

VOICE

OF THE

LOBSTER # 7

POST-CONVENTION
DEAD DOG ISSUE



DON'T TALK WITH YOUR
MANDIBLES FULL!

SMOOTH!

YUM! I SURE [CHOMP]
ENJOY THESE CONVENTION
[MUNCH, MUNCH] [CHOMP]
DEAD DOG PARTIES!
[SLURP!]



NORELSON
PRIG-PAN
BEER

M. KELLER, 1982

THE VOICE OF THE LOBSTER #7

is the absolutely positively final issue of the fanzine produced by the Noreascon II committee for discussion of Worldcon management. Price 50¢. No copies of back issues are available (unless you're a Worldcon committee, or bidding to become one). Send all correspondence to Noreascon II, Box 46, MIT Branch PO, Cambridge, MA 02139.

Copyright 1982 by Massachusetts Convention Fandom, Inc. All rights are hereby assigned to the contributors. The Editor is responsible for all uncredited material ((including everything in double parentheses like these)).

Edited by George Flynn

Cover by Mark Keller

TABLE OF CONTENTS

George Flynn	The Voice of the Editor	2
Leslie Turek	Chairman's Report	3
George Flynn	Parkinson's Law and Worldcon Secretaryship	9
Jill Eastlake	Treasurer's Report	16
George Flynn	The Saga of the Ballots (Reprise)	26
Con Attendees	The Voice of the Locster (letters about Noreascon II)	41

(Contents of the lettercol by topic: Publications, 42; Program, 42; Films/Video, 43; Masquerade, 44; Award Ceremony, 44; Art Show, 45; Dealers' Room, 46; Special Exhibits, 46; Miscellaneous, 46; Hotel, etc., 48; Attendees, 48; Some Fanzine Comments, 49.)

We decided to do this issue offset, because (a) we might as well do something useful with the money we have left over, (b) the Editor was afraid of being lynched if he asked the local mimeographers to do another one.

This issue is being sent to all those who had subscriptions before, to those who received free copies of #7, and to those who have letters in this issue. I expect some copies will go astray, since our mailing list is two years old and a lot of people haven't sent us their changes of address. If you are in this category (but have seen a copy anyway) or you know someone else who is, please let us know the current address(es). In fact, we would like address updates from all members of Noreascon II, since a post-con report is under preparation and will be sent to the entire membership Real Soon Now (or maybe even sooner).

For those of you interested in numbers, the final count of VotI subscriptions was 385. Add about 100 people on the usual freebie list, the 50 additional questionnaire-writers who got #5/6, and 15-20 new letter-writers in this issue, and the initial distribution should be about 550 copies. Print run will probably be 600.

(last page typed 8/11/82)

THE VOICE OF THE EDITOR

George Flynn

Hello again. This is the issue of VotL that was supposed to come out a few months after Noreascon II (you do still remember Noreascon II, don't you?), and in fact nearly all the material herein was written by March 1981. However, as I write this page it is August 7, 1982. A funny thing happened -- oh, I used that line already, didn't I?

The original concept of this issue was that it would contain reports by all the area heads on how their areas functioned, plus attendees' letters of comment on the con. As it turned out, though, most of the area heads collapsed after the con and never wrote reports; I'd guess offhand that only about a third of the expected reports came in. On the other hand, this may not be such a bad thing, since the reports we do have fill about 120 pages of printout in the last compilation I saw (notably about 27000 words from Chip Hitchcock on his various areas); if we had gotten reports from everyone, this would be a monstrously fat zine. Still, it did create a problem: printing everything we had would have produced a rather unbalanced (and still large) result.

The trickle of reports dried up after about six months. In the summer of 1981 I finally gave up and decided to publish just the reports written by the committee officers, which would at least give a general overview of the convention. Unfortunately, about the same time I finally ran out of energy for working on the con. I think I finally started typing around November 1981, and have been working on it in spurts since then. And here it finally is.

So there are four articles: the final reports of the Chairman (partial), Secretary, and Treasurer on their own aspects of the con, plus my own article (rank does have its privileges) on the Hugo and site-selection voting. As I said above, all of these were originally written about a year and a half ago; I've updated the text where appropriate.

The letters of comment from attendees (which we requested in the Program Book) do survive from the original concept. There weren't all that many of these either, which again is just as well. Bear in mind that most of the letters were written within a month or two after the con. (I haven't included a list of contributors' addresses, since my address list is just as old; hopefully we'll manage to update it before this zine is actually mailed.) In editing the letters, I tried to include every complaint I could find -- such as they were. I must admit that the overall response to Noreascon II has been remarkably favorable (or at least, if people have been complaining, most of them haven't told us about it).

(Speaking of letters.... You may recall that the last issue of VotL -- way back in April 1980 -- said that we'd welcome letters of comment, but that they wouldn't be printed. Funny thing about that: though it was the fattest yet, I believe we got exactly two letters on that issue, and one of those was a demand for a retraction. The drive for egoboo seems to be a stronger force in fannish communication than I thought.)

And so we come to the end of it all. Mind you, there still remains the post-con report to all the members, which will be coming out one of these years (and which should in part make up for all the area reports that aren't here). But I've been Secretary of this operation for almost six years now, and I must admit that I'm tired of it (I suspect that this shows herein). I'm very glad I was given the opportunity to put out this zine, and I hope other Worldcons continue to emulate it, but enough is enough. It's been fun....

CHAIRMAN'S REPORT

Leslie Turek

((Leslie never found time to complete her report on convention administration, and too much time has gone by for it to be practical now. But I think the existing text contains enough valuable material to be worth preserving. -- G.F.))

Committee Organization

Massachusetts Convention Fandom, Inc.

This was the incorporated, tax-exempt organization that legally ran Noreascon II. The membership of MCF was not identical to the people who actually ran the convention. Some members of MCF joined during the extended bidding period, but weren't terribly active on the con itself. There were also people active on the con who didn't happen to be members of MCF; however, those who were local and at the area-head level were usually voted into membership. In practice this didn't seem to matter. Meetings of the committee were open to anyone working on the con; and although only MCF members could vote, there were rarely issues in enough dispute that voting really mattered. Usually once things had been discussed we could reach a consensus. After we had operating area heads, we tried to let them do what they wanted, unless that violated some general convention policy. In the final few months, the con's spirit and direction were clear enough that I felt confident in making any necessary decisions without fear of discord or rebellion (a few rumbles of mutiny, perhaps, but nothing really serious).

Officers

The three officers of Noreascon II were elected annually by the members of MCF, in October of each year. There were also provisions for removing officers between elections, but these were never used. In fact we had the same officers from before we won the bid until the year after the convention: Leslie Turek, Chairman; Jill Eastlake, Treasurer; and George Flynn, Secretary.

Division Heads

This was a departure from previous practice, and in my view an extremely necessary one. With 50-60 area heads, there were just too many people for the Chairman to deal with directly and guide effectively. So we divided up the con into 6 areas (originally 7) and assigned to each a division head, who ideally had nothing to do but coordinate the area heads in his/her division and serve as backup if something went wrong. The officers and division heads together made up a reasonable-sized group for the day-to-day management of the convention in the final few months. At the con itself, most of the division heads worked harder than the Chairman.

Member Services Division -- Jim Hudson

This division handled all areas that interfaced with the members of the convention, to make them feel comfortable and well-informed before and at the con. This included keeping membership records, mailing out the membership acknowledgments and Progress Reports, at-con registration, information, helping with hotel-reservation problems, babysitting, medical services, daily newsletter, lost and found, signs, bulletin boards, hallway entertainment, parties, press relations, Guest-of-Honor and other VIP hosting, etc. I feel that our good relations with fandom were in large part brought about by our having a specific division that was sympathetic to the members' problems and had no other responsibilities than taking care of them.

Operations Division -- Don Eastlake

This division handled all areas that provided internal services to other parts of the convention, and dealt with major outside contractors and suppliers. This included hotel and Hynes arrangements, communications and coordination (C&C), security, logistics (moving equipment in and out of the facilities), people mover (assignment of helpers), office supplies and services, technical coordination, the committee den, etc. Although meant to be invisible to the attendees, this division was vital to the success of the convention, since a failure here could have affected many other areas.

Program Division -- Tony Lewis

This division handled all the "program" items of the convention, loosely defined as repetitive events in a given room that followed a schedule and used simple setups. (As distinguished from "exhibits", which were more or less constant from day to day, and "functions", which were single or short-term items that needed special setup; these distinctions worked well for us, but I imagine that a different group might want to break things up differently.) Program included the main program, fannish programming (set up separately, but merged with the main program at the con), discussion groups, the authors' forum, children's programming, special interest groups, the trivia bowl, and program operations (which kept all this running at the con). Contrary to our attempt to keep division heads relatively uncommitted, Tony ended up setting up just about all of the main program himself. While he thus had less time to work with his area heads, this wasn't a major problem, since most of them were reliable and didn't need much backup. Also, the Chairman was particularly interested in several of the program areas, and as a result had a lot of interaction with those area heads herself.

Exhibits Division -- Ellen Franklin

This division included two major exhibits, the dealers' room and the art show; and several minor exhibits, which were grouped together into a super-area ("special exhibits") run by Sue Lewis. Autograph sessions were included under the dealers' room, because Steve Rosenstein (our dealers' room director) had some strong ideas on how they should be run; but they also had to be coordinated carefully with the Program Division (for scheduling authors), and maybe should have been included there.

Functions Division -- Chip Hitchcock

This division was designed to cover the major evening events, plus a small number of other complicated items. It included the Guest-of-Honor speeches, the masquerade, the Hugo Awards ceremony, the fan cabaret, "Higher Ground", and filksings. Mostly these were one-shot or short-term events that required major setups, often of a highly technical nature. It is extremely helpful for the person running such a division to be technically knowledgeable. Chip was, and so also ended up running technical coordination for the other divisions (under the Operations Division) and handling negotiations with many of our contractors and suppliers. This was clearly too much work for one person; we were lucky, but future conventions will need to break these areas up somehow.

WSFS Division -- Don Eastlake

This division included all the Worldcon's responsibilities under the World Science Fiction Society (WSFS) constitution, mainly the Hugo and site-selection voting and the WSFS Business Meetings at the con. It is important that this position be held by someone concerned about doing these things properly; otherwise, things may tend to be handled in a slapdash or even illegal manner. In practice, most of these duties were split between

Don and George Flynn, with Don concentrating on the Business Meeting and George handling the balloting. Since Don was also head of the Operations Division, the Business Meetings caused a minor problem by tying him up in the mornings (when many of the setup problems tended to turn up); but Don had arranged for Operations backup, and things never got too out of hand.

Publications

This was the seventh division that didn't quite exist, but should have. It started out under Don Eastlake, but we knew that his also being head of Operations and WSFS would be a problem; it was just that we couldn't find anyone else. Don handled the first two Progress Reports just fine, but by PR3 was beginning to feel the strain. So we pulled in other people who knew something about typesetting to help, and the next two (and the Program Book) were done as a team effort. PR5 and most of the at-con handouts were done by Member Services. I would strongly advise future Worldcons to try to get a specific person with no other major responsibilities to fill this slot.

Conclusion

I think that the division heads were the major factor in making the con a success -- both the basic concept of having people who were not encumbered with specific areas, but could coordinate and back up whole segments of the convention; and the fact that the particular division heads we had were all personally committed to making the convention a success, and were willing to put in the amount of effort it took.

Area Heads

Although the division heads were (and really had to be) local people, by the time we reached the area-head level we had to start selecting people from outside Boston. This of course caused problems, and a large part of the division heads' jobs before the con was trying to facilitate information transfer to and from the area heads, and doing work that had to be done locally for them. Although some area heads were better than others, getting the information we needed from them was a continuing problem. (See "Area Head Coordination" below.)

Staff

We used the term "staff" to designate people holding major responsibilities in particular areas. The idea was that staff people should be selected ahead of time, so they would be familiar with their responsibilities, and that they should be recruited and scheduled by their area heads. The latter point was for two reasons: a) the area heads would thus be working with people they were familiar with; b) we hoped that the area heads would draw on competent people in their own geographical areas whom we might not know about. To a large extent, this did happen. We also tried to encourage staff-level people to stay with their particular areas throughout the con, instead of working for others; this was so they wouldn't have to keep getting retrained, which can be a great drain on personpower. The main problem we had with staff was in getting the area heads to appoint them early enough -- so they could be familiarized with the planned procedures, so we could get them staff ID, so their names would be credited in the Program Book, so we could get signed release forms from them. To this day we still don't know who actually worked as staff on some areas of the convention.

Helpers

We used the term "helpers" to designate people doing jobs with lesser responsibility, requiring no advance training and only minimal instruction at the con. These people were recruited and assigned by the People Mover, the theory being that if there weren't enough volunteers to meet our needs, the People Mover could try to distribute them equitably. Also,

it would be easier for volunteers if they had a central place to report. For the most part, this worked.

Area Head Coordination

There were three major reasons why we needed information from area heads before the convention. First, we needed it for the Progress Reports and other publications. These often have lead times of several months (figure at least a month for typesetting and paste-up, 3-4 weeks for printing, a week to prepare for mailing, and 3-4 weeks for mail delivery), making it hard to provide the convention members with up-to-date information. This means that the area heads have to be constantly pushed to supply information earlier than their instincts would tend to dictate. For example, if you want to tell members that the deadline to enter event X is July 1, and a Progress Report is scheduled to be mailed on June 1, that doesn't really allow enough time; so you might have to aim for the Feb. 1 PR, whose text deadline might be Nov. 15 of the previous year! The moral is that it's essential to plan ahead, and most area heads don't; so part of the Chairman's or division head's function is to do it for them, and point out around Nov. 1 that they really have to think about it then.

It was not uncommon for one of Noreascon II's PR deadlines to arrive with only three or four area heads having sent in text. Obviously it doesn't help the con to "punish" the missing areas by not printing anything. So you spend time on the phone, or frequently the Chairman or division head would write the article themselves and send it out to the area head for approval. I have to admit that all the hand-holding that was required caused some resentment on my part, since the people in Boston who ended up doing this work certainly had plenty of other burdens to cope with. But there's no real solution. The area heads had the disadvantage of being remote from the scene of the action, and it's only human nature that they wouldn't feel the same urgency and commitment as those of us in the middle of things. We did our best to keep them informed (with such things as area-heads newsletters), but there's really no substitute for face-to-face participation.

The other two reasons why we needed information in advance from the area heads were a) that we needed to inform our facilities managers, contractors, and suppliers, and b) that we needed to notify our own service areas in the Operations Division so they could start making their own plans. To try to do all this, we devised a 6-page form with room for everything we could think of within these categories, and asked area heads to fill it out the best they could (with the option of sending revisions later if their needs changed). As these forms came in, we Xeroxed them and distributed copies to all the areas that would need the information.

I think the basic idea of these Area Requirements Forms (ARFs) was good, but there were at least two problems. One, as mentioned above, was that it wasn't easy to get the area heads to fill them out and send them in. The second was that some area heads were led to ask for or expect more than we could supply. I would advise future con committees to think very carefully about the balance between what the area heads may want and what the service/operations areas are capable of supplying. The division of responsibility needs to be made clear, so that area heads won't come to the con expecting miracles (not realizing that they're miracles) and then get frustrated when the miracles don't appear.

My other word of advice to con committees is: don't expect too much of yourselves. There are only a finite number of hours in a Worldcon, and in this universe it isn't humanly possible to be in more than one place at a time.

((At this point Leslie began to write a description of "what we hoped to provide area heads and what we did provide," organized in terms of the categories on the Area Requirements Forms. But since she got only about halfway through this section, and the part that does exist is highly detailed, I'll omit it here. Instead here's a simple listing of the things asked for on the ARFs, with perfunctory explanations:

Vital Statistics -- area, area head's name, phone number, etc.
 Room Assigned -- done by the Chairman
 Staff -- usually not provided till the last minute
 Master Schedule -- times of setup and teardown, times open to the public
 Security -- whether rooms would need locking and/or guards
 Room Setup -- needs for tables, chairs, microphones, etc.
 Electricity -- whether needed, and if so how much
 Catering -- food and drink for workers or others
 Equipment -- heavy things that Logistics would have to move in
 Supplies -- pens, pads, paper clips, staplers, tape, etc., etc.
 Signs -- text and size
 Printing -- flyers, forms, instruction sheets, etc.
 Helper Needs -- how many people for each shift
 Communications -- phones or beepers
 Budget -- obvious but highly important, of course
 At-Con Income -- no. of stations, hours open, cash setup needed
 At-Con Payments -- how much expected, if any
 Special Services Needed

To give some idea of the kinds of complications that arose, here's the text of just one of the above subsections:))

Equipment

ARF text: "to be procured or moved in by Logistics. (This includes items like typewriters, projectors, screens, etc. Please list, describe in detail, and estimate time period needed. Give source of item if known, and accessories required. Remember that these items must be locked or watched while in your area, or must be returned to Logistics when not in use.)"

This was a source of confusion, which should have been spelled out to people better in advance. The idea here was that certain types of equipment, such as typewriters, adding machines, or projectors, that would be needed by various areas of the convention should be procured all together from one place and then distributed to the areas that needed them. (This would also give us control over how much stuff was ordered, and make sure that some plans were made for the equipment's security.) The other purpose of this section was to inform Logistics of any heavy equipment that would need to be brought in from outside, such as the NESFA art show hangings (stored in a member's house).

