



— Special Masquerade Issue —

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Masquerade Ideas

There has been a lot of discussion of the Worldcon masquerade — at Smofcon 3, in the *Mad 3 Party* letter column, and at the Extravaganzas division GULP meeting. Jim Hudson has attempted to summarize the best ideas that came out of these discussions in the article on page 2, which presents a somewhat innovative and potentially-workable Masquerade plan. The Extravaganzas Division will be considering these and other ideas over the next few months, and we invite you to participate in the discussion by sending us your comments.

Area-Level Committee Structure

In the last issue, we reported the top-level structuring of Noreascon 3 into six divisions, and who would be heading up each of the divisions. Since then, the division heads have been working out among themselves the details of which areas fall into which division, and they have also started to make area head appointments. The current organizational setup, and the area head appointments which have been confirmed, are given on page 3. Appointments are still continuing and will be announced as they are made.

Hotel Situation

Since the last issue, we received the Sheraton's comments on our proposed agreement. These were mostly "lawyerly" comments on the wording, and a few additions to the security plan. They did not seem to represent any substantive disagreement on significant issues. Our lawyers prepared a new draft and forwarded it to the Sheraton on October 23. Hopefully, we will be able to sit down with them soon and hammer out the details.

GULP Meetings

The Timeline Committee (popularly known as the "GULP" Committee) has begun a series of monthly meetings to brainstorm each of the convention divisions. In this issue, you'll find reports of meetings on the Extravaganzas Division (page 4) and the Second Floor Division (page 7).

Progress Report 3

We are currently preparing text for Progress Report 3, which will be a newsletter-style progress report scheduled to go out in early February. Since most of the areas are still getting set up, we are relying on the division heads to supply text for this PR. The deadline is December 1.

Rates

A final reminder that the attending membership rate for Noreascon 3 goes from \$50 to \$60 on January 1, so join or convert now.

#### Smofcon 4

By the time you receive this, Smofcon 4 will have happened, but too close to this issue's deadline for a report to be put together. So look for a Smofcon report in the next issue.

#### Mad 3 Party Schedule

This issue is coming out between the regularly-scheduled October and December issues due to the quantity of material we have on hand. Next issue should be out in December, as previously planned, although probably quite late in the month.

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#### Masquerade Ideas

by Jim Hudson and Leslie Turek

[Jim Hudson has put together his current thoughts on how he thinks the Noreascon 3 Masquerade might be run, by taking the best out of past discussions and adding a few ideas of his own. He wrote this up sketchily for the apa, and Leslie Turek has expanded it a bit for publication here. We (Jim and Leslie) think it's a good starting point for discussion.]

The main goals of this Masquerade plan are:

- Making the event entertaining.
- Letting the audience see the costumes.
- Giving the costumers a good opportunity to show their costumes at a big event, and
- Providing for a fair judging.

Some of the basic problems in making it entertaining are to keep up the pace in showing costumes (so things don't drag on too long), and to make the judging simple so the audience doesn't have to wait around forever for the results.

One thought that appeared at the GULP meeting is that there are *costumes* which are shown, where the emphasis is on the costume, and there are *presentations* — which may include costumes but are primarily skits. These could be put at separate times, and could be judged differently.

Consider judging. People who have participated in the judging in the past all agree that it doesn't take too long to decide which costumes deserve awards, but the slow part tends to be coming up with appropriate *names* for the awards. We should consider getting rid of that: there is no need for each of 8 "firsts" to be "Best Something-or-Other." That would save a lot of time.

We've also discussed how the class system allows novices, re-creations, kids, and journeymen to get awards, but those awards are lower status than the "master" awards. There's an easy way around that as well: everybody gets considered for the overall awards. But if you're a novice, you would *also* get considered for "Best Novice," and so forth. (We could make "Best Novice" the best novice, or the best who didn't make it in the big leagues, as we consider this further.)

So, let's discuss a variation on the standard masquerade model. It includes the following ideas:

- Scheduling the masquerade for Sunday night (as was done at ConFederation) to put Press emphasis on the Hugos on Saturday night, and to allow more rehearsal time for the masqueraders and technical staff.
- Entry open to all, but with a registration cut-off enough in advance to be able to print a masquerade program. (Jim thinks that probably means closing registration on Friday at con; Leslie thinks that a pre-con cutoff [say two weeks before the convention] would make things less frantic for the staff that has to prepare the program.)
- Separate registration for judging as *costumes* or as *presentations*. Costumes should be limited to about 30 seconds alone on stage; presentations would get 3 minutes, but we would have a limit on the number we would accept (about 15).
- Schedule rehearsal time in the hall on Sunday afternoon. During part of this time, the tech crew is available for consultation.
- Provide the "usual" masquerade tech support: limited music and lights as requested.
- To reduce dead time between costumes, and maximize viewing for the audience, Rob Spence has suggested the use of a "double runway" system. We set up two runways extending into the audience in a V-shape. We alternate costumes between the two runways. This means that a costume can be getting ready on runway B while the previous costume is being presented on runway A. As soon as runway A's 30 seconds are up, runway B's costume can start out. There is only one costume being presented at a time, but the next one is being moved on stage while the previous one is showing. This also spreads the good viewing a bit more equitably around the audience. People sitting on each side get closeup views of alternate costumes and somewhat more distant views of the others.
- The costume division goes first. Since there are no presentations in this section, we should be able to move quickly through the costumes, trying for an average of 45 seconds per costume. This would allow us to handle about 60 costumes in 45 minutes. Because we are printing a program with more detailed information about each costume, the announcer just needs to read the name, which eliminates another source of delay.
- If possible, have the costumes exit from the runways through a rope-stanchion corridor that runs through the second-floor mixing area. This would give people a choice of sitting in the auditorium for the show or getting a close look at the costumes themselves by lining up along the corridor. Costumes should not be allowed to stop in the corridor, to prevent backups there from slowing down the main masquerade.
- The photography area can be either before going on stage or at the end of the viewing corridor, depending on the space available.
- The judges may be celebrities, but should be selected for their experience with costuming, artistic judgment, or other qualifications. We might consider setting up some type of scoring system to aid them in making a fast decision. Immediately after the costume viewing, the judges do their thing. They can give 7 types of awards:

1. Best of Show
  2. "First" with no further designation. Maybe 8 of these.
  3. "Honorable mention" — as with "First."
  4. Journeyman — for the best journeymen who don't win another award.
  5. Novice — for the best novices who don't win another award.
  6. Kids — for the best kids who don't win another award.
  7. Re-creation — for the best re-creations who don't win another award. (Actually, Leslie argues for elimination of "Re-creation" as a separate category.)
- While the costume judges are judging, we could have the presentations. This would include some of the traditional groups and humor costumes. Jim proposes judging them like any talent show: by an applause meter. We'd tell them, and the audience, about that ahead of time, of course. Leslie suggests dividing them into serious and humorous categories, since it's hard for serious costumes to compete against silliness. A limit of 15 costumes at 3 minutes each gives about 45 minutes for this section, which should be enough time for the judges to do their judging. (For reference, the Boston in '89 group costume at L.A.con, with about 20 individual participants, took only about 90 seconds to present.)
  - The presentations would be immediately followed by half an hour of awards, where the winning costumes would take their bows. We should start with Type 7 awards and go up.
  - This would take only about two hours from start to finish, with capacity for 60 costumes and 15 groups. We could expand up to 120 costumes and 20 groups (3 hours) before the audience started losing it.

This is a summary of some of the new ideas that have been suggested. Let us know what you think.

*[The Extravaganzas Division, which is just getting under way, has started developing their plans for the Masquerade. The ideas given above are some of the things they are considering, although they expect to give further thought to the following issues (among others):*

- *Whether separating presentations from costumes is a reasonable idea.*
- *What sort of stage/runway arrangements would work best.*
- *Whether there should be prejudging / screening / auditions, either for all costumes or just for presentations.*
- *Whether or not there should be judging categories, and what they should be.*
- *Whether we should do more to encourage the average (non-Master) costumer to enter the masquerade.*

*Nothing is likely to be firmly decided for the next few months, so we do solicit your comments on these and other Masquerade issues.]*

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## Area-Level Committee Structure

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The following table lists the various areas that are currently within each division, and gives the people who have been appointed so far. Additional areas will be added as planning continues; please feel free to tell us what's missing.

### Officers

Chairman — Mark Olson  
 Chairman's Staff — Jim Hudson, Leslie Turek  
 Treasurer — Ann Broomhead  
 Deputy — Dave Cantor  
 Staff — Wendell Ing  
 Secretary — Jim Mann  
 Mail Room — Pam Fremon  
 Corporate Counsel — Rick Katze

### Program Division

The Program Division is responsible for the convention programming. This includes both the planning function and at-con operations. Although some people are being appointed to concentrate on certain areas of interest, all the area heads will work together to plan a coherent and integrated over-all program.

Division Heads — Priscilla Olson and Ben Yalow  
 Division Staff — Merle and Aron Insinga, Tim Szczesuil  
 Ideas and Advice — Tony Lewis  
 Creative Consultant — Paula Lieberman  
 SF and Fantasy Program — Tom Whitmore  
 Fan Program — Patrick and Teresa Nielsen Hayden  
 Workshops/Discussion Groups/Readings —  
 Todd and Joni Dashoff

Children's Program —  
 Autograph Sessions —  
 Special Interest Groups —  
 VIP and GoH Liaison —  
 Program Operations — Pat Mueller and Dennis Virzi  
 Green Room — Fred Duarte  
 Pocket Program —

### Extravaganzas Division

The Extravaganzas Division is responsible for the big, special, one-time events, mostly in the Hynes Auditorium: the Opening and Closing Ceremonies, Guest of Honor speeches, Hugo Ceremony, Masquerade, etc. Films also fall in this division, and possibly some video. This division will work closely with the Program Division to put together a program integrated with the main program themes. The division plans to operate as a single planning group that will work on all of the events, although later they may designate specific individuals as the "point person" for each of the events.

Division Heads — Jill Eastlake and Ellen Franklin  
 Area-Level Planning Team — Deryl and Rod Burr,  
 Bill Carton, Kath Horne, Georgine and Mike Symes,  
 Suford Lewis, Paula Lieberman, Pam Fremon

### Second Floor Division

The heart of the convention — an SF bazaar, mixing area, and information center.

Division Heads — Fred Isaacs and Peggy Rae Pavlat

Preregistration — Sharon Sbarsky

Registration — L. Ruth Sachter

Information Subdivision — Debbie Notkin

Information Desks —

Newsletter —

Press Relations —

Freebie Racks and Bulletin Boards —

Sign Planning —

Mixing Area —

Special Interest Group Tables —

(includes bidders' tables and site-selection area)

Filking —

Passing Fancies (Hall Events) — Sue Lichauco

Assistant — Bill Lehrman

Exhibits —

Hucksters' Room —

### WSFS and Art Show Division

This division handles WSFS-mandated activities and the Art Show. It includes site selection, Hugo voting, Hugo procurement, and the WSFS Business Meeting.

Division Head — George Flynn

Art Show — Claire and Dave Anderson

Technical — Chip Hitchcock

Business Meeting — Donald Eastlake

Hugo Procurement — Greg Thokar

### Facilities Division

The Facilities Division functions as liaison with Noreascon Three facilities and performs facility-related at-con operations.

The Contracts area negotiates contracts with the hotels and Hynes Convention Center. Technical Services will provide sound, light, video, electrical, and construction requirements either directly or via the facilities departments or contractors. Facility Allocation tracks usage of all function, party, and sleeping room space.

The Hotel Liaison areas will handle both pre-con and at-con hotel liaison, including hotel resumes, front desk interface, and hotel services interface (except at the Sheraton-Boston, where this will be handled by the Services division). The Hynes Liaison area will do the same for the Hynes and the various Hynes contractors.

The Security Planning area will be responsible for the ordering of professional security services and maintenance of the security plan which will probably form part of our agreement with the Sheraton-Boston Hotel. Facility Operations will handle the at-con coordination of crowd control and security.

