. Mark wanted to know what we should do when the original $500 we allocated runs out. Laurie said we should continue giving to the organizations anyway, since it's a trivial amount of our total budget. Tony wanted to know how much money the funds have. Ben thought each fund has about enough funding for 1 1/2 trips each. He also thinks it'll look bad if we don't continue some funding. Tony believes fan funds are archaic and should die out, since international travel is much cheaper now than it used to be. Jim H. thought they are worthwhile, and we should table the discussion on future funding until the current funding runs out.

Hotels: Mark said Joe Rico and Don Eastlake are working on a substantially larger room block. They are also trying to fathom the Marriott, which says either we take a 500-room block or don't use them at all. We think we need at least 2500 rooms for 1989. Then Chip Hitchcock noted we used 2200 rooms back in '80. Ben said we should limit the number of hotels we book, as it gets very difficult to manage. Jim H. said last time the

second largest room block was down at the Park Plaza and that was a pain. Al Kent suggested using the Colonnade, but Mark thought that might make filling a big room block with the Marriott a problem.

Gadgets: Mark introduced the new gadgets we have. He noted a "compatibility" problem with the waxer, since the waxer turns standard laser printer paper into parchment. [This was later alleviated by turning down the temperature of the wax.] Jim suggested getting a $300 one-step badge maker, but several people thought NESFA already had one, somewhere. Mark announced that a work session on Jan 31 would build a computer-area enclosure in the clubhouse, sort books, and destroy most of the balcony. The Macintosh should be moved to the clubhouse before Boskone.

The "Post Agenda" Meeting: Since it was not even 8:30 when we completed the planned agenda, we decided to go on and open the discussion to topics of general interest.

George wanted to know what became of the Gulp (Timeline) committee. Mark said it's winding down, now that initial policies have been set. Jim H. speculated that future policy meetings would be division head meetings.

Pat noted that Jim H. had raised a marketing suggestion in the last apa. Jim H. said the idea for paying fans to fill out time diaries of how they spend their conventions came out of some discussion on fringe fans. He isn't sure if this idea is more appropriate for a Boskone or for a Worldcon. Ben thought it wouldn't be worth the expense. George said fandom would see it as a boondoggle. Paula Lieberman said Lew Wolkoff was supposed to be designing an "Exit Poll" to see how people spend their conventions. Rick Katze noted that diaries aren't all that accurate.

Jane proposed a census — having people count fans in an area, such as the Art Show. Kelly Persons thought an easy way to count people would be to install a photocell at the door. Ben thought a good "low tech" solution would be to give people a "clicker"-style counter to count the number of people in a room and get an idea of the flow rate.

There was a break in the discussion as Mark talked to Joe on the phone. Mark observed that Labor Day is getting more popular for a convention weekend. The Republicans have chosen New Orleans for their '88 August convention. Leslie noted that we need to review our hotel agreement and make sure we have enough function rooms for move-in and move-out days. Rick asked if the Sheraton had been blocked yet and Mark said yes, but the number of days needed to be checked.

Mark resumed the discussion on collecting data about the convention habits of fans. Ben said that Boskone and Worldcon demographics are different and data on Boskone wouldn't be all that helpful to MCFI. Jim said another way to collect data would be for people to use their notebooks, and jot down how busy a room is at a certain time. Leslie observed that data from Confeddie indicated less than 10% of the convention was at program at any given time.

Pam suggested doing market research outside of conventions, by mailing out questionnaires to random fans. Jim said about 20% of Noreascon II members at the time

completed the questionnaire distributed through one of the PRs. Laurie said it was a good questionnaire, so why not revise it for N3? Mark said that it could be used in a future PR.

Pat said an advantage of an exit poll over a mail poll is that people are still thinking about what they've just done, so the results of the poll are liable to be more accurate. People suggested that we give them out to people in hotel check-out lines, in a separate little room with food to "lure" fans in, in the Con Suite, in the Art Show check-out, or just outside the Hucksters' room.

Paula noted we might want to catch people who are leaving program items early, and find out *why* they are leaving early. Mark asked if we could get an extra table in the Worldcon area down in the Exhibit Hall and Jim said yes. Jim added the questionnaires would have to be short. Mark said if we do the surveys in different areas, we'd have to label the questionnaires with their origins. Lynx suggested using different color paper.

Mark suggested getting people together after the meeting to discuss mechanics behind and questions for the questionnaire. The meeting was adjourned at 8:55.

Excerpts from APA:89
February 13, 1987

Division Head Job Description *(Leslie Turek)*

To help people think about whether or not they might want to volunteer to be a division head for N3, I'd like to say a few words about what I think a division head *does* (others may want to add to this).

Ben [Yalow], in the discussion on committee organization, said that the hardest thing for a division head to learn is that they don't do anything. In one sense that's true. A division head shouldn't do anything directly, but can sure put in a lot of work figuring out how to get *other* people to do things.

I see five components to the division head job:

System Analyst. This is an analogy to the computer system analyst. The division head is responsible for a segment of the convention. This involves coming up with some ideas about how the segment should work, what areas should be within it, what each area should do, how they should relate to each other and with the rest of the convention. Once this is done, the job involves finding the right area heads to carry out the plan (analogous to the computer programmer who writes the code). You should also keep an eye out for tasks that might be overlooked by any area, and make sure that someone agrees to take responsibility for them.

Just because you have area heads doesn't mean you're completely off the hook, however.

Planning Support. Once the area is defined and the area heads appointed, the division head is responsible for helping the area heads do their jobs. This includes making sure they have a plan, and reviewing the plan to see that it:

- will do what it is supposed to do
- is feasible
- is within budget

- meets deadlines
- requires a reasonable level of staffing

It means keeping the area heads (particularly those living out of town) informed of convention policies and other things that might be relevant to them.

Both this and the following task require that the division heads be reasonably tactful in their dealings with their area heads so these activities are perceived as "support" rather than "interference."

Watchdogging. In addition to supporting the area heads, you need to ensure that they meet their obligations to the convention (and to their staff). Help them get Progress Report text in by the deadlines, make sure they answer their letters, encourage them to treat their staff well and provide them with the information *they* need to do their jobs, etc. If there seems to be a severe problem with an area head, you might need to bring this to the Chairman's attention before things get out of hand.

Speaker for the Division. As a division head, you will be meeting with the Chairman and the other division heads to keep them informed about what is going on in your division, and to hear what other divisions are doing. You need to be aware of what is going on in your division, and to be able to assess the impact that others' plans might have on your areas. This part of the job ties into *Planning Support,* as you need to pass on to your area heads anything you learn that might impact them. In this role, you will need to consider both the needs of your division and the welfare of the convention as a whole.

Operational Support. At the convention, you should not have any specific job to do. You should remain free to handle unanticipated situations and to backstop your area heads. If you're lucky, that will mean telling them at least once a day what a great job they're doing. If things don't seem to be going so well, you need to figure out what you can do to improve things without making them worse.

Conclusion. Being a division head can be one of the most exciting jobs on a Worldcon. You have a chance to be a major influence on what kind of convention it is, and to see a broader piece of the convention than anyone else except the Chairman and his staff. It doesn't necessarily mean *more* work than being an area head, but it certainly is a different *kind* of work.

There are likely to be a lot of people willing to be area heads for N3, so there shouldn't be a huge hassle in getting your jobs filled. And just as you will be supporting your area heads, the Chairman and his staff will be there to support you and give you help in getting your job done.

I hope you'll think about it.

Beepers

[In an attempt to provide some continuity, this beeper discussion has been spliced together from about five different issues of the apa, including one that hasn't been published yet.]

Jim Hudson: At the next timeline meeting I'd like to see us discuss At-Con Technology. Here, I mean ways in which equipment could be used to make our lives easier / improve the convention. The range here should be extremely broad, including at least the following: *[a long list, including cellular phones, staff electronic mail at-con, ra-*

dios and where they belong. beepers and where they belong. and voice mail.]

Jill Eastlake: I don't like beepers . . .