The problem was that some area heads took this section as a general invitation to ask Logistics to do all their shopping for them, which was not intended. There were just too many areas, and Logistics had plenty else to do. We ended up asking local area heads to try to get their own equipment and bring it to the Noreascon office in the weeks before the con. Self-stick labels were available, to mark each item with when and where it would be needed at the con, and where it should go after the con. We tried to get division heads to do this work for their out-of-town area heads. But it really ended up that each specific item had to be negotiated with Logistics, and each area head had to be told, "We will provide this, this, and this; you should get that, that, and that."

Another problem with equipment was accessories, which tended to get lost. Things such as projector lenses and typewriter type balls, for example. Each of which we were charged for.

Policies and Procedures

One of our main problems in actually running the con was communicating operational and policy decisions made before and during the con to the people actually working at the con. Many people with vital operational roles had had very little participation in the pre-convention planning, and were totally unaware of many details that had been worked out. For the most part this didn't cause disasters, since the Operations staff people were responsible and intelligent and had been through this sort of thing before. But when there were slips, they caused much frustration and spinning of wheels.

There were several reasons for this lack of communication. First, there was just the sheer mass of information. Before the con, all letters dealing with a particular area were copied to the area head involved. We also published a roughly monthly newsletter to give the area heads an idea of the decisions that had been made, where we stood in the schedule, what services the committee would be providing, and what was expected of them. This worked well as far as it went, but it didn't reach the staff level, where much of the operational decision-making at the convention was concentrated. The difficulty was that many of the staff were not appointed till the last minute -- and once they were appointed, there were close to 300 of them, quite a sizable group to fill in with all the details. (And how could we decide which details would be the significant ones?)

At the con, the area heads and staff were given packets containing further information; but in the crush of setting up it was of course hard to find time to read and absorb this material. We never got an effective committee newsletter going, and many of the committee and staff didn't come by C&C to pick up their mail anyway. Area heads who made decisions at the con frequently didn't think to notify C&C; and when they did, the people answering the phones were often too low-level to realize who else should be notified. (Theoretically, for example, Information should have been notified of all schedule changes. Sometimes they weren't.)

Division heads did do pretty well at communicating with each other and with their major area heads. The beepers that nearly everyone carried helped a lot there, as did the daily meetings of the division heads and officers held each afternoon.

((In addition to the sections reprinted or outlined above, Leslie completed a four-page report on the various types of identification and admission badges issued at the con: "Many people have complained about the multiplicity of IDs. We were aware right from the start that this would be a problem, and we tried to keep the complications to a minimum, but it turned out that we really did need a wide variety of devices to identify various categories of people." These included: convention membership badges (it was the badge holder, not the card it contained, that was significant for ID); daily membership badges; children's badges; dealers' buttons (so those who weren't convention members could get into the dealers' room); art show buttons (same thing for artists); committee and staff ribbons; helper buttons; program participant ribbons; Hugo nominee ribbons; and Hynes Auditorium passes.))

PARKINSON'S LAW AND WORLDCON SECRETARYSHIP

George Flynn

Parkinson's Law, you may recall, states that "Work expands to fill the time available." This seemed remarkably relevant when I became unemployed in February 1980, just at the time my work on Noreascon II became essentially full-time -- which it remained until after the convention. Not everything I was doing was necessarily a part of the Secretary's job, but most of it did consist of things most efficiently performed by a single person. My, ah, availability made Noreascon II the latest in a fairly long line of Worldcons to depend on one or more of the senior staff's being unemployed for an appreciable time before the con. This practice seems to me neither reliable nor desirable, and I seriously recommend that future Worldcons budget for a full-time paid secretary during at least the year of the convention. Let's look at just what the job consisted of.

Minutes and Apa

The minimal job of any organization's secretary, of course, is to take the minutes of the meetings. I joined the Boston in 1980 bidding committee in April 1976, and was elected Secretary that October (nobody told me that I was a candidate; all I'd been planning to do was run the Hugo voting...). From the start I distributed copies of the minutes to all members of the committee, and when we established Apa:80 the minutes became the lead item in every issue. Meetings of the full committee were held once a month after we won the right to hold the 1980 Worldcon, usually lasting 2-3 hours; since I tried to convey the flavor of debate rather than just listing the motions passed, my typed minutes usually filled about 4-6 pages. (Actually we passed very few formal motions anyway; nearly all decisions were made by consensus -- which sometimes led to confusion on just what had been decided.

Apa:80 was, I think, a significant innovation in Worldcon running. Leslie established it in March 1977 as "a forum for more discussion and information exchange than can occur during the limited time we have for general meetings." (It was not coincidental that we elected her Chairman the following month.) Leslie administered the apa herself until July 1978, at which point I took over. Initially it was not unlike a regular apa, with people writing essays on their concepts of how to run this or that area of the con, and sometimes even writing mailing comments; but as the convention approached, we had little time for that sort of thing, and the apa consisted almost entirely of official documents. But we had enough of those (minutes, Treasurer's reports, news releases, copies of mass mailings, etc.) to keep filling several dozen pages most months, and the apa remained valuable in keeping everybody aware of what was going on. We settled down to a schedule of publication about two weeks after each committee meeting; the print run was 30-35 copies (nearly everything Xeroxed), with copies going to all the active committee members and a few others. (Note that "committee" in this section refers to the members of Massachusetts Convention Fandom, Inc. Out-of-town area heads didn't get the apa, but did get a monthly newsletter written by Leslie to describe what was going on.)

Handling the Mail

The basic structure of our mail-handling system has been described in print before (cf. PR1): every day I went to the post office box, picked up the mail, gave each item a control number, and distributed copies to all concerned parties. I also kept a log of all incoming mail. Let's look at some of the details of this process.

Control Numbers: These were of the form mmddnn, where mm gave the number of the month (starting with 01 for September 1978), dd the day of the

month (01 to 31), and nn the sequence number among the pieces received that day. When more than 100 pieces were received on a given day (usually a Monday), I used the dates of the nearest weekend for dd; our post office was open only five days a week. This system broke down only in the vicinity of 15 July 1980 (the advance-registration and Hugo deadline), and I then extended it by adding 30 and 60 to the date to get dd; we got 364 pieces the peak day and 1227 that whole week. (Whew!) Junk mail wasn't numbered. The numbering system was devised primarily for the convenience of Membership Records (as something that could be easily handled by computer), but proved generally useful. Maybe we should have made the last part nnn, though.

Copying: Before copying, the control number was written on each page of the letter; the sender's address was also added if (as often occurred) it appeared only on an envelope or check, and any money enclosed was also noted (see below). I annotated the letter with the list of people to get copies, and proceeded to make an appropriate number of copies; conveniently, I was able to get self-service Xeroxing done at 3¢/copy right across the street from the post office. Distribution was greatly facilitated by the fact that most of the officers and division heads either worked in the vicinity of the post office or had neighbors who did; others got their mail at our frequent meetings and work sessions or through intermediaries, and out-of-town area heads had their copies mailed at frequent intervals. The biggest problem associated with copying was the letters that couldn't be copied legibly; sometimes I had to copy a whole letter by hand, and I was tempted to promulgate a rule that all correspondence written in blue ink (or hard pencil!) would be rejected.

Money: The control number of the associated letter and the sender's address (if not already there) were also added to each check received, along with a code indicating what the payment was for ("M" for memberships, "A" for art show fees, etc., with a breakdown if the same check covered more than one area); the amount(s) and code(s) were also written on the letter itself. The checks were then separated from the letters and given directly to the Treasurer, who used the annotations to balance the money received against the later financial reports from the areas involved. When people were foolhardy enough to send cash, I generated a "pseudo-check" (a piece of paper with the same information) and attached it to the money.

Filing: The original of each letter went to the person primarily concerned. Besides the copies for individuals, I made a file copy of every letter of general interest. The principal exceptions were routine requests for information (for which I was "the person primarily concerned"), letters containing only membership payments (which were returned to the master file after processing), returned questionnaires (I copied the comments section only), and Hugo and site-selection ballots (sequestered as confidential; again this was one of my own areas). Initially I divided the interesting mail into separate folders for different topics, brought them to meetings for a month or two after receipt (the time governed primarily by how much I could carry), and urged people to read them. Well, some did read them, but on the whole this didn't work too well, so that I was the only person who saw everything of interest; we'll see that this point is significant. After that, the mail went into the master files, which were organized by control number only, i.e., in chronological order; these files were kept in a central location, usually the house where we held our meetings, and by the convention nearly filled seven file boxes.

Outgoing Mail: All incoming mail to the convention passed through me, so I had no trouble keeping track of that (except sheer magnitude). Outgoing mail was another matter. Division and area heads were supposed to give me file copies of all non-routine letters they wrote, but some people

had to be nagged a lot to get them to comply with this, and most of the out-of-town people never complied at all. Also, some often neglected to include the control number of the letter they were answering or the date of their own letter, which made filing fun. (Answers to incoming letters were filed with the letters they answered; letters initiated by us were filed by date only.) See "General Thoughts on Internal Communication" below for my ideas on this problem.

Changes Near the Con: From July through September 1980 we rented an office (in Watertown Square, about $4\frac{1}{2}$ miles from the post office). I still went to the post office every day, but then brought the mail directly to the office, made copies on the rented copier we had there, and distributed the copies to pigeonholes assigned to individual people; this worked more efficiently than the previous system, provided people showed up to get their mail. (I think I was at the office every evening from mid-July till the con, except for a couple of days out of town.) The master files were also moved to the office; in the final months I stopped merging the files, and left correspondence organized by subject area (to give myself a better chance of finding anything). On the Monday before the convention we moved files, copier, and pigeonholes to the hotel, and through Thursday I proceeded as before, bringing the mail there rather than to the office; on Friday I got someone else to pick up the mail (you never know what'll come in at the last minute). After the con we moved back to the office, and when that was given up at the end of September I resumed the old mail-handling system -- but in more leisurely fashion.

Logging the Mail

This deserves a separate section. It wasn't part of the original design of the mail-handling system (which was worked out in the summer of 1978, primarily by Leslie Turek and Ann McCutchen), but was something I added to keep better track of the information. For each letter received I listed (1) control number, (2) name of sender, (3) person getting the original, if not Membership Records or myself, (4) the date and writer of any answer sent, (5) a code for the area(s) with which the letter dealt; originally I also indicated whether the letter was in the master files yet, but that was dropped as not worth the trouble. (If I were designing the system now, I'd want to indicate all the people who got copies, and make the area-codes match the actual filing categories.) All this information went on a single line (handwritten, usually right after I got the mail); I was able to fit 40-plus lines on a page, and by the convention the log was up to page 330; from this I estimated the total count of 13900 pieces of mail, give or take maybe 1-2%. (In December 1981, as I write this, I'm on p. 355.) I must admit I was rather surprised that I managed to keep up with all this; I did fall a few days behind in that incredible period around 15 July (when I had to give precedence to processing memberships and ballots), but caught up before long.

While the log was very useful, it fell a long way short of being totally satisfactory. The basic problem was that both the log itself and the files were organized on a strictly chronological basis. Thus if, as often happened, I was asked to find "a letter from Joe Phan about two or three months ago", all I could do was scan through the appropriate section of the log; I am pretty good at this sort of thing, but it was never convenient, and became increasingly unworkable as the volume of back mail increased. Toward the end, as mentioned above, I started leaving the files in separate folders by subject (in retrospect, this would have been sensible from the beginning; but many letters dealt with more than one area, so additional file copies would have been needed). But well before then I had adopted an alternate strategy for retrieving information.

Table 1

Membership Count by Date of Receipt

	New Attending	Conver- sions	New Supporting	Total Membership
through Feb. 17, 1980 (see <u>VotL</u> 5/6, p. 6)				3003
Feb. 18-23	34	0	5	3042
Feb. 24-March 1	52	0	7	3101
March 2-8	47	2	9	3157
March 9-15	61	1	29	3247
	(March 15: Hugo nomination deadline)			
March 16-22	34	1	22	3303
March 23-29	35	3	17	3355
March 30-April 5	44	1	20	3419
April 6-12	74	2	12	3505
	(No idea what caused <u>this</u> peak.)			
April 13-19	60	1	19	3584
April 20-26	46	1	12	3642
April 27-May 3	58	3	7	3707
May 4-10	44	1	3	3754
May 11-17	43	2	12	3809
May 18-24	67	7	11	3887
May 25-31	44	2	7	3938
June 1-7	87	7	6	4031
June 8-14	94	3	8	4133
June 15-21	90	17	4	4227
June 22-28	144	8	1	4372
June 29-July 5	226	7	4	4602
	(July 1: spurious deadline published in some places)			
July 6-12	176	13	14	4792
July 13-19	480	45	11	5283
	(July 15: advance-membership deadline)			
July 20-26	38	1	3	5324
July 27-Aug. 2	16	0	0	5340
(The last memberships postmarked before the deadline were Canadian, arriving July 27-28. Between July 21 and Aug. 25, 61 more membership payments were received and sent back. The official membership count on the eve of the convention was 5447, including 107 free memberships to program participants and others.)				

This strategy was to make additional lists. The greater number of these were lists of the people who had requested information on various individual areas of the convention (mostly by checking them off on the questionnaire we sent out with PR2); these lists wound up being used to assemble the mailing lists for the information packets. When we started getting reservations for art show and dealers' room space, and for ads in the Program Book, I made lists of those too. I kept a running checklist of membership payments received (control number and amount only) and checked this against the successive membership lists to make sure nobody had been missed (a few were, but very rarely). This list was the basis for my real-time membership count, the first part of which appeared in VotL 5/6; this is as good a place as any to put the rest of the table, which appears as Table 1 above. (The numbers really build up toward the end, don't they?) Other lists included: people from whom mail had bounced; checkoffs of those who had cast Hugo and site-selection ballots; and of course my own VotL mailing list.

Obviously all this could have been done much better by computer; unfortunately, I was about the only senior member of the committee who

didn't have access to a computer. While I did a passable job of simulating one, it was very time-consuming, and not as complete as I would have liked. (What would have been really useful is an index to the mail by the names of senders and others mentioned; but that was beyond my capacity.) The membership records were of course kept by computer (including control numbers), and it wouldn't have been too difficult in principle to extend the system to cover all the mail, with appropriate codes for the other types. But handling membership records was a sizable job in itself (superbly done by Ann McCutchen), and it would hardly be feasible to combine that with general mail-handling unless the combined job were full-time. (Or spread over many people, which dilutes the usefulness of the mail-handler's knowing everything.) My recommendation to future Worldcons is therefore (1) as stated above, that the convention secretary should be a full-time paid job; (2) that the secretary's job embrace both mail-handling and membership records; and (3) that all these records be kept by computer in a single file. Needless to say, all this would be expensive. But given the current size of Worldcon budgets, I don't think such an expense would be unreasonable.

Routine Correspondence

Besides picking up all the mail, I got to answer a lot of it myself. Most of this was in response to routine inquiries. When people simply asked for general information on the convention, I sent off our standard Information Sheet; the first version of this was the "Progress Report Zero" we distributed at IguanaCon, and later versions were revised to include new information and answer the most frequently asked questions. I also handled other questions that had straightforward answers and didn't require any new decisions, or that were simply unanswerable. (One of the most common of the latter was, "What authors are going to be there?" Since the program wasn't set up until the summer of 1980....) When we made up information packets to cover the various areas people had checked off on our questionnaire (art show, dealers' room, masquerade, etc.), the initial batches went out in mass mailings, but after that I sent them to new inquirers. In PR4 I estimated 15 routine inquiries per week as of February 1980, and that's probably not too far off the overall average. (You know, over a year after the con we're still getting one or two inquiries a month; fortunately I have a stack of flyers on the next two Worldcons.)

One particular hassle was with the people who couldn't see why they didn't hear anything for a month or two after they sent their memberships in. Figure it out: up to a week for their letter to reach us; usually up to a week more before it got passed to Membership Records; an average of a couple of weeks before the next mailing of Progress Reports (usually about once a month); and not uncommonly a month or more before the Progress Reports arrived by bulk mail. The bulk-rate mailing was the real bottleneck, if it arrived at all (bulk msil sent to me quite often doesn't show up); but we couldn't have avoided that without a significant increase in postage costs. Unfortunately, most of the people joining had no way of knowing all this, and after a month or two many sent frantic inquiries and had to be reassured. During the two balloting periods (Dec. 1979-March 1980 and May-July 1980) I did send new members their ballots by first-class return mail; but that didn't help too much, since what most of them really wanted was hotel reservation cards. A lot of members were understandably upset when they got the reservation forms after what seemed an unconscionably long time and then found the hotel they wanted was already full. There is also an inherent inequity in the bulk-rate mailing, since people at the other end of the country are likely to get it several weeks after local people who joined at the same time. I would therefore recommend that future Worldcons assume the added expense of sending out hotel forms to new members first-class (along with ballots during the appropriate periods).

I was also in charge of bounced mail. Whenever anything came back stamped "ADDRESSEE UNKNOWN" or some such, I would send out a form-letter postcard (first class) to the same address. In a surprising number of cases this did reach the addressee in one way or another, and upon hearing from them I remailed the original piece. It must be admitted that the post office is not always as competent as one might wish: on one occasion we got a bounced piece stamped "NO SUCH ADDRESS" on the same day as a letter from that address. When someone had moved -- and fans do tend to be distressingly mobile -- frequently they sent the mail back to us instead of forwarding it, in spite of the "FORWARDING & RETURN POSTAGE GUARANTEED" on all our mailings. (Every time our post office got a new clerk, I had to explain this in words of one syllable.)

Finally, I had the distasteful task of writing dunning letters. Quite often people would send us the wrong amount of money (usually the amount before the last membership-rate increase), or forget to include payment at all. When that happened, I set the letter aside and wrote to ask for the missing amount. Initially the membership wasn't processed until full payment was received (resulting in another few weeks' delay before they got their membership materials); but as the con approached, we went ahead and entered them, as long as they'd sent at least enough for supporting membership. A very few people never did pay up, and had their money (if any) refunded.