Division Director — Donald E. Eastlake III

Assistant — Theresa A. Renner

Deputy Division Director — Andi Shechter

Assistant — Anton Chernoff

Staff — David Bratman, Alexis Layton, Bob Lidral,

Malcolm Meluch, Naomi Ronis, Deborah Snyder

Contracts, Etc. — Donald E. Eastlake III

Technical Services — Rob Spence

Assistant — Nigel Conliffe

Staff — Monty Wells, Andy Robinson, Peggy Orrill

Facility Allocation —

Sheraton-Boston Liaison —

Back Bay Hilton Liaison —

Boston Park Plaza Liaison — Pat Vandenberg

Other Hotels Liaison — Al Kent

Hynes Liaison —

Security Planning —

Facility Operations —

### Services Division

This division is responsible for providing services to the rest of the convention. It includes general publications, services to the members, and internal services for the convention committee.

Division Heads — Laurie and Jim Mann

Assistant — Jane Wagner

#### Publications Areas:

Progress Reports — Greg Thokar

PR Advertising — Rick Katze

Program Book — Greg Thokar

Mad 3 Party — Leslie Turek

GoH Book Liaison (if any) —

Computer Nets —

Committee Newsletter —

#### Member Services Areas:

Handicapped Services —

Dragonslair (Children's Activities) —

Babysitting —

Off-Site Events (if any) —

Official Airline/Travel Agent Liaison (if any) —

#### Internal Services Areas:

The Convention Office will provide functions such as communications, mailboxes, office supplies, copiers, and a general hanging-out area for committee members. It will also coordinate with the Facilities Division to provide at-con liaison with the Sheraton-Boston Convention Services and Banquet departments.

Logistics coordinates the delivery and return of materials needed for the con. "People Mover" is our traditional name for recruitment and assignment of gophers just before and at the convention. Details of how this will work are not yet decided. Committee Den and Gopher Hole are lounge areas for committee and gophers.

Office —

Assistant — Jane Wagner

Logistics — George Mitchell

People Mover —

Sign Production —

Committee Den —

Gopher Hole —

Insurance —

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## GULP Meeting

Date: September 20, 1987  
 Topic: The Extravaganzas Division  
 Notes by: Leslie Turek

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This meeting was run as a brainstorming session. Many ideas were suggested without being evaluated, and many issues were brought out but not resolved. Twenty-two people attended. The discussion was led by division heads Ellen Franklin and Jill Eastlake.

Ellen started by giving her view of extravaganzas, joking about "extravagant," not in dollars, but in theatrics and drama, and making things special and different. Jill would like N3 remembered for positive reasons, and mentioned having the big events use media, technical and lighting effects, and scripting for cohesiveness.

The heads want to try to run the division as a unit, where the whole group works on each event, with a different point person for each. Since there will be one major event each day, this should be possible and will allow them to manage resources more effectively.

Jill would like to see some continuity through all events — a visual theme or look. Ellen wants to run the division by consensus where possible, and sees many needs for interactions with the other divisions.

### Opening Ceremonies (Thursday)

There was discussion of when opening ceremonies should be. If it is actually the opening of the convention, in the afternoon, many people will miss it. There's no reason why it couldn't be held in the evening.

There was some discussion of why have an opening ceremonies at all? (Noreascon 2 didn't, for example.)

Some ideas for making it fun included: commissioning music for it; have an opening march and parade through the convention leading to the auditorium; invite groups to enter personal "floats" in the parade; jugglers (juggling Hugos?); using our "Alice" costumes; shoot someone from a cannon (?).

Some felt we shouldn't do circuses to the point of obscuring the real purposes of the convention. Some more serious activities for the opening ceremonies could be: introducing neos to the con; using guests in some way; previews of coming attractions; slides of past Worldcons; slides of future Worldcons (?!); slides of pros who will be attending.

There was further discussion of how to do a professional slide show and the resources needed.

### GoH Speeches (Friday?)

For this event, we would not necessarily want to limit ourselves to speeches. Are there more original ways we could present our guests of honor that would take advantage of their strengths? Have the Stranger Club publish a fanzine or have a club meeting? Tie this into our 50-year theme, by having someone talk about Campbell, what it was like to be a fan in those days, anecdotes. Have someone do a slide show or commentary on Andre Norton's work; interview people influenced by her? Have an exhibit on the Ballantines' publishing ventures?

They don't all have to appear on Friday night — could be more scattered through the convention.

### Hugos (Saturday)

For the time being, we're assuming we will have the Hugos on Saturday and Masquerade on Sunday, as was done at ConFederation. Among other advantages, this should lead to increased press coverage of Hugo winners (rather than costuming) in the Sunday morning papers. [This decision was approved by MCFI as a whole at the October meeting.]

Jill felt that any other awards being presented should precede the Hugos; that showing slides and/or film clips of the nominees is a good idea; and that we should hand out lists of winners at the end, as Conspiracy did.

Someone suggested having a formal meet-the-nominees cocktail reception before the Hugo ceremony. And/or having the nominees enter the hall in procession. (In academic gowns?)

The question of multiple presenters was discussed. If we have them, they should be selected well in advance. Fewer presenters would allow scripting and rehearsal to make the ceremony smoother.

There was some controversy as to whether the ceremony should be short and sweet, or should be padded to last, say, 2 hours. Chip pointed out that removing some chairs in the nominees section so that everyone is sitting near an aisle reduces the time it takes to get the winners on stage.

A history theme was suggested: previous winners, who won last year, etc. Some felt that would overshadow this year's winners. We could have an exhibit of past winners in lobby/hallway/mixing area.

### Masquerade (Sunday)

There was a long discussion of the masquerade. Most of the ideas that came up are mentioned in the article on page 2, so will not be repeated here.

### Closing Ceremonies (Monday afternoon)

Should we read a list of committee names? Many: "BORING." Instead, we could tell war stories and humorous anecdotes as in the N2 Memory Book. We could try to put together a retrospective of people and events, using slides taken at the convention and editing in sound, music, and possibly video. This would be a major effort and probably require professional help.

### Large Parties and Other Events

It is still unclear what sort of large parties or other events, if any, this division will do. Possibilities are Regency dance, publisher's dance, pre-Hugo reception, meet the whatevers, banquet, etc.

There is some feeling that the meet-the-whatevers party never works, and if we can't come up with a way to do it well, we shouldn't do it at all. We should try to come up with other ways for fans to meet the pros they want to meet. Replace the general con suite with a series of smaller, topic-oriented parties? Have the pros sign up to spend time in the mixing area? Provide a program index that lists program items by program participant, so you know when they'll be speaking?

There was some controversy about whether we should have any events that are not SF-related (such as the Regency dance, publisher's dance, rock concert, etc.). Ellen

felt that the con is, to some extent, in the entertainment business, and we shouldn't exclude all such events. Others said why not have some things that are just enjoyable? It's valid to have some things that just keep people occupied. On the other hand, resource limits mean that other things (closer to our purpose) will suffer. One approach is to not expend any convention resources (except space) on these events: treat them like special interest groups and let the people interested in them organize them. Realistically, of course, this would still take our time and attention.

It was pointed out that if we want to do anything special when accepting the gavel at Nolacon, this division should be the one to plan it.

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## MCFI Meeting

Date: September 30, 1987

Notes by: Jim Mann

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The meeting was called to order at 7:30 pm.

**Appointments:** Mark Olson announced the appointments which have been made so far. (See list on page 3.) He has started to call division head meetings. The division heads are coordinating appointments. We want to make sure that no division gobbles up all the good people. The division heads have been told to "go ahead and talk to people. But emphasize to those you talk to that maybe other people will also want you." At the division head meetings, we will compare notes and talk things over.

**Treasurer's Report:** Ann Broomhead said that we made a gratifyingly large sum at Conspiracy and a pleasant sum at CactusCon.

**MCFI Roster:** Mark Olson said that we hope to produce an MCFI roster. It will list not only committee members but anyone we might want to talk to. Sharon Sbarsky has started work on this. She will run a copy in the apa. Lots of phone numbers are wrong. Check them and get back to her.

**Preregistration:** Sharon said we now have 2385 people: 2113 attending, 230 supporting, and 42 children. We're going to need to mail out some PRs soon. Sharon scheduled a work session for before the October 21st [NESFA] IM collation.

She spoke to Justin Winston of Nolacon. They also are using DBIII software for their database. We will exchange databases. They won't be merged, but it will still be useful. They are supposed to send it to us soon. They're also sending an archive program that reduces the database to fit on one floppy. We'll keep exchanging periodically over the next year so we can be up-to-date.

**GULP:** Jim Hudson announced the schedule of meetings to discuss/brainstorm each of the divisions.

**Mad 3 Party:** Leslie Turek said that the October issue is all ready. She also plans to send letters to new appointees, telling them they'll be getting M3P and how they should use it.

**Progress Report 3:** Mark said that the original schedule called for a December 1st mailing date. This was when we anticipated a February Boskone. Things have changed. [The 1988 Boskone will be in January.] However, if we let it slip till after Boskone, we have to ship as soon as possible after Boskone.

Greg Thokar discussed the contents. It will list the committee as it then stands. It will also have a couple of paragraphs from each division head, discussing what his/her/their division does.

Mark noted that 2 polls have been suggested:

- What do you want to see done at Noreascon?
- Favorite movies, broken down by decade. (This was suggested by Jim H.)

Greg said that, if we decide to do both, the latter poll can be deferred until PR4. Chip Hitchcock was concerned that the movie fans would pick too many blockbusters and big-name movies. Mark said that we'll note that we'll take results as a "guide." The movie poll will be handled by whoever winds up running films. If you have suggestions on the general poll, talk to Mark.

Greg noted that the ad deadline is December 1st. He must know about any ads by then; ad copy must then arrive by January 1st. Mark said to get all writeups to Greg by December 1st, so we have time to review it.

**Envelopes:** Sharon presented prices and recommendations for a purchase of 9 × 12 and 9 × 6 envelopes:

Size	Number	Price
9 × 12	7000	\$562
9 × 6	1000	\$100

These prices are from CW Beane. Jim H. said that there are mail-order places that have better prices than Beane for this type of things. Leslie and Chip agreed.

Discussion continued on how many we should buy. Chip and several others suggested increasing the number. Mark supported the lower number: if we need more than 7000, it would be because we get lots of members and we could afford to reprint. If we don't get lots of members, we don't want to waste money and have thousands of envelopes piled about the clubhouse. We also don't want to procure envelopes for post-con mailings now, since we'll only have such a mailing if we make money, in which case we can again afford to reprint.

Jim H. said we should make sure the 9 × 12 envelopes hold as many PRs as we will need to send. Greg checked: they fit four.

Mark moved that we appropriate \$900, and that Sharon should first check if there are lower prices available. [There were no objections to this.]

**New Flyer:** Greg said that the new flyer should simply be the old flyer with the rates updated. We also want to remove the line for "Fannish Name for Badge."

**Confirmation Cards:** Sharon originally had a draft of a confirmation card in the apa back in February. The hotel crisis sidetracked things. However, it's time to look at this issue again. We should print 1000-5000 now (costs \$60 to \$190). There was no objection to this. (Rick Katze asked how many PR1s we printed. The answer was 7000.)

**Conspiracy:** Mark said that our party there set a new low record for size and outlay. The room only cost us \$75. We got lots of donations, so we didn't have to spend any other money.

**Cactuscon:** Dave Cantor said that it was, people were there, we went, we sat, we collected money, and a good time was had by all. He was commended for such a concise con report.

**The Hotel Situation:** Don Eastlake said that as we get closer to agreement with the Sheraton, things get slower. Supposedly, the Sheraton had a meeting on Monday (9/28) to discuss a preliminary agreement. This agreement had been given to them 3 weeks previously.

Don hasn't gotten back in touch yet with the Boston Park Plaza.

Jim M. asked about the lawyers' fees. Mark said that we got a breakdown of the previous fees. We've paid an additional \$5000. His guess is that it will cost about \$20,000 by the time all is said and done. However, with the exception of the letter of agreement (which only the lawyers seem to be fond of), we've gotten value for our money.

**Membership Rates:** Our current membership rates are stated as being good until the end of the year. Mark said that we want to raise them at that point, and suggested a \$10 increase to attending and children's rates, to be effective through 9/15/88.

Ben Yalow agreed with the proposed amount, but objected that it might not give us enough money. The lawyers' fees, he guessed, would add a cost of \$4-\$5 a head. *[Actually \$20,000 divided by about 7000 members is more like \$3 per member.]* We should only guarantee the rate through August 1 [1988]. Rick agreed. It will give us the option to raise rates if we need to. Greg also agreed. We haven't budgeted the convention yet, so we should keep the possible rate change as early as possible.

