Board Packet

27 September, 2017

Agenda

Orders of Business

Open Session

- Approve June 28, 2017 board [meeting minutes](#)
- Notice of bylaws changes
- Operational Update
  - Executive Update
  - [Drupal.org Update](#)
  - DrupalCon Europe
- Community governance update by CWG
- Q&A from community
- Celebrate departing board members

Future Board Meetings

Open Session

- Q&A from Operational Update provided by staff
- Discussion from Board Committee Updates (5 minutes)

Board Committees

Executive Committee

- Dries Buytaert (Chair)
- Mike Lamb (Secretary)
- Tiffany Farriss (Treasurer)

Governance

- Shyamala Rajaram (Chair)
- Sameer Verma
- Tiffany Farriss
- Donna Benjamin
- Annie Miller

Finance

- Donna Benjamin
- Tiffany Farriss (Treasurer)
- Kris Klinkhammer (Staff)
- Jeff Walpole
- Jacob Redding

Nominating

- Jeff Walpole (Chair)
- Dries Buytaert
- Sameer Verma
- Vesa Palmu

How to participate

PUBLIC MEETING:

Register at:
https://zoom.us/webinar/register/1b63252cf48650c9d746f627e8486654

Or join by phone (see link for # by country):
https://zoom.us/zoomconference?m=ZTp9iSy-nW5sqyKJKRfhbTbxDueqU9W
Webinar ID: 460 900 173

Committee Updates

Governance

- This committee supported the community governance efforts by working with the committee to design and promote a community survey about the community governance summit. This work concluded and results were delivered to the Community Working Group, who is moving the community governance efforts forward.

Finance

- In addition to our usual review of monthly financial statements, the finance committee has reviewed the draft 990 and financial audit performed by McDonald Jacobs and been working on a Weather Report which will supplement the monthly financial statements with the goal of making it easier for the board and the public to understand in the financials in context and to evaluate performance over time.

Exec

- The executive committee met in advance of the Executive Director's annual performance review to discuss outcomes, feedback and compensation.

Nominating

●

Operational Update

Executive Summary

Highlights:

Since our last public board meeting in June 2017, The staff has moved many things forward.

- **New marketing resources thanks to Srijan.** We are incredibly thankful to Srijan, a long time Drupal supporter who added to their long list of contributions this year by donating a full time marketing person to the Drupal Association. Piyush Jain has been working with the Drupal Association since January and has made a significant impact with DrupalCon marketing. Thank you, Srijan.
- **DrupalCon Vienna:** DrupalCon is a big team effort and much of our time this summer has gone towards producing and promoting the event. Ticket sales came in less than projected. However, we are managing variable and fixed costs to avoid taking on more of a loss with this event.
- **Drupal.org General Updates:** Since June, we've made a number of improvements in different areas of Drupal.org, including:
  - Launching the Healthcare industry page, to highlight Drupal success stories in Healthcare
  - Adding semantic labels for development branches, allowing testing to be configured against 'current stable release' or 'default development branch' - saving project maintainers from having to chase core.
  - Issue sorting by the timestamp of the last status change, allowing users to sort RTBC issues on a first-in/first-out basis.
  - A new area to promote case studies from supporting partners and top contributors on the home page.
  - An audit of our monitoring and backup procedures, with the help of our new infrastructure vendor… speaking of which:
- **Drupal.org Infrastructure:** Shortly after the last board meeting, the staff concluded their RFP for the Drupal.org infrastructure project. We are happy to announce that the bid was awarded to Tag1 Consulting. Since that time we have onboarded Tag1 and begun the process of migrating infrastructure responsibilities. In the process, Tag1 has already helped us improve and standardize several infrastructure processes. You can learn more here.
- **Drupal.org tooling improvements:** We've continued to explore tooling options in

consultation with community members and volunteers, including a deep dive exploration at Midwest Drupal Summit. In our last update to the community we mentioned three options under primary consideration: #1) GitHub #2) GitLab #3) Improving existing tools. Since that time we've been able to eliminate GitHub from consideration after conversations with their open source outreach team. Unfortunately GitHub's current corporate policy does not allow organizations to run their own public instances of the platform, so our only option would be to migrate to GitHub.com - a situation that we cannot afford because of the impact it would have on traffic and thus revenue for Drupal.org.