Handling the Ballots

I've written a separate article on the Hugo and site-selection balloting, but let me mention here some of the aspects that impinged on the Secretary's job. As stated above, I sent ballots first-class to new members as soon as they joined. If you're going to do this sort of thing at all, clearly it's most efficient to have the person handling the mail do it; as it was, this policy enabled even people who joined within a week of the deadline to get their ballots in time.

As for what to do with the returned ballots, there are basically two options. A number of Worldcons have set up a separate mailing address for the ballots to be sent to (at least one used a commercial vote-counting service), thereby cutting a sizable chunk from the regular mail-handling load and better insuring the secrecy of the ballots. However, I'll bet that in such cases a lot of people sent them to the wrong address, not to mention the complications that ensue when the ballots are also used to report changes of address, etc. The alternative is to use the regular mailing address; in that case the person handling the mail is inevitably going to see the ballots, and can take care of getting any non-voting information on them to the right people. In our case we had the special circumstance that I was both the mail-handler and the person processing the ballots. I won't go so far as to say that this is always the best way to do it; but it certainly did simplify things, and it wouldn't be unreasonable to include this in the full-time job I keep pushing. (Trouble is, though, the qualities of a good secretary and a good ballot-counter aren't necessarily found in the same person.) But of all the work I was doing (except for editing VotL), this segment has the weakest argument for inclusion in the secretary's job.

General Thoughts on Internal Communication

That unwieldy title covers what I consider to have been perhaps the most important though most nebulous aspect of my job: As the person through whom all the information passes, the Secretary is in the best position to Know Everything. (I remarked at one point that Leslie knew everything important and I knew everything trivial; however....) Because I read

all the incoming mail, frequently I was able to make connections between problems in different areas that the individual division/area heads wouldn't have been aware of. It was for the same reason that I tried to get copies of outgoing letters as soon as possible. I also thought I should see as much as possible of all internal communications, such as letters from division heads to their area heads; not all the division heads agreed with me on this, some going so far as to say it was none of my business, and I didn't care to force the issue. But basically I feel the Secretary should be in on, or at least witness to, as much of the convention's decision-making as possible. It might be argued that I'm just nosy -- which I won't deny; given my premises, it's a desirable characteristic in this job. However, I think it's really important that somebody be concerned with making connections between all aspects of the con, and the Chairman has enough to do making the big decisions. (All right, I said it was nebulous.)

But even granting the desirability of all this, it's not easy to see how to enforce it. It's part of the general problem of documentation: what from the top looks like a desperate attempt to keep track of what's going on, from the bottom is apt to look like a bureaucratic insistence on useless paperwork. For example, a number of our out-of-town area heads expressed annoyance at our insistence that incoming mail pass through us rather than go directly to them; but on occasion this gave us the information needed to head off bad decisions before it was too late. Of course it's desirable to delegate authority to competent people and let them run their own areas without hassles. But every Worldcon is a one-shot operation run by amateurs, who are spread out over great distances and only intermittently in communication. In a situation like that, even the most competent people can't always be trusted to know just what policies have been established, and it's especially important to keep monitoring what they're doing so as to avoid Ghastly Mistakes. (If an isolated area head does foul up due to faulty communication, obviously it's "you people" on the committee whom the convention members blame.) Cracking down is generally ineffective with volunteers: if you don't appreciate the way they're doing things, why should they bother? So about the only solution is to persuade people that it's desirable to keep the information flowing. And that, of course, is what this little essay is about.

Summary

What then are the characteristics of the ideal Worldcon Secretary? He or she should be a glutton for work, have an infinite concern for trivia, be well-organized, have insatiable curiosity and the ability to persuade people to satisfy it, have enough pushiness (and good sense) to be allowed in on all decisions, be capable of answering mail rapidly and coherently ... and being crazy doesn't hurt. It was a fascinating and challenging experience, but I'd hate to have to do it again. (Some of you have seen my button reading "Committee Against Boston in 1989"....)

* * * * *

Besides being Secretary of the convention, I also acted as Secretary of the WSFS Business Meeting at Noreascon II, and repeated this job at Denvention Two. (Don Eastlake was Chairman both times.) Minutes of both Business Meetings have been published and sent to attendees and other concerned parties (1980: 12 p.; 1981: 9 p.). Some additional copies are available from me at the Noreascon II address. Warning: they tend to be very dull.

TREASURER'S REPORT

Jill Eastlake

The last major thing I can do as Treasurer of Noreascon II is to tell the world (sometimes translated as those other suckers) how I believe I accomplished my job. The real trick was remaining at least partially sane throughout the con, and recovering sufficiently afterward to tell this story. I hope that these reminiscences will prove to be useful to someone along the way. I also hope I remember never to bid for a Worldcon again. The job can be overwhelming.

Most of this article won't be chronological, but will try to describe the process of planning this area of the con. I'll refrain from detailing the actual bookkeeping scheme, and will save the actual reports for the last. If you're interested in the actual bookkeeping system, call me sometime.

Most of the planning for the Treasury was done in two bursts of effort. The first started about six months before IguanaCon, when the bookkeeping system was designed. Planning for the actual at-con work and structure began for me somewhere around January 1980. Luckily, the pre-win-of-the-bid planning sufficed until then.

My History

Taking a personal view of my job at Noreascon II, I absolutely believe that I was absolutely crazy. It all started in 1974 at a birthday party. A bunch of people, including myself, were involved in the most reprehensible of party conversations: shouldn't we bid for the Worldcon again? The aftermath of Noreascon I was well behind us, and it seemed like a fun thing to do. Sure, we said, 1980 seems like a good year; it'll give us time to prepare. We can bid for a long time, and build up momentum. We can run more Boskones, and train more people to help. We can really have a chance to plan, because by then, who knows, 3-5000 people might show up. Let's all contribute a dollar to the cause, to show that we're serious, and have another meeting sometime soon.

Well, it turned out that I took the notes and the dollars, and I expected to continue as Secretary for a while. I wanted it to be done right, and it wouldn't be much work. ((Hall! -- G.F.)) About 3-6 months later (I think), someone kindly pointed out that the workload would get worse, and perhaps I should decide whether I wanted to be Secretary or Treasurer. I figured Treasurer was really more critical in the long run, so I'd do that. If I decided to continue working on the convention, being Treasurer wouldn't be too bad, I thought.

Somewhere around 1976-77 this bidding business got to be a real thing. If we were serious, which we were, we had to have a Chairman, and attend lots of conventions around the country, and like that. Donald Jill's husband and I really got into the whole idea, and dug in deep. Any thoughts I'd once had about not being Treasurer were long gone. After all, I knew I didn't want to be Chairman, and treasuring is important. After all, even if the thing fails, someone had better know what happened to the money. *Sigh* So here I am.

Setting Up the Books

The most critical part of the whole thing, keeping track of the money, is in getting together the right bookkeeping system. I had the advantage of having a CPA for a father, which helped a lot. I've had no formal training in bookkeeping or accounting, but somehow I do have an aptitude for it. I decided early on that the books had to be flexible, and

that it would be hard to get complete and up-to-date reports from the rest of the convention, so I'd better not rely on them.

Size: I realized my shortcomings in the field of bookkeeping, and started reading and discussing the problems with both Donald (who had some of the theory) and my father (who had most of the practice). The problems were:

we'd start small
and grow very large
and get small again
very quickly.

If we were going to use a system of accounting for expenses by what area spent them instead of who got paid for them (general business practice), we had to be able to handle all of those areas as accounts. I made a list of everything I could think of that might be an area of the convention getting or spending money, and tried to figure out when those areas would be active. I made a list of 40 things, crossed out a few, and decided that a plausible number of accounts was 10 for income, 24 for disbursements. Then I realized I didn't know everything, and that there would more likely be 30-35 disbursement areas. That determined how many columns I'd need on my accounting forms.

But I also realized that, again, activity would be very low for about a year, slowly rise, go bananas for a short time, and then taper off forever. So I didn't want to fit a small system into a big one right away. I decided to go with a system where I could determine every month what column headings I wanted and what people I had to worry about. The income and disbursements would be recorded separately to avoid confusion, and then posted to a General Ledger. The monthly, quarterly, and annual reports would be compiled from the General Ledger, which is standard accounting practice.

Complexity: I've mentioned how many areas I thought I'd have to deal with. The problem was, I'd have to deal with almost that many people too. Most of the people running Noreascon II would have been involved in NESFA, or so I thought. They were used to spending money for NESFA, turning in reports, and being paid back in lump sums once in a while. And if they couldn't afford to front the money, the club would give them money in advance, trusting that they'd spend it wisely. (This whole thing freaked my father, but I still had to deal with it.) The books had to be able to treat people as money sinks, something like banks....

And then there was the problem of budgeting the whole thing. Somehow it became obvious that I couldn't handle it all by myself. This is where Leslie got the most involved. A major problem the Chairman has (didn't I mention that we convinced her to be Chairman somewhere in there?) is keeping a handle on who's spending the money, and what for. For this we dreamed up a makeshift budgeting scheme that Leslie would mostly handle. She'd assign purchase-order numbers to all our expected expenses, and people would be required to report the expenses under those numbers. I would in turn give her a monthly report of the actual expenses, and she would come up with a report accumulating the expenses by purchase order. My books only accumulated the outstanding balances for banks and people, and those things which sort of fit the bill: e.g., tables for selling memberships at major conventions, or accounts we had with the Post Office and our typesetting house. When we set up the purchase-order system, we expected it to break down during the convention, but IT DIDN'T!

Completeness: And because I, like most people, expected to be able to trust only myself and a very few close associates to be accurate, careful, and prompt about their reports, I decided to keep records of as many things as I could, and to record at the end of each month everything I could that hadn't been reported by someone else.

We set up the mail system to handle large amounts of mail as effectively as possible, and again thought it would break down during the last days before the con. But because George was handling things and was out of work at the time, the system survived through the con and resumed afterward. My greatest concern with the mail was that I get all the incoming money right away. George noted on each check what it was for, and the full address of the payer. I photocopied every check we received until the convention, and again after it was over; unfortunately, during the con we merely maintained a list of names and numbers. My father thought I was nuts, and at times I did too. But those copies came in handy many times. I love evidence.

And then there were the checks I wrote. Quite correctly, each person responsible for the payment of a Noreascon check should have included that expense on their reports. Realistically, I never expected such perfection. The only person I could trust to report everything, as I said before, was me. So every month I went through the checkbook and reported everything that no one else did. The alternatives were:

- hassle people until they reported things that I knew happened;
- never have some things reported;
- contend with my reports to the committee being out of touch;
- not reflect the truth in my reports;
- do it myself and be happy when others did it right.

To me the answer seemed obvious.

Timing: In early July, 1980, at a meeting with my fellow Treasury suckers, we considered the problem that Labor Day fell so early in the month that the convention would run over the August-September boundary. We decided to avoid having more problems than we needed, and created the accounting period of "Claudius". Claudius ran from Monday, August 25, 1980 through Monday, September 5, 1980. It enabled a clear definition of reporting expenses: August was clearly before the convention; Claudius was the convention; and September was clearly after the convention.

Help!

In mid-1978 Donald and I decided to have a child. This brought to the fore the fact that I was currently irreplaceable as Treasurer. That's just plain bad management. Someone had to be able to keep things rolling when the child came, and to help out at the convention. And then there were acts of God: I could be killed or something. So the search was on. I had to find at least one, but preferably three or four more, people who could take over for a while. [The Secretary's job would equally have been a mess if anything had happened to me, but I never did anything about it. -- G.F.]

I found Wendell Ing, who was getting active again and looking for something to do. If I could train Wendell (who had no background in this area) and a couple of back-ups, I'd be set for a while. Luckily, he agreed. Then there were the few other NESFAns who were good with money and not yet overcommitted for jobs at the convention. Ann McCutchen (also doing preregistration) was a cinch for doing the books; she'd been NESFA Treasurer a couple of times. Debbie King was the current NESFA Treasurer, and very good at the job. Peter Neilson is a whiz with bank statements, and looked like a good bet for getting more involved. I showed each of them in turn how to do the books, discussed my style, etc.; had each do the books for a month; then held a few discussions. About then Donny [Jill's son] arrived, and Wendell had to bear the brunt of the Treasing for a while. It was now about Seacon time [August 1979].

Things remained status quo for a few months, with me attending as

many of Leslie's budgeting sessions as possible. Leslie had picked up the initiative on budgeting areas from me at an early date, a decision that helped both of us. I was free to deal with realities, and yell if I saw something going awry; she had hands-on knowledge of where the money was going to go, as each area was fine-tuned and set loose.

Structure of the Treasury

Things That Worked Out Early: I needed a full backup-person, who turned out to be Wendell (kiss the ground he walks on), to make sure that disasters could be handled and each of us get some sleep during the convention. This meant that he had to be in control of at least some of the money, at least potentially.

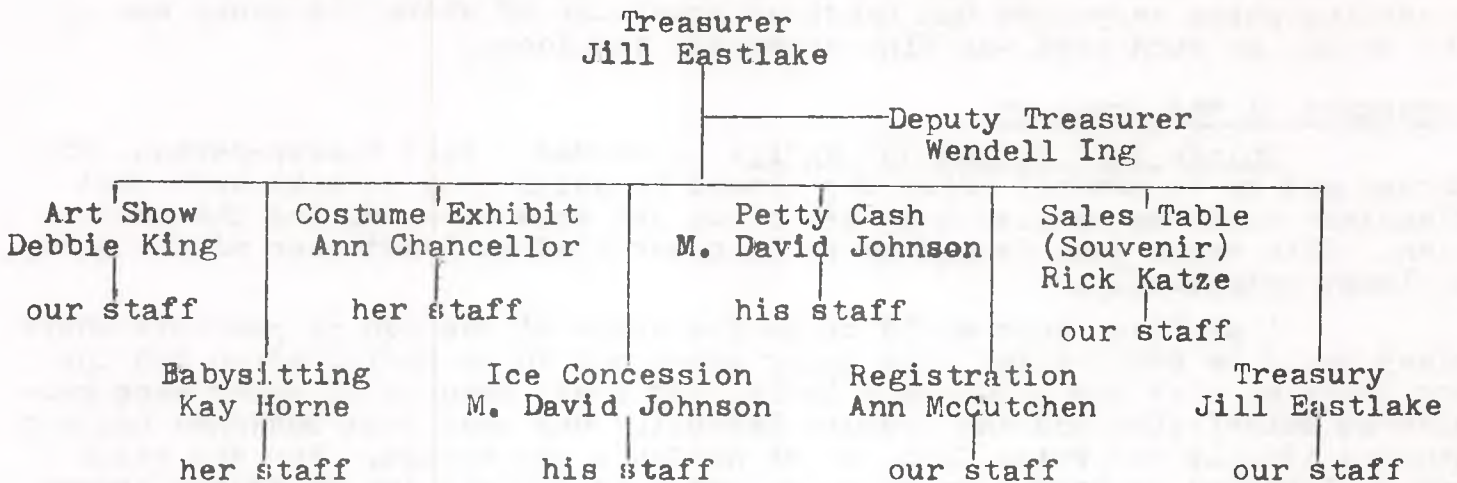
I decided there would be as few areas of the con as possible where money would be dealt with. The major areas had to be Registration and the Art Show; we also had a Souvenir Table, and small amounts of money were handled at Babysitting and the Costume Exhibit. One area that Boskones had not handled ideally was Petty Cash, so we needed a new system. For the major areas, I needed to have a particular person in charge: Ann McCutchen agreed to handle Registration, and Debbie King the Art Show. I was made a "Division Head" so I could worry about the whole Souvenir-Table problem, and we put Rick Katze in charge of that. Babysitting and the Costume Exhibit were handled by their own Area Heads, Kay Horne and Ann Layman Chancellor respectively. I asked M. David Johnson to handle the disbursement of petty cash out of Security, as well as collecting any money that came in while the Treasury was closed. Security also had to interface with the Boston police and firemen in the normal course of events, so I had them phone the Treasury with the names and amounts of checks to be paid to these city employees.

An Almost Area: One major area almost happened, but didn't: a soda concession run by us to insure that parties were adequately supplied. This idea grew out of a similar arrangement at BoskLone (the 1980 Boskone); because that convention was out in the country, the committee procured enormous amounts of soda, resold it to convention members, and distributed it to the con's own parties. The idea seemed sound at the outset, so I decided this was an obvious "Treasury Division" problem and attacked it seriously. Jim Burrows (Brons) had dealt with it at BoskLone, so I talked with him and then wrote a two-page paper on the subject. Suffice it to say that some people took it seriously, and decided it was possible; some took it seriously, and decided it was impossible; and some thought it was possible, but not necessary or desirable. What finally decided the matter, though, was that the hotel objected (union and concessionaire problems) and stopped it dead. I'm glad.

A New Surprise: The (potentially) major thing that did happen was that the hotel ran out of ice on Friday night, so we decided to buy ice in bulk and sell it to people giving parties. I objected adamantly to having to person a cash box all night to sell the ice: that would have meant long hours with no one to fill the slot, and for not much money. I had gotten the idea somewhere that money less than a couple of thousand dollars wasn't all that important (self-preservation measure), and not worth setting up a lot of work about. So we put a cashbox out near the ice and let Security worry about it; if we recovered enough money on Saturday (we did), we'd buy ice again on Sunday. The one thing that I didn't expect in my wildest dreams was that three months later someone sent us a check for the ice they used at the con.