Don pointed out that we don't really understand the elasticity of the demand for memberships, and was in favor of keeping the rate till 9/15. George Flynn agreed — fewer memberships now mean more later, and thus more money. Also, the vast majority of the money we make will come in at the very end. Mark said that a \$5 increase before the 1988 Worldcon may only mean about \$1000 for us.

Tony Lewis wanted to go with the earlier date. Andi disagreed. She is real uncomfortable with very high rates. Lots of people will have problems with this. We have to remember that we have unusually high salaries for fans. If we do have to raise our rates, we should explain to people why we are doing this. Jim Mann agreed with Andi.

Pam said that if we go with the "before Nolacon" option, we shouldn't make the cutoff date immediately before Nolacon. Otherwise, people who hear about the increase for the first time at Nolacon will get angry at us there. Joe Rico agreed. He suggested a date of 7/1. Priscilla Olson said that if we have the cutoff right before Nolacon, some fans will feel we are screwing them. Ben suggested 7/15 as the cutoff, enabling those at Westercon (the first week in July) to buy at the lower rate.

Mark again expressed his concerns. As George said, half our members and three-quarters of our money comes in the last few months. We can't afford to take a public relations hit. Tony, however, said that we need a budget before we make some of these decisions. The July date gives us more options.

Bill Lehrman asked if we will have budgets by May. Mark said that even if we do we won't know the income side of things.

We voted. Lots of people supported mid-July, only three supported mid-September. Therefore, the rates will be \$60 through July 15. Prices after this *may* be higher.

(Mark said that, unfortunately, most people will take "may be" to mean "will be.")

**ConFiction:** Don started by saying that we all saw the problems Conspiracy had with mailings. ConFiction (the 1990 Worldcon) was assuming that KLM would handle their PR mailings. KLM will air-freight them, but will not handle the remailing in this country. Don suggested to them that we could handle the remailing. They will address the envelopes and so forth. All we need to do is some sorting and then get them to the post office. He told them we'd at least handle their first PR, and that we would vote on whether we were willing to handle the others.

Many people agreed that this was a good thing. Pam Fremon asked about bounces. They will come back to us. We'll have to send them back. However, Sharon said, this can help us update *our* database.

Rich Ferree said we have to be sure to remind them of MCFI and NESFA schedules. We don't want to get hit with a mailing the week before Boskone.

Don also discussed trading ads with them. We'll be getting a full page ad for our next PR. He asked for a recommendation for a European agent. They (ConFiction) agreed to act as our European agent. Fred Isaacs asked about Colin Fine. Don said that Colin is just Great Britain, not the continent.

Leslie asked if they have American agents. (Yes.) We'll have to forward mail we receive. Don said that all our costs are billable to them.

They also want an outline of our timeline as the first Worldcon with a three-year lead time. We will send them something. Don will also send them a letter, pointing out that N3 will be a great opportunity for them to learn about working on a Worldcon.

**Hugo Rockets:** Mark said that we didn't have anyone interested in doing this yet. It falls in George's division. Peter Weston produced them for Conspiracy, and they were beautiful. We also have an outstanding offer from LA to produce Hugo rockets; this offer may or may not be associated with the previous manufacturing process, which did not produce as good results.

Rick said that LA has agreed to pay the costs, up to a set amount, through 1989. He doesn't think they have produced the rockets. Greg said that Craig Miller said the set amount is \$1000 and suggested Weston as a source. Rich F. suggested that we talk to Milton Rothman.

Mark said that we also have to examine how to do the bases. We need ideas and people to execute them.

Sharon suggested gold-plating the rockets since we are the 50th anniversary Worldcon. Don said that this would be within the WSFS rules. The only requirement is the shape.

Chip said that Weston expressed interest in producing rockets. He also said that the rockets are more important than the base.

**Division Heads:** Mark gave the division heads a chance to speak. They all declined.

**Taping:** Monty raised the issue of videotaping, which Lois Mangan had raised in the last apa. He said that Newton North H. S. has a video class. He asked the teacher of this class if they were interested. A kid there at the time got very excited by this.

Ben said that he has bad memories of videotaping. Basically, we have to be careful. Large quantities of money can get dumped down black holes. Also, the techies are never quite satisfied with existing lighting, etc. Jill said that we'll either do it right or not at all. Pam said it can and should be done. Chip said that there is no such thing as a simple video production. We could test potential video people out at the 1989 Boskone.

We adjourned at 8:50.

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## GULP Meeting

Date: October 16, 1987  
 Topic: The Second Floor Division  
 Notes by: Jim Hudson

Co-Division Head Peggy Rae Pavlat talked a bit about the concepts of the Second Floor division and a draft timeline. [See page 3 for the areas making up the division.] We then worked on important stuff: the name. The first two names (Bizaar, Communications) didn't make everybody happy, so we brainstormed for other ideas. We also realized that the Division doesn't need to have the same name as the Mixing Area. Some of the suggestions for one or the other were: Show & Tell, \_\_\_\_\_ Street, Fan Fair/Fanfare, Wonderland, The Hall of the Planets, Agora, Hospitality, Fan to Fan, Interactive, The Hub. We decided to wait and see if a better name comes up and continue to use "Second Floor" in the meantime.

### Exhibits

We didn't spend much time on exhibits. They come in several types, ranging from museum shows that we rent, to major ones provided by studios, etc., to photos and other exhibits we do ourselves (costumes, how a book is made, etc.). Peggy Rae would like us to do an exhibit featuring photographs of pros in attendance. The many pillars in the mixing area provide some opportunities here.

### Registration

The discussion basically treated this as a "solved problem" where the Noreascon 2 approach with some improvements on the details would work fine. We don't see a need for real-time computers at this point, and would like to have a back room that can generate and post attending lists for the members. We talked about special-area registration a bit, concluding that — with the possible exception of Program — special-area registration causes more problems than it solves, and corralling people for their special areas at central registration works better.

### Hucksters

We talked a lot about details — shapes of aisles, etc. Here are some of the major points agreed on, or bones of contention:

- There has to be an adequate index by company, huckster, and type of merchandise, easily available to the fans.
- We need both maps and visual clues to help people find particular hucksters (overhead signs, etc.).
- We haven't decided on a layout, though we want it to be simple both to *reach* individual hucksters and to *browse* through the room. There was some support for long "supermarket" aisles with a few cross corri-

dors.

- We want places to sit down and rest/talk within the room.
- (It's not possible in the Hynes, but) having some other activities on balconies where they can overlook the Hucksters is nice.
- If we get large displays (e.g., trade show booths) they should be around the outside wall so that they don't block sightlines. We would like to offer the opportunity for people to bring in their own furniture and lay-outs, but we shouldn't require that, since many dealers will not want to bother.
- We'd like to offer small used-book dealers cheap space in some form — a separate ghetto, time shared (Friday and Saturday vs. Sunday and Monday), shared tables, etc. There was general agreement that we want to support them, though we're not sure how as yet.
- There was no agreement on whether we want to *group* dealers by type of merchandise, or to separate those with similar merchandise. It was generally believed that the hucksters would like to be distributed, but it wasn't clear what was in the best interest of the buyers.
- Some like the idea of a demo area for artists and crafts-sellers. Others didn't.
- Some liked the idea of food service and bars in the dealers area. Others didn't.
- We didn't talk about rates, design standards for booths, liability, priority in selecting locations, move-in and -out logistics, or various other details.

### Information and the Newsletter

One proposal was to have roving reporters who go out and get stories from the other divisions, rather than complaining that the other divisions haven't delivered what they were supposed to.

Don suggested that we may need a branch of information at the Boston Park Plaza Hotel; we probably also need a "how to get to the convention" flyer for each hotel, to be passed out at hotel registration.

We talked about roving information staff, visually identifiable from a distance (funny hats, etc.) and wandering the convention to *answer questions*. It was noted that information requires lots of overlap of shifts, because the transition takes a while.

Leslie Turek pointed out that the newsletter is a very powerful tool, for the overall convention or against it, and that choosing the right editor is important. We discussed its distribution first, and one proposal involves a central newsstand in the Hynes with all issues available all the time.

The roving informers probably carry the latest issue in multiple copies, and single copies of earlier issues. We also talked about distribution in the other hotels, and there is a problem there: We don't want the party list available outside our security cordon.

### Press Relations

The press reacts to how they are treated. We want to treat them as professionals.

### Signup

There will be some tables near Information which will serve as the "signup" area. Other areas that need extensive signups (for example, maybe Masquerade) can put their own staff here and don't have to use this service at all. But we're going to have a location that we tell people is the "signups" site for various things, and it will be in the mixing area with oversight by Information. Info will staff it if the divisions needing the service don't.

### Mixing Area/whatyoumaycallit

This is, really, the Hub of the convention. It's big, but there will be a lot going on. We may want to make some small areas and name them. There will probably be bar(s) and food service (these will be convention center concessions), comfortable seating, some level of toys and games, etc. — for part of the room, at least. Whether we can or will provide munchies is still an open issue. Some distance away, with some acoustic baffling, there will be space for some low-decibel performances — juggling, magic, acoustic music, storytelling, etc. The real noisy stuff is elsewhere. (We talked a minute about Club Degler; see Jim Hudson's October apa contribution on page 10.) We don't want to promote lots of physical activity (ping pong, field hockey); we might want to send them off to a nearby laser tag place instead. The exhibits will be spread out, and may serve as a backdrop to the performances and talking/eating/drinking area.

Interesting things near the con, like laser tag, might be encouraged to bring in a display sign or kiosk. "Passing Fancies" may include the performances above, and other more mobile stuff; we didn't discuss it separately.

We talked about picture boards with holes for heads, ranging from a first Worldcon photo to a dinosaur or a BEM. We talked about exhibits such as "what the future looked like 50 years ago" or "fandom through the decades."

We also discussed a reading room, and a book rack with Hugo nominees or just donated books. It would be nice to get one or more bank cash machines in this area. The high-security exhibits should probably be in their own rooms, but the open ones should be out where people can get at them. The space needs to have munchies, soda, and alcohol available at a reasonable cost, which may be hard. And we don't have the money to spend \$1 million or more on making it beautiful, so we're going to have to be creative if we want it to work.

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### Division Heads Meeting

Date: October 17, 1987  
Notes by: Leslie Turek

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**Roster.** Jim Mann announced that Sharon Sbarsky is working on a committee roster of names, addresses, and phone numbers. Jim M. is keeping track of who is appointed to what position. Leslie Turek asked whether these could be combined. Jim Hudson volunteered to work with Sharon on designing this.

**Preliminary space budget.** Mark Olson asked the division heads to start thinking about how much space and how many rooms they will need so we can make a first cut on figuring out if we have not enough, enough, or plenty.

They might indicate for each type of space whether it needs to be securable or not, whether it can use part of an open area, and whether it has particular reasons for being in a particular facility. There was some unstructured and unconvincing general discussion of space allocation.

**Attendance at division heads meetings** was discussed. Because it is essential to keep the group small enough for business to be done, and because there are so many people who might like to attend these meetings, we concluded that we would have to be strict about limiting the meeting to division heads only. Exceptions might be: When none of the heads for a division can attend and they wish to send a representative, or when discussion is expected to focus on a particular area and the area head is invited to be present.

**Policy decisions.** Mark made the point that the division heads meetings are for communication to take place and for operational details to be decided. All policy decisions must be made by MCFI as a whole. Examples of policy decisions include decisions to do things that might be considered controversial, decisions to include a particular non-sf-related event at the convention, etc.

**Division reports.** Starting at the next MCFI meeting, each division should report regularly on its activities. Although there might not be time for extended discussion at the MCFI meeting, some opportunity should be provided for discussion of issues that evoke significant comment.

**Committee hierarchy.** Don proposed that, for simplicity, we use the same basic 4-level hierarchy that was used at Noreascon 2. Level 1 includes officers, division heads, their deputies, and chairman's staff. Level 2 (area-head level) includes sub-division heads, assistant division heads, area heads, and their assistants. Level 3 (staff level) includes staff and supervisors. Level 4 is gopher level. All Level 2 appointments should be approved by the division heads as a group. All Level 3 appointments should be approved by the head of the particular division in consultation with Mark Olson, and reported to all of the division heads. These approvals should generally be obtained before an appointment is made, to prevent any possible embarrassment if it is not approved.