We also introduced a new option into consideration - Atlassian BitBucket. Some advantages this offers over GitLab are automatic upstream syncing, a more mature and stable api, and better handling of git objects in the file-system. (To our own surprise) this has actually made BitBucket the leading contender in our minds, though we still need to complete our prototyping and evaluation.

- **Membership Update:** This year, we saw a decrease in membership renewals. To counter this, we hosted our popular certificate campaign in July. It reached 100% of goal, bringing in over $18,000. More importantly, it brought more people closer in touch with the Drupal Association and our mission work. These funds allow us to give DrupalCon scholarships and Community Cultivation Grants, which helps others move Drupal forward around the world.

- **Community Spotlight**: This program was created many years ago to highlight community heroes who go above and beyond to help move the project forward. When the Drupal Association downsized last year, we could no longer keep this program going. We want to give a big thanks to Lyndsey Jackson for starting a committee to bring this program back. We are excited to have these stories shared once again. They inspire all of us. Learn more here.

- **Community Governance:** In order to help the community self-organize and update their governance, the Drupal Association hired Whitney Hess to help them uncover their governance needs and strategies for achieving those needs. She also worked with the community to create a survey, giving us insight into how the community wants to host a Governance Summit. Results will be coming soon. One thing is clear, the community wants to own the work of moving this community governance work forward rather than have the Drupal Association do it. The CWG, which is part of the community governance, has agreed to take on this role. The CWG will work with the community to determine how to host a Governance Summit. You can watch Whitney's webinar about the Community Discussion findings here.

- **Business Community Survey**: We were pleased to work once again with Janne Kalliola and Michel van Velde to promote their 2nd annual business community survey. We are eager to learn how Drupal businesses are doing, what markets are growing, and where businesses should focus their efforts in the new year. You can learn more here.

12 Month Execution Plan Dashboard

	Status	Notes
Goal 1: Strengthen Drupal Association Sustainability		
[NEW] Maintain financial insight		
Re-forecast due 7/1/17 (aka May forecast)	🟩	Done
Create new forecasting tool due 10/15/17	🟩	In progress. Due in Oct 2017
Re-forecast due 12/1/17	🟩	
Create a weather report for the board by DrupalCon Vienna	🟩	In progress. Will be delivered with monthly statements
Create a weather report for the community, identify a canonical place to post it by September 23, 2017	🟩	In progress. Will be delivered annually with the 990
Maintain positive cash balance (and grow it)		
By 12/31/17, meet or beat the May 2017 forecast	🟨	Vienna ticket sales are not performing and put this goal at risk.
~~Secure line of credit~~	🟥	~~No party will provide a line of credit until we are financially healthy for a longer period of time. We will revisit this in 2 years~~
Happy Staff		
Brainstorm with staff how to improve staff happiness [on going]	🟩	Always keeping an eye on this area...
Maintain at least 7.8 engagement rate or higher (office vibe weekly average is 7.9 - 8.0)	🟩	
Improve Office Vibe compensation score to be above 5.2	🟨	
As organization gets healthy, restore lost wages due to 2 years no merit increase	🟨	We still owe staff a debt given the last few years. We continue to make good as we become financially healthier
Move all staff into Jira for work and capacity planning	🟩	All teams are now in Jira. It's showing us we are always over capacity
Fix capacity issues [shifting, changing, or eliminating work that is over capacity]	🟨	We are streamlining work to be more efficient and slivering off lower priority items to create capacity. Not hosting DrupalCon Europe 2018 will create capacity AFTER DrupalCon Nashville (May 2018)
Reduce Risk Associated with Fiscal Sponsorship		
Separate camp revenue from DA revenue by	🟩	done