Our Staff: Most of the people on the Treasury staff were interchangeable. I made sure that all of them received all the instructions, and felt easy about sending any of them into any situation we had to deal with.

Figure 1
Basic Treasury Organization



So I won't break them down by jobs, even though some of them did concentrate on one area or task. In alphabetical order: Bob Alvis, Berta Attiya, Steve Francis, Jeff Hecht, Lois Hecht, Randy Millstein, Peter Neilson, Clarise Patton, Jo Anne Stayton, John Turner, and Earl Wajenberg.

Strategy

During the many discussions I had with my compatriots, we came up with a few new ideas, and rehashed and worked out some old ones. Most of us had by that time been Boskone Treasurers, and so had some grasp of the problems we were going to encounter. It behooved us to have as few different systems of handling money as possible. We started by blue-skying about what we'd like to see in the heavy areas (Registration and Art Show), and then applied better-known methods to the smaller areas. I made sure that I was personally involved in any aspect of the convention having to do with money. That, and my attitude that it was my business, helped to make the situation livable, and more consistent than would otherwise have occurred. The reader will note a certain similarity to the remarks about "nosiness" toward the end of my own article. Same principle. -- G.F./

Cashboxes: Among the basic decisions I enforced on the rest of us was one on physical cashboxes. I had been, and still am, very convinced that carrying a cashbox full of money (or not full of money) is more provocative to thieves than carrying a random envelope. For this reason we left the cashboxes at the cashiers' stations while they were open, and transferred the money in envelopes. This also cut down on the number of boxes needed, since we didn't need two boxes for every station.

High-Throughput Areas: Many factors were threatening us. As I said, most of us had dealt with the problems of Boskones, and had some idea of what we were doing; but this experience threatened to fill us all with overconfidence. Also, registration had notoriously been done well at Boskones, creating another problem of high expectations.

A solution was to look at the whole picture and let it overwhelm us. We sat down with pencil and paper and tried to imagine how much money we could possibly handle, and over what period of time. Data from previous conventions indicated that 30% of attendees were walk-ins, that 70% of the preregistrants showed up, and that nearly everyone arrived by noon Saturday. We knew what the at-the-door price would be (\$45), but didn't know

whether there would be day memberships. [The at-the-door price was set in January 1980, but we didn't decide to have single-day memberships until July. -- G.F.] We had to plan for the worst case. From faulty memory, the following numbers appear:

possible preregistrants	4500
x .70 = probable attendees	3150
x .30 = probable walk-ins	945
x \$45 = money to worry about	\$42525
+ 4 days = money per day	\$10631
+ 10 hrs/day = money per hour	\$1063

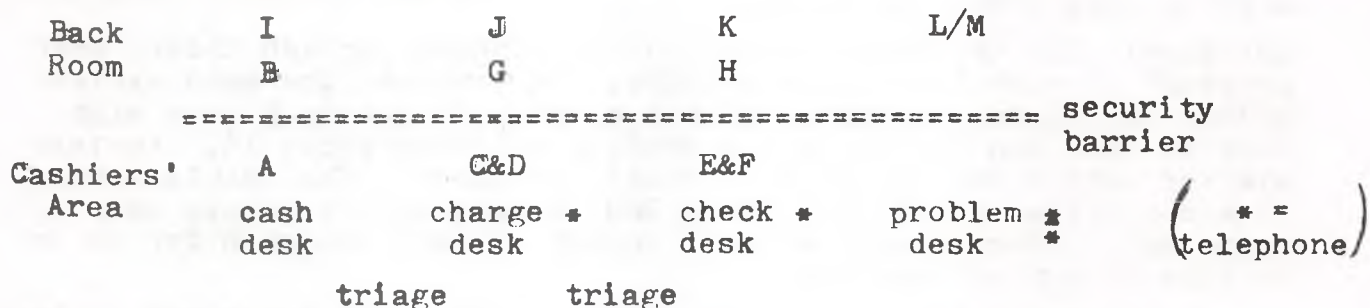
We were high, but we were scared too.

Then there was the Art Show. Boskones are usually on the high side as far as art shows go, but this would be a Worldcon. I was absolutely convinced that we would have to collect between \$75,000 and \$100,000 in two days. So

total money collected	\$100000
+ 24 hours (high) = money per hour	\$4167
+ 3 stations (possible) =	
money per station per hour	\$1389

Do you know how long it takes to collect and count \$1400?

So we had the size of a potential problem. We all agreed that the people collecting the money should confirm what was in their cashbox with another person before it came back to the Treasury. That meant being relieved early (but having the next shift come early seemed unlikely) and/or leaving late (and taking bad feelings with them). What could we do. It would take at least as long (we thought) to count the money afterward, and settle disputes, as it took to collect it in the first place. So we devised the following rotation scheme:



Explanation: The back room is separated physically from the cashiers' area. The area head (Ann McCutchen for Registration, Debbie King for Art Show) or an equivalent staff person will be in the back room at all times. There will be one helper (known to be able to count) for each cashier's station at all times. AND: Persons directly corresponding to each cashier's station will be expected to be in the back room, or in transit to/from the cashiers' area, at all times.

Function: Persons labeled B, G, and H will be counting either the money they just collected or forms directly corresponding to that money, while the back-room helper will be counting either the forms or the money that B, G, or H just brought in; the helpers are labeled I, J, and K. When they have reached some sort of agreement about the packet of money and forms (either on their own or with the help of the staffer), they will mark this on the Roll-Up Sheet provided by the Treasury. This Roll-Up Sheet must be signed by everyone who dealt with that money, and left in a container for transfer

to the Treasury. Persons L and M will carry the money to the Treasury (with police escort) at appropriate intervals; the rest of the time they can be expected to help I, J, and K. "Triage" was actually so called at Registration, and consisted of the Tally Clerks at the Art Show; these people saw to it that the purchasers knew how much money should be collected, and sent them to the proper line to pay their fee. "Problem desk" is the general problem desk for the area in question.

We had been expecting to rotate people every 20 minutes, but it turned out that every 30 minutes worked fine. Rarely were people left past the end of their shift counting money; more often things worked out easily and they could be dismissed early. The biggest problem we had with the scheme was explaining it to the People Mover. The money in both Registration and Art Show could be settled in small quantities and accumulated for a while; when the back-room staffer felt there was enough money there, she would arrange to have it taken to the Treasury.

Although it took a while to convince the Division Heads that the scheme was worthwhile, they did finally agree to using the personpower needed to staff it. After all, if the money gets screwed up, the whole convention could lose big. The things that changed from the original plan were:

Registration: Things slowed down considerably toward the middle of the convention. The three money stations turned into one. The people stationed there stayed for longer periods of time, but could then re-count the money faster than expected, and were dismissed early. The back-room helper positions (I, J, K) were not staffed through most of the convention, because of a shortage of volunteers; the staffer picked up the slack. The Registration back-room staffer was released to wander the convention, returning periodically to help count the money.

Art Show: The Art Show started out by running through their "seed packets" of cash incredibly quickly. We reworked the seed system within two hours, coming up with a cashbox in the back room with lots of cash and change, and a staffer worrying about it. Another staffer behind the tables helped with problems. The result seemed like controlled chaos, but thank God so many of our people were so competent. There simply weren't enough helpers assigned for us to be able to run as planned.

Low-Density Areas: All the other areas where money was collected had to be handled differently from one another, since they all had special problems. I took part in the design of each, so as to insure the greatest amount of conformity without destroying the necessary differences in design.

The Souvenir Sales Table: BoskLone had cooperated with us by testing a One-Write system for receipted purchases. This system insured that each purchaser would get a receipt for what they bought, and that the different items would be spread across the journal so we could easily see how much was being spent on each item. We were selling several things:

1. Better Than One (\$3.00): we would sell to break even, then keep only a percentage of the profits, the rest going to Damon Knight and Kate Wilhelm.
2. Bruce Pelz's "Fan Showcase Tarot Deck" (\$16.00): we would distribute those sold in advance by the Pelzes, sell more at the con, but not sell any afterward; all proceeds to be turned over to the Pelzes.

3. Noreascon II T-shirts (\$7.00 each): (a) our own official T-shirt, with drawing by Victoria Poyser; (b) Damon Knight's T-shirt with the story "Eripnav", which we assisted in producing (profits again split with Knight).
4. Noreascon II Tote Bag (\$12.00), with illo by Mike Symes.
5. Noreascon II Program Book (\$5.00).
6. Noreascon II Poster (\$10.00): a last-minute item, produced by Richard Powers in a special edition for the con; we split the profits.

Since most of these things were for the benefit of different persons or entities, the money collected for each had to be a known amount. This absolutely necessitated the use of the One-Write forms, even though it slowed down the collecting of money. The Sales Table suffered from the same lack of helpers as the rest of the con; our staffers had to not only deal with the usual problems, but also do most of the re-counting themselves.

The Costume Exhibit: Somewhat at the last minute, we decided to print a costume catalog to go with the Exhibit and sell it at a nominal amount. Rather than sell the catalog at the Sales Table, we (the Division Heads) decided to sell it at the Exhibit itself. We would leave a box on a table for donations of \$1, and the people watching the Exhibit would arrange to send the money to the Treasury once in a while. We didn't expect to collect much money, and honestly didn't see that the amount we would collect needed special attention. But when the money was brought to the Treasury for the first time, we noticed a curious problem: funds had been collected for three publications, not simply for one. There was no indication of who was responsible for this change in policy, or who would solve the problems that go with dividing funds for different publications. At that point nothing reasonable could have been done to straighten out the situation within a reasonable time and without ill feelings. For months after the con, there was confusion about how much money was actually handled at the Exhibit and who it belonged to; we eventually made a settlement on the basis of our best guesses. Moral of the story: All agreements with outside parties involving money, and all sales setups at the convention, should be cleared with the Treasurer first. -- Leslie Turek/

Babysitting: Kath Horne and I spent several hours going over the problems of collecting various amounts of money at Babysitting, and how to charge people. In cooperation with Jim Hudson, she finally reached conclusions about handling the money. Some of the problems were keeping track of what parents were to be charged at what rate, when the money was to be collected, and how refunds were to be handled. The final plans were internal to Babysitting. We merely received a lump sum at the end of the con, processed it ourselves when it arrived at the Treasury, and awaited Kath's request to issue checks for the various babysitters.

Petty Cash: As mentioned earlier, Boskones had never handled petty cash ideally; so we got to start from the bottom up. I attacked the problem, designed a system, and presented it to the Division Heads; they were not thrilled by it. Leslie designed a system; I was not thrilled by it. It was now mid-July to early August. So we compromised, half way through Leslie's system, and I wrote lots of instructions. Basically, the Division Heads and a small number of other people would be given voucher books (similar to checkbooks) which I designed and had printed. They would make out a voucher to the person who was to receive the money, and that person would go to Security to get the money. At Security they would receive the money and an envelope inscribed with the voucher number (pre-printed). Any change and receipts would be sealed into the envelope, and the envelope returned to Security or the Treasury (after Security shut down). The Treasury would worry about turning this evidence into a formal report later on. The system worked pretty well, except for a few flaws.

Although Security tried to cooperate, they were staffed by lots of people, not all of whom were aware of Petty Cash. The system was designed for high throughput, but it turned out to be a low-throughput area. And although people's intentions were good, a few of the envelopes weren't returned until well after the convention, some not at all.

After-Hours Drop-Offs: I am very security-conscious. In fact, anyone believing they will have thousands of dollars in their possession for extended periods of time gets security-conscious. M. David Johnson, Security Area Head, agreed to my pre-convention request that Security accept money intended for the Treasury after the Treasury had closed for the night. This meant that we could close the Treasury and not worry too much about it. Thank the powers.

Ice Concession: See section "A New Surprise" on p. 19.

The Treasury: Boskones have been able to survive by having the Treasurer, and perhaps one assistant from time to time, work their tails off during all the hours that any cash station is open. This means that the Treasurer must get up at least an hour before the opening of Registration (or Art Show close-out on Sunday), get the money, count it, and get it delivered to the cashier station. The money comes back to the Treasurer hourly or semi-hourly, as each helper goes off duty. The Treasurer has to reconcile that cashbox right then so the helper can go off duty, and has to be ahead on subsequent cashboxes. At the end of the day, the Treasurer has to wait for the last cashiers to close, collect their money, and settle it enough to be able to sleep well. This job could easily run from 9 A.M. to midnight, even on good days.

I knew that following the above procedure would kill Wendell and me. So we broke down the duties performed into some of their logical categories. (I didn't mention the last-minute checks that everyone needs desperately in the middle of the other hassles.) I had insisted from the beginning that we have a room all to ourselves throughout and after the convention to accomplish our purposes. I insisted that the location be a well-guarded secret. It was in fact the Andover Room; I had also believed that this room would be big enough, but we could have used a touch more space.

The jobs of the Treasurer:

- Obtain the money, and make up cashboxes.
- Collect the revenues throughout the convention.
- Store the money safely when it's not in use.
- Record the money on bank deposit slips and take it to the bank.
- Maintain full and accurate records of where the money came from, how it got here, and where it went.
- Insure that paperwork can be transcribed into the books, for reporting purposes.
- Provide guidelines for the acceptance of checks and charges, answer questions, and solve problems.
- Be available to calm frayed nerves of Area and Division Heads with money problems.
- Write new checks upon request from reliable sources.
- Answer crazy phone calls.
- Solve general problems.
- Provide needed solutions to specific problems, hopefully by reinforcing previously published rules.
- Stay sane.

Also, the Treasurer was requested to attend the daily meetings of Division Heads, to help the Chairman monitor the progress of the convention; this required a good feeling for where the convention stood financially to within the last few hours.

We set the jobs up essentially as follows:

Books Person -- to update the books. This person's job was early on, to finish the books for August. I had thought they would be only a day or two behind, but by the end of the convention we had barely started posting stuff for Claudius.

Bank Person -- to prepare money for the bank. We decided to make lists of the checks with name, amount, and purpose, instead of photocopying them all.

Cash Person -- essentially, supposed to make up cashbox seeds. This job ended up being combined with the Recounter's, because making seeds was easier than I'd expected.

Recounter -- supposed to have re-counted all money coming into the Treasury with forms from cashiers, mostly to verify what had been written down and make sure it made sense. As indicated above, this job sort of combined with the Cash Person.

Dispatcher -- this poor soul was charged with the door and phone. They controlled the disposition of any thing or person entering or leaving the Treasury. When we were short of staff, the Treasurer absorbed this position. The dispatcher kept a coded log of all entries and departures.

Treasurer -- defined as myself and/or Wendell. This person held ultimate responsibility for the goings-on in the money area, and got to do all the worrying for everyone else. Although Wendell held out longer than I, we both got a little crazy.

In Conclusion

Noreascon II did not have the "perfect" Treasury or money system. I believe, though, that what it did have was damn good. Many people pitched in and helped. Most of us survived the convention looking forward to working on other fannish projects. The Noreascon II finances were not as hard to reconcile as they might have been. They were not as easy, either. I made many friends, and very few enemies. I learned a lot, and I'm sure that others did too.

Although I personally would never do it again, I'm sure that others will. Some of those others in Boston are already threatening to bid again. I wish them luck.

I hope that writing this report will help some of you to make your lives easier. If it doesn't convince you to forget the idea of Treasuring at all, at least some of the suggestions and the problems we ran into should furnish helpful experience. Good luck. TANSTAAFL!!!

* * *

((Jill completed the above report in January 1981; I've updated a few of the details. In keeping with the above remark about "other fannish projects", Jill resigned as Treasurer in April 1981 to become President of NESFA. Wendell Ing took over on an interim basis, and Linda Kent was elected Treasurer in October, after a training course from Jill. The job wasn't over, of course. We had franchised out the remaining sales items to NESFA, and as of December 1981 I think the last outstanding bills have been settled. (For a Christmas present we finally got a refund of an overpayment on the office electric bill.) But we still have to get out the post-con report, not to mention this issue of VotL, and decide what to do with the money that's left over: the interest alone is currently about \$400/month. (Most of the money is invested in a money-market fund.) Meanwhile, there was one area of money-handling that Jill didn't deal with at all, and I'll take that up in the next article. -- G.F.))

THE SAGA OF THE BALLOTS (REPRISE)

George Flynn

The above title is of course a reference to Don Eastlake's "The Saga of the Ballots" in VotL 3, which described the problems with the 1978 site-selection voting. We did a fairly good job of avoiding the mistakes made then, but that doesn't mean that everything went perfectly. Since I was in charge of both Hugo and site-selection voting, and the two had many aspects in common, I'll describe both in this article.

Scheduling

Our original publication schedule contemplated sending out Hugo nomination ballots with Progress Report 3 (1 Dec 1979), and final Hugo and site-selection ballots with Progress Report 4 (15 Apr 1980). In the summer of 1979 I started thinking about timetables, and realized there were problems with this schedule. The key date was the deadline for return of Hugo nomination ballots: too early in the year wouldn't give voters a fair opportunity to seek out and read/see the previous year's output, and in fact no recent Worldcon has had a deadline earlier than 15 March. But that date was just when PR4 was supposed to go to press. Even if we based the deadline on date of receipt rather than postmark (which would effectively shorten the nomination period), it would still take some time to count all the ballots - about half of which could be expected to come in at the last minute. We also wanted to give potential nominees the chance to withdraw, to avoid the previous year's spectacle of people who withdrew after the ballots were distributed; to be sure of reaching them and getting a reply, I wanted to allow two weeks for this. There was no way to meet these criteria and have the ballot go to press before early April.