**Technical Services.** How this area is organized is still not completely resolved. Each division will have very particular technical needs, but it looks like we will still need to have some sort of central organization to interface to the Hynes and the contractors, as well as to coordinate and prevent duplication.

**Video coverage** was discussed briefly. There was some feeling that extensive video coverage (roving reporters around the convention) could be a time and money sink. There was support for fixed coverage of the big events. This will be discussed more in the future.

**Hucksters' Room timeline.** Because of the uncertainty about Hynes rates and room layout, Peggy Rae Pavlat asked if we could put off a hucksters' room mailing until the March/May timeframe. The answer was yes. Mark said that hucksters' reaction he had received was that they appreciated not having to give us money so far in advance, as long as they could be assured an equal shot with everyone else at getting into the room.

**APA:89.** The issue had arisen as to who should get APA:89. The apa is getting thicker, since just about all the paper we generate goes into it. It cannot go to all area

heads, since there will be around 100 of them and the expense would be prohibitive. Some felt that with so much paper spewing out, no one would be able to read it all anyway. Others felt that reading it was quicker than talking about it. The final proposal was that we limit the apa to the MCFI members and any division heads that are not MCFI members. [As Fred Isaacs was made a member at the October 28 MCFI meeting, only Peggy Rae Pavlat currently falls in that category.] It was agreed that Debbie Notkin should also receive the apa because her responsibility as head of the information sub-division (in the Second Floor division) requires that she know as much as possible about what's going on. The few other people who have been getting it will be dropped if they go three issues in a row without contributing, and no new people will be added.

To keep their divisions informed, division heads are encouraged to select items from the apa of relevance to their division and distribute them to their division. Jim M. will assist with this by helping with copying and mailing to particular preset distribution lists that could be established by the divisions.

Divisions are also encouraged to distribute among their division any other items of use, such as meeting minutes, etc. These should also be given to Jim M. for distribution to MCFI through the apa.

**Mad 3 Party.** It was felt that we should continue to rely on *The Mad 3 Party* to continue to excerpt from the apa things of general interest to all area heads and staff. To improve timely communication to area heads, it was suggested that we have special area-heads mailings in the months between *Mad 3 Party* (say around the 15th of odd-numbered months). These special mailings might consist of a short newsletter with particularly timely items (PR text deadlines, etc.), updated roster, budgets and financial reports, etc.

**Letter to new area heads.** Leslie has started drafting a letter to new area heads to be sent to them as they are appointed, along with stationery, financial report forms, roster, etc. The letter would outline policies and operational details they need to know. Because it was getting late, we didn't discuss details of the letter; Leslie will continue to refine it.

**Budgeting.** We should start thinking about this again and aim to have a preliminary budget together by the end of the year.

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## Excerpts from APA:89

October 21, 1987

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

### More Weird Ideas (by Jim Hudson)

- In Memoriam

We [fandom] don't do this very effectively. At most, somebody at opening or closing ceremonies or elsewhere reads the names. Maybe we show a slide of them, or whatever. But we don't do very much.

Here are two options:

- The bulletin board. Simply have a (black border?) bulletin board with the names and material about them, for example *Locus* obituaries. *[With permission, of course.]* Good recognition, would work, but seems a bit ghoulish.
- The memorial service. Have a significant event on the program which is a serious memorial service (non-denominational, obviously) for those people we cared about. This could go towards the Quaker (?) version, where anybody who wants to speak about X can come to the mike and do so (we'd need to make sure there was at least one speaker for each), or it could be prepared remarks (still need 1 each, less powerful, but the timing is easier).

I take this one fairly seriously, and would like to see us do the memorial service. We'll generally have a gathering of a bunch of people at the con who *cared* about X and haven't had the opportunity to say so.

- Access to Pros

We're already planning autograph sessions, author readings, and maybe even sign-up meals with your favorite author or genre. We seem to believe that general gigantic "Meet the Pros" parties don't work (if you want to actually meet the pros) and are aiming at ways to make those connections more personal. Here's one more way that came out of the Extravaganzas session but belongs to the 2nd floor. What if we have the pros *sign up* to spend a specified hour wandering around the mixing area? We'd identify them in some way (the traditional "funny hats") and post a schedule. That way, people who wanted to meet them would know when to make the approach. It would also give us a pool of people available at any time for the press.

- Club Degler

This is Mike Symes' idea. It's one that I and various other people think is great, and that I also think many of the committee will find awful. So let me make the case, and let's get some discussion going. Note that Mike's proposal may differ from mine in various ways, and could easily be much better.

The basic idea is an SF-oriented Nightclub. This is *not*:

- Fan cabaret, which is SF-oriented amateur hour;
- Rock concert, with 1 or 2 bands that may have an SF focus or may not;
- Publisher dance, which has nothing to do with SF except the sponsor;
- Standard disco, which has nothing to do with SF.

It would have rock music, it would be loud, and it would have dancing; some in fandom (and maybe on the committee) will condemn it for that. On the other hand, we all liked the bar scene in *Star Wars*, and there's an awful lot of SF in rock videos — not all of it the "after the apocalypse" variety.

Here are some of (my version of) the details:

- Use a committed space, perhaps something like the Ballroom at the Hilton;

- Open from, perhaps, 10-2 each night;
- Decor as SF as we can afford (probably mostly lighting);
- Only SF-oriented music and videos, even if we have to put them together somehow;
- Significant equipment (large video screens, etc.) required for the right atmosphere;
- Safe costumes encouraged (this probably implies no smoking);
- Badge checking at the door;
- Hotel bartenders with ID checking; no table service;
- Eliminate the publisher dance; let them sponsor a night here instead.

I would not replace the fan cabaret — I think that serves an equally useful purpose, but for a different audience. I'm not sure whether this would belong in Second Floor or in Extravaganzas; it is within the purposes of Second Floor, but has a lot of the heavy attention and techie stuff like Extravaganzas. Mike's working up a more-detailed proposal. I'm presenting this so we can start getting some discussion on the idea.

#### • Off-Site Parties

This idea was mine in the first place. Now it's time for me to say what I think it could do for us, and why I think we should throw it away.

The basic notion was that, if a whole-convention party is to work it has to have an interesting environment. Taking over a museum (Children's, Science) and catering a party there provides the environment, avoiding the traditional cocktail party where the pros hide from the fans. There are other ways to run a "Meet the Whatevers," but this is the easiest. And the money wouldn't be too bad for rental, though we could easily pour money into catering, even at the last minute.

The basic problem is timing. For this to work, the big party *must* be the main event of the evening. Otherwise, people won't go off site to find it. And that limits our choices, since the following seem to be pretty fixed:

Friday	Guest of Honor Speeches or Event
Saturday	Hugos
Sunday	Masquerade
Monday	Closing ceremonies in the afternoon

Wednesday, there are too few people around to take over a museum, and the ones who are around will be too busy working on the convention. So the only option is Thursday. And on Thursday, the ideas that various people have been throwing around for a big opening Extravaganza (parades, premieres, etc.) are a lot closer to the gathering of a family of fans than a museum reception would be. Besides, the Science Museum (at least) is open Thursday night, and not available for parties.

I'd still like to see us do things with the museums. I'd like to see us get discount rates, perhaps run tours on Wednesday, have Dragon's Lair do a field trip to Children's one day, talk to them about tie-in exhibits, and push publishers who want big party sites (for Friday or Sunday) to use one of the four sense-of-wonder locations: Children's, Computer, Science, and Aquarium (instead of the Tea Party Ship one of them used at N2).

But on Wednesday we don't have enough people to do it and for the rest of the convention we've got better ideas.

#### Sponsorship (by Pam Fremon)

The idea of corporate sponsorship disturbs me. I fear it would be a major distraction from the natural fannish aspects of the convention. No matter how gracefully N3 were to apply it, I worry that some future cons might not have so firm a controlling hand, particularly when money gets tight. The whole convention would suffer. We saw what happened at Conspiracy. I'd much rather see us live within our means, and not set (or continue) a dangerous precedent.

#### Program Planning (by Priscilla Pollner)

[Ben Yalow and I] have been discussing division structure a little, and are reaching a clearer idea of what we'd like to see and do. Probably, quite a bit of Extravaganza-style "Brain Trust" idea in the beginnings of developing our structure and our Program — with some farming out of the more peripheral areas (like Fan Programming, perhaps?) to Area-level management . . . but would like to have the Area Heads (even of those peripheral areas) involved in continuous interchange of ideas with other sections throughout. Closer to the con, and during "implementation," people slip more out of group mind and into individualized processing. Communication (as Peggy Rae has noted) is a very important thing between and within divisions. (Though, as JBS Haldane pointed out, centro-peripheral migration/gene flow tends to keep peripheral populations from becoming particularly well-adapted to peripheral environments . . . it also keeps them from speciating. The latter is important enough here to overcome any drawbacks in the former . . . (a short taste of the theoretical population biology on which I based my thesis . . .))

Other aspects of program: (by the way, how many people have noted that both Ben and I are ex(?) trekkies? Can we do something ~~about~~ with this?) We should probably spend some time at the GULP meeting working on the desirability (or lack thereof — my personal position, by the way) of sending questionnaires or other such material out to program participants. Also, about what proportion of our program should be: fan, art, publisher-editor, science, media, filk, science fiction, etc.? (Though, let it be noted that Ben and I both very much agree on overlapping these areas — with mixed panels, interdisciplinary subjects, and all the rest of that good (and exciting) stuff.) And (with any luck) by the time we're ready to be GULPed, we'll try to produce a list/worksheet of similar ideas/questions/problems.

#### Hugo Nominees (by Paula Lieberman)

We could put worry stones in the registration packets of the people nominated for Hugos and the other awards, (might also give them to committee members and staff . . .), so that they would have something to fidget with before and during the awards ceremonies. Would it be possible to have the stones imprinted with "Noreascon 3, 1989 World Science Fiction Convention, Hugo Award Nominee" — it would at least serve as a tangible memento of having been nominated for the award, for those who don't win.

**Second Floor Timeline** (by Peggy Rae Pavlat)

[These are only excerpts from nine pages of initial timeline and area descriptions for the Second Floor Division. — LT]

**Nov 1987 – Jan 1988:** Figure out what the Hucksters' Room should be like (any changes or the same thing we've been having for a while?); develop a conceptual basis for pricing tables/booths/space, such as a formula taking into account the mix we want, space available versus demand for space, recent prices, the likely cost of the Hynes for the Huckster room space, tables, decoration, etc.

Develop a working concept for what kind of exhibits there should be and how to physically display them.

Begin writing to people asking for material (do *not* promise that it will be returned) for a display of photos, program books, things, whatever, showing the "past" of the SF family.

**Feb – April 1988:** Develop a scrap book and central location for information of "Neat things to do in the Boston area," which can be added to by anyone who finds neat things, and which will be verified closer to the con to make sure things are still available.

Conceptualize how "Message Board" and "Freebie Center" might be made to work better than they have in the past.

**May – July 1988:** Develop concept of mixing area. See what Programming Division thinks about inviting pros and well-known fans to "visit" the mixing area (of whatever name) on a scheduled basis so that just folks can come and get to talk with them. Decide if we should schedule this in advance, or if it would be better to arrange at-con with good newsletter and sign coverage.

Develop guidelines for autographs. (Should there be a maximum number of books any one person may have the person sign? Should the person doing the autographing be permitted to bring copies of his/her book to sell to people who want their autograph, but who don't have an appropriate book with them?)

**Division Name:** Some people are currently referring to this unnamed division as The Bazaar, which is cute, but non-descriptive to the attendee. I believe an alternative name needs to be adopted for use, at least, with the "Real World."

**Press Relations:** To the extent that the press covers the con, that coverage should be positive; do not work toward getting extensive coverage, but treat the press which does attend as professionals handled by professionals; try to protect the very well-known pros from undue intrusions, while helping the press do their jobs (many of the well-known and articulate pros welcome press coverage); prevent press from being a problem to the rest of the convention staff and to the attendees, i.e. make sure they don't set up equipment which will impede the vision of the attendees (con is primarily for attendees, not the press).