Leslie Turek: Well, I like beepers. I see them as a source of freedom rather than a new type of bondage. When I feel responsible for an area, I have a tendency to hang around a lot "just in case" I'm needed. If I can go off with a beeper and know that I will be beeped if something comes up, then I can feel free to enjoy myself.

There are also times when just getting a question answered by someone (like "Where did you put the widgets?") can save hours of futzing around. That's another case when a beeper can be invaluable.

Sharon Sbarsky: I think beepers can be a good thing if they are not abused. Leslie pointed out that it frees the responsible person to see the convention or relax. Clones can't always know the answer or may have to be someplace themselves after their area head already left. With the message type other uses can be made. For example, at the Boskone where I was treasurer, I didn't always have an extra pair of people to do money runs, but more than one area would want a pickup at once. If the message type were available. then the people could have been told where else they were needed. The previous year I had a beeper as Asst. Treas. (the last year they were common) and I got 3 beeps. Two were to find out if I knew where Greg was (he wasn't wearing a beeper), and the third was Joe wanting to know where I was, without trying my room first, which was where I was. On the other hand, the next year I couldn't locate one of my assistants, who wasn't in his room. Anyway, we should consider using them before just dismissing them out of hand.

Jim Mann: I don't think that beepers are a bad thing as such. However, I think that many cons have two problems with beepers:

● They overuse them
● They become status symbols

Beepers tend to get used in a lot of places where they are not necessary. There is no reason, for example, that people working in one place should have beepers. They can be reached by the phone in their location.

Furthermore, we should do a careful analysis before handing out any beepers to make sure that anyone who wants one really needs it. These people would be those for whom a plausible case could be made that a problem could come up that only they could handle at a time when they aren't in their area. Boskone does this, and as a result only one area (Treasury) made a case that they really needed a beeper.

The need for beepers is alleviated by having several responsible people in an area. Program has done this for several years, for example. Tony [Lewis] followed this practice in Atlanta, refusing a beeper and stating that Rick [Katze] and I were in a position to make decisions for him. Most areas should have more than one person who can make a reasonable decision on the spot, without having to consult an area head. As for the argument that the area head might have needed information. this can be solved by keeping some files around that the assistants can consult.

I won't discuss beepers as status symbols too much. However, many areas that don't really need beepers seem to request them because all the really important areas wear them.

Jim Hudson: I've been doing a lot of thinking on the beeper issue. and I'm going to propose a solution which I think fits our needs. But first I need to set the stage.

Assumption: With the number of area heads we're going to have, we will have a wide variation in management ability. We'll also have wide variation in the management *demands* for each area, from a few hours per day to continuous.

Assumption: The best laid plans . . . Some area heads or key subordinates won't get to the convention. Others will be half there. Family crises and illness are the most common reasons, and affect about one division per Worldcon.

Assumption: Emergencies can happen. Somebody needs to have the authority to decide what is an emergency and how to deal with it.

Assumption: There are times when a decision should be bumped up.

If I were a division head (I'm remembering N2. not promising!). I would welcome the opportunity to go off duty and leave an "officer of the day" in charge. But I would only welcome it if I trusted the "officer of the day" to know her own limits (which could easily be "none" as in the Tony-Rick-Jim partnership at Confetti). Using our old Navy analogy, the "officer of the day" has full power to do whatever is necessary. and responsibility for whatever happens; however, there are times when the officer says "Wake the Captain."

I would want communications so that somebody I'd trained and put in charge would have the ability to call me if the situation warranted. I'd also like to be reachable by my boss (Mark). by my peers (the other division heads), and by my area heads. That's a small number of people who I've worked with for years; I know they won't abuse the privilege.

Beepers allow this. As done in the past. any of these people could call C&C. get me beeped, and I'd call them. The problem was. *anybody in the convention could also beep me. including low-level C&C staff. There was no effective screening of beeper requests.*

I could control my area heads to only beep me in appropriate situations, and deal with the other division heads. (Leslie. of course, was uncontrollable; I remember her beeping all division heads hourly for 4 days to make sure we were working!). *[Sure, Jim. — LT]*

But the rest of the calls were annoying or ridiculous. Thus, to me, the ideal beeper is one that can be used by the people I designate, and not by anybody else.

I could designate nobody, if my management procedures allowed. Or I could give the number to C&C for anything happening in my division, if I wanted. But as long as I control who calls. it becomes *my problem.*

Luckily, that's easy to implement.

1. We rent message beepers, which display where to call back (so there is no C&C operator involved to take a message and garble it). (also faster)
2. We give them to any division head or area head who wants one.
3. *They* decide who gets their beeper numbers. (I'd use a boss-peers-subordinates-family rule myself; other people may have other rules.)

The result will be a communications system which serves their management style, rather than being forced on them or non-existent. It would build on the trust and understanding we have of each other, rather than getting in the way of how we work.

Jim Hudson's Modest Proposals

Leslie Turek: I'm really not sure whether the Art Show changes Jim has proposed will mean more work or less work over-all. Having a large part of the show selling at a flat rate should make things easier, with shorter lines at checkout. Instead of having to gear up a big staff for a few frantic rush hours, you can have a smaller staff spread out throughout the show. This makes it easier to find people and easier to train people (since each person can train their successor, and you will have many of the trained people coming back for more shifts). The buyers can buy when they have the time, without having to coordinate with auction and closeout schedules. The downside is that the artists in this part of the show run the risk of getting lower prices, or not selling. This is too bad, but I just don't think it's realistic to expect a Worldcon-sized art show to be able to sell the entire show at auction.

I'm not sure about the video-for-auction idea. The technical problem seems hard, and it seems to lose a lot of the immediacy that an auction's supposed to give the bidders. If we want to avoid moving art, how about holding a walking auction in the art show room itself? If the auction part of the show is in a separate area, it shouldn't interfere with the rest of the show.

On the simplified paperwork, I suspect we will find that the many small bits of paper will be hard to handle and deal with. But we can't say for sure without trying it at a Boskone.

In Jim's description of checkout procedures, there seems to be a potential for a bottleneck as people leave the room, when the door guard is supposed to check the receipts against the artwork and the buyer is supposed to sign the receipts.

On the Huckster Room hours — I think people will find it confusing to have different hours each day. (People at Worldcons have a hard enough time as it is remembering what day it is. . . .)

Having a single judge per Masquerade category gives some hope of a quick decision, but you might run into more charges of unfairness. As for a point scoring system, we tried that at Iggy, remember? It didn't work there because the judges (in spite of our letters and pre-Masquerade meeting) refused to accept the idea. No, that's not quite right. We did get them to assign point scores as they were viewing the costumes. But when we went backstage to select the winners (with a 30 minute deadline), they refused to use the scores and insisted on

reviewing and arguing about all of the costumes anyway. We had also planned to speed things up by having undifferentiated ribbons, such as 1 "Best of Show," 8 "Firsts," and 8 "Honorable Mentions." In spite of their instructions, they insisted on taking the time to come up with appropriate names for each of the awards. The judging ended up taking nearly an hour even though I tried to hurry them up as best I could.

Jill Eastlake [from a previous apa]: I don't think Art Show sales should be confined to Monday. Although I stayed away as much as possible from Art Show Sales, I did get down there briefly at N2. What we quickly realized was that we were overloaded with buyers, and the financial system broke down in the first 15 minutes. Along with this go the lines, wrapping, and hassle. Spreading out selling is good for us. That way we don't need as many people and as big a space concentrated on Sunday/Monday afternoon (whichever). It simplifies our life. Perhaps we should try to think of a way to pay without picking up if we want to elongate the time a piece is up for viewing. Say the buyer comes by, takes some appropriate paperwork to the sales area, gets receipts and some special thingy to represent that they own the art, and then on Monday, if they are willing to leave the art in place, they come by with the special thingy and get the art through a separate line. They've done the paperwork and don't have to take the art until they are ready to safeguard and pack it.

