

Number 20

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— Special Vacation Issue —

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**Hotel News**

There is encouraging news on the hotel front. Our lawyers have been working their magic, and have convinced the Sheraton management to sit down and talk with us. We are currently in the process of negotiating the exact details of a contract, but it now appears likely that we will, in fact, be back in the Sheraton, for both function space and sleeping rooms.

In addition, the Park Plaza, which is the nearest large "second tier" hotel (see list on page 19), has now agreed to discuss giving us a large sleeping-room block. If this firms up, we will have enough close-in sleeping rooms to be able to release most of our "third tier" blocks.

At this point, we still have some work ahead of us to hammer out an arrangement with the Sheraton-Boston agreeable to all parties. More details on the content of that arrangement will be given when they emerge.

**In This Issue**

To make up for the heavy charts and graphs of the last issue, we're going to relax a bit this time and talk about vacations. On page 2, some of the members of MCFI tell how they're planning to spend their time while in Britain for the Worldcon.

On page 3, we give some proposed amendments to the World Science Fiction Society Constitution that will be submitted for consideration at the Conspiracy WSFS Business Meeting.

And on page 5, thanks to Carey Handfield, we have a copy of the Aussiecon Two final financial statement.

Following that, we have the usual meeting minutes, apa excerpts, and letters.

A hotel room update is on page 19.

**Noreascon 3 News**

Total registration as of July 17 was 2229 people: 1958 Attending, 230 Supporting, and 41 Children.

Progress Report 2 will be 16 pages and we hope to mail it out during the last week of July.

Membership rates until January 1, 1988, are as follows:

Attending Membership	\$50
Supporting Membership	\$20
Children's Admission	\$30
Conversion from Supporting to Attending	\$30

We hope to announce the convention division structure and division head appointments in the next issue.

## Our Summer Vacation

### *Committee Plans for Sightseeing in Britain*

Because so many of our members are planning to attend Conspiracy, and because most of them plan to use the occasion to do some sightseeing in Britain, I asked them to share with you some of the planned highlights of their trip. In the following lists, items which are starred are those which the person has done before and has personal knowledge of; unstarred items are things they are planning to do. Sections in italics are related quotations from Philip A. Crowl's *The Intelligent Traveller's Guide to Historic Britain* [HB] and the *London Access* guidebook [LA]. We suggest you call or write ahead before visiting any of the places mentioned here, since things may have changed since this information was gathered.

The two places mentioned by the most people were The Tower of London and Hay-On-Wye, the used book capital of the world. Alleged to have 40 million used books, Hay-On-Wye is located near the Welsh border, about 20 miles northwest of Gloucester and 1 mile south of Shrewsbury.

In addition to Hay-on-Wye, **Claire and Dave Anderson** mentioned the Andromeda Book Store in Birmingham. They also suggest the underwear exhibit in the Costume Museum at Bath ("supposed to be amusing"). They plan to eat at the Sherlock Holmes Restaurant in London, and to visit Nottingham (home of ice-dancing champions Torville and Dean) "to buy tacky T&D souvenirs."

**Ann Broomhead** suggested Dartmoor\*, Stonehenge\*, Exmoor, Woodhenge, Liberty of London (major fabric store), the National Portrait Gallery\*, and the New Forest\*.

Woodhenge, near Stonehenge: *A restored Neolithic henge monument, possibly a temple. The original concentric circles of wooden posts, which probably upheld a conical roof, have been replaced by small concrete pillars.* [HB]

National Portrait Gallery: *After getting your bearings in Trafalgar Square, The National Portrait Gallery is where to begin a day in London. It is not an art gallery — eminence of the sitter, not the artist, is what counts. More eloquent than words, the faces in the portraits are the history of England . . . a royal procession where art, history and British civilization converge.* [LA]

The New Forest, Lyndhurst: *This was the first of the royal forests set aside by William the Conqueror as a hunting preserve. Wildlife abounds and the New Forest ponies are among the more attractive sights.* [HB]

**Dave Cantor** plans to spend his vacation gambling, but not in England. "Double down on all elevens and always split eights." is his advice.

**Donald Eastlake** suggests the Crown Jewels\* and the British Telephone Museum\* in London.

Crown Jewels: *But glittering amidst the historical doom and gloom [of the Tower of London] are the Crown Jewels, the Tower's most popular attraction. Dazzling and brilliant, almost breathing with fire, the spectacular collection far exceeds its reputation. Here robes, swords,*

*scepters and crowns adorned with some of the most precious stones in the world are displayed.* [LA]

**Ellen Franklin** and **Jim Hudson** are passing up Britain because Ellen is having back problems and isn't up to trekking around; instead, they will be found on a beach in St. Maarten (all are welcome to visit). Had they gone to the U.K., Ellen says that Devon is beautiful, so are southern Wales and Cornwall. The Edinburgh Festival, with theater and other events, will be taking place in August.

In London, **Chip Hitchcock** plans repeat visits to Vaudeville ("Music Hall") and other London theater "to taste". "Should see *something*, as British production standards are high." He also suggests the Stock Exchange\* (overview and film) and seeing the Tower\* by boat from Westminster. At the Tower, visit the chapel built into the wall of the White Tower. (Chip points out that the best Crown Jewels were broken up under Cromwell and not replaced, but thinks they're probably worth seeing once. He also warns that when seeing the Jewels, you will be required to choose between two separate lines. One gets you a close-up view, but is required to move quickly; the other is more leisurely, but is a bit further back.) Chip also recommends stopping by Hyde Park speakers' corner and reading the London newspapers to pick up some of the flavor of the country.

Outside of London, he plans to visit Avebury ("a ring of stones that is larger than Stonehenge and not fenced off like Stonehenge is now") and the steam center\* at Brighton (reachable by bus from the con area). The latter is a former well with pump, generator, and various smaller steam engines which is live steam-powered on Sundays. Finally, Chip recommends a day trip (available as a package) to Windsor Castle\* and Hampton Court Palace\*. At Hampton Court, notice the chimneys with brickwork looking like braids — in that period, having many fireplaces was a major sign of luxury.

Avebury: *Less than twenty miles north of Stonehenge lies the second greatest henge monument in Britain — and some would say the first. This is Avebury, probably built by Beaker Folk in the early part of the second millennium B.C. Avebury should not be missed. It was probably as important a sacred site as Stonehenge and is today much less infested with tourists than the latter. At no other prehistoric site in Britain is the awesome sense of mystery so pervasive as among these towering megaliths.* [HB]

Stonehenge: *Along with the distractions of the adjacent parking lot and souvenir stand, to say nothing of the mobs of tourists during the summer, Stonehenge's ruined state can prove disappointing unless the traveller is prepared to recreate its original glory, at least in his mind's eye.* [HB]

Windsor lies on a pretty bend of the Thames 21 miles from London and is home to a magnificent park, a famous boys' school (Eton), and the largest castle in the world still lived in by royalty — Windsor Castle. The castle has been a royal residence for more than 900 years. William the Conqueror first built a round keep of timber in 1078 (now long gone), and over the centuries, monarchs have enlarged the castle and constructed new buildings. [LA]

Hampton Court is a must as far as day trips go. The palace was built in the 1500s by Cardinal Thomas Wolsey, minister to Henry VIII. Wolsey's wealth and lifestyle so exceeded the King's that, inevitably, the King pushed the Cardinal out of the Court and took up residence himself. Henry VIII added a moat, a drawbridge and a tennis court, amenities enjoyed by the 5 of his 6 wives who lived in the palace. [Also Elizabeth I, Charles I, and William and Mary.] The south front was severely damaged by fire in March of 1986, but luckily, most of the paintings and art treasures were saved. [LA]

**Debbie King** has some recommendations from her visit to England in 1979. She visited the Royal Worcester Porcelain Factory\*, which conducted tours from the raw material to the finished product, had a small museum with displays of their work, and a shop with seconds for sale. Longleat House\* had a display of Regency Period costumes. Shakespeare's house\* had great guides who have a talk on what it was like to live in the 1500's. ("They wore fur collars to catch the lice falling from their hair — that sort of thing.")

Debbie also recommends use of Britainshrinker tours, which are mostly one-day rail or bus tours from London that are not too expensive; and the London Explorer Pass for the London underground, which is good for several days and saves having to dig for the right fare for buses and the underground. Both of these are available before leaving the U.S. from BritRail.

Two good guidebooks that Debbie recommends are *Frommer's Touring Guide to London*, which has excellent maps, including interior layouts of museums and stately homes, and *London for the Independent Traveler*, which has a series of suggested tours, such as "Literary London", "Romantic London", and "Shopper's London".

Longleat House (Warminster, Wiltshire): *Distinguished in architectural history for being the sole surviving Elizabethan example of a true Renaissance-style house, this four-sided building with two inner courtyards lies in a huge park landscaped in the eighteenth century by Capability Brown. The safari park boasts a large variety of wild animals.* [HB]

Shakespeare's Birthplace (Stratford-Upon-Avon): *William Shakespeare was born here in 1565, probably in the western side of this double house owned by his father, a glover and wool merchant. In the other half of the house is a Shakespeare museum.* [HB]

**Tony Lewis** recommends Hampton Court\*, London Zoo\* (in Regent's Park), Imperial War Museum\* (south of the Thames in London), and the Royal Pavilion at Brighton\*.

Royal Pavilion: *The original neoclassical house by Henry Holland was rebuilt in a quasi-Indian style by John Nash from 1815 to 1820 as a summer palace for the Prince Regent. The onion-shaped domes were added later, though the spires, looking like inverted funnels meant to resemble Crusaders' tents, are of Nash's design. Nash's music room and banqueting room are mixed Chinese and Gothic. Fine Regency furniture throughout. A spectacular, if bizarre, sight which should not be missed.* [HB]

**Priscilla Pollner**, who sparked the idea for this article, has the most varied list of suggestions.

- J. Floris\*, a perfumery in London
- Sherlock Holmes walking tour\* in London
- Edinburgh\*
- Bass Rock\* (gannet colony off North Berwick, 1/2 hour southeast of Edinburgh)
- Bead shop in London
- Harrod's Gourmet Basement in London
- Cum Idwal\* in North Wales
- Ffestiniog small-gauge railroad\* in North Wales
- Open-air Shakespeare in Regent's Park\*, London
- York\*
- The Tower of London\* to see the ravens

Floris, 89 Jermyn St.: *Since 1730, the Floris family has been creating delicious scents, bath oils and soaps from the flowers of the English garden. Jasmine, rose, gardenia, lily of the valley and, one of the newest, wild hyacinth, all smell fresh and clean and as close to the real thing as you can imagine.* [LA]

Harrods, Brompton Rd., Knightsbridge: *In the past, man's desire for greatness led to the creation of cathedrals and palaces. Today, it leads to department stores, and Harrods is Notre Dame, the Taj Mahal and Blenheim.* [LA]

**Greg Thokar** is planning on seeing most of the sites Ann Broomhead mentioned, plus Inverness and Loch Ness in Scotland, and taking in some English theatre. He's also going by the Fylingdale Air Base, home of the Ballistic Missile Early Warning System, a phased-array radar project he's worked on. His tour will also stop by Jodrell Bank Observatory (Cheshire) Radio Telescope, home of Sir Fred Hoyle.