**Exhibits:** To provide an attractive, interesting gathering place for con attendees; to showcase the fiftieth anniversary of the first Worldcon; to work closely with the lounge area function. Possible exhibit topics:

## History of the field

- Photographs from different eras
- How the Worldcon was won (and lost)
- Program Books and Progress Reports

Name badges from previous Worldcons

Present Activities

Photographs of program participants

Displays by '90 and '91 Worldcons

Displays by current clubs

Future of the field

Offer publishers display space (charge?)

Offer producers (TV, movie) display space (charge?)

New writers display

New artists display

Worldcon bidders display

**Second Floor Layout** (by Leslie Turek)

I've had some thoughts about a possible layout for the mixing / information / exhibit area in the Hynes Hall C. This proposal basically divides the hall into four areas: three squarish areas along the left side, and a long narrow area running past all of these and forming a corridor between the Hynes and the Sheraton along the right side. Since the entire hall is about 150' by 220', the three squarish areas can be about 6500 sq. ft. each (nearly the size of the Sheraton Grand Ballroom).

The first squarish segment would be the mixing area. We could line it with tables for special interest groups, bidding groups, etc. Otherwise it should be pretty free-form. If finances permit, it should be carpeted and scattered with comfortable chairs. If not, it should at least have some kind of chairs. It would have easy access to the fixed food service area. The idea is that the special interest group tables would be magnets for people with particular interests, and if seating areas are handy, groups of people will sit down and talk.

The middle segment is the special exhibits area. The internal layout of this area depends on what sort of exhibits we have. It might be curtained off with high curtains along its sides and lower curtains bordering the corridor (so people can see what's there). We could station a guard at the entrance to discourage tampering with the exhibits.

[At the Second Floor GULP meeting, it was suggested that the exhibits and the mixing area be merged a bit more, with exhibits and seating areas interspersed. That would work, too, as long as the special interest tables can be easily located.]

The third segment could be a sort of performance/reception area. This might have a raised platform stage at one end, and should have lots of folding chairs that can be easily moved around as needed, since many functions (such as a Regency Dance, if we have one) will need open floor space. This could be used for hall entertainment, filking in the evening, small meet-the-whatever functions, receptions, Masquerade photo area (if we use the idea of running the costumes down the corridor to allow closer viewing), etc. The idea is to provide a place for moderately noisy functions, or functions that need open floor space. (Notice that the exhibits area provides a buffer between the performance area and the quieter mixing area.)

A long strip down the side of the room would be the main traffic flow between the Hynes and the Sheraton, so should be at least 30 feet wide. Along it, we could put the official things that should be easy for people to find: official notice and personal message borads, freebie racks, information and sign-up tables, site selection, and perhaps

souvenir sales. At one end of the corridor is the food service area, where we should set up tables for people to sit and eat.

### **Decorating on the Cheap** (by Jim Hudson)

There is one thing about the "Second Floor" area that worries me, which is that we want an interesting, comfortable space that works as well as the best hotel open lobbies, but we can't put \$1 million into it. We need to transform the space on the cheap, and we'll have enough trouble finding the money for carpeting and comfortable chairs.

Essentially, we've got the problem of the high school dance: how to make the gym look different (even romantic) without spending money. We have some constraints (the fire marshal wouldn't like crepe paper), but we also have some opportunities.

So, what's cheap? Scenic flats, with donated labor to paint them and Dexion or the standard booth poles to brace them. Balloons (even large ones: this could be a way to do overhead signs in Hucksters, where we can't hang them from the 40' ceilings). Plastic streamers, hanging banners: I'd like to see one of the pillars done up as a Maypole. Whatever the division's name, it will not look like an interior decorator's dream, and will wind up being more of a Bazaar than a perfect Disneyland. I think we can easily live with that.

#### *More on Scenic Flats:*

Let me assume for the moment that we decide that scenic flats (6-8' high stretched panels) are our basic approach to making the mixing area visually interesting. They're cheap, interesting, easy to build, and will be acceptable to the fire department.

Given that assumption, the question is how to get the scenic flats to be in theme and interesting. There are three main approaches:

- Turn photos into flats, with help from Polaroid, Itek, etc.
- Do them ourselves, paint by number: project pictures we want to copy (and have rights to) onto the flats and have work sessions to make them big. This approach has been used by Boxboro fandom from time to time.
- Get SF artists to help us for free.

On the third, consider Boskone '89. We could send out a request to artists which

- describes the area
- asks for their help in doing this
- asks them to prepare a pencil sketch
- asks them to paint the things at Boskone

We supply paint, material, space, brushes, and maybe an airbrush. They get to do the equivalent of frescos, and get credit on the piece and in the program book (and maybe with exposure at other conventions).

I'm not sure how this stuff would ship. It would be possible to do this at other conventions (Disclave '88 and '89, Philcon '88) using car transport. If we could ship the completed fabric, then we could also do New Orleans and even Westercon '88 or '89. Or, ship kits to artists who wanted to do these things.

Once the painted fabric came back to us, we'd just staple and stretch it over 2x4s, drill the holes so they could be bolted together, and be ready to install the flats in any reasonable order.

I'm sure various people (Monty and others) can improve this idea. My main point is that if we want to decorate with works of SF artists rather than bare walls, we should start thinking about this.

### **Roving Information Staff** (by Debbie Notkin)

The traditional way of staffing information at Worldcons, and other conventions, has been to have an information room, in a theoretically convenient place, where "trained" staff is available to answer the questions of attendees. Occasionally there have been supplementary tables in second hotels, if the convention is big enough. When an information room is well run, restaurant lists, medical resources, extra copies of the pocket program, and large numbers of similar references are available there. Frequently, the information room is also a major point for distribution of flyers people brought to the convention to distribute. The information room may also be the place that takes "cold calls" for the convention, i.e., the place where the hotel switchboard operators have been directed to send convention calls.

All of this is fine and has worked in the past, with varying degrees of success depending on how much preparation was done, how well the room is staffed, etc. So, on the "if it ain't broke, don't fix it" principle, why propose a change?

The reason is threefold: first, there is no way of knowing how many attendees never find the information room, regardless of how well it is publicized. Secondly, people in need of information have to search out and go to the information room, which may be a hassle for some, and may put off others from getting information which would not only make their lives easier, but might make the committee's life easier if they had it. Thirdly, a good roving information staff could serve a discreet version of the Services rovers' function while presenting an obvious service to attendees which would thoroughly mask the "security" function. In fact, it's our theory that roving information folks could replace the Services rovers completely, at least during daytime hours.

How would this work? Well, there would still have to be a central (much smaller) information room which would maintain the resource materials and which would contain a high-level staff member to deal with the difficult questions (much like the Services shift supervisor). This is not a staffing change, since traditional information rooms also need to have a person with decision-making authority on duty — some percentage of the questions you get will require some authority to deal with. People with very complex problems, or very angry people, could be directed to this room at the rover's discretion. Also, rovers would check into this room *very* frequently (once an hour is our first choice) for program changes, new information, rumor control, and so forth.

The rovers themselves would need some clear identifying mark, preferably with "Information" printed on it. They would need to concentrate on heavily populated areas (the dealers' room, the art show, the lobbies, the masquerade line). They would probably carry a clipboard with an up-to-date program, large maps of the hotel and

surrounding area, and a few more high-demand items. They would *not* carry radios. Staffing levels should, again, be about the same as Services have been in the past — something on the order of four rovers in the field at any time, with their check-back times staggered so that they don't all disappear at once.

This would allow a large majority of attendees who have questions to get them answered without having to go out of their own way or interrupt their enjoyment of the convention. It could easily lessen the load on other committee members, who generally are stopped in the hall at moments of extreme crisis and asked where the nearest bathroom is. It would make the committee's presence in the common areas one of service and help to attendees, rather than one of fear that attendees will misbehave. (It occurs to us that, for instance, a person in a clearly labeled Information role who asks people to clear the hallway because the art show will be closing soon and they'll be trampled, does so with much less perceived bossiness and much more perceived helpfulness than one simply wearing a committee badge.) It would make it possible for the information supervisors to deal with major problems in a much calmer, less traveled setting.

#### **Hynes Information** (by Donald Eastlake)

On 5 October, TR [Theresa Renner] and I visited the Hynes and talked to our main contact there. Below is a summary of the most interesting things we learned. All of it is tentative, since they have not yet had any conventions, and, of course, could change drastically by 1989.

The first floor of the Hynes is still scheduled to be ready in January 1988 and they have one convention scheduled in it then. There are a couple of first-floor-only meetings in February. In March the second floor is to be completed and they have a meeting booked using both floors 1 and 2 then. In April, everything is supposed to be done and they start having meetings that are booked into all three floors.

They are beginning to pick contractors. Telephone service within the hall will be handled by AT&T who will rent you equipment and activate lines. For cleaning there will be an exclusive contractor, but all cleaning services will be ordered via MCCA (Massachusetts Convention Center Authority) rather than directly from the cleaning contractor. MCCA will cover cleaning of all "public" spaces. The initial catering contractor will be ARA Leisure Services, Inc. However, they will provide bodies only. All catering equipment, down to the last knife and fork, will be owned by MCCA.

There will be an exclusive or authorized security contractor. We are responsible for security inside exhibit halls and meeting rooms. They are responsible for security in the "public" corridors. All said public corridors will be covered by video to a central security room. We will be allowed to put one of our people in this room.

Notwithstanding the fact that they always refer to these as "public" corridors, in fact, if we have all of the second and third floors, we can put our badge checks so as to keep the public out of these areas.

We can freely choose a decorator and drayage company.

All rooms and some walls will have computer-controlled displays so that they claim we will not need any

signs on easels.

They have purchased a portable stage. I don't know the size of it, but if we want anything like runways, we will have to build them or have them built.

Since there is no permanent stage, the Stagehands union does not have jurisdiction. It is claimed that this also makes things easier for projectionists, etc. The Projection Booth in the Auditorium will be fully equipped and we can use the equipment ourselves with an MCCA person supervising.

MCCA will have enough chairs to equip all meeting rooms and the floor of the Auditorium. However, the Auditorium floor seating will not be raked.

Tours of the Hynes are not happening now because they are concentrating on finishing up some areas, but we should be able to get a hard-hat tour after Thanksgiving.

#### **Membership Rates** (by Mark Olson)

This issue stems from the last meeting's decision to keep open the *option* of another rate increase in mid-'88. I think that this is a bad idea, based on a desire to keep open the option of an early price rise. I think that it was caused by a widespread and basic misunderstanding of the basics of Worldcon finance.

It's tempting to assume that attendance at a Worldcon is insensitive to rates and that more income can be gotten simply by raising rates. To an extent this is true, but there is a gotcha lurking in the background. To understand this, you need one basic fact:

Most of the members of the Worldcon join just before the con, and, since rates are highest then, this means that a very large fraction of our income comes in during the last few months.

I'm not counting at-the-door income at all; that's nearly useless money and we'll not budget N3 to rely on more than a small amount of it. I'm talking strictly about advance memberships.

The math is simple. If you look at one of George's plots of total membership vs. date for past Worldcons, you see that members come in at a pretty steady rate until the last six months, when the rate starts rising drastically. Since the income per new member is also rising rapidly (the cost of an attending membership roughly doubles from start to finish), this makes the bulk of any Worldcon's income come in at the end.

*[Mark gives a rough estimate of Noreascon 3 expenses of \$444K. He estimates Huckster/Art Show income at about \$48K. Then he calculates several scenarios of different membership rate hikes and total memberships.]*

The first model is my baseline. It assumes a rate rise to \$60 in January '88 and to \$75 in Jan '89, and no other rises. With a fairly conservative membership count of 6450, this model gives income of \$428K.

The second and third models are based on a more rapid rate increase: rates go up by \$10 each half year starting in Jan '88. The optimistic model assumes that this has no effect on memberships, while the pessimistic model assumes that we wind up losing 900 members because of lost goodwill points (people decide we're being greedy). The optimistic model finds us up \$60K over the baseline model, while the pessimistic model sees us losing \$20K compared with the baseline.

The upshot of this is that you can't be very confident that a rate increase will actually increase total income, and, what's more, you don't know if total income goes up or down until right at the end (when it's hard to do much to lower expenses).

Going back to the rough income/expense budget, remember that the baseline model with 6500 members generated \$428K, in rough balance with the \$444K expense budget (believe me, 4% is pretty good with this kind of number game). And the \$444K expense budget is based on 9000 attendees, while the income budget is based on 6500.