Noreascon Planning Budget *(Mark Olson)*

The accompanying spreadsheet [see pages 12–14] represents a first pass at a planning budget for N3. It's had input from many people, but it's still at a very rudimentary stage — there're probably some important things missing, and certainly many of the numbers are fairly low-quality guesses.

The purpose of this budget is to start taking a look at what we might expect to spend during the period when N3 is primarily being planned by the committee. By sometime in '88, N3 will have largely been defined by the committee and the responsibility for planning will have moved into the areas and divisions. The budget addresses the parts of the process which are outside of the areas. The areas are being dealt with in parallel through the mechanism of the draft budgets people are doing.

Finally, it's important for everybody to understand: This budget is not prescriptive, but is a planning tool. The fact that something is not listed does not mean that it won't happen, and the fact that something is listed does not guarantee that it will happen. While I want the budget to be as accurate as possible, I don't intend to allow substantive issues to be decided by the accident of what happened to get written down when we started working out a budget.

The budget is divided by quarters starting at Atlanta (the first quarter has some extra months). Whenever there are numbers which depend on the number of members, the numbers are taken from the membership model at the very bottom. I'll discuss each section in turn.

Expense

The capital expenditures and supplies budgets are fairly self-explanatory. The numbers need to be refined, but probably aren't very far off, provided we don't decide to get massive amounts of additional hardware. Note that I have not included a laser printer in this budget. I suspect that a laser printer would be about a $3K item in late '87 or early '88 if we decide to get one. Similarly, I have made no provisions for an additional large machine for the clubhouse. We'll burn that bridge when we come to it.

Phone hardware covers the installation and rental of a separate incoming line to supplement the one already in the Clubhouse [belonging to NESFA]. If we go into electronic communications in a big way, we'll need more.

The PR budget is huge. Printing estimates are based on 60 pages for PR 1 and PR 5, and 12 pages each for PR's 2-4. It is assumed that all PR's will be mailed Bulk Rate, and that total foreign postage will equal total domestic postage (a good approximation based on N2's numbers). The actual per-piece postage figures are probably in error by around 50% — I hope to have better numbers in the next APA:89. Note that PR's 2-4 are mailed only until the next one comes out.

The various other pre-con staff budgets are rather sketchy. I'm assuming nominal budgets for each of the officers. Visa/Mastercard fees (listed as part of the Treasurer's budget) could potentially be significant — it depends on what fraction of our income comes in as charges. For the moment, I'm assuming that this will amount to 10% of registrations, and 20% of Art Show and Hucksters' fees.

For pre-reg, I have included a budget for an acknowledgement postcard which would go to each new member.

I'm assuming that we will have suites at both Brighton and New Orleans, and that we will have to pay for a party suite at Boskone as well. We may well want to plan on more space/time at Boskone '89 than a single party.

WSFS Mark Registration Committee donation and Committee/Friends refunds have already been approved.

The special projects are not all well thought out, yet. We need to develop some numbers here (and, maybe, some more special projects!).

The Hugo bases item covers doing about 20 very special Noreascon Three Hugo bases along the lines of Jim [Hudson]'s and Priscilla [Pollner]'s suggestions of the Hugo rocket standing on a moonscape as in Destination Moon. I can see the costs here running from a low of $400 if we plan to use ordinary wooden bases, to as much as the $5K budgeted if we commission a sculptured base. We'll need more information on just what the costs would be before we can decide this one. Hugo rockets are not budgeted, since it is believed that LA is funding them.

Division-level planning and intra-committee communication tries to cover the costs of the high-level planning, mostly communications. It's just a guess. Worksession refreshments covers the revival of N2's custom of the committee paying for refreshments at worksessions.

The Clubhouse rental item is a guess at the net rent we'll be paying NESFA for clubhouse use. It starts out at the current rate of $170/month and rises to $500/month at the end of the period. This corresponds to exclusive use of about 400 square feet of space (assuming that we could rent all-utilities-paid space for about $15/sq ft/year). NESFA's other tenants are paying $8/sq ft/year for the space in poorer condition with no utilities.

Mad 3 Party's budget is based on six issues per year, with quarters alternating between one and two issues. For the moment, I'm assuming that printing is free, that paper needs to be purchased, that all issues are 2 oz., and that all copies are mailed first class. See below for actual circulation estimates.

Income

We have not yet set rates for Huckster's tables or Art Show panels, or membership rates beyond September, 1987, and we are unlikely to do so until we get firmer figures for Hynes rental costs. So for the time being, I am simply guessing that our rates will be similar to those of past Worldcons. *The rates given below are not commitments!*

Pre-registration income is based on the rate being $50 from Boskone '87 to Boskone '88, $60 to Boskone '89, and $70 thereafter. These numbers don't seem too out of line. Memberships are assumed to be coming in at a rate which is consistent with a total membership in the neighborhood of 6500. (See below for details.) It projects us having 3200 members as of March '89 — N2 had about the same number of members in early summer. Note that this assumes that nearly half our membership will come in during the last six months and will thus pay the highest rates.

I assume $120 for Huckster's tables ($100 has been typical of the last several Worldcons). Further, I assume that we'll sell 300 of them with half going immediately after we open sales in early '88, and the balance over the next six months. The assumed rate isn't particularly conservative: the number of tables sold is.

The Art Show panels are budgeted at 300 panels at $50 each coming in over the first 9 months of sales. (I have very little information here — is that realistic?)

Interest assumes we'll earn 6% (that's a high rate right now) on our cash. The *Mad 3 Party* income reflects $1/issue for the paid circulation. Ads is probably conservative and assumes that we'll sell advertising only in the magazine-style PR's.

Totals and Other

Total Income is the quarterly total, while Net Income is each quarter's Total Income minus Total Expense. Note that we achieve positive cash flow on a quarterly basis, as well as throughout the planning stage. That's nice. Cumulative is our cash balance and is the running sum of Net Income.

Membership consists of an estimate of new members added during each period times an average rate for that period. (Note that average rate is affected by changes in attending membership rates in the middle of the period as well as by the fraction of new members who purchase supporting memberships.)

Noreascon Three planning 2-year budget

	Start Dec '86	Jan '87 Mar '87	Apr '87 Jun '87	Jul '87 Sep '87	Oct '87 Dec '87	Jan '88 Mar '88	Apr '88 Jun '88	Jul '88 Sep '88	Oct '88 Dec '88	Jan '89 Mar '89	Total
Capital											
Macintosh											
software	500	100		200			100				900
hardware	2500										2500
IBM-PC											
software	500	200	200		200						1100
hardware	1800		2200								4000
Copier		900									900
Other											
waxer		600									600
typewriter				100							100
Supplies											
Copier											
paper	50	20	20	20	20	20	20	20			190
cartridges	100	50	50	50	50	50	50	50			450
Computer											0
	100	30	30	30	30	30	30	30			310
Phone hardware				300	100	100	100	100	100	100	900
Progress Reports											
PRO (Nov '86)											
printing	300										300
postage	500										500
misc	100										100
PR1 (Jan '87)											
printing		6000									6000
postage		900	40	60	40	60	40	80	80	112	1412
misc		100									100
PR2 (Jun '87)											
printing			450								450
postage			570	24							594
misc			50								50
PR3 (Jan '88)											
printing					525						525
postage					615	24					639
misc					50						50
PR4 (Jun '88)											
printing							525				525
postage							690	32	32		754
misc							50				50
PR5 (Jan '89)											
printing									6000		6000
postage										832	832
misc										50	50
PR6 (May '89)											
printing											0