**Pat Vandenberg's** family highly recommend Bath, Hampton Court, Chester, Inverness, and Edinburgh as places to see.

Bath: In addition to the Assembly Rooms, the Grand Pump Room, and the Bath Abbey, HB recommends the Roman Bath: *The most-visited Roman ruin in England, this was the heart of the Roman spa of Aquae Sulis. The great bath, now open to the sky, measures 83 by 40 feet and is surrounded by smaller baths. Within the establishment is one of the best Roman museums in Britain.*

**Leslie Turek**: As for myself, I plan to do all the traditional touristy things in London, and hope to get to Kew Gardens. (Of course, what I'd really like to see are all those places that either don't exist anymore, like Vauxhall Gardens and Whitehall Palace, or never existed outside of books. While in Brighton, I'm hoping to get a chance to rent a car and visit some of the renowned English gardens. Two of the most famous are Sissinghurst Castle and Great Dixter (both about 50 miles northeast of Brighton). After the convention, I'll be going to Edinburgh and staying in Borthwick Castle. I hope to be able to drive from there to the Lake District. And if I had more time, I'd go to Cornwall, but that will have to wait until the next trip.

Kew Gardens: *Kew Gardens is a botanical paradise of more than 300,000 varieties, set in 300 lush acres along the east side of the Thames. Kew Gardens offers a con-*

stantly changing display of flowers, as well as rock gardens, a stream with aquatic birds, a herbarium with more than 5 million varieties of dried plants, and stunning paths down to the river (with a sublime view of Syon House across the Thames). Amidst the greenery is an array of 18th century garden follies: classical temples, ruins of a Roman arch, a fanciful 10-story pagoda and an Orangery. [LA]

Sissinghurst Castle (Cranbrook, Kent): *One of the most famous gardens in England was laid out here by the late Vita Sackville-West and her husband Harold Nicolson not long before World War II. It is a sectionalized garden with separate "rooms" divided by hedgerows, each devoted to a distinct species or color. Not to be missed.* [HB]

Great Dixter (Hastings, Kent): *A delightful garden planned by Edwin Lutyens and Gertrude Jekyll. Included are a sunken garden, a rose garden, and ample borders of shrubs, perennials, and bedding plants.* [HB]

Borthwick Castle (7 mi. s of Edinburgh): *"the epitome of fifteenth-century classical tower house building." It was erected some time after 1430 by the local laird, Sir William Borthwick. Mary, Queen of Scots, was here in 1567 before her capitulation at Carberry Hill; and in 1650 Cromwell laid siege to the castle but did only minor damage before it was surrendered.* [HB]

— LT

## Proposed WSFS Amendments

This section contains the text of some of the motions that may be proposed at the WSFS Business Meeting at Conspiracy. This list is by no means complete — it includes just the ones we happen to know about because members of MCFI are planning to move or second them. Since they are still under discussion, details of the wording may be changed by the time they are formally submitted.

### Short Title: Question Time

MOVED, to amend the WSFS Constitution and the Standing Rules for the Governance of the WSFS Business Meeting as follows:

1. Insert the following new section in Article IV of the Constitution:

*Each future selected Worldcon Committee shall send an official representative to the Business Meeting to answer questions about their Worldcon.*

2. At the time the above amendment to the Constitution takes effect, add the following to Standing Rule 19:

*At the Site-Selection Meeting fifteen (15) minutes shall be allotted to each of the three future selected Worldcons. During the first five (5) minutes, their representative may make such presentations as they may wish. The remaining time shall be available for questions to be asked about the representative's Worldcon. Questions may be submitted in writing at any previous session of the Business Meeting and if so submitted shall have priority (if the submitter is present at Question Time and still wishes to ask the question) except that under no circumstances may a person ask a second question as long as any person wishes to ask their first question. Questions*

*are limited to 15 seconds and answers to two minutes. Any of these time limits may be adjusted for any presentation or question by majority vote.*

By tradition, although this is not provided for in the current Rules, the Site-Selection winner is given a few minutes to make a presentation at the Site-Selection session of the Business Meeting and sometimes takes questions from the assembly. Anticipating this, bidders normally have a predesignated representative present, frequently the Chairman of their committee. But there is no officially designated representative or official way to get any information (except financial reports) after that time or from any other future Worldcon. With the increased Worldcon-selection lead time there is an increased possibility of problems arising with plans, facilities, etc. Some committees may not be responsive to letters or other inquiries.

The proposed mechanism is patterned after Question Time in Parliament. It would provide an official framework for the current practice of a presentation and questions for the site-selection winner and extend this practice to the two other future selected Worldcon Committees. It should improve communication and responsiveness and provide a safety valve for any frustrations felt by members of WSFS concerning future selected Worldcons.

Although the time limits may seem short, fifteen seconds is long enough for two or three sentences and should be enough for most questions. Similarly, a complete answer could be given to most questions in two minutes or less if the speaker is prepared. In any case, the amount of time available at the Business Meeting is very limited and this is probably the best that can be done. Should a matter of particular importance and interest arise, the assembly can easily extend the time limits as necessary.

### Short Title: Broadened Hugo Nominations

MOVED, to amend the WSFS Constitution as follows:

1. In Article II, Section 18, strike "WSFS member" and insert in place thereof "member of either the administering or immediately preceding Worldcon."

2. Add to Article I, Section 4, the following:

*Within ninety (90) days after a Worldcon, the administering committee shall forward its best information as to the names and postal addresses of all of its members to the committee of the next Worldcon.*

This amendment revives the practice of allowing Hugo Nominations (but not final Hugo Award voting) to be made by those who are members of the previous Worldcon as well as by members of the upcoming Worldcon. The intent is to encourage more widespread participation in the Hugo Award process.

The requirement that each Worldcon pass on its membership list, which is normal practice anyway, is necessary so that the eligibility of nominators can be determined.

It is anticipated that most Worldcons will implement this by sending out a mailing to their nonmembers who were members of the previous Worldcon, soliciting Hugo nominations and their membership. The income produced by these additional members would normally more than

cover the costs of such a mailing.

**Short Title: Availability of Supporting Membership**

MOVED, to amend the WSFS Constitution by substituting the following for Article I, Section 5:

*Members of WSFS who cast a site-selection ballot with the required fee shall be supporting members of the selected Worldcon. Supporting members of a Worldcon have the right to receive all of its generally distributed publications. Voters have the right to convert to attending membership in the selected Worldcon within ninety (90) days of its selection for an additional fee set by its committee. This fee must not exceed the minimum voting fee and not exceed the difference between the voting fee and the attending fee for new members. Attending members of a Worldcon have the rights of supporting members plus the right of general attendance at said Worldcon and at the WSFS Business Meeting held thereat. Other memberships and fees shall be at the discretion of the Worldcon committee except that they shall make provision for persons to become supporting members for no more than 125% of the site-selection fee, or such higher amount as has been approved by the Business Meeting, until a cut-off date no earlier than ninety (90) days before their Worldcon.*

PROVIDED, that the requirement to provide supporting memberships shall not affect any Worldcon that had already been selected when it goes into effect.

Most of the text of this amendment is a re-wording of the present provisions to try and make them clearer. The meat of the change is all in the last sentence.

The purpose of the change is to encourage more widespread participation in the Hugo Award and Worldcon site-selection processes and to encourage greater continuity and geographic diversity in the membership of the Society.

Currently, after the site-selection voting for a Worldcon, they are under no obligation to make supporting memberships available at all. If they do there are no restrictions on what they can charge. When site selection was only one year in advance, it may have been reasonable to require those who wanted to participate in WSFS for a limited fee to just plan ahead. But with the expansion to a three-year lead time, someone unable to attend a Worldcon who wishes to participate in the Hugo or site-selection voting must plan three years in advance to have assured access for a limited fee.

The rule would provide that supporting membership continue to be available for not more than one-and-a-quarter times the site-selection voting fee (or a higher amount if approved by a Business Meeting). Worldcon Committees would continue to be free to charge whatever they want for new attending memberships, which typically constitute over 80% of their members. They can also charge whatever they want for conversions from supporting to attending, except for the already existing cap on the cost of conversions for voters who convert within 90 days after the site selection.

This amendment is, in effect, a policy statement that supporting memberships should be available and should not be priced significantly above the cost of servicing such a member.

It is hoped that it will interact synergistically with the proposed amendment to allow members of a Worldcon to participate in Hugo nominations for the following Worldcon. Members who do so will be sure of being able to participate in the Hugo voting for which they have nominated, by becoming supporting members. This will diminish any tendency, with site selection occurring in the same zone as the selected Worldcon, towards three pools of Worldcon membership with geographically distinguishable membership.

This motion may also head off those who have advocated a "Hugo Awards"-only class of membership by making sure that participation in the World Science Fiction Society is available for a reasonable rate.

Experience indicates that the voting fee has traditionally been more than enough to cover the cost of servicing a supporting membership. Although the exact numbers you come out with depend heavily on how overhead items are allocated between supporting and attending memberships, it appears that the cost to service a supporting member of Noreascon II in 1980 was about \$8 at a time when the voting fee was \$10. Projections indicate that the cost of servicing a supporting member of Noreascon III will be well under the \$20 voting fee despite our going to seven Progress Reports due to the increased site-selection lead time. In any case, these costs are controllable by Worldcon committees, who choose the size and method of distribution of their Progress Reports, etc. This motion provides a 25% cushion, and if costs should rise uncontrollably provision is made for relief by the Business Meeting's authorizing higher fees.

**Short Title: NASFiC Selection Amendment**

MOVED, to amend the WSFS Constitution as follows:

1. In Article III, Section 4, strike "no later than the end of the calendar year before voting" and insert in place thereof "as set by the administering convention but no earlier than the close of the corresponding Worldcon voting".

2. In Article III, Section 6, strike the words "either by mail or" and the words "before the calendar year in which selection occurs."

The purpose of this motion is to rationalize the Constitutional provisions for NASFiC bid filings and voting with the selection lead times adopted at Aussiecon II, as explained below.

When the voting lead time for the Worldcon was changed to three years, the initial intent was to leave the NASFiC selection lead time at two years. Under that proposed arrangement, when a bid outside of North America won the Worldcon there would have been (1) several months before the end-of-calendar-year deadline for filing NASFiC bids, (2) plenty of time for a mail ballot to occur after it was known there would be a NASFiC, and (3) no problems in having a NASFiC always administer the site selection if there were a NASFiC in the year when the choice was being made (if there is no NASFiC that year, it's done by the Worldcon).

However, at Aussiecon II, when the selection lead time extension for Worldcons was being ratified, the lead time for NASFiC's was also made three years. Some related adjustments were made in the wording so that the

NASFiC choice was to be made at a NASFiC only if there were one the same year, after the Worldcon where the outside-North America bid was chosen. But other provisions were not adjusted.

Thus the present rules require a NASFiC bid to file by the end of the previous calendar year to appear on the ballot, long before it is known whether or not there will have to be a NASFiC selection at all. This forces a North American Worldcon bid to choose between (a) filing for the NASFiC and possibly losing the Worldcon because it becomes official that they would take the NASFiC if they lost the Worldcon or (b) not filing for the NASFiC and losing the NASFiC just because they are not on the NASFiC ballot while some other NASFiC bidder, who filed a speculative bid early, is on the ballot.