I believe that we are in a good position with the baseline rate structure. I believe that we should commit to the \$60 rate through 1 Jan. '89, go to \$70 through 1 May '89, and go to \$80 through the end of pre-registration. (The last jump is solely to try to get the memberships early enough so that we can plan — otherwise 1/4 (or more) of our income will come in during June and July.) I'll be a lot more comfortable when I can see an expense budget based on real estimates rather than high-velocity hand-waving.

#### **Making the Budget Work** (by Mark Olson)

I worry a lot about our budget. Not only the gross uncertainties I've illustrated above, but also our ability to really use a budget to control expenditures. The reason is mostly that, based on my experiences with Boskone, the bulk of the expenses occur so late before the con that it's over before the Treasurer (or the Chairman) is even informed that money has been spent.

At Boskone 23, my solution was to make up a very detailed budget (one more level than the actual approved budget) and keep asking people what they were expecting to spend on each item. When I learned that they weren't doing something, I'd zero the corresponding budget item (or lower it or raise it or whatever). This way I had a vague idea of what was going to be spent.

The tense is important here: It's much more important to know what spending is *planned* than what spending has *already taken place*.

We need something like this for Noreascon Three. Ben [Yalow] and I have devised a system based on a combination of the "Purchase Orders" used at Noreascon 2 and Ben's accounting package which has been used at recent Boskones.

Besides the usual thing of keeping an accurate historical record of expenses and income, we need to keep an accurate budget sufficiently far broken down that individual expenses are visible and we need to have a way of noting money that is committed but not yet spent. For example, as soon as Films places an order for movies, some money that was budgeted for film rental is no longer available for spending on other films. We need to record this so that the Treasurer knows it, too.

Our initial scheme is for an area to issue a PO number whenever it gets to the point when it encumbers money. This is done by filling out a form (sorry!) which gives the area, the PO number, the budget being encumbered, and the amount. When the bill is finally paid and the expense report comes in, it refers to the PO number so that the Treasurer knows that some encumbered money has been spent. (There's also need to be able to unencumber money, etc., but these are easy — implementation details.)

It's essential that this be integrated into the accounting system — otherwise double work has to be done. It's also essential that it be simple enough that people will use it.

I'm interesting in hearing from anyone who is interested in this problem. I think we must do something like this and we probably should get started fairly soon.

#### **Other Topics**

Deborah Snyder (formerly Ferree) and Pam Fremon presented a draft questionnaire to go in Progress Report 3. It was based on the questionnaire in Noreascon Two Progress Report 2, Jim Hudson's Boskone exit poll, and questionnaires Bruce Farr has run in *Con Games*.

Jim Hudson presented a plan for a database that would track the convention schedule, covering events (location, time, people participating, etc.), people (address, phone, convention roles [staff, artist, pro, Hugo nominee, etc.]), and division and area assignments. Such a database would allow us to check for conflicts, and to print individual schedules, room schedules, etc.

Don Eastlake reported on a meeting with Laurie Mann to decide on the allocation of responsibilities between Facilities and Services. Their agreement is reflected in the area list on page 3. They also discussed the topic of rovers. Facilities plans to have people out with specific areas and responsibilities (e.g., someone on duty on the 5th floor of the Sheraton Boston from 8 pm to 4 am to coordinate professional and fan security and keep an eye on the parties). Services may need to have people out in connection with its responsibilities as well.

Don Eastlake also ran a copy of the current Hynes standard rental agreement, which we will probably have to sign at some point.

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#### **MCFI Meeting**

Date: October 28, 1987  
Notes by: Jim Mann

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The meeting was called to order at 7:35, a bit late due to the Boskone meeting that was held just before [and continued just after].

Mark Olson said that the style of meetings will be changing a bit. The meetings will become mostly reports by divisions and areas. In general, he doesn't want policies to come up as surprises. He'd like to see things noted in the agenda or mentioned at one meeting and discussed at the next.

**Treasurer's Report:** Ann Broomhead said that Cactuscon income was \$3K. Income for the year was over \$13K. The following report is as of September 30, which is the end of our fiscal year.

#### *Income*

Administrative	1960.95
Membership	80567.83
Mad 3 Party	1442.00
PR 1	455.00
PR 2	240.00
Donations	46.00
Over/Under Account	679.75
Total Income	<u>85391.53</u>

**Expenses**

Administrative	830.90
Meeting, Storage & Apa	3383.76
Cap. Equip. & Maint.	6793.68
Legal	10000.00
Legal Associated	245.96
Mad 3 Party	1168.31
Membership	875.87
Membership Computer	266.94
Party	75.00
PR Computer	638.42
PR 0	127.35
PR 1	6759.27
PR 2	1273.18
Public Relations	109.04
Guest of Honor	74.72
Closed	73.00
Total Expenses	<u>32728.40</u>

**Annual Elections:** Leslie Turek took the chair for the annual elections. Joe Rico nominated Mark for chairman. There were no other nominations or objections (other than one by Priscilla Olson, which was ignored) so Mark is Chairman for one more year.

Ben Yalow nominated Ann Broomhead for treasurer. Again, no objections, so Ann is Treasurer for another year.

Tony Lewis nominated Jim Mann for secretary. Laurie Mann didn't have the decency to object to this (and no one else objected) so Jim M. has another year to serve.

**Preregistration:** Sharon Sbarsky said that we currently have 2397 people (42 of which are Children's admissions). We're getting in one or so a week.

**GULP:** Jim Hudson is out of town, so Mark simply announced the schedule:

November 6 — Program Division

December 16 — Facilities Division

**Mad 3 Party:** Leslie said that she was struggling to keep it down to one issue every two months, but may have to put out an extra issue in November. Ann said that *M3P* had brought in more money than it had spent. Leslie reminded her that this was illusory: much of this money was subscriptions. They'll be getting more issues but not paying more money.

**Progress Report 3:** Greg Thokar said that PR 3 will be our shortest yet. We haven't received any ads. (Pam Fremon said we just did receive one from Magicon.) The big news is the division structure.

**Flyer:** The flyer is ready to go to Beane for printing. It will be ready for Philcon.

**Envelopes:** Sharon said that some of the quotes last time were off. They were for 9x12 instead of 10x13. They were also for envelopes without metal clasps. Jim M. thought we shouldn't get metal clasps and said he'd talk to Sharon off-line about it.

**Smofcon 3 Proceedings:** Mark said that Aron Insinga has gotten the notes organized (a monumental labor). We hope to have it published by this year's Smofcon.

Mark said that unless there were any objections, he'd like to print about 50 extras, sell them at Smofcon (at about 2x our cost), then give the balance to NESFA under an agreement similar to the one for the game (keep it in print, sell it, make money). [There were no objections.]

**The Hotel Situation:** Don Eastlake reported that the Sheraton has sent back the "convention agreement" with some comments. These comments appear to be from the lawyers, and some seem to have been for internal use.

The Sheraton wants a few more guards. This is within our budget. Don met with our attorneys and decided which comments we can accept.

Once this agreement is signed, we probably won't need further involvement from our attorneys. He summarized our costs: previous bill = \$13,000, another bill (9/30) = \$4000. Mark noted that the \$4000 sounded quite plausible.

**Second Floor Division:** Fred Isaacs reported that there was a GULP meeting on the division (see notes on page 7). They don't have a name yet, but they do have lots of good ideas. There will be another open meeting at Philcon.

Fred also announced a number of appointments, which can be seen in the committee list on page 3.

Mark reminded people of the Hynes floor plan he'd developed in a past apa. The revised baseline is that we use all of Hall C and half of Hall D for the mixing area. Greg asked if we have all the Hynes. Mark said we don't have Hall A, and suggested we move on to the Facilities report.

**Facilities Division:** Don said that he thought we'd had all the Hynes reserved, but that this may have come undone when the Hynes heard we were back in the Sheraton. Another group will be setting up in Hall A on Monday (Labor Day).

Don noted that the only sure way to reserve space is to tell them you are doing something specific with it. Therefore, we should set up our plans to account for all of the space.

In response to a question, Don said that presumably if we have Hall B we get half of the small meeting rooms on the first floor. Currently we definitely have the second and third floors, and can still put in for Hall B on the first floor.

Greg asked about the cost of Hall B. Don said that the floor space would be less than \$20,000. He also said that there is no problem with releasing the space up until we actually pay for it, after which we have to go through the hassle of trying to get our money back.

Leslie said that she understood why we need to make our "external" plans based on more space than we need. However, she thought we shouldn't make our "internal" plans that way. It's easier to expand than to contract. Mark replied that we are really going to have to have two sets of plans until we can decide how much space we can afford.

**Extravaganzas Division:** Jill Eastlake presented a written report from the Extravaganzas Division. It listed the events currently included within the division, and the appointments which have been made (see list on page 3). It also listed the events which are still under discussion (mostly various video possibilities — we'll have more on this in upcoming issues). Priscilla Olson asked about GoH events: are they extravaganzas or program? This is something to be discussed.

Jill said that she would like to settle now the night of the Hugo Awards Ceremony. The Extravaganzas Division feels that it should be on Saturday, with the Masquerade on Sunday. In their report, they listed these reasons:

**Holding the Hugo Ceremony on Saturday:**

- will encourage the press to focus on this serious topic
- will reduce the ulcer level in the nominees
- requires less setup of the Auditorium, thereby making it more possible to feature something else in the room Saturday afternoon

**Holding the Masquerade on Sunday:**

- will keep the Masquerade pictures out of the Sunday press
- will allow presenters more time to prepare their costumes and presentations
- will allow walk-throughs and tech rehearsals to be held on Sunday afternoon, when the auditorium will be more easily available

Tony agreed. Ben basically agreed with the idea, but wanted to defer the decision until later. Priscilla said that she liked the way it worked at ConFederation. The idea passed with no objections.

**Art Show and WSFS Division:** George Flynn reported that Greg will be handling Hugo rocket procurement. We should discuss bases in the apa.

The Art Show has held its first meeting. It will, "for some unknown reason," bear a significant resemblance to the Boskone Art Show. George also noted that way back in the early days (a year or more ago) we had discussed the idea of trying new things and testing them at Boskone. We haven't initiated any experiments at the upcoming Boskone, and Boskone 1989 is too late for many such experiments: too much has to be in place by then. The same is probably true for many other areas.

**Program Division:** Ben said that he and Priscilla have been running off in different directions. This is OK, though, since they are winding up in similar places. Priscilla called it programming as Bob and Ray. Ben noted that their mediators are talking. Priscilla said that arguments are healthy. Bob Spence said that it was nice that the Program Division provided program at the meetings.

Priscilla said that since Program needs ideas, they will try to get lots of good people from outside the local area. There will be a central Boston secretariat to coordinate. She'd like to have a brain trust like the Extravaganzas Division, but there just aren't enough local people.

**Services Division:** Jim M. announced a few new appointments (see the committee list on page 3). He also noted that one question to be explored at the Services GULP meeting [which probably won't be held until February] would be the program book. We should all be thinking about what kind of program book we want to have. Write things up in the apa, talk to Jim, Laurie, and Greg.

**Division Summary:** Mark reminded people that the divisions aren't completely staffed up. Most aren't even close. Think about what you want to do; talk to people if you are interested.

Leslie said that jobs that we don't envision now will come up later. So if you don't want to make a commitment now, there still may be something interesting for you to do then.

**Registration Name Badges:** Dave Cantor said that NESFA is looking into using laminated badges at Boskone this year. They may borrow a machine from Cactuscon. Alternately, at twice the price, they may rent one locally. To help subsidize this, he moved that MCFI allocate some money. He felt it was a worthwhile experiment.

Leslie said that there were actually two questions here: do we like this style of badges, and do we want to allocate the money. She pointed out some objections to the clip-on badges (where do you clip them when wearing a t-shirt?). Dave C. said that they can be pinned as well as clipped, and that Boskone would help answer the first question.

Ben said that he did not believe that we should subsidize NESFA. If NESFA wants to do this for Boskone, let them pay for it. Jill disagreed. We are often suggesting that Boskone do this or that to see how it would work at Noreascon. We should be willing to trade some money for this. Mark agreed. We'd settled this issue a long time ago. We'll pay for expenses occurred on our behalf. Chip noted that, although he was often against transfer of money to NESFA, we have a precedent: Boskone tried some things for N2.