	Start Dec '86	Jan '87 Mar '87	Apr '87 Jun '87	Jul '87 Sep '87	Oct '87 Dec '87	Jan '88 Mar '88	Apr '88 Jun '88	Jul '88 Sep '88	Oct '88 Dec '88	Jan '89 Mar '89	Total
postage											0
misc											0
Chairman	50	50	75	100	100	150	150	150			825
Secretary											
APA/89	400	200	300	200	375	300	450	450	400	600	3675
Stationary											0
Treasurer											
Misc	50	50	50	50	50	50	50	50			400
V/MC fees 2.75%	123	46	14	21	14	148	110	94	33	77	679
Preregistration											
misc	30	30	30	30	30	30	30	30	30	30	300
ack. card											
print		200									200
mail		100	25	38	25	38	25	50	50	100	450
Conv. suites		500		1050		500		1050		500	3600
WSFS MRC	800	800									1600
Refunds	8000										8000
Special projects											
Norton Book											0
Norton bibliography									500		500
Farber Fan hist.									500		500
Ballentine oral hist									750		750
Hugo bases								5000			
Division level planning			150	300	450	450	450	450	450	450	3150
Intra-committee comm			150	300	450	450	450	450		450	2250
Worksess. refresh			150	150	150	150	150	150	150		1050
Clubhouse rental	680	525	600	675	825	1050	1200	1500	1650	1650	10355
Mad 3 party											
printing											0
supplies	98	35	70	37	75	37	78	40	84	46	599
postage	370	132	264	139	282	141	295	150	317	172	2259
Total Expense	17051	11568	5488	3872	4455	3778	5043	9925	11126	4718	77024

		Start Dec '86	Jan '87 Mar '87	Apr '87 Jun '87	Jul '87 Sep '87	Oct '87 Dec '87	Jan '88 Mar '88	Apr '88 Jun '88	Jul '88 Sep '88	Oct '88 Dec '88	Jan '89 Mar '89	Total
Income												
Pre-reg		44800	16800	5000	7500	5000	7950	6000	12000	12000	28000	145050
Hucksters	$120						18000	12000	6000			36000
Art Show	$50						5000	5000	5000			15000
Interest	6%	38	457	552	556	620	641	1060	1349	1578	1639	8490
Mad 3 party		200	100	200	115	230	130	260	150	300	150	1835
Ads			500						700	1300	1700	4200
Total Income		45038	17857	5752	8171	5850	31721	24320	25199	15178	31489	210575
Net Income		27987	6289	264	4298	1395	27943	19277	15275	4053	26771	133551
Cumulative		2500	30487	36776	37040	41338	42733	70676	89953	105228	109280	136051	
Memberships												
New members		1400	400	100	150	100	150	100	200	200	400	3200
Rate		32	42	50	50	50	53	60	60	60	70	
Total membe	0	1400	1800	1900	2050	2150	2300	2400	2600	2800	3200	
Mad 3 Party												
Paid circulation		80	80	80	85	90	90	95	100	110	120	
Total circ		280	300	300	315	320	320	335	340	360	390	
No. issues		3	1	2	1	2	1	2	1	2	1	

NeilSon

You'll notice that *The Mad 3 Party* is dominated by freebie issues. In fact. I wonder if the number of paid subscriptions isn't too high, as we use up the pool of people who are interested in running Worldcons by giving them free subs. Free subs also includes trades and club copies. (I'd like to see more club copies going out.)

Well, there you have it. If the expenses are actually reasonable estimates, we're in pretty good shape, with the planning period yielding us a net of $140K, and with most of our income still to come in. Things will look different when we start to include actual area expenses. (Just the Hynes rental alone will easily exceed all our planning expenses.)

This is an evolving document. I plan to revise it for the next APA:89 and again for the March/April meeting. Please read through it. (I know it's boring, but this will shape many of our policy discussions; anyone who is ignorant of the budgeting of the convention will inevitably be disenfranchised to some extent.)

Comments, additions, corrections, amendations, modifications, changes, suggestions, and criticism are welcome!

Letters

[To make things easier to read. I have reversed the letter column format from that used in the previous issues. Letters are now in regular type and my comments are in italic. — L T]

Smofcon

• Tom Whitmore, Oakland CA:

Curse you, you've done it again; another issue calling for substantive comment, and right when I'm in the midst of a bunch of deadlines! Why do you do this to me?

Sorry I couldn't make it to SMOFCon; I clearly would have had a lot to say. Having had much experience with several of the topics (and with trying to clean up after some of those!). I can't resist tossing in comments on parts of the report.

Both sessions on the Art Show appear to suffer from a lack of definition of the key terms: Better and Easier. Better for whom? For the attendee, the artists, the management? Each has a different set of criteria, and they conflict. Until you decide how much weight to give to each viewpoint, you can't resolve this question. Even more so with Easier. Almost everything that makes life easier for the management makes life harder for either the attendees or the artists: obvious cases in point being, who fills out the paperwork (on the artist side) and what paperwork is necessary to buy something (on the attendee side). I'm not convinced that there is even one place where ease (or quality) is high for everyone; I'm certain that if there is one there are several. If you come up with one, please let me know. The same set of comments applies to the Masquerade, of course; I've been saying for years that convention committees seriously need to look at whether a masquerade is worth the time and sweat that goes into it. One problem is that the organizers of a masquerade usually don't get any real feedback; after MAC and Discon, I remember that about four of the or-

ganizers talked seriously at parties for an hour or so about how we could have made it better, but nobody talked to the person who was to be running it next year. Peggy Kennedy says she has a booklet explaining all about how to run the masquerade; whoever is doing that for you should talk to her.

[The Art Show takes a tremendous amount of staff effort — larger by far than any other area. It is also an area that consistently turns up at the top of popularity polls among convention attendees. So we can't eliminate it, but we'd like to find ways to do it that are satisfactory to all concerned, but don't take up quite the huge number of staff hours that the Art Show currently requires. You're right about the tradeoffs, of course.

We have copies of the Kennedys' masquerade booklet, which is quite good. After the L.A.con II masquerade, there was a two-hour debriefing with interested masquerade participants, run by Drew Sanders, I believe. This discussion brought out a lot of good comments from the costumer's point of view, but I don't know if it was recorded, or if anyone wrote up any notes. — L T]

About Operations/C+C/Services: I agree that whenever possible Ops shouldn't decide what is to be done, but there are clearly limits to this. On the fifth case of a particular problem, we generally know enough to handle it without beeping the "appropriate" committee member (who has usually just gone off to dinner or well-earned sleep). At a large convention. a 24-hour center is not just a good idea: it's damn close to a necessity — we learned that the hard way at L.A.con II. I think distributing a general set of goals to staff is an essential of any part of the convention; in fact, you might want to have a General Goals Overseer, to make sure that everybody's written goals are not in conflict.

Special Area Registration as practiced in Atlanta Did Not Work. Communication about record-keeping was terrible, some people's badges were not where they should have been, and we had a lot of trouble keeping everything running smoothly. Part of that is because the Atlanta registration people really wanted to keep on top of the paperwork, but part of it was the simple fact of decentralization. Day badges could work quite well; pre-con mailings will have pieces that get lost. Another possibility is (*gasp*) trusting people during set-up. and telling everyone to keep an eye on everyone else's stuff as well as their own.

In regard to "how many tracks. . .?" I'm very surprised that the only thing listed as "to be discouraged" is "role playing games at the convention." How is this different from "gaming" under backdrop, something I didn't even know existed until two weeks ago? And why are they a problem, as long as the people involved remain fairly unobtrusive? I do know why (e.g.) the Logan's Runners are a problem: I'm just curious as to what you're worrying about here. On a different level, I do think people are getting too canalized about what a Worldcon program Should Be: this is an area ripe for innovation. I have a marvelous proof of this theorem, but it's too long to fit in the margin.

[Remember that the "you" in this situation are the people who were in the brainstorming group considering this topic, so it's hard to go back and find out why they

said what they said. — LT]

How true is it nowadays that "Each Worldcon is a one-shot"? I sure see the same people working over and over again; there's a shift in who's at the top, and some shifting of positions, but the group looks remarkably similar from one year to the next. The amount of work that gets done often does so because some people know how to deal with the foibles of the individuals in a particular slot, and can cover up for the mistakes of others.