Furthermore, the present rules call for a mail ballot even though the NASFiC decision is most commonly made at the Worldcon where the outside-North America Worldcon was selected. Even if there is a later NASFiC the same year, there is probably only a one-week gap. Thus there is insufficient time after the Worldcon decision to have a NASFiC mail ballot. Having a mail ballot before the necessity of it is known would be a mess with people sending in voting fees that might have to be refunded and the like.

This amendment simplifies the Constitution and eliminates these problems by eliminating the mail ballot for NASFiC and by providing that the deadline for NASFiC filings be after the close of Worldcon voting.

#### Short Title: Business Meeting Quorum

MOVED, to amend the WSFS Constitution and the Standing Rules for the Governance of the WSFS Business Meeting as follows:

1. Add the following to Article IV, Section 4:

*The quorum for the Business Meeting shall be twelve members of the Society physically present.*

2. At the time the above amendment to the Constitution takes effect, delete the first two sentences of Standing Rule 18.

This motion regularizes the quorum requirement for WSFS Business Meetings. The Standing Rule it replaces is just a stopgap to get around the current absence of any quorum in the Constitution.

A relatively small quorum is stated since, paradoxically, this is the best way to encourage attendance. People will know that there will almost certainly be a quorum and they had better be there if they want to influence the outcome. Large quorum requirements lead to difficulty in holding valid meetings and occasional attempts to block action by boycott. It should be noted that the quorum in the British House of Lords is only 3 and in the House of Commons it is only 40 for most business.

The quorum given is, in fact, believed to be the smallest number of members that have been actually present at a Business Meeting. For much of the Aussiecon I WSFS Business Meeting, there were only twelve members present.

## Aussiecon Two Financial Statement

*[Our thanks to Carey Handfield for sending us a copy of this financial statement. — LT]*

Aussiecon Two Financial Statement  
30 June 1987

(All figures are in A\$)

<b>Income</b>	
Memberships	111516.55
Advertising	6136.83
Sales	4694.00
Hucksters	3300.00
Art Show	1790.32
Government Grant	1500.00
Interest	6174.70
Sundry	4564.44
Total income	<u>139676.84</u>
<b>Less Expenses</b>	
Hotel Facilities	49385.44
Publications & Publicity	29583.33
Postage	6031.61
Telephone	2063.88
Advertising & Merchandising	6203.42
Art show	1159.86
Office Supplies	2714.86
Operations — Sound/Lighting/Equip etc	11367.57
Films	6727.10
Programming	1114.50
Administration & Committee exp.	9409.27
GOH expenses	3143.00
Sundry	1886.41
Total expenses	<u>130790.25</u>
<b>Surplus</b>	8886.59

The Aussiecon Two financial statement has been prepared from extracts of the audited accounts of the Australian Science Fiction Co-Operative Limited, the organisation which ran the 43rd World Science Fiction Convention.

This is believed to be the final statement as all known outstanding accounts have been met. The small surplus was due to the efforts of a large number of voluntary workers who worked on the convention over a period of several years. Thanks are due to everybody who helped to make the convention a success.

Contributions have already been made to the Constellation bail-out fund and registration of the World Science Fiction Society trademark. These are included under sundry expenses. From the surplus \$1000 will be paid to the fan funds as follows: DUFF \$250, GUFF \$250, TAFF \$250, FANZ \$250. The balance of the surplus will be used to further science fiction and science fiction fandom.

Carey Handfield  
for the Aussiecon Two Committee

## MCFI Meeting

Wednesday, June 17, 1987, at the NESFA Clubhouse, Somerville, Mass.

This meeting was open to MCFI members only. It was called to order at 7:32, and began with a discussion of the hotel situation, which cannot be printed here. (See page 1 for a summary of what can be publicly discussed at this time.)

**Treasurer's Report:** Ann Broomhead presented the following report:

Noreascon 3 Financial Report  
May 31, 1987

### Income

General (Admin.)	1393.78
Membership	67510.83
PR 1	455.00
PR 2	60.00
Mad 3 Party	968.00
Over/Under Account	679.75
Donation	46.00
Total Income	<u>68934.04</u>

### Expenses:

Administrative	623.41
Meeting, Storage, and Apa	1777.63
Capital Equip. and Maintenance	6672.69
Legal Fees	5000.00
Associated Legal Expenses	32.84
Membership	361.32
Membership Computer	266.94
PR Computer	550.92
PR 0	127.35
PR 1	6312.26
Mad 3 Party	684.62
Public Relations	84.10
Guest of Honor	74.72
Boskone 24	70.00
Advertising Capture	3.00
Total Expenses	<u>22641.80</u>
N3 Balance	48471.56

Major expenses since the last report were printing and mailing PR 1 and legal fees. We got a third notice from the IRS about our non-filing of 1985 forms (which were not required because we had no significant income that year). For the third time, Ann called them and explained, as well as sending a registered letter.

**Preregistration:** Sharon Sbarsky reported that we have 2216 people (1943 attending, 232 supporting, and 41 children's admissions).

**Publications:** Leslie Turek had the final copy for the June *M3P*.

Greg Thokar said that he'd have a rough outline of PR 2 within a week. It will be printed 11 x 17 inches and stapled on the spine. We'll then have a folding/ mailing session in late July. It will be a 12-16 page newsletter and will cost about \$1200 to print 2700 copies. He also said that our ad rates aren't quite covering the costs, and

should be raised.

**Membership Rates:** Mark Olson felt that our rates should stay at \$50 until 3/1/88. A number of people echoed this. Ben Yalow suggested January 1. This would give us the option to have a higher rate in place by Boskone, if necessary (since we expect to pick up a lot of memberships at Boskone).

Greg thought we should decide in time for PR 2. Mark disagreed; pointing out that the PR audience is people who are already members. We can publicize the new date in our news releases.

Jim Hudson agreed that January was a better date, since the number who join between September and December will be small, but we might get quite a few at Boskone.

Jim H. asked if we were going to sell memberships in England and at the NASFiC. Mark said we'd written to our British agent to try to get a table at Conspiracy, but haven't heard back yet. Jill Eastlake suggested that we ask our Friends to help at NASFiC. Mark asked Leslie to put a note in *M3P*. He also said that we don't have to be open for the entire con. We could post a sign saying that memberships will be on sale on Saturday from 4-6, for example, and thus only be open for a short time.

**Committee Membership:** Since this was the first closed meeting for a while, the committee discussed some candidates for membership. Claire Anderson (who had previously resigned) was readmitted to MCFI, and Jane Wagner and Monty Wells were invited to join. [All have accepted.]

**Committee Structure:** Mark said that Jill would like to discuss the structure of the committee. We'd done a lot of this 6 months back, then it died when the crisis hit. Mark suggested that we have a 10-minute discussion at this meeting, to be followed by written discussion in the apa. It will be the after-meeting topic next time.

Jill said that she'd complained in the last apa that we should be doing something. We need to put either a structure or at least a mechanism for choosing one in place. Leslie said that Mark has asked people to make lists of those they felt were qualified for division heads. Mark reported that he received only three responses, only one of which was from a committee member (Ben).

Paula Lieberman said that we don't have a structure. Jill pointed out that putting together a structure and choosing a committee go hand in hand. Ben emphasized that you can't talk division structure without talking people. He also said that it looks bad for us to have stopped dead the way we did. We need to develop procedures so that we don't stop dead during a crisis.

Mark said that he didn't want to ask people to commit to a con that could wind up being somewhere else. Jim H. said that if he commits, he's committed. He also said that no matter what the official process is, it's Mark's decision in the end. Mark must talk to people one-on-one.

Mark said the people part is easy; the hard part is the decision between a small number of large divisions and many mini-divisions. He urged people to take a division structure and fill in names.

Leslie asked if we will keep forging ahead with budgets. Mark said that he didn't plan any more budget sessions until we have division heads.

The meeting adjourned at about 10:40.

## Excerpts from APA:89

June 27, 1987

(Please understand that these pieces were originally written for an internal committee newsletter and may not be as polished as work intended for broader publication. They are the personal opinions of the individual contributors, not official committee policy.)

Greg Thokar ran drafts of two short articles planned for PR 2 — one on reaching the committee via electronic mail services, and one on *The Mad 3 Party*. He also presented a mockup of the layout he is planning. He is still awaiting writeup(s) from Mark and Don on the Hotel Situation, Jim Hudson on major convention topics, and a Treasury Report from Ann. The rest of the material will reprise PR 1 information on membership, advertising rates, mailing labels, and contacting the committee. There will be several pages of new members and at least 3 full-page ads. A *Mad 3*-type banner headline is being supplied by Chuck Lang and Wendy Snow-Lang.

Greg is planning to go to press no later than the third week of July, with a collation the following week.

Jim Hudson ran some budgets developed during the budgeting worksession on member services areas. As mentioned last time, I plan to hold these budgets until they're a bit more firmed up.

### Hugo Awards Ceremony (Priscilla Pollner)

In writing up the budgeting session, Jill [Eastlake] neglected to note my cheap solution to lighting for the Hugo awards, so I'll work it in here: *Highway Flares!*

Assume each flare lasts 4 minutes, and costs about \$1.50. For a 2-hour (120 minute) Hugo presentation ceremony, 30 flares (\$45.00) will be needed. Add about \$1.00 for matches (and optional, \$25.00 for a fire extinguisher). If this seems too high, use fewer flares, only lighting a flare (assumption: a gopher, staff, or committee person will light flares at appropriate intervals and hold them high. Dexion (rented from NESFA) could be used to build a flare holder, but I expect the cost of that to be negligible . . .) during the actual acceptance speeches. Cost of video not included . . .

[Note: Two people who proofread this section were confused by Priscilla's proposal, and one objected on the grounds that open flame is illegal/dangerous. This leads me to believe that I should make clear that the above is a JOKE! Come on, guys . . . —LT]

### Burnout (Priscilla Pollner)

Last issue I talked a little about what I think causes it. Now — what to do about it:

- Take some time out for yourself during the convention (pre-plan if necessary and/or possible, but if not — take time anyway!). This should be things over and above personal maintenance (sleep, shower, eat). Read a book, do a crossword puzzle, visit the Art

Show (unless that's what you've *been doing*), fool around.

- Help someone else. Feel smug if you want (but don't tell the person or show your smugness). It will make you feel better (at the least), and may make the whole con run better.
- Change what you're doing regularly — visit another area. I never felt burned out when I was doing (just) the Boskone daily newsletter, because that job took me all over the convention, so I felt like I really always knew what was going on (which helps too).
- Talk to people about your feelings. (Choose those who want to hear. Try not to choose people who will escalate your feelings. If you both start feeding off each others' neuroses ("doom and gloom! death, destruction . . .") then things will get much worse fast.) Make jokes about the burned-out feelings (good short-term benefits — a bad strategy over the long term) — you might start to believe them!
- Going back (in a way) to a previous point: sign up for *two* separate equally demanding jobs (ARRGH! Am I crazy?). You'll be so overwhelmed/distracted that you may not get "burned out" — you may go on automatic pilot instead, and do magnificently (well, you could also burn out even faster — there's a danger to this strategy — it is also not a good long-term option. In addition, some things will probably sneak through the cracks). Right now, I am (at work), doing two jobs, and I'm less burned out (?maybe) than most of my coworkers.
- Buy yourself something expensive (even better, have someone else buy you something expensive). Convince yourself you're worth it — and then you're not gonna be burned out (OK — so it's temporary self-worth upper, but it just might help you make it through the last day . . .).
- Drink fruit juice. Get enough B vitamins. Do whatever else "nutritionally" helps. (I dunno — eat an artichoke! If you can make it through the whole artichoke, then you're probably not as burned out as you thought you were . . .) ((I can't explain that, but it feels right.))
- Titillate your senses. Wear bright colors, carry around something that smells nice and/or has good memories (smell-wise. This will get you on the subconscious level too. Trust me.), or do other, um, titillating things (which I will not write up here . . .). Remember to get some sleep.
- Finally (for now?) remember: it's always good to cry. (Unfortunately, however, it is not always OK to cry. It will make you feel better, but it may cause worse problems in the long run.)