Fred said he'd like us to see if we could come up with 2000 distinct badge colors. Leslie suggested that each member could have a different color: the color could be the wavelength corresponding to the membership number. Andi Shechter noted that we had an experiment of sorts with this at the NASFiC.

Jim M., speaking as Boskone co-chairman, said that yes, Boskone is going to do this. However, we are going to go with option one (borrow from Cactuscon) and therefore don't need help from MCFI. Dave C. said OK and withdrew his motion.

We closed off the open meeting at 8:45. Non-members were asked to leave for 15 minutes, while we held a short closed meeting to vote in two new members: Fred Isaacs and Pam Fremon.

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## Letters

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*[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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## Worldcon Management

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### • Tom Whitmore, Oakland CA:

First to get comments is Bob Hillis's comments on the management of Worldcons, and your comments to him. I think his conception of what Ops has been for the past several years is based on old memories. Clearly, the department was acting badly as troubleshooters around Chicon IV: I'm still quite embarrassed at the way we overreacted to various incidents. But the way I ran Ops at two of the three most recent Labor Day conventions (Lone\*Star Con and Confederation) was much more as what he says is needed (a message center, a few radio rovers, and a 24-hour office) than as a group of troubleshooters. We used the rovers to find out information, and we passed it along, allowing other members of the committee to make their decisions. Often, we'd end up passing on their decisions in other contexts, but our main goal

was to keep information moving.

So why do we need a staff of 35 competent people? Look at the numbers. We want to have an average of three rovers out there on each 4-hour shift (that allows us to put 4 out on the heavy times and 2 on the light ones), and we don't want anyone to take more than one shift a day. That's 18 people. We want to have someone to operate the radio base on a similar basis; 6 more. We want somebody very competent in charge of the office, routing the information that comes in through various channels where it should go, and figuring out what is a high-priority call and what can wait a few hours: 6 more. We need someone in charge of the whole thing, with a clone, who are each willing to take an 8-hour shift and 4 hours on call: 2 real idiots, but they have to be good at dealing with a lot of different people. And it really helps to have someone in for at least part of the day who can keep everything organized: say 3 people on 4-hour shifts.  $18+6+6+2+3=35$ . And that doesn't include telephone answerers or volunteer security.

Why do they have to be especially competent? Because people who can't deal well with people cause bad communications and make things worse instead of better. Leslie, you are spot on when you say that insignia make less of a difference than perceived competence: from personal experience, in many situations, I'll agree. And since we hoped that the office/rovers will be people's first place to go when trouble arises, we tried to put in people who can talk to upset, distraught people: people who will be perceived as competent. We haven't always succeeded in this goal. But no way do we have a "swat" team waiting behind the scenes to handle troubles. We're lucky to get enough people to fill all the slots I mentioned.

*[You're right, I think, when you say that in the last few years Worldcon/NASFiC "services" departments have tended toward a lower profile. But Bob is also right, I think, when he points out that 35 people are a lot of people to be dedicated to this activity.]*

*Noreascon 3 is still working out how we will handle this type of troubleshooting. It appears that one element of our approach will be a higher-visibility information area, located in a heavily-travelled path near the center of the convention, and staffed by people who have been more closely tied into convention planning right from the start so they will be better informed than the usual information desk staff. Another new approach we are trying is the chairman's staff. These will also be people who will have been heavily involved in convention planning, and with good lines of communication with the division and area heads, so should be in a good position to help put things back together if and when they break. — LT]*

• Neil Rest, Chicago IL:

There's a formal management-organization style, which I don't recall the formal name of, which is by matrix. Something like that almost seems called for in a Worldcon. For an easy example, your Extravaganzas department has to be hand-in-glove with Ops, if only for a pool of vetted gophers.

*[Yes, it is called Matrix Management, and the term did come up several times in our discussions. — LT]*

• Lloyd Penney, Toronto Ontario:

Re division structure: Any activity is difficult to break down into organizational units, and a Worldcon is more difficult than most. The breakdown you show here is interesting . . . much more than just Member Services, Operations and Planning. It looks like you've approached some activity areas and decided that a single division is simply too big for one set of people to handle, which is preferable with such a large event. I'm sure fine-tuning will happen along the way.

### Sponsorships

• Dennis Virzi, Duncanville TX:

I agree with Tony Lewis; multiple sponsorships is the way to go. Add to that, low-key sponsorship. A la the way public TV/radio does it. A brief note in the colophon for printed material and a brief message (preferably by someone not connected with the sponsor) at the functions. Also appropriate sponsors are desirable — f/sf publishers over vitamin distributors, for example.

• Lloyd Penney, Toronto Ontario:

The blatant advertising by New Era/Bridge [at Conspiracy] did sound overdone and tacky. Awards that could go to a variety of publishers should be non-partisan, or they'll lose their credibility. Fortunately, this was the only time it's been done. It's bad enough that a publisher is allowed to move in and literally insert commercials between awards, but when the opportunity is given to a cult (elsewhere in this issue, New Era/Bridge is named as the sf publishing branch of Scientology), there is a real danger. The experience of seeing this done at Brighton should make sure that it isn't done in the future. Certainly, there have probably been corporate sponsors of Worldcons, but they haven't interfered in a pervasive way as New Era/Bridge did. (I agree totally with Tony Lewis in his article on sponsorship on pp. 12–13 [of *M3P* 21].)

### Program

• Tom Whitmore, Oakland CA:

Lloyd Penney's assumption, and your failure to challenge it, that the only people who are on the program who are worth worrying about are the "pros" is an invidious one. There are a lot of fans out there who are much better draws than Joe Neopro, but Joe gets sought out for program items while the fans get ignored. And those fans have done a lot more to maintain the SF subculture than most of the pros. Everyone in programming seems to think that you need to go out of your way to get any pro that wants to be on a panel on one, without thinking about whether that pro is a good speaker, and without thinking about whether there's a fan out there that might be better. It's true that there are some pros who will draw people to panels irrespective of how good they are as speakers. There are others (Bill Rotsler or Bob Shaw, for simple examples) who draw audience out of all proportion to the number of readers their books have (judging by sales), because they're excellent speakers (and well known as fans). We've got a much larger talent pool than we've ever used for program. If you want to be innovative, why not use it?

*[Mea culpa. You're right, of course, that we shouldn't think of "program participant" as synonymous with "pro." There's another side to that trap, also, which is when a convention provides perks to "pros" in general, rather than*

providing them to the actual program participants — which, as you point out, may include fans (or scientists, or educators, or . . .) as well as pros.

Let me defend, though, the programming departments that appear to be trying to put everyone who's ever been professionally published onto the program. In some cases, they are stuck with a convention policy that all who volunteer for the program should try to be accommodated. Even without such a policy, the little-known pros tend to be very aggressive in contacting the program planners and volunteering to appear on the program, so it takes a lot more energy to pass by these willing volunteers to search out other, more reticent, talent. (This is not to say one shouldn't try; I'm just trying to recognize some of the pressures pushing people in that direction.) — LT]

I'd also like to challenge the definition of "pro" that seems to be in general use. I've earned more money from SF, and devoted more of my life to it, than the vast majority of members of SFWA. Does anyone consider me a pro? Booksellers are as important to the life of the field as authors, artists, and editors; so are copyeditors, first readers, and informed readers. (And convention runners, at least to the life of the field as we know it. The social phenomenon that is SF is a very odd one, but it is very much influenced by the existence and nature of the conventions. There's a long digression possible here, but I think I'll just put in this Budrysian footnote.) But the authors (and, to a lesser extent, the artists and editors) are the ones that convention runners treat as *important*. Look: the authors and editors are there at least partly to conduct business, to sell each other stories. Why should we subsidize this? We're a lot cheaper than other, professional conventions; we're already subsidizing it with our toil. Why shouldn't they be willing to pay back a little of that to us in money? Note that I'm not opposed to refunding memberships for program participants or for convention workers; I am opposed to assuming that authors deserve priority for program items.

Most people think of program items as panels. There's a lot more that can be done: small plays, workshops (not just on writing), roundtables, interviews, monologues, reader's theaters, and so forth. What all of these require that panels don't is adequate preparation. Maybe we should spend some time encouraging people to prepare what they're going to do. I know that the traveling Nuclear Winter panel got very strong audience responses, partly because it was an emotional topic, but also because we spent time figuring out what we were going to say, and worked with each other. Similarly (I gather) with the Fat, Feminism and Fandom panels. And Rich Dutcher and I are working up a road show on Why You Don't Get Good Data. In each case, preparation seems to be the key. And you can't prepare an hour's worth of talk in 15 minutes in the Green Room, gang. At least not a good hour.

[This is all too true. And it's really insulting to the audience to expect them to sit through a program item where the participants haven't given the slightest thought to what they're going to talk about. But how do you get them to prepare? Some program participants can't even be bothered to put in that 15 minutes in the Green Room! One solution is to pick people that you have observed in that past to be prepared for their program items. This might take care of 10% of your program. One suggestion

I've heard is to do what professional conferences do: have little cards at the back of the room for the audience to evaluate the participants, and then share the results between conventions (and send them to the participants as well!). Another approach might be to ask participants to send (in advance) a precis of what they're planning to say. You could either cancel the program items of the people who don't respond, or, even nastier, indicate in the pocket program which have responded so the audience can make an informed choice about which items to attend. — LT]

Enough tirade. I've tried to keep this concise, and I hope I haven't lost some of the information I wanted to share. I have personal experience to back up many of the points I've made, and I would be very interested in knowing what other people have to say to them.

• Dennis Virzi, Duncanville TX:

In response to Fred Isaacs's comments in APA:89 about the Green Room, I have this to add. I agree that the Green Room doesn't need formal food. The Con Suite or the SFWA Suite can take care of that. The Green Room should provide for the program participants' comfort, however.

A good beverage selection (coffee, regular and decaf; tea, hot and iced; soft drinks, carbonated and non; water) is a must. Beverages add to the atmosphere that they are there to prepare for work. "Take a break; have a drink before going on." If there's early morning programming, or the room opens before nine, provide doughnuts. At 2:30 pm provide a large selection of cold drinks.

People will grouse if there's a meager supply of food or cheap munchies, but won't get upset if you don't supply anything. Oh, a few might complain, but they won't get mad. The key is to do whatever you decide on very well.

The Green Room should be big enough so several groups can meet and plan their panels without interfering with one another. The room should be laid out so the inevitable visiting between pros won't bother operations. Close proximity to Program Ops and participant registration is highly recommended.

Most important, treat the pros professionally. *Listen* to what they have to say. *Acknowledge* their statements by paraphrasing to be sure you understand them. *Inform* them politely of policy or reality. *Reply* promptly with an answer.

**Extravaganzas**

• Neil Rest, Chicago IL:

The running of the Dramatic Hugo winners is a terrific idea. That's aside from the totally unknown (to me) difficulty of lining up copies, permission, etc., which I acknowledge.

YES!! Making the Hugo presentation "special" is entirely called for!

The 50 years' evolution theme could be a solid gold winner. I can see costumes from Finlay, Popular Mechanics, GE, New Wave, etc. "The Way the Future Was" has already been taken, but a paraphrase could be perfect.

## Second Floor/Mixing Area

- Margaret Middleton, Little Rock AR:

What is a Bazaar without the occasional strolling minstrel? Actually, what I fantasize would be tucked into a corner, perhaps with a staked-off "radius of listening" to alleviate perceived QRM\* between listeners and conversers. Two to four filkers could be scheduled at intervals throughout the convention, with who-all is on when posted near the "music corner" and announced in the program-schedule literature and/or the newsletter. This idea is borrowed from OKon, which has such scheduled "mini-filks" as alternate-track programming events during the day. Listeners who want to hear a particular filker would have advance notice of time and place of performance, and filkers who dislike the mob-scenes of the late-night filks (or perhaps have small children attending the con with them who *will* wake up at 7 a.m. no matter *how* little sleep Mommy or Daddy have had) would have a chance to sing their new songs without waiting an hour and a half between turns.

\*QRM: Amateur Radio slang for man-made background noise which reduces the intelligibility of the signal.

[Yes, see also my suggestion for a "performance area" in my Second Floor layout proposal on page 12. — LT]

- Neil Rest, Chicago IL:

Windycon has had a Bizarre Bazaar for a few years, now, with quite a mix of attractions. I'm not sure of the individual to talk to, but it can fairly easily work quite well.