a future date		
Determine future of program by a future date		We should not shift camps to Open Collective until after DrupalCon Nashville.
Meet with Open Collective to assess it as a viable option by 8/1/17		Done - we are identifying a few camps to test. They don't provide 501c3 benefits (tax exemption)
Drupal.org Infrastructure		
Grant access to the infrastructure and set up shared password controls/multi factor authentication for Tag1 team		Completed in late June/early July 2017
Kick-off infrastructure discovery process and audit with Tag1 by 7/17		Kicked off with an on-site meeting in Portland
Train and migrate full responsibility to Tag 1 by DrupalCon Vienna		Making good progress. Tag1 has begun with an audit of our monitoring and alerting tools and our puppet tree. As of 2017-08-23 they have fixed several issues with puppet configuration and added monitoring to several areas that were missing. They are going to add themselves to the pager rotation as of 2017-08-30, with the intent to be the primary pager rotation by Vienna.
Complete PCI Compliance Audit by 2017-11-15		We need to update several of our Drupal Commerce integrations to reduce our PCI scope from SAQ Type D to SAQ Type A-EP
Drupal.org Dev Tooling Study		
Complete Gitlab prototype by 7/1/2017	Done	Initial GitLab prototype was completed, with authentication to a Drupal.org dev site. We managed to build a model of the collaboration workflow which was functional. Permissions are not very flexible, requiring us to take some careful measures to prevent access to features we do not want people to use. We ran into several technical problems: - GitLab does not share git objects across branches/forks, increasing disk space requirements dramatically - GitLab's upgrade process failed to complete/broke our installation - GitLab's MySQL upgrade scripts require

Task	Status	Notes
		root access to the DB server Running GitLab on the supposedly 'supported' MySQL environment is clearly untenable. Recommendation: Evaluate using the primarily supported environment: Postgres
Study Github by 8/1/17	Done	Done. GitHub does not offer a license allowing open source projects to use its features on their own domains, moving to hosted GitHub.com would result in a significant decrease in D.O traffic and therefore DA revenue.
Study BitBucket by 8/15/2017		
Study GitLab in a Postgres environment by 8/15/2017		
Staff and TAC to conclude what to do given Github / Gitlab findings before DrupalCon Vienna		
Keep community engaged and informed throughout the process		We've completed two posts in our evaluation blog series, and have one more post drafted to put out when we've made a more final decision on our last round of prototyping.
Receive scope of work and implementation plan/resource needs by (date TBD)		This task only occurs if we decide to use one of the new tools
Drupal.org Other		
Improved project pages by 8/30/17		
Project application process - review / plan by 9/30/17		
Identify next steps for issue credits		
Identify best path forward for groups.drupal.org by 10/15/17		
Drupal.org Tools		
Composer + distributions by 10/30/17		
Membership & Marketing		
Achieve revenue goal for certificate membership campaign by 8/10/17		Reached 100% of goal: $18,000
Research GDPR to understand ToS/Privacy Policy requirements for any future marketing retargeting efforts.		In progress
Marketing: Update terms of service to conduct retargeting		
GOAL 2: Grow Drupal Adoption		

through owned, partner channels		
Drupal.org Revenue		
Redesign/ Repackage Industry pages by 11/1/17	🟩	Research complete and redesign in progress. Forum One is donating time to provide SEO / SEM support to improve page promotion. They are also creating the nonprofit industry page for us.
Redesign/ resell hosting listings by 12/31/17 (100% of goal)	🟩	
Redesign supporter program to provide front page case studies by 9/1/17	🟩	This was completed early, on 2017-08-14
Establish 2018 Charter Supporter Goal by 12/31/17	🟩	
Determine if Site Builder Tool is a 2018 focus by 12/13/117	🟩	
DrupalCon North America		
Determine programming plan including a customer focused event by 11/15/2017	🟩	
Determine new pricing structure for Nashville by 10/1/17	🟩	Looking at several options including member vs non-member pricing
Secure 2019 venue through RFP by 9/1/2017	🟩	Nearly finished
Share results of location survey with community by 12/30/17	🟩	Scheduled for October. We found little support for a Canadian or Mexican event. We tried very hard to include Canada in our site selection process.
Research event site that can deliver better conversion	🟨	On hold
Research to understand underserved personas (e.g. content writers)	🟩	
DrupalCon Europe		
Vienna: Meet or beat vienna May 2017 forecast	🟥	We met the reduced sponsorship goal. However, we downgraded our ticket sales expectations. We are working hard to control costs to end up as close to the May forecast net revenue as possible
DrupalCon Europe: co-create a 2018 event that breaks even and provides unique value and is co-created with the community	🟥	Our decision is to not host DrupalCon Europe for the reasons mentioned in this blog series
Secure 2018 venue through RFP	🟥	This work was stopped based on the 2018 decision
Communicate changes to the community	🟩	done: https://www.drupal.org/association/blog/drupalcon-europe-co-creating-a-sustainable-and-valuable-event

apdex defines a standard method for reporting and comparing the performance of software applications in computing.