Then I thought of the solution: don't include the final ballots in PR4, but have a separate mailing (bulk rate, and thus inexpensive) a few weeks later. This was agreeable to all concerned, so we established this schedule: 15 March, postmark deadline for Hugo nomination ballots; 24 March (Monday), nomination count finalized and letters sent to nominees; 7 April (Monday), deadline for nominees' response, ballot to go to press; 1 May, mailing of ballots. This procedure had an additional dividend: since the ballots were separate from the Progress Report, they could be sent immediately to late-joiners at reasonable expense; this gave many additional people the opportunity to vote, and I think was largely responsible for the great jump in the number of votes cast (see Appendix A).

The final Hugo voting deadline was a compromise. Some time would be required to get the ballots counted and the awards engraved, but I felt a deadline of 1 August would suffice for that; and I wanted the deadline as late as practical, again to allow the voters maximum reading-time. But we were agreed that the Hugo and advance-registration deadlines should be the same, to avoid complications when people used the ballots to join or convert (there was in fact not as much of this as we'd feared). And Membership Records wanted a deadline of 1 July, fearing a flood of attempts to join after the deadline, which would be a considerable hassle in the final weeks before the convention. So we compromised on a postmark deadline of 15 July (Tuesday), which in practice meant that ballots and registrations stopped coming in heavily on 21 July. This fortuitously turned out just about right: there weren't nearly as many late membership payments as had been feared (I sent back 61 over the next month), but getting the ballots counted was somewhat more complicated than I'd thought.

Once we'd decided on the separate ballot mailing, it made sense to include the site-selection ballots in it too. The deadline for site-selection mail ballots was more problematical. Since the ballot was much simpler to count than the Hugo ballot, and the voting in fact continued at the convention, I would just as soon have set no deadline. Others felt this was

dubious, and they were probably right: a deadline is desirable if only to discourage sending ballots so late that they won't arrive until after the convention (one came in on 18 Sept anyway). But we certainly didn't want a deadline as early as that for the Hugos, since in past years there had been late developments that affected the voting. So we made it 15 August, and added to the ballot a prominent notice that people who weren't already Nor-eascon members had to join by 15 July. (Personally I thought we should have accepted supporting memberships after 15 July, to give non-attendees a chance to vote late; I was initially outvoted on this, but in fact we allowed the bidding committees to pay for such memberships at the convention and then deliver the ballots.)

Hugo Nomination Ballots

Since no changes in the Hugo rules were pending, I was able to draft the nomination ballot as early as August 1979 (unfortunately I then forgot to add the name of the 1979 Gandalf Grand Master winner to the list of ineligible). We had voted earlier to award a special Hugo for Best Non-Fiction Book (since made a permanent category), and to exclude the Gandalf Novel award from the ballot, so we had 11 Hugo and 2 non-Hugo categories. There were then no rules governing the form of the nomination ballot, but we followed the most common practice of allowing five nominations in each category (a rule requiring this was ratified at Denvention). Some past ballots have wasted space by allowing room for "sources" in all categories, but this is required (and useful) only in the fiction categories. Given these parameters, the ballot itself fit nicely on both sides of a single 8½"x11" sheet, with the instructions on a separate page.

Besides the category definitions and voting deadline, the instructions included some other things worth mentioning: (1) A recommendation to read as much as possible, but "not wait till the very last minute." (2) An invitation to ask us any questions about interpretation of the rules (I don't recall that anybody did). (3) A note that one didn't have to make a full five nominations in every category, with the exhortation "that you not nominate in any category with which you aren't familiar." And a few other clarifications, all of which I commend to the attention of future Worldcon committees; I tried to think of everything. Not all I wanted would fit on the ballot, so comments explaining our Non-Fiction Book and Gandalf decisions (the latter with the important note that "all the Hugos are for both science fiction and fantasy") went elsewhere in the text of PR3.

The nomination ballot went out in PR3 as scheduled, but we also made up several separate printings for separate mailing, each with an appropriate cover letter. One was for an air-mail mailing to our overseas members, since the Progress Report was being sent by sea mail and might not arrive enough in advance of the nomination deadline. Another went to our news-release mailing list, urging that it be reprinted in fanzines. (This used to be common, but the custom has fallen into disuse, and not too many took us up on it either; about 15% of the nominations came in on ballots other than those we printed, but about half of these were just individual Xeroxes. We offered electrostencils to any fanzine that wanted them, but got only two takers.) And most important, one was sent by return mail to each of the approximately 750 people who joined between the initial PR3 mailing and the nomination deadline; a supply of these was also sent to our foreign agents, to be sent directly to new members joining through them. Of the first 393 ballots to come in (I didn't have time to count after that), 57 were on one or another of these separate printings.

One development surprised us. We had gotten the nomination ballots out so early that some people returned them before the year was even over (the first arrived on 3 December, and a total of 27 had postmarks before New

Year's Day). Many of the committee were disturbed by this, feeling that it was unfair to authors whose work came out late in the year, and it was decided to ask these voters to reconsider. (I was against this, fearing various dreadful complications that didn't happen, and being resigned to the fact that most voters wouldn't try to read everything anyway.) So I sent each of them another ballot and a letter inviting them to reconsider; only 8 of the 27 chose to make changes.

Counting the Nominations

We received 563 valid nomination ballots, well over half of them within a week of the deadline; the following table gives their dates of receipt:

Dec. 3-8	4	Jan. 13-19	12	Feb. 24-Mar. 1	34
Dec. 9-15	4	Jan. 20-26	16	Mar. 2-8	57
Dec. 16-22	5	Jan. 27-Feb. 2	15	Mar. 9-15	166
Dec. 23-29	6	Feb. 3-9	15	Mar. 16-22	169
Dec. 30-Jan. 5	12	Feb. 10-16	14	Mar. 24	1
Jan. 6-12	18	Feb. 17-23	15		

Since March 15 was a Saturday (when many mailboxes are not emptied), we accepted ballots postmarked through Monday the 17th. We rejected 11 with later postmarks, and 5 from non-members or "guests"; one otherwise ballot arrived too late to be counted (three weeks from Washington, DC!).

I had from the start been keeping a running tally of the votes for every entity receiving nominations -- a total of 1963 entities in all 13 categories, with a range of votes from 1 to 234. (The leaders were for the most part established fairly early, but there was a striking leap in relative standing for certain novels after their paperback editions came out.) Working overtime the week after the deadline, I managed to get this tally caught up by the evening of Friday the 21st. Anticipating that there would be some close races for last place on the ballot, I had scheduled a counting session the next day, at which 7 committee members re-counted the votes for those nominees near the threshold over and over until reproducible results were obtained. (This was done for 24 nominees in 8 categories; in 4 instances my tally was off by 1. Remarkably, one of these nominees got on the ballot by tying for 5th place, but came in a strong second on the final ballot.) There were ties for 5th place in 4 categories, one of them a three-way tie; in the latter case we would have gone with only 4 nominees, but one of the higher-ranked nominees turned out to be ineligible, so we wound up with 6 on the ballot.

Some policy decisions on eligibility had to be made by the committee (which had voted not to exercise its option of delegating authority to a Hugo subcommittee). One involved a novel published in a limited edition just at the end of the year; after consulting with the author and the publisher and getting Denvention's approval, we ruled it to have been officially published in January 1980 and thus ineligible till the next year (it turned out not to have enough votes to go on the 1980 ballot anyway, but when we made our decision it was still in the running). The other problem involved the three short-fiction categories. The rules allow a Worldcon committee to shift a story into another category if its length is within 5000 words of the boundary; and in fact many stories were getting nominations in more than one category, some with a majority in the "wrong" category. There was no question that all nominations for a given story should be added together (except where it appeared more than once on the same ballot); but what category to put them in? The committee's original consensus was simply to take the 15 stories with the most nominations, but a final decision was left to the March 22 counting session. The correlation of

votes with story length turned out to be so strong that only 3 genuine short stories were in the top 15 (the next possibility having over 10000 words and all its votes as a novelette); so we took the 5 actual short stories with the most votes. The top 11 longer stories (tie for 10th place) conveniently divided into 5 novellas, 5 novelettes, and 1 borderline case; so we called the latter a novelette, which fortuitously put everything in the category where it received the most nominations. If all this is confusing, here are the actual counts, with those underlined getting on the ballot:

S: 56, 48, 45, 35, 27, 26, 25, ...

NT: 88, 55, 51, 41, 40, 39, 33, 30, ...

NA: 123, 103, 82, 50, 39, 36, 34, ...

(the 55-vote novelette was the borderline case). The word counts were done independently by Jerry Boyajian and myself for all stories in the running, using the standard technique of counting typical pages and multiplying; our counts generally agreed within a few hundred words. But most voters don't do this, so nominations in the wrong category will continue to be a problem (given most publishers' policy of labeling stories in ways different from the Hugo/Nebula categories, or not at all; story lengths in paperbacks are particularly easy to overestimate, with one under-16000-words story in Destinies getting all its nominations as a novella).

Finalizing the Hugo Ballot

So by March 25 I sent letters to the 59 individuals and 5 movie studios who had enough votes to appear on the final ballot; telegrams were also sent to the overseas nominees. (I had gotten most of the addresses from the SFWA Directory, but quite a few weren't listed. The addresses of the latter were obtained by discreet inquiry of publishers -- "discreet" because it had to be done before we had the final count, and thus included some people who didn't in fact make the ballot. Most of this was done by Moshe Feder, who was in New York and had the right contacts. One address turned out to be that of a different writer with the same name, but luckily I learned this in time to notify the right one.) The form letters congratulated them on their nominations, and said they had the right to withdraw if they notified us by letter or phone by April 7. Many wrote to thank us, but nobody withdrew. The mailing list was subsequently turned over to the area head for the Hugo Award Ceremony, who handled later communications with the nominees.

The only problems at this stage involved the non-Hugo awards. Michael Moorcock had previously said in print that he did not wish to be considered for the Gandalf Award, so the letter sent to him said we wouldn't put him on the ballot unless he told us otherwise; he didn't, so we didn't. Further research revealed that 2 of the 7 leading Campbell Award nominees had had stories published before the eligibility period. But we wrote to them anyway to make sure, and one promptly informed us that the story in question, having been published in a magazine with a circulation under 10000, had been rejected as a qualification for SFWA membership. So we consulted the sponsor of the award (Stanley Schmidt for Davis Publications) and obtained a ruling that the SFWA criterion for "professional publication" should be followed; thus this nominee stayed on the ballot.

The text of the final ballot was of course ready to go before the withdrawal deadline, and was proofread to a fare-thee-well. The ballot portion itself is straightforward; we included all the publication data we could find for the fiction nominees. (However, for the Campbell Award we indicated only whether it was the writer's first or second year of eligibility; ballots in some other years have listed the writer's first story, which seems to me misleading for an award based on total output.) Like the nomination and site-selection ballots, the ballot included spaces for name,

address, signature, and membership number, plus information on how a non-member could join. The instructions gave the 15 July deadline in bold-face, and attempted to explain the arcane workings of the preferential ballot, with a note that "You aren't required to fill in all the places, but every vote you cast contributes to the ultimate ranking of the nominees." They also repeated the urging not to vote in unfamiliar categories, and explained that "'No Award' is not an abstention, but a vote that nobody should be given the award." I'm quite sure some voters ignored all these points.

The Site-Selection Ballot

We finally come to the point where the original "Saga of the Ballots" began. During all this time the site-selection ballots had also been in preparation. We had set 15 February as the deadline for bidders for the 1982 Worldcon to submit their formal bids (including letters of agreement with their proposed facilities), and 15 March as the deadline for submitting a page each of information to go out with the ballots. (The latter was added when we realized that the ballots wouldn't be in PR4 after all.) The only 1982 bidders we knew of were Chicago and Detroit, and in January we wrote to both committees reminding them of the deadlines. Both bids came in on time (one hand-delivered at Boskone), and were in order.

We had also decided to conduct a survey of the bidders for the voters' information. We had tried out the idea in 1979 on behalf of Seacon; there were some problems in its implementation (some bidders failed to respond in time, one committee had significant upheavals after the survey, and the results were distributed so late that many voters received them after the convention), but the basic idea seemed good. So we prepared a questionnaire asking for the committee members' names; their experience in convention-running and special skills; descriptions of their facilities, including numbers of sleeping rooms and sizes of function rooms; nearby restaurants and other aspects of the neighborhood; the convention dates; 250-word statements of philosophy; and other odds and ends. The questionnaires were sent out upon receipt of the bids, with a return deadline of 15 March. Both responses came in in the nick of time (along with the page each of advertising), and we managed to fit them onto both sides of a single sheet (using very small print). The one question both committees declined to answer was about their proposed membership rates -- understandably, since we hadn't had the nerve to announce our own two years before. (Historical note: from 1962 to 1975 the rules required that membership rates be announced in advance, and the Business Meeting theoretically had the right to modify them.)

The Chicago committee asked that the voting fee be increased from the \$5.00 default value to \$7.50 (thus automatically increasing the initial maximum attending-membership rate for voters from \$10 to \$15). Under the WSFS Constitution, this had to be approved by our committee and all bidders. We approved it enthusiastically, and the Detroit committee also went along. And a good thing too, considering the greatly increased number of voters in 1980 (all of whom get their memberships at less than cost and have to be subsidized by later joiners; for our convention the average attending member paid about \$28). The default voting fee was amended to \$10 at Denvention, so that attending membership should now ordinarily cost a minimum of \$20.

The site-selection ballot was designed following the recommendations in Don Eastlake's article: (1) detailed explanation of how to vote, as on the Hugo ballot; (2) the \$7.50 voting fee mentioned in boldface in three places (this managed to reduce the number of unpaid mail ballots

from 147 in 1978 to 51 in 1980); (3) the address, major facility, and leading committee members of each bidder; (4) "None of the Above", "No Preference", and write-in options; (5) a mention that the bidding committees' rules should be available on request; (6) a notice to give the voter's name and address "as you would like it to appear in the records of the winning convention committee"; (7) the name-and-address section on the reverse side of the sheet from the voting section, and so positioned that the two could easily be cut apart (the Hugo ballot was also designed to give the option of cutting it apart, but we never actually did so).

Mailing the Ballots

The ballot mailing thus consisted of four sheets: the Hugo ballot; the site-selection ballot; the sheet with information from the bidders' survey; and a sheet with advertising from Detroit and Chicago on opposite sides (they were supposed to be stuffed with equal numbers of each side facing out). They were printed, folded, stuffed, and delivered to us in sealed envelopes, needing only to be addressed. The initial bulk mailing (1 May) went to the approximately 3400 U.S. members as of 24 April; separate mailings went to Canadian and overseas members, the latter by air mail. A second bulk mailing a week later went to 200 members who had joined in the interim, but after that I felt it was too close to the (15 July) Hugo deadline to count on bulk mail's arriving in time. Thus the approximately 1600 members who joined between 7 May and the convention were sent their ballots by first-class return mail (fortunately the whole package weighed under an ounce) -- even after 15 July, since the site-selection balloting was still open.

There was one additional problem: when getting the ballot-mailing envelopes printed, we neglected to include the usual "FORWARDING AND RETURN POSTAGE GUARANTEED", so the high probability was that those sent bulk-rate wouldn't be forwarded to anyone who had moved. But PR4 had gone out two weeks earlier, and we were getting address corrections from that mailing; so I simply sent another ballot mailing to anybody of whose change of address we learned (either from PR4 or directly) during this period.

As with the nomination ballots, we sent batches of the ballot mailings to our foreign agents, for them to supply directly to people who joined through them.

Processing Returned Ballots

Both Hugo and site-selection ballots started coming back within a week of the initial mailing. For the site-selection ballots I had to make sure that the proper voting fee had been paid: see "Handling the Money" below. Otherwise the initial steps in handling both were the same: copy any information needed by others (mostly new memberships and changes of address), confirm that the voters were in fact members, and check them off on the membership list as having voted. (All this was simplified by the fact that I was the person initially handling all the mail: see my Secretary's report.) I also assigned a sequence number to each ballot.

Confirming that the voters were members wasn't as easy as one might think. I of course usually had the latest alphabetical listing generated by Membership Records, but that was often as much as a month (and several hundred members) behind, given all the delays in processing. While new members got their ballots by return mail, and often sent them back to us by return mail; in such cases I was reduced to scanning the mail log for the period since the last membership list. However, I developed a gimmick to simplify this: when I sent ballots to the new members, I wrote on the envelope the control number of the letter by which they had joined; most of

them then put this in the "Membership Number" space on their ballots, giving me a direct reference to the mail log. When the next membership list eventually came out, I corrected this to the true membership number. This was a makeshift and roundabout process, and if I had anticipated the way the system would develop, I would have asked for the authority to assign membership numbers to new members myself (in my capacity as mail-handler); whether Membership Records would have agreed to this is another matter.

But why use membership numbers at all? We had seriously considered avoiding their use, and might well have done so if the WSFS Constitution didn't require membership-number spaces on the ballots. However, they turned out to be quite useful for precisely the purpose of checking off people who had voted. If this were done on an alphabetical list, then when a new list came out I'd have had to either transfer all the data to the new list (time-consuming) or use a separate checkoff list for each increment of members (awkward). In fact all I needed to use were two lists of numbers from 1 to 3000-plus: easy to generate, and extremely compact (in contrast, the final pre-con alphabetical listing ran to 83 pages of printout). Once I knew the membership number for a given ballot, I circled that number in red on the appropriate list. I was relieved to find that nobody tried to vote twice (unless it was in the at-con site-selection voting). On balance I think the advantages of having a sequential listing available are enough to justify retaining the use of membership numbers. (Obviously most of this list-manipulation could be avoided if the person processing the ballots had on-line access to the current computerized membership list; but even then there might be some time lag for data entry.)