[Well, the people might overlap a lot, but the organizational structure and philosophy are set up anew each year. Therefore, a lot of things you need to know to operate effectively within the structure have to be learned each year. It certainly does help to know about individual capabilities and biases, but it would also help to know about such things as hotel operations; who is responsible for what; how to handle financial reporting and petty cash; what policies have been established for such things as free memberships, press relations, etc.; how mail and messages are handled; what arrangements have been made with outside vendors; etc. On a regional convention, many of these things stay constant from year to year, which makes things a lot easier for those involved. — LT]

Additional suggestions for preventing burnout: make sure that each worker feels properly appreciated. Give credit where it is due, as publicly as possible, from the start. Take the time to say when something is finished, so people stop thinking about it. When asking for something from someone, let them know that you appreciate their work. Let people know what you're doing, even when you don't think you're doing very much.

● Chip Hitchcock, Boston MA:

The Smofcon party report was fun but I'm peeved :-) that you didn't mention the Pan-Galactic Gargleblasters (considering you drank two of them. . .)

[Yes, Chip, your Pan-Galactic Gargleblasters were indeed wonderful. . .

(For those unfamiliar with the :-) symbol: it's supposed to look like a sideways smiling face and is used sometimes in electronic mail messages to indicate that something is meant humorously when that might not otherwise be clear.) — LT]

● Lloyd Penney, Toronto, Ontario:

Add a fourth group to the bunch who wanted to stage a future Smofcon . . . Toronto. Overall, it was fun, an adventure, an opportunity to meet a lot of very good people, and a good business meeting with some hedonism thrown in. We're looking forward to Smofcon 4. It should be a little easier for us to get to than Lowell was.

"The Game"_____

[In the last issue, we described the con-runner's role-playing game called "If I Ran the Zoo. . . Con", which we introduced at Smofcon. "The Game" inspired Nancy Atherton to write a song which she presented to me at Boskone. The tune is Joni Mitchell's "Chelsea Morning."
— LT]

● Nancy Atherton, Hallendale FL:

<p align="center">Worldcon Morning
(for Leslie Turek)</p>

Woke up, it was a Worldcon morning, and the
    first thing that I heard
Was the song of panic spreading, and my
    beeper wrote the words:
"There are Teamsters at the loading dock;
    Fire Marshals in the Art Show!"

    Oi, such a day
    Guess I'll get underway
    Wishin' I was still a neo

Woke up, it was a Worldcon morning, and the
    first thing that I knew
There were snakes loose in the film room, and
    a baby turning blue
And the GoH is mad as hell,
    And the ConSuite's out of munchies!

    Oi, such a trend
    Will my shift never end?
    I'm beginning to get punchy

Registration's open and the fans are fit to kill
Ain't that just the way!
What did Murphy say?
"If things can go wrong — they will!"

Woke up, it was a Worldcon morning, and the
    first thing that I saw
Were police outside my window, and a
    SWAT team in the hall.
Some mundane had called up to report
Terrorists inside the lobby!

    Oi, such a day
    Grit my teeth as I say
    "This is just a goddamn hobby."

Then my shift is over and I'm giggling
    with my friends
And my heart is filled with such good cheer
That the reason's clear
Why year after year
I keep coming back again:
You're why I come back
Wake up, it's a Worldcon morning!

● Linda Ross-Mansfield, Winnipeg, Manitoba:

I was introduced to "The Game" at a pool party in Minneapolis in January, and it was fun, but it also is good to bring home the idea that there is never any such thing as a "small" problem. I got stuck with the "Friendly dealer who is going to set up all your Pro Autograph sessions" and unfortunately didn't have the people points to be able to say no. The other option, *no* autograph sessions, left me with that sinking feeling 'cause I knew I was going to hate whatever this guy was going to do to "My Worldcon." The opposition at the time got stuck with some zingers, too, though. I still can't decide which was the tougher at-the-con, "The Lady & the Snake," or "The Sick Baby," which I got. I also was handed "The Ice" problem, which I personally didn't have much trouble with and I even gained finance points on that one! Will

you be making this available to anyone who asks? (For the usual 'nominal' fee, of course — have to collect those finance points, too.) If so, sign me up for a copy. I think it would be great to run during a con for an hour or two.

[A pool party in Minneapolis in January? I have visions of wooly mammoths frozen in the ice . . . (I once lived in Duluth.)

Speaking of ice, "The Ice" scenario was based on real events at Noreascon 2. We actually did bring in 3 tons of ice, which we stored in a Men's Room in the Hynes Auditorium that had a floor drain. Murphy appears to have treated you well; you should be warned that after you ask the hotel where you can put the ice (in the scenario), there's a 1 in 3 chance that they will start talking about corkage fees . . .

As mentioned in an earlier issue, we do have a few extra copies of the game which are being sold through NESFA. The price is $5 each, plus $1 per order for shipping. The address is: NESFA, PO Box G, MIT Branch PO, Cambridge, MA 02139. — LT]

● Lloyd Penney, Toronto, Ontario:

You say somewhere in this issue [#16] that "If I Ran the ~~Zoo~~ . . . Con" will be part of programming at various conventions . . . add Ad Astra 7 to that list of cons. I believe we have it scheduled sometime during our Saturday. *[Ad Astra is June 12–14 in Toronto.]*

The Art Show

● Tom Whitmore, Oakland CA:

In regard to Joe Mayhew's comments: comment #1 is exactly the type of name-conscious behavior that makes many conventions and workers a pain. What does it matter whether the art show is a department or a division? When you have a functional committee with good lines of communication, it doesn't matter what level something officially has. If "[enough] attention to administrative detail is not given" it's the fault of the person in charge of the art show for not working with the other people on the committee. This may be because of personal interaction problems or because the person in charge of the art show doesn't know what is expected of her. One can make exactly the same arguments as Joe makes for making the Dealer's Room, Exhibits, Masquerade, Hugo Ceremonies, Logistics, and Con Suite all "independent," and similar arguments for Operations, each subpart of Programming, Registration, and Gaming. This very quickly reaches the point where the Chair has too many people to keep track of, and it all falls apart. On the other hand, both points 2 (things don't scale up trivially) and 3 (there's very little history or communication) are fairly good. They both are equally true of almost all parts of the convention, though. I'd hate to see them acted on in only one segment.

Sigh — I just noticed that I've said many of the same things as Jim Hudson said in the APA excerpt. Well, I think most of it deserves to be repeated. One comment: some small number of people are allergic to NCR paper, and you might want to think about alternatives.

[To carry your argument one step further: Rather than seeing a Division Head as a potential impediment to communications between the Art Show and the Chair, one might also consider that the Division Head could provide assistance that an overloaded Chair could not provide, particularly when the Art Show head is from out of town and the Division Head is local. At Noreascon II, for instance, I know Art Show head Tom Schaad appreciated and made good use of the support he received from Division Head Ellen Franklin. — LT]

● Robert Sacks, New York NY:

A response to Joe Mayhew's "What Goes Wrong With the Worldcon Art Show . . ."

1. Don't blame the organization. Mr. Mayhew seems to believe that the problems are caused by the Art Show not being a department reporting directly to the Chair (or as it is usually termed, a "division"). Taking the Atlanta Program Book as a guide, none of the following departments reported directly to the Chair: Registration, Con Suite, Treasury, Staffing, Logistics, Program Book, Dealers Room, Masquerade, Hugo Awards, Fan Programming. Indeed the only departments that reported to the Chair were Hotel Liaison and the superdepartments of Operations and Programming. Everything else reported through such division heads as Administration, Events and Fixed Functions, and Printing. While it is possible to question the wisdom of combining the Fan Lounge, Dealers Room, Masquerade, Hugo Awards, and Art Show in a single division (along with other departments), there can be no slight imputed to being part of the powerhouse division. No one suggests that the Art Show is not viewed as a major function, just that there are far too many major functions to insist that the Chair manage them all directly.

This is not to say that the Art Show Department Head does not have the right to appeal to the Chair. In a well-run convention, all department heads should have that right (just not use it that often). Of course, if the department head is imposing wrong policies on his department, it doesn't matter where in the organization the department is located — under such circumstances one can only hope that the division head, the Chair, or the Committee will intervene and impose corrective policies.