[When I was involved in running the Lone Star Con Art Show, I made a point of scheduling an hour almost every day to enjoy a Margarita while soaking in the Hyatt's very attractive outdoor pool. This self-indulgent and physically-relaxing break made all the difference in an otherwise insanely hectic schedule. — LT]

#### Fourth Street Fantasy Convention *(Paula Lieberman)*

Fourth Street Fantasy [in Minneapolis] was small (200?). It had one track of Programming, a 3-dealer Dealers' Room, a small art show, and a three- or four-room consuite stocked with M&Ms, munchies, soda machines, and beer.

Jane Yolen was one of the Guests of Honor, and the programming included her telling bedtime stories in the consuite, with milk and cookies provided by Tor.

There was a wonderful editor's panel, which could be best described as, "A Day in the Life of an Editor." Emma Bull was theoretically the moderator; her primary role on the panel, however, was sitting with a stupefied expression on her face, saying, "I'm so glad I'm not an editor!" every so often.

The other panelists, Terri Windling, Melissa Singer, Beth Fleisher, and Ellen Kushner, went through the day of the editor, by events and by time. Some of the high (?) points they covered were getting those important cups of coffee, especially the first, before anything more happened right after getting in off the subway; the frantic call from the agent, whose desperate client had not received the check promised weeks ago; the publicity department dumping completely incorrect promo material on the desk as the editor is about to go to an important luncheon meeting with an agent; the arrival in the office of a new artist who happens to have just been in New York today . . . "It's now 9:37 and . . ." — sort of like *The Game*.

It was as if it were staged and rehearsed, except that it wasn't. It was an incredible thing to watch, and 2/3 of the audience gave the panel a standing ovation. (This is a panel where having only one microphone would have really hurt the panel. Each panelist, having her own microphone, could instead instantly pick up on the cue from the previous panelist's words and continue the editor's daily event log. If there hadn't been individual microphones, the flow would have been interrupted, instead of being continuous, and the spontaneity which was the essence of that panel would have been lost.)

The bedtime stories were quite nice; how about storytelling hours and places at N3, as a partial alternative to "Authors' Readings"? There could be retellings of traditional stories, tellings of traditional sf, and, of course, participatory tellings like the \*ick\* *Eye of Argon* and other abominations . . . Some of them should be in the consuite — the storytelling there made it a very nice place to be.

*[How about inviting fans to tell stories about famous fannish events and traditions, sort of in the style of Bob Shaw? The kind of thing that happens at those wonderful parties that I always seem to miss. — LT]*

#### The Green Room *(Paula Lieberman)*

Why have a fancy Green Room? It only makes the Green Room that much more of a private party where the Program participants spend all day walled away from the rest of the con attendees, who help subsidize the Green Room perks; if the program participants want to hole up all day away from the rest of the convention, most of them have access to the SFWA suite, or other non-convention-sponsored hidey holes. Or, they can arrange to go off with their friends somewhere. I thought that the

original concept of a Green Room was that it was a place where people who were getting ready for a program item they were speaking at would gather and get prepared for the event. It's been a long time now since the canonical "In the bar" was the answer to "Where do you find X five minutes before his panel?"

After Atlanta, I think the Green Room situation has gotten out of hand — there were people I knew who were doing their own arranging to meet for their panels, at places other than the Green Room. In one case, some of them had been going through the Dealers' Room together, and arranged to meet the other panelists in the program item room. This, I think, was done without the knowledge of the Green Room staff, who were unaware of the arrangements made by the panelists.

The other piece of out-of-handedness indication at Atlanta was the discussion I heard about the appearance and disappearance of food in the Green Room — the food arrived, Green Room inmates flocked in, and the food was precipitously gone, gobbled up with no regard for who had panels and other program items running through lunch time. Some of the people, who had access to the SFWA suite, had taken the opportunity to get coffee and edibles there at breakfast time (the publishers provided some stuff there). Despite the free feasting, some program participants went to sleep and got up early enough to buy their own brunch in the hotel restaurants. This indicates that most Program Participants are able to see to their own dietary requirements, and don't need coddling by the convention.

*[Fred Isaacs, who worked on Program at ConFederation, replies to Paula's comments as follows:*

*All ConFederation program participants were supposed to have been told to meet in the Green Room by the track managers who invited them to be on the program. The vast majority of them did this and discussed what they were going to say before the item started.*

*There was also a Program Participants' Lounge, which was a connecting room that was merged with the Green Room for most of the convention (mostly because it was hard to keep people from wandering between them to chat with their friends). This had some problems, since it was hard to keep the Green Room quiet enough for people to concentrate. The Program Participants' Lounge had two purposes: (1) Not all program participants are writers or members of SFWA or ASFA, so it gave all of the people on the program a place where they could hang out and feel loved and wanted. (2) It gave program staff a place to go trolling for substitute program participants when necessary to replace no-shows.*

*The Green Room feeding frenzies (and the amount of abuse directed at the staff each time the food ran out) are convincing evidence that you shouldn't try to feed the program participants or any other sub-group because everyone else at the convention will come up with a reason why they're also entitled to the free food.]*

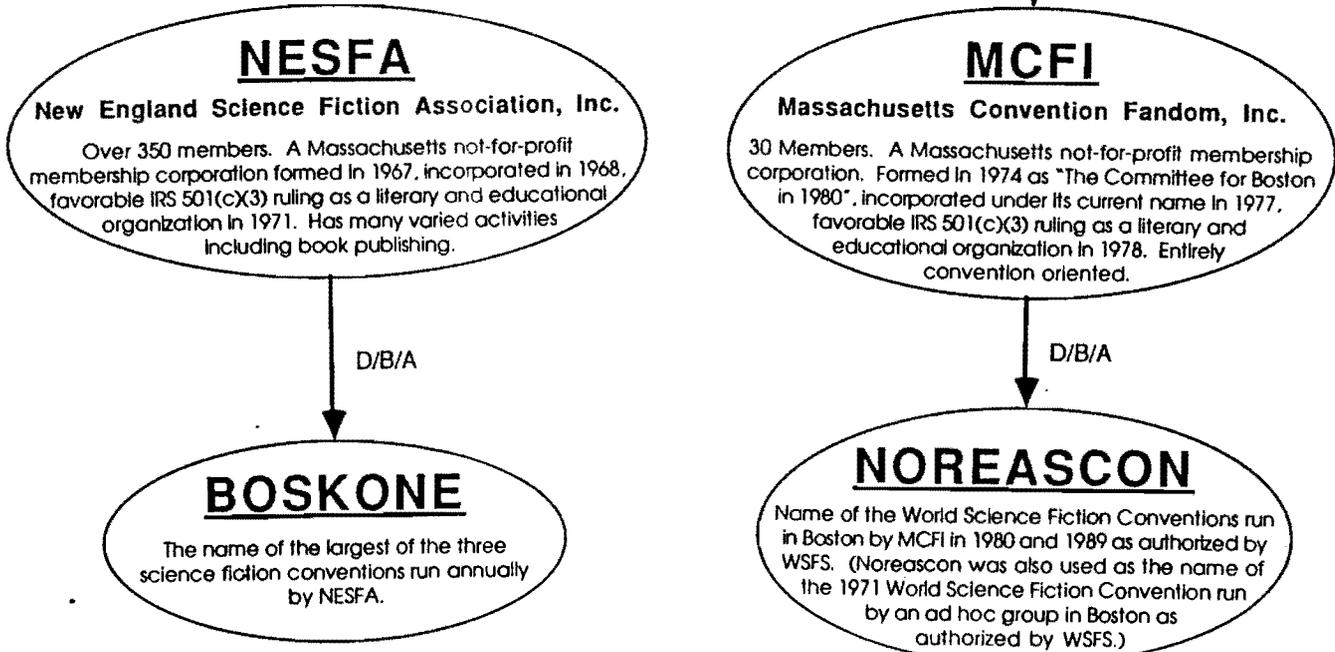
#### Masquerade *(Paula Lieberman)*

How about having the Masquerade officially end after the first run-through? That way, there wouldn't be the interminable wait for the judges' decision to get made. The awards could be announced over the video system,

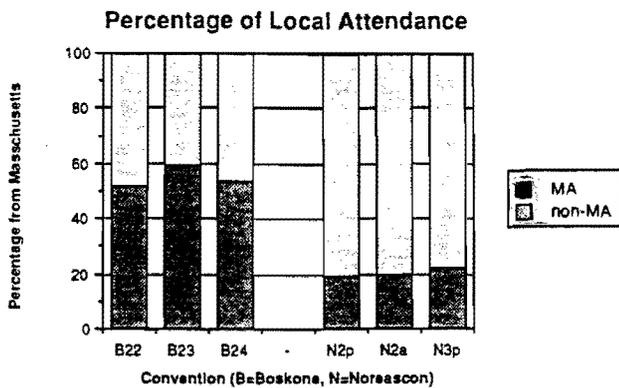
and presented at a reasonable hour the next day, with video clips of the winning costumes shown at the awards ceremony, which would also be broadcast.

**Boskone vs. Noreascon 3** (Donald Eastlake)

[Using Cricketgraph on the Macintosh, Don produced a number of charts for our lawyers to illustrate some of the differences between Boskone and Noreascon 3. The first chart (in two parts) shows the organizational relationships.]



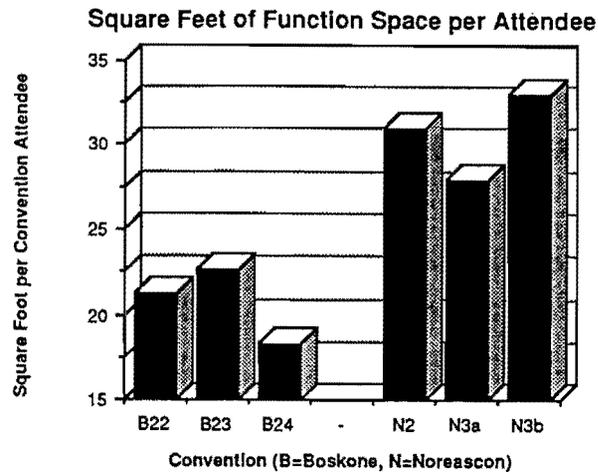
The following graph shows the percentage of local (i.e., Massachusetts) members for recent Boskonos run by NESFA and Noreascons run by MCFI. B22, B23, and B24 are Boskone 22, Boskone 23, and Boskone 24, held in 1985, 1986, and 1987. N2p is Noreascon Two pre-registration and N2a is Noreascon Two attendance. These Noreascon Two figures show that pre-registration is reasonably predictive of total membership. N3p is Noreascon Three pre-registration thus far.