Of course you can't expect people to know their membership numbers, especially without membership cards; a lot of members didn't realize the numbers were on their mailing labels, or didn't bother to record them. Of the first 393 Hugo nomination ballots, 72 had no numbers, and 6 had the wrong numbers. That was all right; we said in all the instructions that the numbers weren't required, just helpful to lessen our work (as just described). But quite a few also omitted their signatures, and you could make a case that this should invalidate a ballot. 30 of 847 site-selection mail ballots were unsigned (I kept a list in case they were challenged), and the proportion was similar elsewhere. All such ballots were in fact treated as valid; it wouldn't have been fair to reject these without also checking those that were signed -- which would have been inconvenient in all cases, and impossible in some (e.g., where one person paid for several memberships). It would be terribly officious to reject ballots on such a technicality unless it were a real safeguard against fraud. So why ask for signatures at all? Well, merely asking may tend to keep people honest ~~if they haven't read this article~~; and more significantly, you would institute a full check if two ballots were received in the same name. But it is an awkward problem.

This is as good a place as any to give statistics on the returned ballots (by date of receipt, not postmark, and for valid ballots only):

Hugo Site		Hugo Site		Hugo Site	
May 4-10	11 8	June 15-21	77 37	Jy.27-Aug.2	7 31
May 11-17	123 83	June 22-28	75 38	Aug. 3-9	0 32
May 18-24	162 90	Jn.29-Jy.4	89 39	Aug. 10-16	1 58
May 25-31	91 43	July 5-11	211 77	Aug. 17-23	42
June 1-7	68 36	July 12-18	696 145	Aug. 24-28	4
June 8-14	89 43	July 20-26	88 41	at convention	702

There were 1788 valid Hugo ballots, and 847 valid site-selection mail

ballots, out of about 4800 and 5300 respectively eligible to vote. Hugo ballots postmarked through 16 July were accepted (as on the nomination ballots, the deadline was extended one business day to allow for late mail pickups); 32 later ones were rejected. Some of the committee felt it was silly not to count the late Hugo ballots too, as long as there was time to do so; but I felt this would be unfair to those who missed the deadline and therefore didn't send in ballots. However, no site-selection ballots were rejected for lateness, since in this case the voting was actually still open (and it would have been a nuisance to send the voting fees back). (One curious pattern emerged from the site-selection checkoff list: while in general about 16% of those eligible sent in mail ballots, only 8% of those who joined in July 1979 - just before the rate increase from \$20 to \$30 - did so. This gap didn't appear in the Hugo voting, and I don't know whether these people cast site-selection ballots at the con.)

Counting the Final Hugo Ballots

We had assumed from the start that the final Hugo ballots would be counted by computer. (Well, we could have done it by hand if all else failed, but it would probably have taken several people a whole weekend -- to get just the first-place results.) That close to the convention, nobody on the committee had time to enter the data, so we hired a commercial key-punching service (for \$295). The data from each ballot filled two cards (one for each side of the ballot), each containing the ballot's sequence number and the numbers voted in each category -- e.g., "4-231-", where "-" represents a line left blank (nominee not voted for).

The counting program was written (in Assembler language) by Dave Anderson, who also made a computer available for the counting. Now, the counting method stated in the WSFS Constitution seems straightforward enough: take the first-place votes for all nominees, eliminate the lowest-ranking and assign its votes to their second choices, and repeat until one nominee has a majority. One thing not specified is what to do if there's a tie for last place. My own preference is to eliminate whichever of the two is ranked lower on a plurality of all the ballots, and I had written an algorithm to do this (even including provisions for three-way ties). Unfortunately, this particular feature never got written into the program, which as we used it simply eliminated both nominees ties for last place. However, the printout contained enough information for me to later reconstruct the results of my tie-breaking procedure, establishing that the first-place results were the same either way: the published vote counts are according to my procedure.

The program did contain provisions for rejecting illegal ballots -- an illegal ballot (in a given category) being one containing anything other than a sequence of numbers from 1 to n, where n is less than or equal to the number of places in the category (5 or 6 nominees plus "No Award"). When this was the voter's fault, the offending portion of the ballot was thrown out (a fair number tried to vote ties, or to put a nominee they disliked in last place without filling all the places above it). In these cases and those due to keypunching errors, new cards were punched, and eventually we eliminated all the illegal ballots. Some keypunching errors would not make a ballot illegal -- e.g., typing "12" instead of "21" -- but I completely proofread the first 450 ballots against the printout, and found virtually no errors of this sort; I concluded that none of the final counts could be in error by more than about 5 votes. The only category where the voting was close enough for this to affect the winner was the Gandalf Award, for which I proofread all the ballots against the printout.

The ballots stopped coming in on 31 July, but it wasn't until 11 August that we got all the bugs out of the program, all the ballots punched,

and all the illegal ballots corrected. There turned out to be a tie for the Gandalf winner, even after the aforementioned proofreading. Fortunately, that same day the 1788th ballot arrived (by sea mail from England); the only reason it got counted was that it broke the tie. So I sent the names of the Gandalf and Campbell winners to the sponsors of the awards, and gave the Hugo results to Chip Hitchcock, who was in charge of getting the plaques engraved.

I might as well cover here what little more I had to do on the Hugos. After the Hugos were picked up, I kept them in my hotel room (with the winners' names taped over) until the night of the ceremony. At the ceremony, when it was discovered that Lin Carter wasn't there and no one else knew the name of the Gandalf winner, I hurriedly sent a message to the podium -- though not in time to avoid some embarrassment. Earlier I had given a list of the winners to Press Relations, who were thus able to get a press release out right after the ceremony. And finally, in late November I translated the printout of the Hugo count into a 6-page "Report on 1980 Hugo Voting", which went to all the nominees and our regular news-release mailing list. (We had voted back in February to release the voting counts about 3 months after the convention -- not at the convention, when losers might be more embarrassed by the figures. Publication within 90 days is now required by an amendment to the WSFS Constitution, introduced by me in 1980 and ratified at Denvention.)

Handling the Money

Back to the site-selection ballots, each of which was supposed to have a \$7.50 voting fee enclosed. As mentioned earlier, we got 51 mail ballots without voting fees; I wrote to each of the voters in question (sometimes it took two letters to convince them that they had to pay a 1980 membership fee and a 1982 voting fee), and all but 12 paid up before the convention. A list of the remaining 12 was available at the voting table, but apparently none paid there, so the names were just passed on to Chicon. Other glitches: 5 people paid too much (they misread the ballot and paid \$8.00 to vote); 1 paid the full \$15 for an attending membership; 3 paid in foreign currencies; and 4 made their payments to Noreascon rather than the "40th Worldcon". All these were either straightened out or passed on to Chicon for settlement (depending on how late they came in).

As for those who did pay the right amount, the checks were annotated as usual (see my Secretary's report, p. 10) and passed on to the Treasurer. Jill deposited the money, not in the regular Noreascon II bank account, but in a separate account opened in the name of the 40th Worldcon (well, actually the bank statements read "WORD SCIENCE FICTION CONV'TN"). She also photocopied all the checks as usual, and the copies were given to the Chicon committee after their victory. I took charge of the account during the convention (when Jill was too busy with our own finances), took out the cash setup for the voting table, and subsequently deposited the at-con voting fees (spending half of Tuesday in a corner of the Treasury writing deposit slips). On Tuesday afternoon we transferred signature authority over the account to Ross Pavlac (whom later bank statements called "Ron Ponla"), and a few months later the Chicon committee got around to moving the money to their own bank.

That sounds straightforward enough, but this was the one area where we really screwed up royally. As we eventually reconstructed it, the 42 voting-fee payments that came in on Aug. 17-23 did not get deposited in the account, but were handed directly to the Chicon committee along with various other materials; unfortunately, nobody on our end recorded this event. In December we started getting inquiries from people whose

checks hadn't been cashed; after examining the bank statements and check copies, I concluded that we had somehow managed to lose the checks in question. So we sent a reimbursement to Chicago, and I wrote to the people involved, asking them to pay again. Then we found out that the Chicon committee had the checks after all - but didn't deposit them until January 1981! The whole thing was quite a comedy of errors. (Yes, the people who paid a second time had their money returned.) I think in retrospect it would have been better if I had had full charge of the 40th-Worldcon account all along; it's understandable that Jill wanted to keep control of all the funds in our possession, but the magnitude of our own finances was such that she really didn't have time to give full attention to this matter. (Then again, I was the one who managed to mislay the checkbook for several days during the con....)

Four voting-fee checks bounced for insufficient funds before the convention; I believe there were more afterwards, but that was Chicon's problem. However, there is a potential danger here: what if some year there were a really close election, and enough checks bounced to reverse the result if the accompanying ballots were rejected? One possibility would be to delay announcing the winner until all the checks cleared, but that would be very awkward for all concerned. Probably the Business Meeting would have to decide what to do; fortunately, this is a very unlikely contingency.

Preparing for the At-Con Voting

Don Eastlake (in overall charge of WSFS business) had written to both bidding committees in March, outlining our plans for the at-con voting procedure; I followed up in early May with additional details. Chicago had suggested voting hours of noon-6PM Friday and Saturday; we delayed the opening time to 1PM (in case the Business Meeting, for which I was Secretary, should run late and set hours of 1PM-7PM Friday and 1PM-6PM Saturday. Both committees agreed, and the 6PM Saturday closing time went on the ballot.

The location we chose for the voting "table" was a check room off the Constitution Foyer, close to the convention registration and information areas and in the main flow of traffic. The check room had three 8-foot-wide Dutch doors, two of which were used for Noreascon sales, the third for voting (and selling memberships afterward). This made things a little crowded, and we offered the bidders the option of more room in a less central area (the Special Interest Groups area in the Hynes Auditorium, where the bidders for later years wound up); but as we expected, they stayed with the more visible location. Each committee was asked to provide enough workers to staff the table (at least one, and preferably two, from each committee at all times), and to bring their own cash boxes and receipt books.

The latter points were matters of some dispute within our committee. I felt the administration of the voting was our responsibility, and that we should provide all the necessary paraphernalia, both for logistical convenience and to avoid duplication of expense. The Treasurer felt that providing these things was a good test of the bidders' competence; true, but if one of them blows it, the other may have to deal with the consequences. Anyway, I lost that one. I knew there wasn't a prayer of getting some of our people assigned to staff the table, the helper situation being pretty tight, and it's been customary to let the bidders do it. Nevertheless, the practice worries me, and I'm afraid it could blow up on us one of these years: a fight between the bidders in a bitter race, the possibility of ballot-stuffing, etc. Ideally, the bidders are the last people who should be running the voting, but we seem stuck with the situation. (Curiously, the WSFS Constitution says the current committee "shall administer the mail balloting, collect the advance membership fees," and turn over the money; it does not say who administers the at-con balloting, and a committee could arguably dump the job on the Business Meeting.)

In early August I wrote to the bidders again, giving a final proposal for the at-con voting. This was to be much the same as at Igua-naCon: the voter would approach a representative of either committee, pay \$7.50, get a receipt and a ballot marked "paid" in some way, fill in the ballot, and deposit it in the ballot box. The ballot-counting session was scheduled for midnight Saturday, after the masquerade; Chicago would have preferred to get it over with earlier, but I wanted to see the masquerade (and thought there'd be a better chance afterward of getting people to help count). Around this time there was a curious rumor that some people were threatening retaliation against those who voted the "wrong" way; this seemed implausible, but I gave assurances that the counting would be conducted so no one (except me) could tell how any individual voted (by lining the ballots up to face the same way beforehand, and forbidding them to be turned over).

Just before the convention I prepared a page-and-a-half instruction sheet for the voting clerks, spelling out the voting procedure in full detail. Various other contingencies were covered: (1) Single-day members couldn't vote. (2) People could bring in a ballot already filled out, but had to pay and get the ballot marked "paid" before depositing it. (3) People could buy more than one ballot at a time, but the individual voters had to sign them. (4) A list of mail voters would be available, in case anyone wasn't sure he or she had voted (I marked the names in red on the final pre-con membership print-out); nobody who'd already voted could change the vote, of course. (5) There would also be a list of the remaining people who'd voted without paying. I made up enough instruction sheets for all the people who'd be working the voting table; whether they actually read them, I couldn't say.

The At-Con Voting

I brought to the convention a new printing of 1000 site-selection ballots (plus a few hundred left over from the original mailing), the 847 ballots received by mail, and the aforesaid list of mail voters. I reserved a hotel safe-deposit box to hold the voting fees. On Thursday night I met with the bidding committee representatives, Larry Propp of Chicago and Rusty Hevelin of Detroit, for a final rundown of voting procedures. They were completely cooperative, agreeing to make a joint purchase of receipt books and to simplify the voting procedure so that the people from the two committees would be working together -- one filling out the receipt while the other checked the membership list, using one cashbox instead of two, etc. -- rather than in parallel. (While this degree of cooperation was highly gratifying to me, it is not something that can be prudently counted on; it's safest to draw up procedures based on the assumption that the bidders don't trust each other.) Chicago provided the "paid" rubber stamp -- which in fact read "VOTE FOR J. EVERETT OSBORNE -- HE'S BEEN SICK" (it's a long story; consult your local fanhistorian).

The voting opened on schedule Friday, when I delivered the stack of ballots and the cash setup for making change; the initial setup turned out to be inadequate, so I brought more later, the total for the day being \$300 in ones and \$150 in quarters. I dropped by every hour or so to see how things were going, and I was on beeper in case there were any problems; no emergencies came up, though. At 7PM I closed the table (by shutting the Dutch door), and joined the final shift of clerks in counting the money in the cash box twice. Then I took the money to my safe-deposit box, and the ballots and other records to my room. (Curiously, the net income for the day was \$2290.25, corresponding to 305 voting fees plus \$2.75 -- don't ask me where the spare change came from! -- while 303 receipts had been filled out, and only 293 ballots had been cast. On Saturday it was 407 voting fees plus \$2.20, and 409 ballots; I didn't have time to check

the receipt book. I suppose some people paid for ballots Friday and deposited them Saturday, but the other discrepancies....)

On Saturday the procedure was the same as on Friday, with the cash setup taken from what was left Friday night (this time \$170 in ones, \$130 in quarters). I closed the table at 6PM as agreed (or rather 6:05: there was this turkey trying to get me to advise him on voting strategy), and we counted the money as before (net \$3054.70). Both bidders wondered if I could give them any idea of the result; having already counted the mail and Friday ballots, I knew it was a Chicago landslide, and saw no harm in telling them so. (On some past occasions the result has been held secret, even after the official count, until the announcement at Sunday's business meeting; this seems totally pointless to me.)

Counting the Votes

This could have been a lot worse, but in fact it was quite simple. I had been keeping a running tally of the first-place votes as the ballots came in, on grounds of both curiosity and prudence. (I had been burned out of two apartments in the previous five years. The suggestion was made that I put the ballots in a safe-deposit box, and that might have been a more secure procedure. Either way, though, there'd have been quite a problem if anything had happened to me.) No one else knew how the voting was going, however. On Friday evening I did a similar tally of that day's voting (finding no change in the trend), and on Saturday after the voting closed I finished the job. This wasn't much additional effort, since I had to go through all the ballots anyway to get them facing the same way for the official count.

The result was that I already had a complete count of first-place votes when we assembled for the counting session Saturday midnight. This was just as well, since the only people who showed up were Larry Propp, Rusty Hevelin, Rick Katze from our committee, and I; it would have taken quite a while for only four of us to do a full count. But since the results were so overwhelmingly for Chicago, both sides were willing to accept my count without checking (someone remarked later that this made me the most trusted man in fandom). So we simply proceeded to cut the ballots apart; given the way they were designed, fairly thick sheafs of them could be separated with a single cut, with no danger of losing information. Thus it didn't take long to cut apart all 1549 ballots. The name-and-address portions were then given to Larry (I understand the Chicago people alphabetized them at once and prepared a list by mid-morning Sunday, for use in selling conversions). Rusty asked for the portions with the actual votes, in case the rest of his committee had any questions about the results, and I let him have them. It was all over by around 1AM.

As I said, it could have been a lot worse if we'd had to do a full count. Ideally, one ought to check the ballots against the membership list, to confirm that all voters were members of the current con and that nobody voted twice. I had done this with the mail ballots, but it's quite difficult to check the at-con ballots the same way -- in particular because of the difficulty in obtaining an up-to-date membership list. (I had asked Registration about this, and was told they could at best supply a list of the at-con members with about four hours' notice. Since it turned out to be unnecessary, I don't know if this could actually have been managed. Certainly it would have been difficult at least, and is hardly the kind of thing that can be routinely counted on.) In tallying the ballots I did notice a few from people who I happened to know weren't Noreascon members; I annotated these, but made no attempt at a more general search. As it turned out, the result was so lopsided that a few irregularities didn't matter. But someday there'll probably be a race so close that a full check will be necessary; I hope I'm not there at the time, since it might take all night.

The official results (i.e., mine) were then reported at the Sunday morning session of the Business Meeting:

	Mail Ballots	At-Con Ballots	Total
Chicago	539	479	1018
Detroit	228	182	410
No Preference and blank	70	36	106
None of the Above	7	4	11
Write-Ins	3	1	4
Total	847	702	1549

(The write-ins were 2 for Highmore, SD; 1 for Toronto; and 1 for the Virgin Islands. There were also 13 invalid mail ballots: 12 unpaid, 1 from a pet rock.) A little later the Business Meeting ratified the amendment requiring publication of the site-selection voting counts, so numbers like those above should be routinely available in future years.