Drupal.org Performance Metrics - Updated 1st of each month				
Engineering Metrics	**Reporting Period**	**Status**	**Notes - thru August '17**	
www anon uptime > 99.95%	Last 7 Days		99.97%	http://status.devdrupal.org/433372
www apdex > 0.8	Avg 30 days		0.71	https://rpm.newrelic.com/accounts/813694/applications/4266189/optimize/sla_report?interval=months
api anon uptime > 99.95%	Last 7 Days		99.99%	http://status.devdrupal.org/1136232
api apdex > 0.8	Avg 30 days		0.73	https://rpm.newrelic.com/accounts/813694/applications/4266205/optimize/sla_report?interval=months
assoc anon uptime > 99.95%	Last 7 Days		100.00%	http://status.devdrupal.org/1136228
assoc apdex > 0.8	Avg 30 days		0.95	https://rpm.newrelic.com/accounts/813694/applications/4266192/optimize/sla_report?interval=months
events anon uptime > 99.95%	Last 7 Days		99.96%	http://status.devdrupal.org/1522827
events apdex > 0.8	Avg 30 days		0.95	https://rpm.newrelic.com/accounts/813694/applications/4266218/optimize/sla_report?interval=months
groups anon uptime > 99.95%	Last 7 Days		99.97%	http://status.devdrupal.org/1136234
groups apdex > 0.8	Avg 30 days		0.96	https://rpm.newrelic.com/accounts/813694/applications/4266203/optimize/sla_report?interval=months
jobs anon uptime > 99.95%	Last 7 Days		100.00%	http://status.devdrupal.org/2222892
jobs apdex > 0.8	Avg 30 days		0.98	https://rpm.newrelic.com/accounts/813694/applications/4266223/optimize/sla_report?interval=months
localize anon uptime > 99.95%	Last 7 Days		99.38%	http://status.devdrupal.org/1136236
localize apdex > 0.8	Avg 30		0.96	https://rpm.newrelic.com/accounts/813694/applica

	days	🟩		tions/4266196/optimize/sla_report?interval=months
security anon uptime > 99.95%	Last 7 Days	🟨	99.94%	https://my.pingdom.com/reports/uptime#daterange=30days&tab=uptime_tab&check=1136243
service: git uptime > 99.95%	Last 7 Days	🟩	100.00%	http://status.devdrupal.org/1136252
service: ftp uptime > 99.95%	Last 7 Days	🟩	100.00%	http://status.devdrupal.org/1535162
service: DrupalCI uptime > 99.95%	Last 7 Days	🟨	99.93%	http://status.devdrupal.org/1807930
service: updates uptime > 99.95%	Last 7 Days	🟩	100.00%	http://status.devdrupal.org/1136248

Engineering Milestones	Due Date	Status	Notes	
Composer Beta release	2016-07-11	🟩	Done	
TAC: approved Engineering Roadmap	2016-07-20	🟩	Done	
Community: Finalize Project Apps Roadmap	2016-07-29	🟩	Done	
Composer Stable release	2016-08-01	🟩	Done	
DrupalCI: enable community contribution (roadmap and 100% functional tests)	2016-09-19	🟩	Done	
Plan for Groups ready	2016-10-14	🟩	We'll use an LTS vendor module to keep groups on life support until resources are available.	
Evaluate new community initiatives	2016-10-14	🟩	No new submissions	
Evaluate new community initiatives	2017-01-20	🟩	No new submissions	
Evaluate new community initiatives	2017-04-14	🟩		
Launch industry pages	2017-04-01	🟩	Launched early 2017-02-15	
Project Application revamp	2017-04-01	🟩	Launched early 2017-03-05	
Project ratings and reviews/code quality signals	2017-05-15	🟩	Initial sprint plan outlined	
Allow users to star/favorite projects	2017-05-15	🟩	Allow users to star/favorite projects	
--- Additional ratings and reviews tasks?		🟩		

Evaluate Acquia Lift for Events.Drupal.org and Drupal.org	2017-04-01		Met with an Acquia representative about Lift - Rep strongly recommended defining business rules before proceeding further
TAC: work with gitlab on doing a proof of concept implementation for further gap analysis	2017-04-26		We have a d.o dev site with authentication hooked up to an HA git lab test instance - We are now evaluating: - permission schema - resource requirements - collaboration workflow
TAC: evaluate proof of concept integration with github	2017-07-12		We have evaluated the API, but there are potential blockers on a more fundamental level. It is unlikely github would allow us to use the enterprise version on our own servers, which means risking 30% of d.o site traffic.

