Board Packet

12 December, 2017

Agenda

Orders of Business

Open Session
- Approve 27 September, 2017 board [meeting minutes](#)
- Vote: Bylaws Changes
- Vote: Extend Community At-large seats to expire in November rather than January
- Operational Update
  - [Executive Update](#)
  - Meet new staff
  - Drupal.org Update
- Q&A from community

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
- 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

- The Committee continues to meet monthly. We reviewed the financial statements with Summit CPA as well as the 2016 990 report. Additionally, we worked with Summit on a 2016 financial report that will help the community better understand how 2016 performed financially.

Exec

- The executive committee did not meet.

Nominating

- The nominating committee has presented a full slate of candidates to the board for approval in today's executive session to replace the expiring board seats as well as additional seat changes that would expand the size of the current board.

Operational Update

Executive Summary

Highlights:

Since our last public board meeting in at DrupalCon Vienna in September 2017, The staff has moved many things forward.

- **Drupal Association New Staff Members:**
  - We are pleased to welcome Brooke Candelaria, our new Conference Director, and Rachel Lawson, our new Community Liaison, to the team. Learn more here.
- **Drupal Association Financials:**
  - The Drupal Association continues to strengthen its financial sustainability. The board voted to approve our Q2 financials and we shared them with the community as well. Q2 financials reflects the success of DrupalCon Baltimore. Learn more here.
- **DrupalCon Vienna:**
  - DrupalCon Vienna hosted over 1600 attendees. As always it brought together the community in a special way to help everyone learn, network, and contribute to the project. To see specifics about this event, please go here.
- **DrupalCon Nashville:**
  - Ticket sales, call for papers and grant and scholarship applications have all opened. We have launched our new branding in full and now have both a general site to speak to new audiences and answer questions about DrupalCon as an event in general, as well as an event specific sub- site that speaks directly to the specifics of Nashville. This will streamline communications and help reach different audiences with more targeted messaging. This new design system also comes with a much more streamlined and efficient process for launching new events on the platform.
- **Drupal.org:**
  - Since September the engineering team has updated project pages to educate users on installing projects via composer, added new friendly-url patterns for issues, case studies, and forum topics, and updated DrupalCI to take advantage of per-second billing and multi-region pricing, saving between 20-30% monthly on testing costs. We also worked together with the current members of the LWG, Megan, and Dries to resolve some of the long outstanding licensing policy questions.
  - Looking to 2018, we're going to focus on PCI and GDPR in the early part of the year, as well as monitor conversations about project maintainer funding and sustainability to consider how Drupal.org can support these efforts. We're also resuming regular check-ins with core maintainers to discuss upcoming initiatives

like automatic updates, tools for site-builders, and gathering more data from Drupal installations.

- **Membership Update:**
  - November launched a new membership campaign that highlights staff as we explain how to get started on Drupal.org to get the most out of being part of the community. We invite new Drupalers to engage on user profiles and the Community page. We explain why contribution credits and Drupal Jobs help community and why it's worth supporting our work and engaging even more. Learn more here.
    - As of December 1st, 20 new members have joined (40% to goal) and we're at 88% of our revenue goal ($1500) with 19 days remaining in the campaign.

	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		This project is more complex than originally scoped, but will be delivered in time to have a 2018 forecast by end 2017
Re-forecast due 12/1/17		Behind schedule due to the delay in creating the new tool
Create a weather report for the board by DrupalCon Vienna		Done
Create a weather report for the community, identify a canonical place to post it when 2016 990s are done		In progress, coming soon
Maintain positive cash balance (and grow it)		
By 12/31/17, meet or beat the May 2017 forecast		On track to meet forecast and achieve net income KPI
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)		consistently above 8.0 so far...
Improve Office Vibe compensation score to be above 5.2		Most staff didn't get raises for 2 years and know they are behind where they should be. The plan is to make up the salary loss in 2018

Move all staff into Jira for work and capacity planning	done	
Fix capacity issues [shifting, changing, or eliminating work that is over capacity]		Stress scores remain high. 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 a future date		done
Determine future of program by a future date		GOAL: shift camps to a program like Open Collective 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/multifactor authentication for Tag1 team	Done	Completed in late June/early July 2017
Kick-off infrastructure discovery process and audit with Tag1 by 7/17	Done	Kicked off with an on-site meeting in Portland
Train and migrate full responsibility to Tag 1 by DrupalCon Vienna	Done	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	Done	Done
Complete PCI Remediation by 2018-01-15		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		

Task	Status	Notes
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 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	Done	
Study GitLab in a Postgres environment by 8/15/2017	Done	
Staff and TAC to conclude what to do given Github / Gitlab findings before DrupalCon Vienna	Done	
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

Implement tooling improvements appropriate to the tooling study results by 3/31/2018		
Drupal.org Other		
Improved project pages by 8/30/17	Done	
Project application process - review / plan by 9/30/17	Done	
Identify next steps for issue credits	Ongoing	
Identify best path forward for groups.drupal.org by 10/15/17		Current plan is to rebuild our tools for manage interest and local user groups when we begin D8 transitions - latter half of 2018 or beginning of 2019
Ensure Drupal.org and subsites are GDPR compliant - by May 1, 2018		Need to follow some community discussion about GDPR as best practices coalesce around how to implement this in Drupal.
Together with Dries, resolve project licensing questions and update licensing policy - by 3/15/2018?		All but one questions is answered now. That question is being reviewed by legal
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.		solved!
Marketing: Update terms of service to conduct retargeting		Solved!
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)		In progress
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		Discussion in progress and tied to auto-updates

DrupalCon North America		
Determine programming plan including a customer focus by 11/1/2017	■	Decision: customer focus is more case studies AND more summits with focus on ambitious digital experiences and decoupled
Determine new pricing structure for Nashville by 10/1/17	■	Decision: We are shortening EB duration and having longer regular rate per our consultant. And there will be a pricing strategy discussion after Nashville that goes into place for Seattle
Secure 2019 venue through RFP by 9/1/2017	■	Done
Share results of location survey with community by 12/30/17	■	On track. We found little support for a Canadian or Mexican event. We tried very hard to include Canada in our site selection process. Toronto came close but didn't make the short list.
Research event site that can deliver better conversion	■	On hold
Research to understand under-served personas (e.g. content writers)	■	Need to start research and find someone to educate staff at Jan staff retreat
DrupalCon Europe		
Vienna: Meet or beat vienna May 2017 forecast	■	while ticket sales didn't make their goal, we achieved expense savings, resulting in net profit to exceed the forecast. This event still lost money as was planned
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
Communicate changes to the community	■	done: https://www.drupal.org/association/blog/drupalcon-europe-co-creating-a-sustainable-and-valuable-event
Draft DrupalCon Europe License program / agreement / rules	■	In progress
Test license concept	■	On track to launch call for license proposals in Dec 2017

* 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 days	🟩	0.96	https://rpm.newrelic.com/accounts/813694/applications/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 Director
- **Brooke Candelaria** - Conference Director
- **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
- **Rachel Lawson** - Community Liaison

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