Aftermath

The area where the voting had taken place was turned over to Chi-con IV, who sold new memberships and conversions there on Sunday and Monday. The rest of the story is mainly theirs. I've already described how on Tuesday I deposited the voting fees and transferred the bank account to them; from then on I forwarded the bank statements until they closed the account in January. (Also one ballot that arrived on Sept. 18.) In early 1981 came the mixup over the "lost" checks; described under "Handling the Money"; after that the books on the 1980 site-selection voting were finally closed.

I don't have much to add on how the voting should be conducted. The recommendations in Don Eastlake's article are still valid (and for the most part were carried out by us); various additional points that have occurred to me are scattered through this article. The principal change in the last few years has been the adoption of rules requiring that the site-selection and Hugo voting totals be published. If the perennial plan to establish an incorporated World Science Fiction Society should finally be adopted, the responsibility for conducting the Hugo and site-selection voting might be shifted, but the mechanics would be much the same. The same is true of the suggestion (made by people who have doubts about the probity of the average Worldcon committee) that the voting be farmed out to an independent ballot-counting agency. The principal problem with having any body separate from the current Worldcon conduct the voting would be the lag in transferring the records of new members. This might considerably impair the new members' opportunity to vote, especially on the Hugos, and would also increase the already significant difficulty in determining who is eligible to vote. I am therefore inclined to oppose taking the operational responsibility for the voting away from the Worldcon committee.

Appendix 1 -- Analysis of the Voting

The information here is for the most part not directly pertinent to the management of the voting, but is of sufficient interest that it ought to be preserved. To begin with, at the top of the next page are some historical data (from published sources) on the Hugo and site-selection voting over the past decade or so; the entries marked "?" are those for which I have been unable to find data. In my opinion, the large increase in the numbers of Hugo and site-selection ballots cast in 1980 was largely attributable to the efficiency with which we sent ballots to new members (see "Mailing the Ballots"); I estimate that the numbers of people who received ballots by the Hugo nomination and final-ballot deadlines

Worldcon (Year)	Hugo Ballots		Site-Selection Ballots		
	Nomination	Final	Mail	At-Con	Total
Noreascon I (1971)	343	732	(none) ^a	(by acclamation)	
L.A.Con (1972)	270	550	109	147	256
Torcon 2 (1973)	350 ^b	708	?	?	375
Discon II (1974)	?	930	386	259	645
Aussiecon (1975)	267	c.600	?	?	528 ^c
MidAmeriCon (1976)	486	1595 ^d	245	748	993
SunCon (1977)	c.500	c.800	?	?	884
IguanaCon (1978)	540	1246	544	610	1154 ^e
Seacon '79 (1979)	467	1160	548	372	920
Noreascon II (1980)	563	1788	847	702	1549 ^f
Denvention Two (1981)	456	1247	819	861	1680 ^g

Footnotes to table: **a**: Before 1972 there were no mail ballots (except when the current Worldcon was overseas), and site-selection voting was done at the Business Meeting. **b**: Also 150 Campbell Award nominations, on a separate ballot. **c**: Reportedly nearly all of these were mail ballots. **d**: Plus about 50 invalid ballots. **e**: This figure includes the 130 (primarily unpaid) mail ballots: 125 mail, 5 at-con. **f**: Plus 13 invalid ballots. **g**: Plus 22 invalid ballots.

were respectively 3250 and 4800. This effect should be taken into account in future decisions on how ballots are to be distributed. (I think most supporting members join primarily to vote on the Hugos, so it is particularly important to get them their ballots in time.)

Full information on the Hugo voting counts has been published elsewhere; at this writing, it seems likely that the full Hugo Voting Report will be included in the Noreascon II post-con report.

On the site-selection ballots, the Chicago committee had asked us for a state-by-state breakdown of the vote, in order to judge the effectiveness of campaigning tactics in various areas. Our committee felt that such a detailed breakdown might jeopardize the secrecy of the ballots; however, on the mail ballots I did do a breakdown by the first digit of the ZIP code (0 includes Boston, 4 Detroit, 6 Chicago):

	0	1	2	3	4	5	6	7	8	9	Canada	Other
Chicago	81	75	29	23	54	37	106	20	18	68	17	11
Detroit	23	26	22	10	44	14	14	7	12	37	7	13
Other	10	12	5	5	8	1	4	5	7	14	4	5
Total	114	113	56	38	106	52	124	32	37	119	28	29

(The total for Detroit is 1 too many, but it wasn't worth counting over again.) There was no time to do a similar analysis for the at-con ballots; but for whatever it's worth, I did do separate counts of the ballots cast on Friday and Saturdays:

Friday: Chicago 192, Detroit 85, No Pref. 14, None of Above 2.
 Saturday: Chicago 287, Detroit 97, No Pref. 22, None of Ab. 2, Write-In 1.

Appendix 2 -- What Happened at Denvention

My only connection with the Denvention Hugo voting was supplying addresses for various nominees (along with gratuitous advice on eligibility, mostly too late to make any difference). And I helped proofread the site-selection ballot, which was again designed by Don Eastlake; after that I had nothing to do with the process until the convention -- but I did get involved there, and some aspects of it seem worth recording.

Don Eastlake and I were repeating our roles as Chairman and Secretary of the Business Meeting. When they called a meeting of the bidders on Wednesday night, Don hadn't arrived yet, so I got to sit in as the representative of the Business Meeting. You'll recall that the bidders were Australia, Baltimore, and Scandinavia (except that we couldn't find a Scandinavian for the meeting). Rather to my surprise, this time the bidders strongly objected to having the administrator (Steve Larue) look at the ballots in advance of the official count; some seemed to feel that what I had done the previous year was illegal. Anyway, Steve had not done any counting yet, and readily agreed not to do so. Other than that, the meeting was as amicable as the previous year's in working out the details of the voting procedure, about which I don't recall anything unusual.

The voting table (which this time really was a table) was open from 10AM to 6PM on Friday and Saturday. Steve Larue had asked me to help with the final count, so I showed up at 6 Saturday night. The procedure this time was a preliminary check of the ballots against the membership list with the bidders absent, followed by the actual count in their presence. So at 6 we took all the ballots to the Treasury (picked as being a suitably quiet and secluded place) and started checking the names off the membership lists; it's long enough ago now that I don't recall the details of these lists, but I guess they were up to date (with supplements). Oh yes, we also matched the number of at-con ballots against the money; as I expected, there was too much money (cf. p. 36). Also helping were Don and Jill Eastlake, and Candy Collamer of Denver; with five of us working at it, we were able to get it done in two hours or so. There were some anomalies, of course, but eventually we managed to make everything come out even to Steve's satisfaction.

Then we went to join the bidders, who had been told to wait in one of the function rooms. There were Mike Walsh and Jack Chalker for Baltimore, Carey Handfield and Marc Ortlieb for Australia, and a Swede whose name I forget. We cut the ballots apart (in separate piles for mail and at-con ballots, of course) and started counting -- or rather sorting and then counting; each batch was eventually counted by at least two people, I think. Of course, there were still discrepancies: the check against the membership list had given us a total count of 1705 ballots, but the votes added up to 1701 (including 22 invalid); since the difference didn't affect the result, we let it be. (Baltimore later recounted the ballot stubs they received, and got 1702; as I said before, if there's ever a really close vote, we're in trouble.) It was about 10:30 when we finally got everything squared away -- and after that I still had to deliver the results to the newsletter, and write the agenda for the next morning's Business Meeting session. You know, I never did have dinner that night....

I should note that the main body of this article was written before Denvention, though I have updated a few of the factual details. The conclusions on various aspects of the voting process have for the most part been left unaltered, though the Denvention experience certainly has some bearing on them. We'll see what happens in subsequent years.

Well, that completes all the articles for this issue (I hope); it is now May 7, 1982, and I still have to edit the letter column. Stay tuned....

Among the more fascinating statistics I've heard recently: a recent Chicon news release gave a registration figure about 25% over ours of the corresponding date, and I hear ConStellation is running 50% ahead.... (And there are still people who want to run Worldcons?)

THE VOICE OF THE LOCSTER

((These are of course comments not on the previous issue, but on the convention itself. We asked for such comments in the Program Book, and we got a fair number. Of course, a lot of them just gushed over how wonderful it all was, and modesty forbids burdening you with those. However, there were a few that meant a lot to us, and which I can't resist reprinting.))

Damon Knight and Kate Wilhelm:

We would like you to know that we will never forget our experience at Noreascon; we had a marvelous time, and felt coddled & protected from beginning to end. Anything we asked for we got instantly, along with a lot of things we never would have thought of asking for. We have had the VIP treatment in Brazil and Columbia, as well as other cons, but never knew before the true meaning of tender loving care.

I asked a few people why you do all that work, and I think I finally got it into my noggin -- you do it for the exhilaration of a difficult job, and the satisfaction of doing it supremely well. We know that we saw only about one or two percent of what you did, and our admiration for you is enormous.

Robert Silverberg:

It was a wonderful convention, one of the happiest I've ever had. Started off nicely with that limousine number and kept on going at the same delightful level until the final minute. Let's do it all again some year soon!

((Now wait a minute....))

Dave Langford:

I had a great time at Noreascon as TAFF delegate. ... My best wishes to everyone for an excellent convention with only a few snarl-ups.

Other pious hopes: (a) that US fans weren't too disappointed with me; (b) that you'll eventually be publishing the Proceedings as apparently threatened; (c) that such excellent con publications as Better Than One and the Tarot sold as well as they deserved.

Now, with my brain turned to mush by two weeks of exotic American delights, I'd better go and write a trip report....

Tim Kyger (1978 Worldcon chairman):

I was very impressed with the convention and the way it was run. You Leslie and the Committee (off-broadway now) have every reason to be proud of yourselves. You just got done running the largest worldcon to date, and it was, for my money, the best run convention to date. It was very nice to see all of the things that we had talked about doing for Iggy being done, instead of just being talked about. And, again, being done well.

((Tim's signature was followed by "Charter Member, IguanaCon Veterans Against WorldCons".))

And a member of the hotel staff who had best remain nameless:

I really feel as though I came out the winner on this convention. I now have all of you ... as my friends and that positive fact outweighs any negative happening and makes each bump and rough spot and tired body worth while. You have expanded my horizons, raised my consciousness and made me aware of a whole new cultural experience I didn't know existed before you. Noreascon II was a growing and learning experience for me and for that ... I thank you with all my heart.

((OK, enough of this. Let's proceed to specific comments (mostly complaints), broken down by areas of the con.))

Publications

Charlie Belov:

PROGRAM BOOK: Very well done. It would have been nice to include a glossary of fannish terms (though I usually was able to find out by asking so it really didn't hurt not having it and a list of APA's. Also, descriptions of the foreign films would have been nice.

POCKET PROGRAM: There was some problem with people going to the continuation rooms instead of the program rooms because of the way the program rooms and continuation rooms were listed. Also, it might have saved some confusion if the Monday Wands program, being held in the Commonwealth Room, were listed as the Trumps Program on Monday, since Trumps was in Commonwealth. (I know the program book listed this but I didn't have time to look at that till I got home -- nothing was said about it in the pocket program.)

Harry Leonard:

... in spite of all the maps & things, it was fairly difficult to follow the 4-track program (WANDS, etc.) until I had visited each room at least twice. It would have made it much easier if there were wall-pointers showing the way to the various areas. I think that eventually some of these did show up....

Craig Miller:

I think it's an amazingly bad idea to rename the function rooms.... It makes it incredibly confusing. You look up a program item in the Pocket Program, which lists it as, say, wands. You then have to figure out which room is "Wands" (and it wasn't always the same room from one day to the next) and how to get there. This adds an extra level of confusion, and there are more than enough to go around already.

((Craig's comments weren't in a loc, but in a report to the L.A. in '84 committee, someone on whom also noted the confusion "when any attendee asked a hotel or auditorium employee for directions to 'the Wands room', etc." Naming the program tracks for the tarot decks was a cute gesture, and useful for planning at a time when we didn't know which rooms they'd be in. But no question about it, the Pocket Program should have identified locations by room rather than (or at least in addition to) by track. We blew it in the last-minute rush, I guess (I know I don't recall thinking of this point, though I proofread the Pocket Program).))

((Amazingly, nobody seems to have written to us about the map in the Pocket Program, although we certainly heard enough complaints about it. To quote another L.A. comment, it was "so poorly designed that most attendees had found it useless." Er, yes. The theory, as you may recall, was that people find it easier to follow a "road map" showing routes between places than a map showing the actual spatial relationships. Obviously this is true for some of the committee (not including me), but we seem to have disproved it for the majority of fans. It might be interesting to research whether there are two classes of people with different forms of spatial perception. We did also have an excellent "real" map of the hotel and auditorium, but it was in the Program Book rather than the Pocket Program, and so didn't do people much good. In hindsight, we should have made up a few thousand copies of that page....))

Program

Charlie Belov:

There were a few hours when I wanted to be four places at once (3 programs

and 1 film) but I consider that a benefit, not a complaint. There were few hours when there was nothing I wanted.

Harry Leonard:

I wish to ... comment favorably on the ... panels -- there must have been superb co-ordination in terms of A/V equipment, because I did not see one instance where a microphone or projector was missing, inoperative or defective. ... I take it back -- a little -- because I seem to recall the cordless mikes at the masquerade did give some trouble -- but it was certainly of a minor nature -- especially compared to the excellence of that presentation.

Michael Chaim:

Main Program -- was excellent, with many interesting panels. Strangely enough, though, I only managed to catch about a dozen of them. ... There were several panels that I wanted to see that were scheduled against each other, but that is unavoidable.

Harlan Ellison's speech was the highlight of the con for me. ... He is DYNAMIC, a truly magnetic, intelligent person.

Author's Forum -- This depends on the author and the work he/she is reading from. Fred Pohl was great, but many of the others weren't that good.

Edward Bryant:

I'm one of the writers who believes that your program of authors' discussion groups at Noreascon went extremely well. I know I was quite pleased with both the organization and execution. Or maybe I'm just prejudiced because quite nice people showed up for my own group.

Steve Wayne:

Please send information on how to get hold of Kate Wilhelm's speech -- a lot of people responded that they would like copies of it.

((Kate's speech, "The Uncertain Edge of Reality", was printed in the September 1980 Locus, and has since been included in her collection Listen, Listen (Houghton Mifflin 1981).))

Films/Video

Michael Chaim:

Film Program -- This was generally good. A Boy and His Dog should have been scheduled earlier, and Psycho and The Birds should have been scheduled later. I would have liked to have seen 2001: A Space Odyssey and Dark Star, as well as The Lord of the Rings. Also Metropolis. And The Invisible Man. And Things to Come. And.....

Stephen A. Carey:

The film program (what I saw of it) was fantastic and, in particular, I enjoyed the films of Mike Jittlov and the presentation of Phantom of the Opera with Mr. Kiley at the keyboard. One thing that was equally enjoyed was the late night showing of Star Wars. I actually enjoyed watching the audience more than the film. I have never been part of "...a more wretched hive of scum and villainy" and it was great!

Carl Fields:

I work for Westinghouse -- a \$10 billion per year corporation -- and I can't imagine us being able to schedule over 100 movies and having all of them start within a minute or two of the scheduled time.

Charlie Belov:

Film Program: A few complaints here: 1) Thursday in the Republic about

noon the program was running five minutes ahead of the clock. 2) Black Moon was not scheduled for a reshewing after the middle reel was left out. 3) Many program changes were not publicized in advance.

Board Games: You put it right across from the video room. The noise level made it hard to hear the TV programs.

(speaking of making things hard to hear) (what?) (I SAID, SPEAKING OF MAKING THINGS HARD TO HEAR) The Independence Ballroom programs suffered from the film noise, and even the two film programs sometimes suffered from each other's noise.

Sylvia Wendell:

The most serious glitch, of course, was putting Time After Time in the Republic instead of the Grand Ballroom. I was unable to find even standing room; meanwhile, next door The Shout played to a mostly empty room. And of course the Friday morning messup before Watership Down was screened: what happened to the collected trailers?

The video program got almost no mention in the program book; no list of offerings or description of what they all were (as in the excellent Film Notes). I stumbled into the room by accident and found myself watching a Japanese cartoon called (I think) Gandam. I was more than impressed by its quality. Howcum you buried this good stuff? And the Muppet Show and all?

((We didn't know in advance either: the people who put together the video program were in California.))

Masquerade

Sylvia Wendell:

The Masquerade contest had some superb costumes, but it also had some better left unmentioned -- poorly executed, dully presented time-wasters. This probably would not be a problem at anything less than a Worldcon; and I know recent Boskones haven't had any formal contest at all; but considering how long the presentations took, and the number of really good entries that got locked out, I think it's time to institute a preliminary judging to thin the field.

((There's no really satisfactory solution to this, of course. A preliminary judging means that some people who have worked hard on their costumes won't be able to display them. Some cons have attacked the problem by ruling out whole classes of costumes, which has its own drawbacks. It all goes back to too many people....))

Michael Chaim:

The costumes were great, but sitting far out in the audience can give you an isolated feeling.

Harry Leonard:

It was not best to schedule the One-Shot Chorale for the time when the costumes were being photographed on the right-hand side of the auditorium. (I suspect that this will be no news to you.) I'm not sure when the best time would have been -- maybe right after Stardance (I mean Higher Ground, of course).

((Well, the One-Shot Chorale was deliberately scheduled to fill the (usually lengthy) gap when the judges are out deliberating. It may not have been the optimum filler, though.))

Award Ceremony

Steve Wayne:

Hold Hugos earlier (in evening) so people will have more energy for it.

((Believe it or not, some people want to take time for dinner before the evening events.))