The following graph shows the total square feet of function space available divided by the total attendance for recent Boskonos run by NESFA and Noreascons run by MCFI. Only function room space was counted, with lobbies and hallways ignored.

The drop in sq. ft. per attendee from B23 to B24, although both were at the Sheraton-Boston, was due to an unanticipated 15% increase in attendance coupled with a 7% decrease in function space due to on-going renovations in the Sheraton-Boston.

N3a and N3b are alternative estimates for Noreascon Three. Both assume a peak attendance of 8,125 persons. N3a assumes the Sheraton-Boston function space and floors 2 and 3 of the Hynes Convention Center. N3b adds the first floor of the Hynes.



## MCFI Meeting

Wednesday, July 8, 1987, at the NESFA Clubhouse, Somerville, Mass.

The meeting was called to order at 7:32. It was a closed meeting; only members of MCFI were present.

**Announcements:** Jill Eastlake read a piece from the DEC network, warning travelers to Europe not to leave luggage unattended. The police are blowing up luggage that remains unattended for more than 3-5 minutes. Several people saw this as the solution to some of the clubhouse storage problems.

Mark Olson said that we have three new members, all of whom were in attendance (Jane Wagner, Monty Wells, and Claire Anderson).

**Next Meeting:** The next meeting will be on Monday, August 10.

**Treasurer's Report:** Ann Broomhead said that \$300 came in; more went out. In response to a question from Mark, she said that the IRS has received our letter (the little green card has come back), but we've received no response.

**PreRegistration:** Sharon Sbarsky arrived just in time for her report. We have one more member than was reported in the last apa, and one more person has converted.

She asked what we should do about the 30 or so people who have joined since the mailing of PR 1. This is not yet enough for a bulk mailing. We are not sending out acknowledgments. We decided that 1) they'll be getting PR2 soon, and 2) we should wait until after Conspiracy to worry about dealing with these PR 1s.

**Mad 3 Party:** Leslie Turek said that an issue just came out, and that she wants to publish another before Conspiracy. She got a letter saying that we've lived up to our promise to tell people more about running a Worldcon than they want to know. She circulated a sheet, asking people what they plan to do in England.

**Progress Report 2:** Greg Thokar said a draft is circulating. Everything is there but the article from Mark and Don Eastlake on the hotel situation. Greg said that, depending upon ads, it may be only 12 pages long. Mark said the ads may be losing \$10 per page. We've upped the rates for PR 3 and beyond.

**Hotel Situation:** On 6/23, Mark, Don, Rick Katze, and our attorneys met with Sheraton General Manager and Sheraton Counsel. The meeting lasted 2 1/2 hours. We think we're now close enough to successfully negotiate. The biggest problem that the Sheraton expressed was people wandering the sleeping floors late at night.

We believe they are working on a proposal, which we expect to see shortly. Mark said that we'll go ahead with things after the Sheraton gives us their proposal. We may not have a signed contract in 6 weeks, but the lawyers will make sure that whatever we have is binding.

The bottom line is: We aren't suing. We don't anticipate legal action. The lawyers are helping in getting negotiations underway.

Tony Lewis asked if we should have a Q/A session at Brighton. Mark said we can press for a Q/A session if we know the results of the negotiations. We won't if things are still up in the air. Ben said we should also do so at the NASFiC.

Rick mentioned that a newszine editor has called the Sheraton to try to get information. We would appreciate it if fans would please not take actions that might upset the negotiations. We will publicize whatever we can as soon as we can.

**Membership:** Andi Shechter was invited to join MCFI [and has since accepted].

**Division Structure Discussion:** Mark noted that he'd handed out a list of MCFI members and a summary of proposed division structures. He said we don't want to discuss personalities now, but think about it. Who would you not be comfortable with as a division head? Who would be good? Mark up the list and give it to him. He'll talk with you if you put your name on it, though you can also be anonymous. Also, feel free to suggest people who aren't members of MCFI.

On the summary sheet, Mark has tried to merge proposals, standardizing the terminology and adding missing areas. There were several "consensus divisions" (WSFS, Extravaganzas/Functions, Program — Main, and Program — Media) that were pretty similar in all proposals. The other divisions varied from proposal to proposal.

Dave Anderson asked about Mark's big question of last meeting: many small divisions vs. fewer larger divisions. Mark said that most people seemed to come up with about the same number of divisions.

Jill called special attention to the "Information Services" division in a handout from Carl Brandon. [Carl Brandon is the *nom de fan* used by Fred Isaacs.] She said that we might handle communications in a different way, using a matrix-management approach, similar to the way she ran the Treasury at Noreascon 2. The division manager has "plants" in other divisions. These plants work for both the manager of the division they are in and the Communications/Information division manager. They make sure communication occurs.

Ben Yalow said that we clearly have to do matrix-management type things. It is dead wrong to create a division to enhance communications, when our biggest problem is cross-division communications. Lots of the stuff Carl proposed can go to individual divisions. When we cross boundaries, Jill's method works. We must draw up divisions so as to keep them self-reliant and so that they have clean interfaces.

Pat Vandenberg was not sure that she understood matrix management, but that if she heard correctly, it was a good idea. Some divisions depend upon getting information to/from almost everyone.

Tony said we should spend most of our time talking about how to handle communications. As for the rest, any of the proposals work. Once an organization reaches a certain size, centralized service divisions don't work. Maybe we won't have a centralized Logistics, for example. Some areas (Art Show?) may have their own dedicated logistics staff. Some organizations have to be self-sufficient. We have to be more dynamic than in the past.

Priscilla Pollner says that she's been looking at a similar problem for the upcoming Boskone: Program must be somewhat self-sufficient because they are almost alone in the Marriott. Also, for Confederation, she worked in program to track program changes for the newsletter. This worked well.

Leslie said that Jill's suggestion is not that different from having a Communications Division. Identifying a division is identifying those whose prime responsibility is communications; it doesn't necessarily mean that they're working off in a corner somewhere. Also, Ben's suggestion only addressed one kind of information flow: when you know what info you need and where to get it. However, divisions don't go out of their way to broadcast information. An outside organization can help drag out the info you might not know you need. Also, if you need information but don't know where to go to get it, the central organization can serve as pointers.

Jim H. liked that proposal, but felt that the one on the table had too much centralized staff.

Suford Lewis said when a generalized service doesn't have an output to con members, it has an information flow problem. People want to get to it, and they don't know who to talk to (Technical Services, for example). There must be a specific organization they are part of.

Jane Wagner said that we should put groups that must talk to one another into the same division: for example, Program/Hotel Liaison or Art Show/Technical.

Ellen Franklin said that she is the director of an internal services group at work. As such, she doesn't sit back and wait for others to look for her. She goes out to look for people's requirements.

Jill said, as Treasurer of N2, she chose to care about what all the money was doing. She had enough staff that they worked for others (e.g. Art Show and Registration) and also for her. These people then knew all about how finances were working, not just a particular piece. All divisions must understand how to communicate naturally.

Ben agreed that we need expeditors for communications. However, we don't need a whole division of them. We have the Chairman's staff. And if we design things

correctly, people will know the interfaces. Where there is one primary user of a service, we fold it into the appropriate division. We should design divisions to cut down on the requirements for cross-division communications, but let cross-division communication take place. The Chairman's staff then stops things from falling through the cracks.

Tony disagrees. If you attach a service to a primary user, soon it becomes the sole user. We must look not just at structure, but at the geographical location of areas. Also, the Chairman's staff is for high-level problems. Finally, the big problem is not "I need something and ask for it," but "I want to do something and am not thinking about how it will affect others." We need people to prod divisions into communicating. (Dave Cantor suggests a Gadget Division.) A reminder: some of our divisions will be bigger than Worldcon committees of 5 or 6 years ago.

Pat said that people are talking about both at-con and planning. She's concentrating on planning. Jill's approach is a network.

Dave A. agreed with Jill and Tony. It is critical that we remember that many things affect others. Matrix management is a way to protect against problems here.

Jim H. said that we start out by creating a hierarchy. We follow this up with Jill's approach. At the convention, we won't see any of this. We should start worrying about this. He also said we could choose Division Heads, then let them draft and trade areas. (Greg suggested making this into a game.)

Leslie summarized the ways of putting together a division structure:

- Bottom Up. Start with the areas, then see what divisions they fit together as.
- Top Down. Determine what things are important enough to have a high-level person looking over them.

The Facilities division in one of the proposals is an example of the latter. We know that our facilities situation will be somewhat more complicated than usual, so we can recognize this by making it a division. Decentralization is a tradeoff; when separate areas or divisions set up their own services, they can gain flexibility, but tend to waste or duplicate resources.

George Flynn said that we were having a theological discussion on management styles. He's an agnostic. The Worldcon has no time to come to equilibrium; it's transient. Also, our people resources are important. The more people we have liaising between divisions, the less we have to run them.

Don said we have top-down and bottom-up approaches; how about left-to-right? Compact areas are a good thing. Things are divided into the areas that fans see and the service areas. Our controversy is over the latter. We should look at each individual case to see what is best for it. He also reminded people about the utility of ARFs (area requirement forms used at Noreascon 2). These keep track of the services areas want, and force people to tell you what they really need.

Tony said we can think of the external, fan-visible areas as manufacturing. These areas need support services. Again, we have to look at geography. If we have central logistics in one building, we may need other staff

in other buildings.

Greg said we have to make sure that those in other divisions know where to go for information. People have to know where to go for help.

Ben said we have to be clear across the interfaces, and we have to spend much of our time designing these interfaces. Also, it is fairly clear that not everyone here is fit to be or wants to be a division manager. We can get about a third to a half of what we need from those in the room. (Jill: we can throw darts. Dave C.: at each other.) We have to look at who we have, and mold the divisions to the people. This is sort of a top-left management approach.

Jim H. said we will have 70 or so area heads. (Don and Ben both guessed at 90-100.) (Mark: so everyone gets to be a division head and four area heads.)

Leslie said that nobody has really commented on the specific proposals. This seems to say that the specific grouping might not matter very much. Suford said that people aren't commenting because the proposals aren't all that different. If people have identified key differences, please elaborate.

Mark elaborates: the significant differences are:

1. Information — is it a division of its own?
2. The Facilities division in one of the proposals.
3. Some have many areas reporting to Treasury.
4. The left-over service areas and how to group them.

Jim suggests one other radical approach: to have some internal services as part of each division. Mark said we have to answer how we keep the primary user from becoming the sole user. Jim H. said things can cut across division lines. Each division manager is responsible for his/her own area, plus for some other service. Jill said this probably won't work: some division heads won't be able to handle it. Don said he's seen businesses with the service organizations as part of the user group. This approach works only when everyone understands that the services must service everyone.

Ben has a problem with Jim's approach. It violates an important rule for eliminating communications problems: simplify the numbers and types of messages. Jim's approach increases the number of cross-division requests. Jim H. said that the big advantage to this approach is that everyone knows from the start that things won't work unless the divisions work together. Paula said it would force people to talk across division lines.

George is concerned about people who think they can do something but can't. What happens when something goes wrong? What do we do if Logistics disappears?