2. Don't assume local practices are wrong, arbitrary, or vacuous. Far too many activities at conventions at all levels have been ruined by people coming in and ignoring the plans/systems in place. If the plans have been coordinated with other departments, know-it-alls coming in and making changes can have a major destructive effect on the entire convention.

This is not to say that the plan is always right, just that it is entitled to the respect and cooperation of staffers and participants. Given such cooperation the plan might work. Without it, the plan is almost certain to fail.

3. Don't make terms meaningless. The claim is made that the Art Show is an exhibit, and therefore programming. Exhibits are not programming! While the Art Show has an auction which is a programmed event, and while there is art programming possible, classifying the Art Show as programming is exactly the kind of absurd gerrymander Mr. Mayhew claims to deplore.

Consider the consequences of making the Art Show into programming. First, there will be no physical show. Program participants do not sit in one room for the length of the convention (night and day) waiting for people to come up and look at/talk with them. Instead, a group of art works (perhaps by the same artist) will have to report to the Green Room before the start of their program item, and then move to the program item. Since art works have nothing to say, and can't answer verbal questions, the audience will have a limited time to look at the art works. Perhaps the artist or his critics will have something to say. Perhaps the art works will be auctioned off during the program item, or at a later programmed event. Certainly the vast majority of the attendees will have no opportunity to examine most of the art works.

[I think Joe's point, when he stated that the Art Show is programming, is that it is one of the things that the attendees come to the convention to see, and that aspect of it should not be overwhelmed by the mechanics of selling artwork. — LT]

● Margaret Middleton, Little Rock AR:

[In response to Jim Hudson] That *is* radical; having flat prices on art in a fannish show! I see two difficulties: (1) Artists who overprice themselves (would they be able to mark pieces down during the run of the convention if it became obvious that nobody was buying?) (2) Artists who don't get invited into the select area (if you limit this to *only* Hugo nominees or past winners you'd be on the most defensible ground there).

Both of these problems are rooted in artistic ego, for which there is no cure except maturity. The notion has its merits, I can see, for an art show as huge as a Worldcon.

How would you handle at-site filing of paperwork? You'd need a system which would allow finding of individual pieces by title, for during-show purchasers, and also printing-out of an artist's total sales (and non-sales) for the duration. Perhaps a combination of file-boxed copies from the NCR form, with the control sheet either in a ledger or on a computer spreadsheet. If a ledger, you'd likely need your Canon copier at hand to make a copy of the page to hand over to the artist along with unsold reclaimed art. (Do Worldcons pay artists at checkout or mail the payment in a few days?)

[I don't see any reason, offhand, why artists shouldn't be allowed to "mark down" their work if we were to use such a flat-rate system. The main problem would be some way to verify that it was actually done by the artist, rather than some random fan who wanted to buy the work at a lower price.

None of the larger art shows I have been connected with (Boskones and the 1985 LoneStarCon, for example) can pay the artists at the show. Not only would the paperwork be prohibitively time-consuming, but you also have the problem that you can't write checks to the artists until the checks you receive from the buyers are deposited and have cleared, and you get payment from the credit card companies, if you're accepting credit cards. It's not that you plan to hold back from the artists if some of the checks are bad, it's just that you just don't have enough money to cover their checks until the sales income is realized! — LT]

● Sheila Strickland, Baker LA:

A juried art show would be a boon to those of us who try to see the entire art show in one walk-through, get tired of looking carefully after an hour, and skim through the rest, possibly missing pieces we'd have enjoyed seeing. By the time we get back, several pieces have been sold and are gone.

The Masquerade

● Maxy Pertuit, Arabi LA:

I agree with most of Jim Hudson's observations regarding Worldcon Masquerades. *Judging takes most of the time.* ConFederation seemed to handle it rather nicely; I don't remember waiting that long. But having one judge per "breed" will not work either. Every judge is human and may be prejudiced against an entrant for some reason or another; two should be your minimum.

Best of Show should be just that — one award. Let the Firsts have their glory and pick a Best of Show by itself. Besides, first places are usually announced last, which builds up suspense. Other than this, I agree that there should be a 1st, 2nd, 3rd, and 2 HM's in each "breed." I also like the idea of getting judges willing to work in advance of the con and letting the entrants know the scoring procedures beforehand. It will increase the quality of the costumes. Most of the other ideas in your "Olympic judging" steps sound good to me. Keep up the good ideas.

Limiting the number of costumes is the only way to cut the running time of a Masquerade. 75 costumes should be your maximum. But all entrants should be required to register in advance. I am already planning what I will do; that way if something fails, I can start all over. Limiting then sounds like your best bet. An open masquerade would be an ok idea — if you included these winners in your maximum number of entrants for the "big one." Also having Hall Awards seems to increase the quality of the Staged Presentations. Are you all planning to give out these type of awards?

[This hasn't been decided yet. I've always liked hall costume awards, particularly when it's necessary to limit the size of the on-stage masquerade — LT]

I have only competed in one Worldcon, but have competed in many "local" ones and some run very badly. A well-run contest has no problems, no matter how many costumes you have. If groups are a problem, limit the number of people in a group.

But, most of all I agree with your three goals. Open to all, on a first-come/first-serve basis. Get the best quality costumes you can, and shorten the judging. I enjoyed reading your views and look forward to reading more. 1989 is a way off and you have two Worldcons to help you iron out any bugs.

● Margaret Middleton, Little Rock AR:

Talk about All Fandom Plunged Into War!

The "Dog Show" model would even work at major regionals (e.g., Windycon, Boskone, Westercon, Deepsouthcon) within the constraint of finding enough qualified judges to simultaneously judge all categories. How do you qualify judges? The "Olympic" model would probably only work at Worldcons, given the necessity of rehearsing

the judges. Would you need fewer judges this way? The juried show (call it "Golf Tourney" model) — would you use Masters (possibly competing at the same convention) to judge the afternoon "qualifying" rounds? The time afterwards could present an opportunity for a post-judging critique/question & answer session for interested competitors to find out tricks of the trade and (if their egos can stand it) submit themselves to editorial comment.

● Sheila Strickland, Baker LA:

LoneStarCon had pre-registration only for the Masquerade. As I recall, there were far fewer entrants than expected, and it was said that many of the big-name Masquers boycotted the event because of the change. Pre-registration might make things easier on the staff if they know more-or-less what type of costumes will be entered and can arrange the order ahead of time. Any extra fee should go for extra for the Masquers — cold or hot drinks and nibble foods while they're waiting to go on stage, gophers with needle and thread, glue, or whatever to help with small repairs.

Awards the next day? It would eliminate the boredom of waiting for the judges. A problem would be with people who don't remember what that winning costume looked like. Of course, you could have a staff photographer to take instant pictures of all or at least all the winning costumes and post them the next day when the winners are announced. I rather like the idea of no judges and no awards. Now who'll be the first brave con to do so?

Hucksters' Room

● Margaret Middleton, Little Rock AR:

Re: renting booth space separate from furniture: I have seen some book dealers in this region who would love the notion. They transport the books already in place in portable bookshelves which open up like suitcases (or old fashioned steamer trunks). I've seen one with double-decker units, even.

For myself I'd probably want to rent a table or two from the supplier. I don't yet have a vehicle capable of carrying a 6- or 8-foot folding-leg table gracefully, and few other hucksters of my acquaintance do, actually.

● Mitchell Botwin, Merrick NY:

My purpose in writing is to comment on Jim Hudson and Ellen Franklin's comments on the Hucksters' Room. I have been involved in the running of Hucksters' Rooms as well as being a huckster.

The first thought that comes to mind is, if the dealers are now responsible for setting up their own display by dealing directly with the exhibit suppliers, will the cost of the space we are buying drop, and if so, by how much? The Hucksters' Room will probably run between $100 to $150 for each 8' length of frontage. This would include one table with drape and two chairs. The convention can sometimes save money by renting in bulk, but if each dealer acts as an independent agent, there is less of a chance of using this kind of discount.