Michael Chaim:

Nice, but I don't think there's enough ceremony to it. When the Hugos finally are announced, they are rushed through, with nary an acceptance speech on hand. I don't want it flashy, like the Oscars, but I don't want it rushed either. By the way, Silverberg was great.

Charlie Belov:

I didn't like the business of having a different person give out each Hugo. It made sense at the other awards, but doing it for the Hugos just dragged things out.

((You certainly can't please everybody....))

The booing at the Hugos was really tacky, but that's not your fault.

((The next comment doesn't really fit here, but....))

Harry Leonard:

I did not vote for the Hugo awards. It is almost entirely my own fault -- but I had never read or realized that the voting did/does not take place at the con. It might be worth passing this information along to future Worldcons... then again, it might not, since the way things worked out, I paid \$45 instead of \$30 to sign up as a member.

((Believe me, cons really would rather have people join in advance, so they'll know what to expect; that's why it costs so much more to join at the door. Ignorance about the Hugo-voting process has always been a problem; it's in the Progress Reports, of course, but how do you get the word to the people who haven't joined yet?))

Art Show

Michael Chaim:

For my money, Michael Whelan was the standout here. Some of the generally unknown artists had very impressive work on display.

((A number of artists commented on various matters:))

Lex Nakashima:

I wish to thank you for making the art show so enjoyable for me, both as an artist, and as a buyer. Buyer-wise, the show was organized very efficiently, considering the amount of artwork involved in that show. I was especially amused and grateful at once for the way the written-bids deadline was handled. Seeing all those people, in riot-control fashion, removing all those buyers.... This technique, I was glad to note, effectively prevented sneak bidding, and I was able to buy the piece that I guarded so diligently. Also, paying for the art was fairly organized as well.

As a first-time artist, I would like to thank you for putting my metal sculptures in a display case (with velvet, even!), since I had not known enough to bring one. Having my pieces in that case was a great improvement over just leaving them on the table, like I assumed I had to do. ...

Joel Hagen:

Thank you for a well run art show. That was the smoothest I have experienced. The security was great... I couldn't even touch a skull on my table without being politely stopped by your people. That is just the way I like it.

Kurt Erichsen:

I think granting the artist space in the art show is an excellent way of

thanking contributors to worldcon publications. I hope future worldcons keep the policy.

Karen Kuykendall:

This was the first no-hassle con I've so far attended; even the pegboards in the art-room were set up & ready for hanging on time. I heard no complaints ... about how Noreascon II was handled, tho' many people wished that the art show had remained open at least 2 hrs. beyond the dealer's room closing. A lot of the dealers didn't get to see the art show as a result.

((The theory was that the dealers' room should close last, since people had to pass through it on the way from the art show back to the hotel. Also, the art show closeout was a complicated process that had to happen when there were no other major events (the show was open late Friday, when there was no closeout).))

Dealers' Room

Steve Wayne:

Keep Art & Dealers areas open later.

((Our questionnaire showed that dealers don't want to stay open late. I think we covered this in earlier issues.))

Stephen A. Carey:

The dealers room was a panic (I am told that this is common) but the general operation and security was favorable. On the whole we got along famously with the other dealers.... The only exception was when a former employer of mine discovered we were competing with him at the con. We continually razzed each other all weekend but it was all in fun.

Michael Chaim:

Dealer's Room -- Fantastic! Plenty of open space, unbelievable selection. Autograph Session -- These generally went well. Having them in the dealer's room is a great idea.

Special Exhibits

Michael Chaim:

The "Axolotl" and "National Geographic" exhibits weren't very good. The "Alien" and "Fantasy Art" exhibits were excellent. The Hugo Nominees reading room worked very well, I assume, for other people, but I didn't have time to read anything, anyway.

Sylvia Wendell:

I enjoyed the display of costumes behind the art show; but I wish there were more of them, and labeled -- not a book for sale but a sign next to each costume describing who made it, where it was shown and what prizes it won. While I was in the costume display room a woman said rather bitterly, "You never see a masquerader as fan guest of honor. They don't care about us."

((I must protest that Bruce Pelz, our Fan GoH, has been a superb masquerader in his time. Unfortunately, nowadays the fine old fan-nish tradition of masquerade costuming is getting entangled in the brouhaha over "media freaks" and suchlike who wear costumes through the whole con, and a lot of people are reacting indiscriminately against all costumes.))

Miscellaneous

Charlie Belov:

Information: Generally good, but at one point, when I was trying to find out the time for Attack of the Killer Tomatoes, first I had to track down for them the number of the Projection Room and then the information was incorrect (I was told midnight and it didn't start till at least 12:30 am); also, program changes should be posted here.

Corridors: No schedule of corridor performances was posted.

C&C: I wound up personning the phones for 3 hours there one night and was impressed with the operation. Just one of those things I guess nobody (other than the committee or those involved) realizes is going on but is absolutely necessary.

Michael Chaim:

Business Meeting -- This was run and organized very well, I think. The early time kept away the people who didn't really care.

Noreascon sales -- The Noreascon T-shirts were sold out too fast, so I had to settle for an "Eripnav" T-shirt. (You should see the stares I get after people have read the shirt! Better Than One is a very nice, beautifully made book. The posters and the Tarot Deck were too expensive for my wallet.

Bob Lidral:

Convention T-shirts always seem to sell out before the majority of people arrive or else there are a whole bunch left over. It would be nice for the members and probably less risky for the committee if there were some mechanism for advance ordering the T-shirts and other paraphernalia. This reduces the number of disappointed fen and lets the committee generate a better estimate of the market in advance. Of course there is a lot of additional overhead.

((It's not the overhead but the paperwork. We deliberately refused to take advance orders on Better Than One, because we didn't want the hassle of keeping track of who had or hadn't picked theirs up. The decision to do the T-shirts and tote bags came too late for PR4 anyway, but the same principle would have applied. Anyway, a lot of people don't want to order something like a T-shirt till they've had a chance to examine the material, etc. We did grossly underestimate the market for the Noreascon T-shirts, which is why we did a second printing.))

Glenn Rowsam:

A Good job of running a convention, except for -- Things That Went Wrong: masquerade lighting -- cubicles too small in some parts of Art Show -- inaccurate schedules for Video Room (B, not A) -- some over-reactive (hired) Security people at the Hynes -- non-publicity for the Trivia Bowl.

But there were also Good Things: the plastic badge-holders -- the pocket programs -- the abstracted map of the hotel and the Hynes -- the Hugo reading room -- the film program (but not ...Shrinking Man or 1950's Flying Saucer movies?). On a scale of 0 to 100: 88 for Noreascon II (mainly because there were just too many people!).

JoAnne Stayton (who worked in the Treasury: cf. p. 20):

I want to thank Leslie for being there (even when she didn't feel like it), Jill for her patience, understanding and calm in the middle of chaos, Wendell for his placid, dignified manner and his precision, and all the Treasury Staff people who smiled even when the figures didn't match: And then went about making them match.

((Comment I missed on Glenn Rowsam above: I stand corrected, somebody did like the map!))

Craig Miller:

A bad idea is the number of things the convention had for attendees and committee and staff people to pin on. Not counting bidding buttons and such like, I had three name tags (actually, only two of them were issued by the convention ...) and six ribbons in various colors. I looked like an admiral in the Zimbabwe navy. And my shirts looked like cheesecloth.

((The alternative to having different IDs for each class of person (program, artist, dealer, staff, press, ...) is to do it through Registration, with different colors of badge or some such system. For some reason Registration resisted taking on this load of fascinating paperwork....))

Hotel, etc.

Michael Chaim:

The Sheraton-Boston -- A great hotel. I was confused the first day or so, but by the end of the con I knew my way around perfectly. The rooms were very nice. The elevators, however....

J. A. Roller:

[Good point.] tables with ice water pitchers in film rooms and about; bad point, not kept up. No doubt lack of enough water hotel's fault, also hotel's fault shortage of trash containers, esp. film rooms. Took them several days to catch on to the fact people didn't want to throw trash on floors and needed containers. Architectural problem, got rather warm in Republic Room at times.

Joan M. Verba:

My largest and most unfortunate problem was with the hotel. When I checked out Wednesday morning, I presented my credit card to pay the bill, and was told that they could not verify authorization. Five hours later, home, I called the credit office and was told that I clearly had a sufficient margin in my account to cover the hotel bill, and there was no reason why I should not have received authorization. I had to write a check for my bill, which blew my budget for September.

Steve Wayne:

Don't just have junk crap food available.

((Assuming that this refers to the Hynes, there wasn't much we could do about it; the concessionaire had an exclusive contract with the auditorium.))

Attendees

Stephen A. Carey:

Although I was unable to attend many of the panels and forums, I was able to form and join small discussion groups in the halls and rooms of the Sheraton. We fen are a friendly bunch, aren't we?

Joan M. Verba:

I'm an asthmatic, and the presence and thickness of smoke was such that I had to take anti-asthmatic drugs most of the time I was at the convention. Since I have had to cope with smokers even before non-smokers' rights became popular, I certainly am aware of the difficulty of maintaining a smoke-free atmosphere ("impossibility" may be a better word). I noted some fellow convention goers that asked smokers in the Hynes and film rooms to stop (they asked instead of me because they were closer to the smokers than I was). Having separate smoking and non-smoking halves of the rooms in which panels met helped. The BIG problem was in the corridors and around registration, which were not only impossible to avoid, but designated smoking areas.

You might get a lot of comments about the convention being "too large", so let me state my honest difference of opinion -- I thought it was large enough.

D. H. Blair:

While I had a good time at Noreascon II, I found simply getting about through the crowds very difficult at times. And the elevator congestion at the Sheraton was appalling. (A hotel with fewer, but larger, floors could help.) It seems that if Worldcons become any bigger they may be merely exercises in traffic control. Perhaps control was all that was exerted at Noreascon II. We appear to have passed the point where a Worldcon can be a "managed" convention....

Can anyone tell me what Georgette Heyer Fandom has to do with Science-Fiction? And as for the Star Trek crowd, they have their own conventions, and should stick to them -- thus reducing the load at Worldcons and other SF conventions! Sending the Star Wars fans off on their own would be similarly helpful.

((This is an argument that has intensified in the last couple of years, and is being conducted at length in other forums, so (with an effort) I'll refrain from commenting. In reply, however....))

Diana Folch-Pi:

There may be some fen out there grouching about their pet peeves (neos, media fans, fringe-fans, and so forth) but I think that there are them what will complain simply for the sake of complaining. Actually, I've been very surprised to see (in various 'zines) and hear of disgruntled fen. True, I may be, by some standards, a "neo" and may be perceived by some to be a "media fan", but honest I've read some books! I've even been to a few cons! And I feel that a bit of diversity (and maybe even some healthy competition) couldn't hurt fandom. If fandom is worth participating in, it must be somewhat tolerant. ... True, Noreascon II was not an intimate gathering of old friends, but, for crying out loud, it was a World Con!

((You can tell how dated these letters are: nobody even mentioned the problem of people carrying weapons!))

Some Fanzine Comments

((I have here a moderately thick stack of fanzines with reports on the con, and these are just the ones that were sent to us. (I know that some con reports were not sent to the committee, because I've seen copies of them elsewhere. Shame!) I won't bother quoting from the major newszines (Locus, SF Chronicle, File 770), since most of you probably saw the reports there anyway. However, some of the more obscure reports may be of general interest.))

J. R. Madden (in Baton Rouge SF League Newsletter #8):

The convention was held at the Sheraton-Boston Hotel and the adjacent Hynes Auditorium, which, despite a little bit of walking required to get around, turned out to be a marvelous facility for the WorldCon. There was plenty of space for almost all of the program items though a couple of the rooms in the basement of the Hynes had very poor air circulation and were barely tolerable for the length of one panel. ... Despite rumors of Yankee manners, the people of Boston were quite friendly towards all the weirdos from around the world who descended upon their city.

... some things I did not particularly care for: there was a definite problem with ice in the hotel, half of the machines were not working and ice had to be hauled in to a central location to be picked up for room parties; the Dead Dog party in the consuite Monday night got a lot of hassle from arriving mundanes and the hotel though our party did not seem to encounter any

trouble ...; the floor in the Hynes Auditorium was flat while the stage was about shoulder high, this made it very difficult to see the stage if anyone near normal height was sitting in front of you, by the time the Hugo ceremony was held, I think more people were sitting in the balcony than on the floor; two of the Time Binding /fanhistory/ panels were back-to-back in different rooms, I would have preferred a little bit more time between; the film rooms had some audio problems early in the con, but otherwise, the projectionists did a commendable job; there was some jam-up after a major event would let out due to the small width of most of the hallways.... And not exactly a problem with the con itself, but Boston drivers are CRAZY; they do not ever look when merging into traffic; they often ignore traffic lights, especially the cabbies; they yield to no man; and they scared the daylight out of me and most of my friends!

((All too true about Boston drivers. Incidentally, in case I didn't make it clear, I am quoting isolated passages out of context.))

... The Worldcon has definitely changed from what it started out as forty-one years ago; it has grown, expanded, changed, evolved. There are some that complain that fandom is being swept aside by the growing interest in science fiction by the general public, while others maintain that the growing attendance is what pays for the convention activities still primarily fannish in nature. ... WorldCons have become big business and it is incredible to me that they are still volunteer-run; I have trouble imagining anyone being so masochistic as to want to put on one of these things! On the other hand, I am extremely glad that they want to do it because I certainly enjoy it.

Mervyn Binns (in Australian SF News, July/August 1980):

I must congratulate the Noreascon Awards committee on getting the Hugo voting forms out in plenty of time for overseas members to vote. My ballot went back in early June. That had to be some sort of record. Let us hope future world cons can keep to that schedule.

Charles Seelig (in CUSFuSsing #27):

We went down to registration and it was there that we received our first impression of how the con would go. As in past regionals, the Noreascon committee had streamlined the process, making it quick and simple. We picked up our con badges (which looked pretty classy and had only one fault that I heard of (except for the usual of not being able to read names), and that was that the cardboard had a tendency to fall out when someone bent too far over).

For me, one of the major portions of the convention would be working on it. ... The major part of my job was to be helping print the newsletter. ... Each day there were rumors about the newsletter. That there would be no morning edition; that there was going to be an evening one for a new list of parties; whatever, I didn't really know what to expect each morning when I walked in at nine. There were some advantages to working there. You got to read everything an hour before the rest of the con. You received a crash course in mimeo. ... You continued to have teachers coming in and out, who though they were excellent in running mimeos, could not spend enough time because they were busy on some other project.

... We also printed other things besides the newsletters. Reading lists for various panel discussions, a list of readers of The Hobbit /for the children's program/, a couple of hundred extra copies of the Monday program, and instructions on how to tear down the dealers' room. The place was organized. There were two xerox machines with limitations on their use, and four mimeos.... All those machines were very much needed as during the weekend one Rex broke down completely, another needed constant readjustment, and the repairman for the xerox machines was kept on call

constantly.

The freebie area ... was one of the best parts of the con, there being a good chance that you'd find someone you knew any time you walked by. It was used for all sorts of activities: sleeping, looking dazed, talking, singing, being quiet, thinking up plans for next year, or whatever.

[The Art Show] was another of the highlights of the con. ... The only thing that I missed was a guide that I could walk around with telling where the various artists were. There was one posted at the entrance to the Show, however.

Depending on your relationship with the convention, you saw either that People Mover was doing an excellent job of keeping all the posts filled, or if you were working on the con seeing it as more like the Battle of the Alamo, with only a few people available on one side and thousands on the other. This is not to say that there was the same sort of relationship between the two sides, but that the committee and staff were running (not really running, but kept very busy) all over the place for many hours at a time trying to get that bare minimum number of people needed to open and keep open certain sections of the con. For instance, there was at least one occasion in which the Art Show just barely opened on time, because of the shortage of people.

After the [Hugo] ceremonies, the worst jam-up of the convention occurred at the Sheraton elevators. With 2000 fans trying to get back up, and with each elevator holding only about 12-15 people, the wait was long for many. It was long for many throughout the con as many of the elevators were not working or weren't stopping at certain floors. It became common practice to take any elevator that was moving, whether or not it was moving in the direction that you wanted.

... Probably the main reason [for the con's success] is that the committee really started early, made up a game plan, and followed through on it. For instance the mass of paper that goes through the conmaking process was organized so everyone would know where each item was. ((That's what you think!)) ... Possibly the only really negative item was finding out that the attendance at Noreascon II might be the limiting point at which a con could operate well. I'm sure that is said almost every year though. ...

((I quoted so much from that report because it was one of the few that gave a behind-the-scenes view. The whole thing filled 11 pages.))

((Hmm, I thought there were more fanzines worth quoting. But the remaining reports I have here just consist of bare descriptions of what went on at the con, or concentrate on the parties the writer attended, or.... Then there are the couple of long reports that Pascal Thomas did, which are fascinating but in French (with such goodies as "l'organisation impeccable du groupe de Boston"). I guess con reports aren't what they used to be. I believe the stories from the mundane press are going to be quoted in the post-con report; anyway, I can't find my copy of that file.))

((This zine appears to be trickling to its close in somewhat disorganized fashion. I think I'll finish up the lettercol with a Christmas card we got from our British agent (who, alas, didn't make it to the con himself..))

Andrew Stephenson:

On the 12th day of Christmas, my Committee sent to me: 12 Types of Blank Forms, 11 Lists of Members, 10 Changed Addresses, 9 Enormous Memos, 8 Extensive Checklists, 7 Spare VotLs, 6 Sets of New Rules, 5 Foreign Cheques, 4 Reams of Prog. Rep., 3 Hugo Ballots, 2 Coffee Stains... and all in a Package 4x4x3!