Tony said that formal organizations don't matter. They don't do the work; people do. Jim's point is well taken. We're not good at communications because we don't do it. Paula said we could handle Jim's proposal with an assistant area head who is responsible for communications.

Don said that a service area under a user area works only if the division manager really wants it there.

Mark asked people to sum up.

Ben said he prefers things as clean as possible because we have trouble at the interfaces. We don't have enough people, so should minimize high-level require-

ments. Design divisions based on our people. Make sure they are adequately backed up.

Jane said we should start with the group of people, then sit down with them to see what works best.

Tony said there is a danger of setting up around a person's strengths and weaknesses. What if that person quits? We should try the "draft the areas" game at Lexicon. Mark said that in any case division heads can sit down and talk about trading.

Jim H. said that if we don't work as hard as we can at building communications channels, then it won't work at con. We must work at getting people to talk to one another. We must build direct, efficient channels.

Jill said that Worldcons have been of mixed quality lately. There are lots of talented people ready to jump at the chance to work with a competent committee. We'd better be one. Also, we're volunteers. We can't force anyone to do anything. Finally, keep geography in mind.

Mark would like to put together a draft division structure for the next apa. Talk to him. We have several consistent solutions to the problem. Only 4 or 5 people are obvious [division head candidates] to everyone. But by next meeting he'd like to have things in place. All division heads will be appointed simultaneously. Then they shouldn't appoint any area heads until the dust settles. One point several people have made: the N2 division heads should have had staff working directly for them.

Al Kent asked if we'll have co-division heads. Mark said we'll judge this on a case-by-case basis.

Mark mentioned the chairman's staff. Their function must evolve. They will be expeditors.

**Conspiracy:** Rick asked if we're having a party in Brighton. Ben said a suite for the weekend costs too much, but it would be OK for one-night. A vote indicated that people want to get a suite for one night. Mark asked if it has to be in the Metropole. Leslie said for a one night party, it doesn't have to be. As long as it's close, it's OK. Ben will talk to Colin Fine.

We adjourned at 10:08.

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## Letters

*[We try to print as many of the letters we receive as we can. The opinions expressed in this column are the opinions of the letter-writers and of the editor, not necessarily those of MCFI or Noreascon 3. — LT]*

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## Program Statistics

### • Dennis Virzi, Duncanville TX:

Well, I think issue 19 lived up to the colophon's promise of "more than you ever wanted to know about running a Worldcon." The convention attendance piece was overwhelming. I can't wait to add my two cents worth.

*[Just wait until we get to budgets! Convention-running is not for the faint of heart (oh my the faint of heart!). — LT]*

Anyone with a little experience (like myself) can schedule programming. However, when you're scheduling topics you don't know anything about, that's when historical data comes in handy.

To a large extent, the program itself determines the crowds it attracts. A program filled with big name personalities, major media events, hot topics and spectaculars is going to be well attended. Plan accordingly and the con will run smoothly.

A program catering to diverse tastes, special interests and seldom-seen events is more difficult to manage. I was surprised to see the attendance figure so high for the World Building panels, for example. In scheduling the program for Lone Star Con, I relied on other people's experience when allocating function rooms for unfamiliar topics.

Rather than ask, "What do we do with 5,000 fans?" plan all events to accommodate their expected attendance. Thus if experience says an event draws one third of the membership, size for one third of expected attendees. Don't try to figure out what to do with the other two thirds. Interests overlap too much for that.

### N3 Hotel Situation

#### • Donald L. Day, Falls Church VA:

My background includes attendance at four Disclaves and three Worldcons (Washington, Baltimore, and Boston). I was a volunteer at Noreascon II. It is from these encounters with convention fandom that the following comments are drawn.

Has the use of a suitable university campus ever been considered, as an alternative [to a hotel]? The recreational wargaming community has used such sites repeatedly over the years, with good results. The amenities are somewhat less complete, but in my experience most fen neither care about nor can afford the usual hotel perks. (Of course, the consumption of alcohol probably would be a problem at most schools.)

*[My experience is different than yours. Although I know a few fans who have trouble with the costs of the typical hotel, most of the people I know would prefer the ambience of a hotel to that of the typical college dormitory, even at the higher cost. This is particularly true for a Worldcon, with its higher proportion of professional attendance. — LT]*

The Marriott problem (reluctance to cooperate due to a misunderstanding of its sister hotel's experiences at ConFederation) points up a maxim worth considering by all SF con organizers: stay away from chain hotels, if possible. They are not only more expensive than independents, but also exhibit a less flexible bureaucracy. Frankly, I didn't find the Sheraton such a great facility, anyway, thanks to the two-tower arrangement (which many fen found confusing).

*[The chains do not appear to be the source of the problem. For example, the Atlanta Marriott wants the Worldcon back, and the 1988 Worldcon in New Orleans will be using a large Marriott. In fact, the 1988 Boskone will be using both a Marriott and a Sheraton in Springfield, after having problems with a Marriott and a Sheraton in Boston. It seems that each hotel's General Manager really has a lot of power to make this sort of decision for his own hotel. — LT]*

In a more constructive light, I would suggest that publicity would be a far more effective tool than legal action in fighting the Sheraton intransigence, provided libel is avoid-

ed. Every fan newsletter in the U.S. should be informed of the problem, and asked to carry editorial coverage supporting Noreascon. Further, fen should be encouraged to send protest letters to Sheraton headquarters (or at least to their nearest Sheraton facility). These would be especially effective if written in a manner to which hotel management can relate (i.e., apparently from responsible, mature, professional patrons).

*[I don't agree. I don't believe the Sheraton management either knows or cares what is said about them in the fannish press. And I suspect they would just ignore a flurry of letters if they suspected that they were the result of a letter-writing campaign that we had instigated. — LT]*

Boskone's problems with rowdy fen disturbing the somewhat irregularly scheduled sleep of airline crews is not new. All of the Worldcons which I have attended have encountered this snag. I consider the difficulty entirely the fault of hotel management. Any crew who are assigned rooms on a floor blocked for the con should be warned in advance that conditions will not be conducive to uninterrupted sleep. This practice of the hotel breaking a block in order to satisfy its greed to fill a few empty rooms, then blaming the con for a disruptive atmosphere, is despicable.

*["Never attribute to malice that which can be adequately explained by stupidity." Hotel blocking is generally requested, frequently promised, and almost never delivered. This is usually due to incompetence (or lack of effort) on the part of the hotel front-desk staff. — LT]*

On a more positive note, the long-term solution to many of the problems experienced at cons may be to modify the behavior and expectations of fen themselves (not an easy task, to be sure). This will require a concerted effort by *all* organizers, for *any* con, since news of rowdy behavior at even local events makes its way to chain hotel management. I would certainly *not* want cons to become dull, serious affairs such as held by some professional groups, but they should cease to be wild parties. In a practical sense, if the con provided free snacks at room parties, that at least would help soak up some of the liquor/beer being served freely at such events. In the long term, Worldcon sponsors could take the lead in coordinating and publishing a national standard of conduct for fen at cons, as a guide to hotels, con organizers and fen. Such a standard should be summarized on con membership applications.

#### • Garth Spencer, Victoria B.C.:

As soon as I received *M3P 18*, I sat down in front of my folks' word processor and began redoing the "foreign affairs" article in my newsletter [*The Maple Leaf Rag*] about N3's status.

Personally, I really don't know how to react to all this news. Do I care? Do I sympathise more with you or the Sheraton-Boston? Who is in the right? Or, more to the point, what are you going to do now?

I really think you could set a precedent by making Worldcon a limited-attendance convention. Sure, I've never run a con, but I sure as hell have received a lot of material about conrunning; and I don't think you *can* separate out the troublemakers from the fun people (any more than

the Sheraton-Boston cares to see the difference). Talking about sorting out different audience groups is all very well; but the fact is that the bigger the con, the less controlled congoers' behavior gets. I really do think that is the sole important operative factor.

Of course, this is theoretical and long-term and beside the point. (Everything I say is. People tell me so, so I know it is True.) What are you going to do right now, with the attendance you're going to get?

You are "Proper Boskonians," are you not? Make a running gag out of it. "Boskone Brahmins in Wonderland." But emphasize that nobody is allowed to get weird at Noreascon 3 (in the halls, where they might scare the mundanes). No, no, that isn't done here ~~xxxxxx~~ ~~xxxxxx~~ ~~xxxxxx~~ ~~xxxxxx~~. If you have any natural comics with a talent for the prurient, you could get lots of mileage out of this shtick . . . and still convey that you mean it.

As for me ~~xx~~ ~~xxxxxx~~ ~~xxxxxx~~, if I ever run a con, I'll limit it to 500 members, tops, and try to drive away the types I don't want to meet. You say I'm undemocratic? Elitist? Fine. *Sometimes that's required!*

Nobody has a *right* to bugged up someone else's con. They can damn well go away somewhere and have their own; just so they go away.

As for your continuing adventures with the Sheraton-Boston — yeah, it would be upper management, wouldn't it? *Scheisse*. The people out of touch decree policy. Yet this is basically what we have to expect from hotels, right? So no conventions can afford very much rowdiness . . . which, I think, means we cannot afford to have 8000+-member conventions.

• Dennis Virzi, Duncanville TX:

I know that comments made in APA:89 are intended to be taken as opinions, so here's mine. Don't get excessively involved in managing multiple hotels.

If it comes down to using several hotels for sleeping rooms and making greater use of the Hynes for function space, concentrate your limited resources on providing the membership with a good program. Don't commit time and money trying to make the con "fit the mold."

By all means provide the membership with useful information (read: timely and detailed) on the options available. That should be done no matter what (listening, Brighton & New Orleans?). People enjoy themselves more if they know what to expect ahead of time.

The idea of grouping special interests is commendable but probably unworkable. How many SIGs have *one* spokesperson, for example? At best it'll work on a limited basis. (ASFA and SFWA.) Think hard and long before obtaining shuttle buses. Mass transit info, cab fare schedules and maps are better ideas. Encourage folks to share a cab. If it isn't illegal, maybe work out a flat rate with a cab company before the con and publicize it.

*[Good input, Dennis. I think there may be ways to handle the SIG situation without needing a spokesperson for the group. All we would need is one person to identify the group and maybe give us a rough estimate of size. Then we could list the SIG as one of the ones we are accommodating, and just ask individuals, when they send in their hotel reservations, to indicate which SIG they would like to be located with. On the other hand, hotel assign-*

*ment may already be complicated enough without adding yet another factor. — LT]*

• Robert Sacks, New York NY:

Have you written to ITT's corporate office? It would seem that they might want to avoid a costly lawsuit with adverse publicity. A hotel which dishonors its contracts and agreements is not good advertising or public relations, and if a letter of agreement from a Sheraton hotel isn't worth the paper it's written on, it will adversely affect voting for other bids using Sheraton properties (assuming a letter of agreement from a Sheraton is ever accepted as adequate proof of facilities to qualify a bid to get on the ballot).

*[The actions you suggest do not appear to be necessary, as it appears that the Sheraton-Boston will honor its agreement with Noreascon 3. — LT]*

• Katie Filipowicz, Spring Valley NY:

My friend Jacqueline Lichtenberg and I have just spent a couple hours brainstorming some of the ideas raised in *TM3P #19*. I'm going to try to transcribe them for you. We assumed you want to run the best possible Worldcon, and for the purpose of brainstorming, we ignored cost. Most of our comments are based on the awful-scenario of having to use lots of far-distant hotels.