And Walking Information could be a great help, too. With acres and acres of function space, I've taken longer than I wanted to find where I meant to be going at cons a lot smaller than Noreascon. As for hats . . . the head of Minicon's con suite wears a pink flamingo cap, and the helpers are "Twinkies" (hostesses — don't hit! It's not my fault!).

## Facilities

- Lloyd Penney, Toronto Ontario:

Re proposed security plan: I can certainly see the hotel's fears about a large convention and the possible chaos that could happen. Would it be possible that once the sleeping floors and party floors have been decided, that both hotel and convention security be fully informed as to what floors they consist of? Would it also be possible that a sign be posted in the hotel's lobby and elevators to tell people just where those floors are? In the past, the only way to tell whether the floor you arrived at was a party or sleeping floor was by the noise you could hear, or lack thereof . . . The hotel reservation system, including staff and mail room, should also be informed as to whether you want a room on a party or sleeping floor. The party you intend to throw could be quashed because you happened to get a room on a sleeping floor. Could this preference be inserted on the reservation card, and the reservation staff be instructed to ask, "Party or sleeping?" when a telephone reservation for Noreascon 3 is received? Perhaps I am asking too much of an overworked hotel staff . . . I hope that the hotel continues to consider us again.

[The details of how reservations will be handled have not yet been worked out with the hotel. But we intend to have all reservations go through us, and we plan to compile a list for the hotel of people who should be assigned to

the party floors. We would not want to post signs in the lobby or any public areas mentioning parties, since we don't want to have non-members of the convention crashing the parties. We can advertise open parties through convention publications (the daily newsletter) and posters in our non-public areas. The details of which floors are party floors would certainly be known to both hotel and convention security and the security plan would be developed with those floors in mind. — LT]

Re security philosophy: Admirable. It is phrased in such a way as to make us sound as responsible as possible. Perhaps sf cons are getting worse reputations than Shriner cons, but we can prove ourselves to be responsible and, to the hotel's possible relief, controllable.

- Neil Rest, Chicago IL:

From (no longer recent) experience, I can attest that non-stop movies can help keep late hall wandering down. One of the classiest things I've seen at a hotel was at Torcon, when the late-night clean-up crew straightened the folding chairs in the movies *around* the scattered sleepers sprawled across three or four.

## WSFS Issues

- Lloyd Penney, Toronto Ontario:

Re Business Passed on from ConFederation: In a future issue, could you outline the current geographic outlines of the three North American rotation zones? The zones are still some mystery to many.

[The current definition is as follows: "Western: Baja California, New Mexico, Colorado, Wyoming, Montana, Saskatchewan, and all states and provinces westward including Hawaii, Alaska, the Yukon, and the Northwest Territories; Central: Central America, the islands of the Caribbean, Mexico (except as above), and all states and provinces between the Western and Eastern regions; and Eastern: Florida, Georgia, South Carolina, North Carolina, Virginia, West Virginia, Pennsylvania, New York, Quebec, and all states and provinces eastward including St. Pierre et Miquelon, the District of Columbia, Bermuda, and the Bahamas." I was driven to the atlas to discover that St. Pierre et Miquelon is a small French island near the coast of Newfoundland. — LT]

Re motion on Question Time: There may have to be additional time reserved for future Worldcon bidders, seeing there's so many of them, especially for 1994. The record of 4 was set for the 1988 Worldcon, and that's already been broken, with five on record as bidding for 1994. One or two of those bids may collapse, but it's take-a-number time, and those who survive or can send a delegation to the Site-Selection Meeting will need time. Also, with the increased lead time, the years 1991 through 1994 are being bid upon, and a couple of hours are needed for all to discuss their respective bids.

[Whoa . . . let's sort out the various places this discussion can happen. The rules of the WSFS business meeting only provide for five minutes per bid, and only for the convention one year beyond the date of the Worldcon being voted upon. (See Standing Rule 19.) Even with 5 bidders, that's only 25 minutes at the business meeting. The Constitution also asks the convention committee to provide a "reasonable opportunity" for those same bidders to make presentations at another time during the convention (Article III, Section 7). For the other years' bidders,

*it's up to the convention committee to decide whether it wants to allot time on the regular convention program. Otherwise, in the time-honored tradition, the discussion can happen at bidding parties and other informal gatherings. — LT]*

### Conspiracy

#### • Erwin S. Strauss, Alexandria VA:

As I saw it, the city of Brighton wasn't prepared for the con, the Metropole Hotel wasn't prepared for the con, and the Conspiracy committee wasn't prepared for the con. They weren't prepared both in the literal sense of not having done beforehand what needed to be done, and in the figurative sense of being unwilling to put themselves out to the extent necessary to cope with the problems that arose at the con.

The basic problem seems to have been that they approached the Worldcon as if it were a small regional con. That is, they made provisions for certain facilities, and then settled back to enjoy the con along with the members. There was a good deal heard of this charming notion — that a committee should be able to enjoy its own con just like any other member. While this works fine for a 400–500 person con, it breaks down around 800 people, and is hopeless for a 4,000–5,000 person Worldcon. At a panel on British con running, one speaker got a big hand when he suggested that running a con was a way of putting back into fandom the benefits that the committee members had taken out in years of attending cons, and that people in this position should therefore expect to be put out somewhat.

This isn't a US-vs.-Britain question, but one of big cons vs. small. Many small cons in the US (especially in the Midwest) are run on a semi-relaxacon basis: it's assumed that everyone there knows who's who and what's what, and where to go to find parties or whatever they want. In fact, early Worldcons were run in somewhat the same way. But a crisis was reached at the 1966 Worldcon in Cleveland, when attendance hit 800. As was the custom, drink service was set up in a main function room, and the doors opened to entertain the entire con. The result was a mob scene, with beer all over the floor. That was the last time a (North American) Worldcon tried something like that. The American solution was to spread the con out in room parties, negotiating with the hotel to waive corkage fees (possibly paying a lump sum in lieu of corkage).

At the British con-running panel, old-time fans got a feeling of *deja vu* as speakers complained that the British national con of 1987 (at the same critical 800-member point) had become unmanageable. If British hotels are unwilling to accommodate room parties, or if British fans find that solution unappealing, then they'll have to come up with an alternative. Since the Holland Worldcon in 1990 will be spread out over several hotels, one approach might be to set up sizable fan rooms (which perform the same social function as the con suite at a North American con) in each of several hotels. One could be the traditional fanzine-oriented place. Another might be designated for Worldcon bidders, where SMOFs and would-be SMOFs could gather to gossip. Yet another could be for fan clubs, and another for regional cons, with suitable displays and/or information tables in each. These would have to

be backed by aggressive publicity, to insure that local people at their first con knew what and where they were, and that overseas fans understood their social function (fanzine rooms at US cons are usually small, with no refreshments served).

So much for parties. An area of special interest to me is that of getting information to and among members: the newsletter, flyer distribution, bulletin boards, poster areas, and so on. All this seemed to have a low priority.

The newsletter didn't appear till late on the second day, and then most of its six pages were filled with natter and general background. If it was desired to show the world what British zines are like, something could have been printed up ahead of time. Or, if there were resources to spare, it could have been done at the con. But the staff complained of facilities problems to explain the lateness of the newszine. The same reason was given for not providing reproduction services for the traditional Worldcon Order of Faneditors (WOOF) *apa*. Under those circumstances, priority should have been given to getting single-sheet issues out as early and as often as possible, with just the news. One problem was heavy reliance for news content on items brought to the (well-hidden) fan room. There seemed little sense of journalistic enterprise.

The other information services I mentioned were also apparently to be held in the areas that were under construction [in the Metropole]. In the first place, these things should have been in the Brighton Centre lobby, which served as the grand concourse of the con, not stuck in the back of the Metropole. And when that space became unavailable, some other arrangements should have been made. Instead, the problems were taken with a casualness that bordered on fatalism. At first, the people running the fan room actively objected to the placement of flyers there. Finally, a single shelf up behind a fanzine-display table was grudgingly allocated for flyer distribution, collection of WOOF submissions, and sundry functions. People seeking bulletin board space were first told that the operational staff of the con had first pick of bulletin boards, and that there had been none left for member use (static displays of fan history seemed to take up quite a few — a worthy enough cause, to be sure, but hardly essential in a crisis). One response to this was guerrilla posting in the halls, which didn't help already-strained hotel relations. Finally, a small amount of space was allowed for general access.

(In Atlanta, where I worked staff on these functions, we bought a bunch of 4' by 8' by 1/2'' white insulation boards, and set them on three chairs each, to provide as much bulletin- and message-board space as needed, at a cost of about \$6 per panel.)

In short, Europeans will have to come to grips with the problems of large cons. They can either adopt the American solutions, or come up with their own. But they must accept the fact that such a con is a major undertaking, and the committee has to develop a sense of urgency in dealing with problems. As the panelist put it, they must be prepared to be put out somewhat.

**ConFederation Finances**

- Mike Rogers, Morrow GA:

*[from a letter to Mark Olson]*

It is doubtful that our paths will cross again since I have left both Worldcon Atlanta and SF fandom in general, but one never knows — gaffiation need not be permanent.

One piece of information — before I resigned, I did finish work on ConFederation's financial statement. Other committee members sent copies to England via air express for the WSFS business meeting, but the report is that the statement did not show up at the meeting. It should be available from the committee, and the Roswell Road mailing address is still good, so anyone interested in the numbers should contact ConFed. The final surplus was close to \$90K, most of which appears to have been generated by about 1,200 at-the-door memberships. Our admittedly conservative budget called for 300–400. The other major variance comes from the con suite and film program coming in way under budget. The con suite was first budgeted for \$8K, and that number was increased to \$12K just before the con. The final expense came to \$6,700.

*[Thanks, Mike. We have written to request the financial report from Worldcon Atlanta and hope to have it in our next issue — LT]*

**Miscellaneous Topics**

- Lloyd Penney, Toronto Ontario:

Thank you very much for another *TM3P*. I was beginning to wonder if the post office had eaten this issue; we've just gotten over a couple of weeks of postal dispute and strike, with some post office vandalism and some mail destroyed by arson, and I feared that some of my mail had wound up ash. Good to see it made it through.

*[Yes, there's something about a post office fire that is very disconcerting. You think of all those unexpected large checks from long-lost relatives that you might never realize you'd lost. My local post office burned down about two months ago (not due to arson!), but luckily it happened on the weekend and not much first-class mail was in the building at the time. — LT]*

Mike Wallis informed me that David Dyer-Bennet, one of the message echo caretakers for the Opus BBS system, is looking into creating a new message area . . . one for convention running. A Smofcon-like message area open 24 hours a day, 7 days a week.

*[The mind boggles. Let us know details if this actually happens. —LT]*

One idea that ConFederation had that I felt was a good idea . . . they staged newscasts at various times of the day describing what had happened during the day (6 pm broadcast) and during the evening (11 pm broadcast, or left to tomorrow's 6 pm). With more advertising and promotion, something similar (a video extension of the daily newsletters) could be done at N3.

*[I agree that this was well-done at ConFederation! In discussing it for Noreascon 3, however, most people seem to feel that such an effort would take a large commitment of time, expertise, and money. We need to consider it in the context of other things we could be spending our time on to see whether it would be reasonable for us to do it. — LT]*

Re letter from Debra Sanders: The idea of a Hawaiian Worldcon is a very attractive one, but I asked about Hawaiian fan activity a couple of years ago . . . I was told that there was some activity, but if there were any conventions on the islands, they were usually comic cons. I hope this has changed, and that there's fandom enough on the islands to get a Worldcon bid going; as you said, a hotel does not a Worldcon make. All the cooperation in the world from your hotel at the beginning doesn't mean a thing when it comes down to staging time, and that's something that you have found out yourselves.

Re letter from Dennis Virzi: Why wait until 1989 to nominate *TM3P*? I'd do it for '88. Leslie, this is a zine I wait eagerly for, and it's a fine product.

*[Yes, Dennis also noticed I hadn't said anything about '88. It's great to feel that the people I'm doing this zine for find it useful. However, convention-running fandom is a rather small subgroup, and I suspect that the rest of fandom finds interminable discussions of convention details rather boring. So I don't really think there's much chance of M3P being nominated. — LT]*

That should do it for now . . . a couple of months from now, we'll be able to say that Noreascon 3 is next year. (Scary, kids . . .)

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