The control of the Hucksters' Room as far as continuity is not as important, as many dealers now set up their own areas with some semblance of a display. If the dealer does not use items that meet safety requirements,

what will happen to the liability insurance coverage that the convention has? There is the follow-up problem of having enough people to keep check on the dealers to make sure the displays they are setting up meet the standards of the convention center and the insurance policy.

Another thought, there are certain "fan" dealers who are given discounts on their space with the convention helping them in absorbing the cost of their space. This service may be eliminated if they are required to deal directly with exhibit suppliers.

I personally have no problem in setting up my own space and dealing directly with the suppliers, but then I am a "professional" dealer.

[Although we haven't seen definite figures for Noreascon 3, I would guess that the cost of the table and chairs represents only about 20% of the total cost of the hucksters' room fee. Thus I wouldn't expect the cost to drop a whole lot if the equipment weren't provided. As to losing the bulk discount, again, we would have to see what we could negotiate with our supplier. It's probably true that items provided on an individual basis would cost somewhat more than if we just supplied a standard setup per dealer space. The question comes down to which is more important, lower fees with a standard setup, or the ability to custom-tailor the setup for each dealer? Perhaps the area could be divided up so that both options could be provided and a dealer could choose which he preferred. There is no particular reason why we couldn't choose to subsidize fannish dealers, whichever system we used.

The question of safety standards exists, whether or not the tables are provided as part of the fee. It would probably be a good idea to give some information about what is expected as part of the hucksters' room information sheets. As a condition of our Hynes rental, we will be required to pay to have a fire marshal on duty when we are open to the public. I would expect that if the fire marshal objected to a particular dealer's exhibit, the dealer would have to remove or modify it according to the fire marshal's directions. — LT]

Philcon Brainstorming

● Sheila Strickland, Baker LA:

I didn't give much thought to it before ConFederation, but afterwards I realized how much I disliked switching the Hugo awards ceremony from Sunday to Saturday night. These days, almost the only thing that distinguishes the Worldcon from another large con is the Hugo ceremony. With that in mind, I'd rather see the event as the culmination of the convention. It was said that the earlier ceremony was easier on the nominees, giving them one less day to be nervous as to whether or not they would win. If so, why not announce the winners as soon as the ballots are counted?

An idea I didn't care for was letting other groups give awards at the Worldcon. I wouldn't object to a group like First Fandom giving awards, since without them, there would likely not be a Worldcon; but most of those other groups listed either have their own conventions or have little to do with "general" fandom.

Writing to regional cons to find out what worked for them could be great; though something that was a hit at a smaller con might not translate to a larger one. Or you

may find that Con A says everyone there loved Joe Pro and Con B tells you they all hated him and never want to see him again.

Related to that is Jim Hudson's suggestion of market research. Just make sure you can get a representative sample. Boskone attendees would skew it toward local or NE fans and their interests. Brighton samples could skew it toward British fandom. Perhaps those two plus Westercon and a large con in the wimpy zone could give you a good cross-section.

Committee Organization

• Katie Filipowicz, Spring Valley, NY:

I got home from Boskone to find my first copy of *Mad 3 Party* waiting for me. One section particularly interested me — the Dec. 10 discussion on committee organization, particularly the suggestion of a "chairman's staff."

What I've seen of Worldcons supports this suggestion. I've been to 8 of the last 9 Worldcons, and worked on some level at most of them. My specialty recently has been the Information Department. I was shift supervisor on the Information Desk at ConStellation, worked Info staff and helped put the desk together at L.A.con, and was Information Department Head at ConFederation. (I'm an information collector, processor, and disseminator by profession — a library media specialist.)

Information is a department that, like Operations/C&C and the proposed chairman's staff, has to think globally. When I was asked to run Information at Atlanta, only 3 1/2 months before the con, I immediately set out to contact everybody on the committee, to collect information on what each department did, and to try to establish lines of communication. All this, so that at the con, my staff and I could answer questions with information on hand, or at least know who to ask to find answers, and sometimes even to get things done.

While collecting information, which included various internal department/division job descriptions, staffing requests, newsletters, and schedules, in addition to progress reports and other materials sent to all convention members, I discovered a few anomalies. One of these turned into a minor flap at the con. (The progress reports promised free babysitting; I saw in an internal publication that there would only be paid professional babysitting. In addition, there was a membership fee for young children. On top of this, kids' programming was aimed at 7-year-olds and up. People were paying a membership fee for kids for no benefit whatever. This problem involved *three* different division — Admin, Ops (babysitting), and Programming — and could really have been avoided only if foreseen before the con.)

My problem was that I not only didn't know who to report these anomalies to, I didn't feel I was in a position where I "should." (I also didn't have the con experience to realize just what problems would result from them; I only saw the anomalies.) The same thing happens at the con itself. Working at the Info Desk, one can see pretty clearly how information is flowing at the con (within and outside the committee), and how well various departments are functioning.

But Information isn't supposed to DO anything to ensure proper behind-the-scenes functioning of the con. I had been led to believe that an Information department head who got too "involved" would be seen as meddling in other people's business, of trying to "run the con." (I sort of ignored this warning in Atlanta, and didn't seem to get into trouble.) Well, a small "chairman's staff" could also have access to all this pre-con information, be able to examine it for contradictions, deal with problems that crossed division lines, be there for people lower down in the organization chart to report problems to — and they *would* be running the con!

So, I see a chairman's staff as functioning like a group of spiders at the center of an information web — with power to go out and repair the web and take care of snags. Each would be a generalist; to use division heads in this role, or to assign particular divisions to the staff, would defeat the purpose of being able to deal with the whole web. At least one of them would have to enjoy reading lots of printed matter, looking for inconsistencies — and they'd all have to attend lots of meetings.

I agree that their pre-con role should be less adversarial. They would provide a great resource for area heads with uncommunicative division heads (not that you'll choose any like that, I hope!).

On the role of Ops staff — "The Ops staff should serve as information carriers and problem finders, but the chairman's staff should have the background to be more effective as problem solvers." Uh, for some reason it never occurred to me that Ops staff wouldn't be provided with a lot of pre-con information. I certainly tried to collect and give out as much information as possible to my Information staff before the con as I could, and to emphasize to them the importance of absorbing it.

One thing that I didn't see mentioned. While Ops is the place where con staff and people really familiar with Worldcons go with their problems and questions, the majority of con attendees don't even know it exists. They go to the Information Desk with questions, complaints, things for "security" to deal with. For most, the Info Desk is their interface with the Committee. We at the Info Desk tried to handle as many problems as we could directly, without consulting C&C, unless we thought it was something they needed to know about. (In some cases, we found we were as informed about the way the con was running as they were.) In Atlanta, both Information and C&C were part of the Operations Division, a placement I originally found odd, until I realized the functional similarities between the two areas.

So, the Information Department should ideally have some close link with the Chairman's Staff, much the way C&C/Ops will have to, both during and before the con.

[Thanks for sending a concrete example of the kind of thing the Chairman's Staff might do. Also, we didn't mean to say that the Ops staff wouldn't be provided with lots of pre-con information. But there's a limit to what most people can absorb from reading without being actually involved in the day-to-day planning process. And in the last few weeks of planning, a lot of stuff gets decided and there isn't time to write everything down. But we certainly plan to try to get as much information out to all of the convention staff as we reasonably can. — LT]

Bidding Finances

● Dennis Virzi, Duncanville TX:

I was seriously involved in Austin's NASFiC bid. When we started out, we thought we weren't going to win. We were going to give the established groups a run for their money and set ourselves up for a Worldcon bid. As you know, it didn't turn out that way. We can't do it again, however.

Boston probably got away with the least amount of "up front" cost. I don't think funding a bid is too difficult. I think more emphasis should be placed on staffing the bid.

Money for a bid can be gotten, and while a bid can spend wisely or foolishly, it's not really a problem. If you can visualize it, chances are you can raise it.

It's my opinion that travel costs should be considered — not every fan group contains region-hopping members. (I can attend a dozen cons a year and never leave Texas.) Attending major Cons for some groups would be a legit (and necessary) expense.