*[Before plunging into the details of Katie's ideas, I'd like to mention a couple of things. First, we understand that when brainstorming it's useful to ignore things like cost, so as to draw out as many good ideas as possible. As long as everyone understands that we almost certainly will not be able to do everything listed here. Second, we will need to consider not only the cost in dollars, but the cost in staff effort, which, in many cases, will be the limiting factor. Third, at this point, it appears that the worst-case scenario will not come to pass (although many of these ideas have merit even with the Sheraton in the picture). Finally, we really appreciate the fact that Katie and Jacqueline put in the effort to develop and write down their ideas. Although we may have to shorten their letter for use here, we will certainly pass the full text around the committee. — LT]*

First, we suggest that you study the logistics of the giant academic (or professional) conventions. They may or may not have all their program at one site, but they certainly have attendees scattered at hotels all over the city.

Centralization vs. Decentralization

The several discussions on "managing multiple hotels" represent two ways of handling the situation: centralization and decentralization of the con — program and services.

The extreme of centralization would be to have *everything* in the Hynes — getting people there in the morning and keeping them there until midnight or so, with parties or programming. Providing services to keep them happy while there, so they don't need to return to their hotel rooms. Not providing too many services to the outlying hotels (including transport until the T shut down). This would certainly make lines of communication easier, and could develop one huge feeling of solidarity.

The extreme of decentralization would be to not use the Hynes at all, and to have subject-oriented mini-cons in several of the hotel clusters. A person could choose to go to one of the minicons each day. Televisé the major events (Hugos, masquerade, GoH speeches), with only the participants attending. I have seen a "con-within-a-con" work several times. This would develop a "small community" atmosphere, and people wouldn't feel as lost as they do at giant Worldcons.

It seems obvious that you need to combine the two. Provide services to outlying hotels and do something to build community in them, but also provide services to keep people satisfied at the Hynes. In addition, in light of the data presented at the beginning of the zine that indicate that some 2/3 of the con attendees aren't at con functions at any given time (including during the day), some things *outside* the Hynes need to be developed for them.

*[I think the model we are using as a working hypothesis is that the con will be fairly centralized in the Hynes, the Sheraton, and perhaps the Hilton. We don't expect to organize any con-sponsored activities in the other hotels, although there might be ways we can coordinate with special-interest groups that would like to do so. That doesn't mean we won't try to provide services in the outlying hotels, but those services will be mainly oriented to things the fans really need there, before they've gotten to the convention, like aids to finding out what's happening and how to get there. — LT]*

Where Do The Two Thirds Go?

*Working:* You're probably going to need the largest and most experienced staff ever assembled for a Worldcon for this to come off. Be very very kind to staff, make it known that you will be, and plead for staff even more than usual. People are likely to volunteer if they know the depth of your adversity; most fans I know like to be helpful in times of trouble.

What needs to be done for other sorts of working people? Pro writers and artists need to get together with editors and agents. Dealers won't be able to get to their rooms. What about unofficial dealers who like to sell out of their rooms?

*Partying:* Yes, I think you ought to try to have parties in the evening hours in the Hynes. But these are more likely to be the big kind (pro. bid parties). How about the small parties that only fit in a room? Where the intimate atmosphere is important? More important, how about the "parties" that normally happen in the daytime — small groups of five or six people who just want a quiet private place to talk? How about "parties" held outside the Hynes: picnics on the Common, a party on the "Sky-walk," harbor cruise, have-lunch-with-a-pro events.

*Getting food:* There is going to be an incredible strain on the eating facilities in the area. Will the Sheraton be happy with lots of fans running around and using their restaurants? (Will fans be happy with the Sheraton? There's another problem for you — avoiding bitterness with the Sheraton on the part of fans.) Lots of cheap food will need to be available, and a place to sit down and eat it.

*[We are fortunate that the Hynes is in a location with many convenient fast-food places within walking distance. In the Hynes itself, there will probably be both fast-food stands and a large sit-down cafeteria. At this year's Boskone, the Sheraton operated a very popular snack shop in one of the corridors outside of main programming. We believe the food situation will be better than average for Worldcons.*

*On the question of fan relations with the Sheraton: We believe that the Sheraton has now entered into good-faith negotiations, and we have to assume that they will abide by and make the best of whatever contract comes out of the negotiations. We must do the same. It is still two years until the convention. The majority of the convention members have not even joined yet, and there is bound to be turnover on the Sheraton staff, as well. There will be no purpose to be served by dwelling on past problems after they have been repaired. We encourage our members to help us make our relationship with the hotel a success. — LT]*

*Sleeping:* Many people need a quiet, private space to lie down and get away from the mobs during the con. You might provide a quiet-silent room with cots, pads on the floor, and moveable dividers. People staying at distant hotels could be given identification that would allow them to use this room if necessary.

*Sightseeing:* Lots of different kinds of sightseeing activities might be appropriate, including walking tours, trip to Lexington/Concord, college visits for high-school-age attendees, Haymarket on Saturday morning. Organized jogging, or morning exercises. Events held on the sidewalk outside the Hynes.

*[Frequently, the fans can be relied on to organize these sorts of events on their own, so if staff effort is limited, we might encourage people to do so. — LT]*

What else do people do in hotel rooms during the day?

- Use rooms for subject-oriented discussion groups, or continuation of program items. Rooms are important places where pros interact with their fans. You're going to need a lot of small rooms. Is anything available in the Hilton across the street?

*[Between the Hynes, the Sheraton, and the Hilton, the small-function-room situation looks pretty good. There are over 30 in the Hynes, over 20 in the Sheraton, and about a half-dozen in the Hilton. — LT]*

- Keep/take care of pets. What if people bring a lot of pets to the Hynes?
- Take medicine. Where can they keep it at the Hynes?
- Be sick. You'll need an "infirmary" where people can lie down under supervision. (If medical personnel can't work there without legal liability problems, then ordinary fans could easily do the simple home nursing required.)
- Give/receive massages.
- Cry on someone's shoulder. This is another case that requires privacy.
- Work on costumes.
- Running to the room for something for the kids. Changing babies. You may have a larger and longer call on babysitting than usual.
- Using the bathroom. Fixing hair and makeup for cos-

tumes. Changing clothes/costumes. Brushing teeth after meals. There will be a great pressure on bathrooms at the Hynes — besides using the toilets, people will be using them for all sorts of things. Make sure they're well tended and supplied. Will there be sufficient facilities for the handicapped?

Storage facilities at the Hynes — include someplace to keep the wet things of people who have to travel in the rain.

Public phones will be much in demand for calling to the various hotels, and for making calls that would normally be done from rooms. Will there be enough in the Hynes, and if not, can anything be done about it?

*[Since the Hynes is not yet completed, we can't answer these questions right now, but they are all things to look at. The Hynes has been designed for large conventions, so can probably be counted on to have adequate rest room and checkroom facilities. — LT]*

#### Jill's Housing Questionnaire

Some suggestions for questions:

- pets
- parking: car or van. Would they be driving from the hotel to the Hynes?
- program participants/pros (those who spend a lot of time with fans need to be near the Hynes)
- religious considerations (people who can't travel on the Sabbath)
- need for rollaways
- children free in parents' room?

#### "The Heart of the Convention"

Various people mention that the success of a convention depends on people meeting people (the social mechanism) as well as on "stuff." That a really good con facility has an area through which everyone has to pass to get from here to there, where people can sit and look for their friends. It seems to us that a convention with spread-out housing has a great need for one central Information Exchange and Socialization area that people consciously think of as the center or heart of the con. If no such place (through which all traffic will flow) exists in the facility, then you can select a large, accessible area (one open space) and plan services in and around it that will *encourage* people to visit it regularly. You can name the area so that attendees will have something to call it (I'll meet you at the . . .).

Possible items/services to be placed in this central area:

- Information Desk
- Message boards (including program changes)
- Freebie racks
- Lounging/viewing/traffic-seining area (with appropriate lounge furniture)
- Do-it-yourself mural
- Signup tables: sightseeing, pro discussion groups, gofers
- Site selection/membership conversion tables

- Masquerade and photography registration
- Anything that requires standing in line (where people meet people, and can have a good time waiting): autographing, distribution of tickets
- Cheap food, or at least free ice water and cold drinks
- Fan performance corner: filkers, jugglers, mime, clowns
- Souvenir table (Sales to members)
- Make this the *one* place in the Hynes where people can pick up the con newsletter, and leave information for it.
- Make this the meeting place for walking tours, going to lunch, etc.
- Decorate the area in some distinct way (banners, posters of the guests).

Things that should be nearby:

- Registration
- Con suite
- Program participants' lounge. (So that pros will be constantly passing through the area, and people who want to meet pros will hang out looking for them.)
- Gofer hole (unless there is a recruiting table out in the central area)

*[This idea is one that we have been exploring very seriously. In fact, one of the suggested division structures discussed at the July 8 meeting included a division called "Hynes Second Floor Division" to handle just this sort of area. We are considering using a large exhibit space on the Hynes second floor, which is a central area everyone must pass through when traveling the most direct route between the Hynes and the Sheraton. We have been thinking about ways to use curtains and other mechanisms to set up different areas within the large space — some active and some more secluded for quiet activities. In addition to many of the items you list, we were thinking about including special exhibits, tables for special interest groups and clubs, gaming tables, perpetual slide shows, a photo area for hall costumes, etc. — LT]*

#### Member Services to Outlying Hotels

There should be a "Committee presence" in each of the major outlying hotels and/or clusters. This not only benefits fans, but seems necessary because you are trying to convince hotels that our business is good.

You would want a hotel liaison representative there during check-in times on the busiest days. You would also want a C&C type there at night, during the main party hours, especially in hotels with at least 100 rooms blocked. During the morning hours, and during check-in time on the busiest days, you'd also need an Information Department type staffing the information area that Jill Eastlake suggests. Systems will have to be worked out for ascertaining (a) who has registered and (b) who is in which hotel and in which room. (Maybe this information could be asked for at registration, and immediately entered into a database.) A party board could be provided for parties taking place in that hotel or cluster. Menus of local restaurants could be provided. (In other words, the information area would help to create a small community in that hotel.) If the con newsletter is published at night, copies should be sent to the hotel info areas.

*[Don Eastlake points out that we want to be careful with party boards or listings, including the daily newsletter, to make reasonable efforts to restrict these to our members. This consideration is less important for outlying hotels, but for the Sheraton/Hynes complex, we will probably have to keep these notices within convention areas, to minimize problems with crashers. — LT]*

How best to deliver these services? Jacqueline suggests ham radio. Jill Eastlake suggests computers at each location. I'm not so sure that would be effective, unless you were able to get a very sophisticated networking system. I suggest a computerized Information Center at the Hynes, which staff members at the hotels could call to get information from the databases . . . on other members, program changes, transportation schedules, gofer assignments.

A computer networked into a central computer at the Hynes by modem would not be as flexible. In some cases, a second phone line might be needed if person-to-person communications are required. Each outlying staff member would require training in accessing and using the databases (instead of training a central staff based in the Hynes).