Drupal Association Staff

Engineering Team

- **Tim Lehnen** - Engineering Team Manager
- **Neil Drumm** - Drupal.org Lead Architect
- **Brendan Blaine** - Association Technology Manager
- **Ryan Aslett** - DevOps Engineer (QA focus)

Events Team

- **Rachel Friesen** - Events Manager
- **Amanda Gonser** - Lead DrupalCon Coordinator

Marketing and Membership Team

- **Rebecca Pilcher -** Marketing & Communications Manager
- **Lizz Trudeau** - Membership Coordinator and Camp outreach
- **Piyush Jain** - Marketing Coordinator

Revenue Team

- **Carrie Lacina** - Digital Advertising Product Manager
- **Delona Lang** - Account Manager, Drupal Business
- **Mark Brandstetter** - Account Manager, Technology & Hosting Partners
- **Tim Constien** - Fulfillment Coordinator
- **Natalie Wright** - Fulfillment Coordinator (PT)

Leadership and Administration

- **Megan Sanicki** - Executive Director
- **Kris Klinkhammer -** Operations Manager
- **Elise Horvath** - Operations Coordinator

Current Supporting Partnerships

Signature Partner
Adyax
FFW
Open Social
OPIN
Tag1

Premium Partner
1XInternet
Aten Design Group
CapGemini UK
CI&T
Deeson Group
DrupalCamp
  London
Exove
Inclind
Lullabot
Message Agency
Phase2
Technocrat
Thunder
undpaul GmbH

Supporting Partner
Access
Achieve Agency
Acro Media
Adapt A/S
ADCI
Adimeo
  (Core-Techs)
Amazee Labs
Anexus IT
Appnovation
  Technologies
Ashday
Axelerant
Bellcom
Berger Schmidt
Bits Creative
  Agency
Blend Interactive
Booz Allen
  Hamilton
Breakthrough
  Technologies
Celebrate Drupal
Chapter Three
Cheeky Monkey
Chromatic
CivicActions
Comm-press
Commerce Guys
Crew.co
Cybage Software

Davyin Internet
  Solutions
Digital Bridge
  Solutions
Digital Circus
Digital Echidna
Dropsolid
Druid
Drupal Partners
Duo Consulting
Elevated Third
Evolving Web
EY (NorthPoint)
Faichi Solutions
Four Kitchens
HS2 Solutions
ImageX Media
Inviqa
Koriolis
KWALL
Last Call Media
Linalis
Mediacurrent
Microserve
Mobomo
myDropWizard
New Target
One Shoe
  Interactive
OPTASY

Osforce
OSSCube
Outsourcing
  Technology
Palantir
Position2
PreviousNext
Project Ricochet
Promet Source
QED42
Quotient
Softescu
Spry Digital
Srijan
Studio Present
SymSoft
  Solutions
Synetic BV
Tata
  Consultancy
The Brick
  Factory
ThinkShout
Third & Grove
Unleashed
  Technologies
Valuebound
Vardot
Vector Media
  Group

See the full list: https://www.drupal.org/supporters/partners

Current Technology Supporters

Premium Supporter
Distil Networks
GatherContent
Lingotek
Fastly

Supporter
Avalara
Brightcove
CCBill
DataDog
JetBrains
Sevaa Group
Smartling
Transaltions.com

See the full list: https://www.drupal.org/supporters/technology

Current Hosting Supporters

Signature Hosting Supporter
Acquia

Premium Supporter
Contengix
Pantheon
Platform.sh
Rochen

Supporter
GoDaddy
HostPapa
SiteGround

See the full list: https://www.drupal.org/supporters/hosting