But most important, the indirect costs of mounting a bid should be evaluated.

Human resources — the main reason why we aren't doing a Worldcon RSN. It's plain crazy to try to do a bid (let alone a convention) with only a handful of people. Real FIAWOL is getting scarce. In our case, careers, families, etc. continue to make increasing demands on our "spare" time. (The graying of fandom?)

A serious Worldcon bid requires at least 20–30 active supporters. In addition to the dollars involved, the bidders should take a hard look at the personal and personnel commitments necessary to pull it off.

I'd guess that part of the thrill of being a member of the floating Worldcon committee is the eleventh-hour maneuvers necessary to snatch success from the jaws of chaos. Perhaps, but in '89 I'll be close to forty; by then I'd rather just show up, help, and have a good time.

● Chip Hitchcock, Boston MA:

I would argue that the cost of traveling somewhere to throw a bid party is not a legitimate bid expense: a bid committee so parochial that it doesn't get to a reasonable number of regionals probably shouldn't be bidding, and trying to get to every regional in sight is likely to leave the winner as exhausted as the loser(s). Certainly things are different now from 1978 (when Boston was rather untraveled itself), but I think we had a party plan that would have been good even against substantial competition. (To take a personal example, I went to Norwescon for the con (which I'd had good reports about), the city (which I'd never seen), and a friend who'd gone there for graduate work in astronomy. Since I was there I threw a party — but the planning of a party there was a minor influence on my decision to go.)

● Linda Ross-Mansfield, Winnipeg, Manitoba:

Yes, we are working on putting together a bid for 1994, but we do not wish to make an "OFFICIAL" announcement until we have received — in hand — letters of agreement from the hotel facilities that we are negotiating with. We have already received some help from the Winnipeg Convention Centre, who are assisting us in pin-

ning down the downtown Hotels.

At the present time our Bid Committee consists of:

Bid Chairperson	Douglas Crighton
Secretary	Don Stern
Ass't Secretary	Deborah Stern
Treasurer	Linda Ross-Mansfield
Ass't Treasurer	Donald A. Bindas
Member at Large	John Mansfield (who will hold a Co-Chair position on the concom should our bid win)

We are also expecting two additional committee members soon (U. S. Coordinators), but we don't want to mention anyone's name until they have confirmed. As things progress, the group may well have other additions, but at the current time we find that this size of committee is the most reasonable for our situation. We are, after all, the new kid on the block as far as some people are concerned, although everyone on the committee has attended and worked on major conventions, and two-thirds of the group are past Chairpersons of our own convention KEY-CON (by mid '88 that will be five of the current six).

Each member of the bid committee is gainfully employed in the mundane world and is well aware that putting together a successful bid (and of course a successful con) requires not just great parties and big bucks (a major portion of which will come out of our own pockets, at least initially), but also an immense amount of time, travel, and energy. We have received encouraging support from various BNF's and are very happy to find that the City itself has been doing research of its own as to what a convention of this size would mean to it, and they (The Convention Centre, Convention Bureau, Tourism Board) are backing us with professional assistance (layouts, flyers, printing help, bookings), and are urging us to make application to the City and Provincial Ministry of Tourism for financial assistance in the cost of: printing, advertising, and mail to help us win the bid.

I have to ask you all some interesting questions:

1) Is there some major reason why a bid should not take advantage of any such assistance or help? After all, surely it is better to have One's City and Province's interest and backing than to have them either not give a damn, or be openly hostile (as I hear that some are).

2) Although I am certain that the bribery idea (issue 15, p. 9) is cheaper and easier, it would certainly make for dull proceedings. If you can't show people that your city is a great place to hold the Worldcon by having friendly, fun parties (and let's face it, Fen LOVE to Party!), then the number of people who would want to attend your party would drop, and those who would vote, would not vote for a group who were Party-Poopers. Even though the hard facts regarding adequate convention facilities, hotel availability, and transportation should carry great weight in influencing voters, it is also the ability of the bid to show people a good time with their parties that seems to carry equal weight in their decisions.

3) Given that financing is a difficult situation for any bid (even for LASFS and MCFI area bids from the sound of things) and given the differing costs of services and material in different regions, the question becomes: what is wrong with accepting financial assistance/donations from a national airline, such as the Dutch bid was accused

of doing? Is a fan's donation somehow purer and more acceptable? Printing companies, T-shirt makers, etc., demand cold cash. So do facilities such as hotels, especially if you need to hold a bid party at a Worldcon in a hotel where you can't get a discount. Heck, even the fan publications like PR's and Program books need payment for the full or two-page ads that you want to place. If you have three or four groups all scrambling for the fans' pre-supporting bucks it spreads the money a bit thin. For us in Canada, it's even more difficult as most of the pitching must be done in the U.S. To buy a U.S. $100 program book ad for a regional con, it costs us $140 Canadian plus the $2.50 cost of a money order.

I guess I just find it a bit hypocritical to hear someone say how wonderful it is if some rich fan or club has donated money to a bid, but that it is somehow terrible if a tourist bureau, airline, or business were to want to do the same.

[I don't think anyone seriously objects to bids accepting some financial assistance from their hotels, airlines, or cities. But if a bid gets overwhelming financial assistance (from any source) that allows them to steamroller over the opposition, then they should expect to receive some criticism.

In her letter, Linda goes on to highlight some of the features of the Winnipeg bid. Due to space limitations, I will mention a few of the highlights. For more information, please write directly to the committee: Conadian-A, POB 2430, Winnipeg, Manitoba R3C 4A7, Canada.

Linda cites the central location and ease of travel to Winnipeg, the comfortable summer climate, and the interesting downtown area with many ethnic restaurants. She also points out that Winnipeg is "smack dab in the middle of UFO-sighting country." An addendum by Bid Chairman Douglas Crighton gives details of the facilities. There is a Convention Centre with 3 exhibition halls and 28 function rooms, including an 800-seat movie theatre. An attached Holiday Inn provides 18 additional function rooms, including a ballroom and banquet hall. Within 1/8 mile there are 5 other hotels with 20 additional function rooms and 1000-plus guest rooms. An additional 1000 rooms are available within 1/2 mile. — LT]

Parodies

• ~~Royal Payne~~ Lloyd Penney, Toronto, Ontario:

I got something silly in the mail . . . *The Bad Brie Party 16* . . . there's some sick puppies out there. I'm a Tepper, he's a Tepper, she's a Tepper, they're a Tepper, wouldn't you like to be a Tepper, too. . . . What I liked best was being Royal Payne in the lettercol.

[Yes, a few of us in Boston were on the list, also. For those of you who didn't get one, The Bad Brie Party was a 4-page parody of The Mad 3 Party. *I can't tell you who to ask for a copy, since no name was given. (As a matter of fact, a variant of the MCFI address was used for a return address, so we have been getting the bounced copies.) — LT]*

News From ConFederation

• We received a news release from ConFederation, dated January 15, 1986. Their final registration total was 6,476 attending and 373 supporting, for a total membership of 6,849. The total attendance at the convention was 5,811. Of that number 1,220 people bought their memberships and 202 people converted from supporting status at the door, with the remainder being preregistered. All debts have been paid and a surplus is anticipated. All membership fees for staff and program participants will be refunded. Art Show and Print Shop sales totaled $132,660.17. To the Committee's knowledge this is the highest gross sales figure ever recorded by a Worldcon.

The editing and duplication of the ConFederation videotapes is almost complete. A number of lost items are still in the committee's possession: anyone who lost an item at the convention should call (404) 233-2595. All publications have been mailed to members. Anyone who was entitled to but did not receive their progress reports and program books should contact the committee to secure their copies.

Corrections

• On page 7 of the last issue, we incorrectly stated that both Mark Olson and Ann Broomhead were elected Chairman of MCFI by acclamation. In fact, only Mark Olson was elected Chairman; Ann Broomhead was elected Treasurer.

FIRST CLASS MAIL