In short, while I drool at the idea of computer access to various databases for the information people, I think it's best to keep the computer centralized and have remote staff make calls to Hynes-based staff, who will consult the computers.

\*SIGH\* Much of what might be computerized can be left to low-tech, do-it-yourself message boards. Do you really think you can scare up enough typists to enter this sort of thing into databases? And can all the databases be made compatible and easily accessible to Information Department terminals?

*[I agree with you on the centralization of information, and the use of telephones rather than computer linkages. — LT]*

I think much of this information-providing activity should fall under the Information Department, which will be for you a much larger and more vital department than it normally is. It will need a lot of devoted and selfless staff (would you really like to spend 3 or 4 hours at a hotel in Cambridge, when you could be at the con?), which will have to be recruited before the con. The Department would cover the Information Desk, the phone communications center (the desk and the phone/computer center must be together), the remote information centers, and the various message boards. (Freebie racks, too, if that is your usual practice.) Info would also handle phone calls from the outside public, especially if you have to advertise locally.

The phone system for this con would be incredible. If the Hynes has a central switchboard, with extension phones, would it be possible to get phones for various departments that allow the transfer of calls to other extensions? The list of phone numbers should be obtained as early as possible and sent out to all remote sites.

*[We don't know just what the telephone situation will be in the Hynes. Based on the old Hynes, if they have a switchboard it will serve only Hynes administrative offices. We will be able to get as many phones as we want but they will be moderately expensive direct outside lines. It*

*should be possible to get call transfer and/or call waiting service on these lines if we want.*

*We agree that the phones need to be in place early, so that they can be in use during convention setup, and that the phone lists need to be distributed widely. — LT]*

#### Unusually High Expenses

Some departments and areas would require far more money than usual, taking into account everything we've come up with. Obviously, the Information budget (with phone lines, computers, remote locations, additional message boards) would be up. Incentives to staff and gofers cost money. Furniture rental or manufacture for all the lounge areas (certainly big cushions/mats for the floors could be made from foam with a sewn cloth covering). And duplication costs. Allow a *lot* of money for photocopiers and supplies. Copiers and mimeos and dittos should be available (at cost) to attendees. Newsletters need to be large and frequent. Communication is absolutely essential to a spread-out con, not only to make it run smoothly, but to help establish a community feeling.

There. I can't believe that's done. I hope you folks get some use out of this, if only to spur you to ideas that nobody's come up with yet.

*[Thanks again, Katie, for taking the time to write and send us your ideas. — LT]*

#### Worldcon Committee Organization\_\_\_\_\_

- Robert Sacks, New York NY:

On Mike Rogers' comment on my comment on Joe Mayhew's comments:

I didn't realize that Technical Services reported to the Chairs in the person of the Executive Producer, since Technical Services was listed in the Events (& Fixed Function) Division.

I called Operations and Programming superdepartments instead of divisions because they seemed to be single, giant areas. Assuming their directors reported to the Chairs, it makes no difference whether they are superdepartments reporting directly to the Chairs, or divisions whose Directors reported to the Chairs. (The concept that the 5 division and superdepartment Directors might not have reported to the Chairs is too absurd to contemplate.)

I don't consider 5 divisions and superdepartments and 1 or 2 key specialty departments reporting to the Chairs to be a "small number," and I don't think the Atlanta committee did either. I didn't even use the term "small number." 6 or 7 people reporting is just about the "right number" for a span of control. My point was that there are far too many major functions for them all to report directly to the Chairs.

I simply cannot believe that the problems with the Atlanta Art Show were due to the Art Show reporting to the Events (& Fixed Functions) Division instead of the Chairs. It is far more plausible that the problems were due to not having a more experienced Art Show Head. However, if the Art Show were considered as a superdepartment with a Director reporting to the Chairs and serving on the governing committee, it is even less likely that an experienced outsider would be appointed to head it.

**Using Computers**

- Ed Beauregard, Vancouver BC:

The article on using computers at conventions was very interesting. With a continuing local con, there are some different requirements from a Worldcon. We have had registration computerized for the last four years, and have separated the name and address records from the "attendance at a particular convention" records. (For database experts, this is known as Third Normal Form.) We use an older database package called Condor; somewhat more awkward, but quite powerful. With the files set up in this way we can, for example, select all local people who have not attended for the past two years, and send them a special mailing, using mailing labels printed from the list of selected names and addresses.

We use another computer for handling food and beverage sales in our bar/hospitality room. I found a small dot matrix printer for the Commodore that uses adding machine paper, and it is ideal for printing sales slips. By storing the sales records on disk, we have a complete record of bar sales which can be analyzed to predict sales by period for future conventions.

The use of computers for planning programming was very interesting. Perhaps we need a clearing house for freeware/shareware useful for running conventions.

**Miscellaneous**

- Donald L. Day, Falls Church VA:

Please send me the Genie account number of James Turner or Don Eastlake, so that I may keep in close touch with MCFI via the telecomm network.

*[A complete listing of all Noreascon 3's electronic mailboxes appears in our Progress Report 2. — LT]*

- Dennis Virzi, Duncanville TX:

Leslie, what's this about Noreascon I? Did my scrod comment in my previous LOC hit a nerve or something? No, I've never attended a Noreascon (or Boskone). Closest convention to your area I've attended was Constellation. I'm just not much of a fish eater. I by-passed the crabs and used my mallet to subdue the hot dogs at Connie's banquet. But if y'all really want to serve scrod, hey go ahead. I won't say anything more about it. (Uh, can you get it blackened? Cajun-style scrod might be good. Or not.)

*[I guess you could say you struck a nerve. You have to understand that lo these many years ago I transcribed and edited the entire Noreascon I Proceedings, so Robert Silverberg's complete banquet remarks are now indelibly inscribed on my brain. And Noreascon I did serve scrod. Well, originally, it was going to be swordfish, but there was this mercury scare. To quote from Silverberg as quoted in the Proceedings (you realize I'm typing this entirely from memory):*

*"Did you all enjoy your dinner tonight? [Mixed response.] How many of you had scrod? Now I'm not going to make the usual and obvious joke about scrod — the pluperfect business, which is the first thing you hear when you land in Boston. As a matter of fact, those of you who had scrod tonight did not, in fact, eat scrod; what you had was swordfish, [Laughter.] as originally announced some months ago before the mercury scare. It*

*happens that Tony, acting on behalf of the hotel, bought up a really big lot of swordfish very cheap [Laughter.] and kept it on ice since last December, [Laughter.] sold it to the hotel commissary under the guise of scrod (at a whopping profit), but I'm happy to say that the profit from the sale of this scrod will entirely be donated to the Clarion Science Fiction Writers' Workshop! [Laughter and applause.] (For the benefit of those of you who are attending their first Worldcon, that's a very complicated inside joke. [Laughter.] Ask the fellow sitting next to you about it later on.)"*

*Of course, the committee realized that not everyone likes fish, so they did provide an alternative selection: veal. That didn't please everyone, either, like the well-known fan who wrote in to complain about two inedible choices: fish and "the flesh of unborn calf." You can see why banquets always end up with the traditional rubber chicken. — LT]*

**Hotel Update**

[For those of you who are new subscribers, a brief bit of background. In February, just after the New England Science Fiction Association held Boskone at the Sheraton-Boston, the hotel informed us that they did not wish to participate in Noreascon 3. (This was described in *M3P #18*.) Since we had a letter of agreement with them, and were counting on their function space, as well as their block of 1000 rooms, we engaged legal counsel to assist us in regaining the space.]

There are two major changes since the last issue: we have entered negotiations for large blocks at the Sheraton-Boston and the Park Plaza (see page 1). Before these developments, we picked up one additional "third tier" block — 150 rooms at the Cambridge Marriott — which gives us a tentative total of 3730 rooms, definitely more than we will need. We will obviously drop the outlying blocks as the close-in rooms are more firmed up. Below, we give the current status of each hotel, in the same format as we used last time (total number of rooms followed by rooms we have blocked).

**Noreascon 3 Hotel Update**  
20 July 1987

**Nearby Hotels:**

	Rooms Blocked		
Sheraton-Boston (N2)	1400	1000	Negotiating
Back Bay Hilton	335	275	
Lenox (N2)	220	100	
Copley Square (N2)	153	30	
Midtown (N2)	160	75	
Colonnade	294	50+	May be more
Marriott Copley	1139	0	Declined
Westin	800	0	Upscale
Copley Plaza (N2)	393	0	Not available
<b>Total nearby:</b>	<b>4894</b>	<b>1530</b>	

**Second Tier Hotels:**

Eliot	100	-	Residence hotel
Park Plaza (N2)	1000	600	Negotiating
The 57	360	150	

Ritz-Carlton	277	-	Upscale
Four Seasons	288	-	Upscale
Quality Inn	284	150	Under renovation
Ho Jo's Commonwlth	180	50	
Ho Jo's Fenway	94	25	
Lafayette	499	375	
Parker House	540	125	

Second tier: 3622 1475

First & Second tier: 8516 3005

#### Third Tier Hotels:

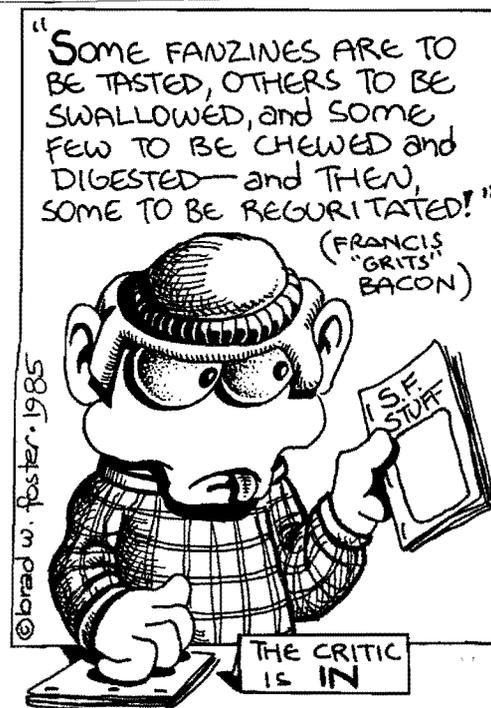
Meridien	326	-	Upscale
Bostonian	153	-	Upscale
Holiday Inn (Gov Cent)	301	50	
Inn at Children's	160	100	
Hyatt Cambridge	471	150	
Marriott Cambridge	431	150	
Sonesta Cambridge	400	200	
Holiday Inn (Brookline)	208	-	
Boston Harbor	230	-	Upscale
Marriott Long Wharf	400	-	
Ho Jo's Cambridge	204	50	
Embassy Suites	310	-	
Best Western Camb.	70	25	

Third tier: 3667 725

Grand total: 12,183 3730

[The hotels in the first group range from immediately adjacent to within a few blocks of the Hynes Auditorium. In some cases, they connect with the Prudential Center, which means that part or all of the walk is under cover.]

The hotels in the second group are somewhat farther: either a 10-20 minute walk, or a short subway ride. The hotels in the third group are more remote, but still within two miles of the Hynes. These hotels would require a longer subway or bus ride, a walk from the subway, or shuttle bus service.]



#### The Mad 3 Party #20

Massachusetts Convention Fandom, Inc.  
Box 46, MIT Branch PO  
Cambridge MA 02139

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