

## COMMUNITY DISCUSSIONS — GROUP N (Thursday, May 18, 3pm ET)

### Shared Needs:

- Connection
- Harmony
- Unity
- Awareness
- Progress
- Trust
- Responsibility
- Growth
- Contribution
- Listening
- Healing
- Sustainability
- Sharing
- Clarity
- Understanding

### Discussion Points:

1. Hurt by increasing division. Wants people to find common ground instead of fighting. Re-establish community unity. Seeing what happened made an impression.
2. Seeing confusion and concern. Personal concern for health of community moving forward. Willingness of people to contribute if they didn't feel governance process wouldn't be fair. Didn't seem to be as big a topic in Baltimore as thought it might. Wants to move away from having a single person be the decision-maker on all topics. Wants governance changes.
3. Concerns that DA management has lost credibility, would like to see concrete steps toward re-establishment. Hasn't seen them take responsibility. Organization has

outgrown its structure. Has seen how other nonprofits work, and wants to help contribute his knowledge. Wants to hear what others have to say.

4. Wants healing, wants more peace of mind, worried about barriers to contribution and sustainability to community. Worried that recent events may have pushed people already close to burnout over the edge. We need to include more people to share responsibility.
5. BDFL model doesn't work anymore. This has probably been true for a while, but didn't become visible before now. We need to find a different model, perhaps a more activist board? Expand number of executive positions in the DA? Need more seasoned people at the top. Mistakes came from inexperience. Went through a lot of pain with D8, but it was the right choice for the long term. Don't expect technocrats to be policy experts. D8 is good for small projects, but that's not the message that's out there from the DA (Dries). Dries and the DA are conflated. We need to put distance between the two. Need a more globally aware voice. Dries is tech lead, but is also architect, product direction, too much on his shoulders. We need to pick target markets. We need to get our message right. Where does Drupal fit in a world dominated by WordPress? We need to spread out the responsibility so all functions get done well.
6. Part of problem is not a clear distinction between roles of DA staff, board, and technical leadership. Other cases of governance problems where board bypassed DA staff and did things not fully considered or vetted. Move of DA to US resulted in bylaws change that made it possible for them to direct the project. Needs to be more clear about who's doing what. Not sustainable for Dries to be tech lead and chairman of the board and still do his job. DA should consider hiring community managers. Need people who can deal with problems when they arise, not necessarily "leaders". How do we get funding to pay for this? Dries says Drupal is for ambitious projects, not necessarily large. Messaging around goals of product is muddled.
7. Where the DA lost touch with the community. We need to build from the bottom up, not add more management at the top. Stripping down DrupalCon Vienna raises questions, especially as ticket costs have gone up. People are asking: What is the DA

doing? Where is the money going? Perceived lack of transparency is hard to deal with and erodes trust.

8. History of the Association and how conferences are managed and costs are not well-known. Prior to hiring staff, DrupalCons were run by volunteers. Having staff run them reduced burnout, but raised costs. US DrupalCon funds majority of DA budget every year. European one breaks even. People need to pay close attention to know what's going on. Information needs to be more accessible, not buried in board packets.
9. Has been part of financial team for local DrupalCamps. Events are to some extent victims of their own success. There are more events being attended by more people, but the number of sponsors hasn't increased. Fundraising is harder than it used to be, and they've had to cut back costs. We're in an awkward stage: community has grown faster than ecosystem. That information is not well-known by larger community. It should be available someplace, but we don't need to share budgets at every meeting. We need to do a better job of getting people aware of the landscape.
10. Things are expensive, but not everyone knows that. It hasn't been sustainable for DrupalCons to be run by volunteers for many years, and the US DrupalCons not only fund the events, but also Drupal.org, which is very expensive. How do we make it more clear what the financial priorities are and how money is spent? Dashboards? Webinars? Other ideas?
11. Doesn't have specific ideas, but knows that clarity is very important. When things are free, people don't expect much. But when things cost money, the expectations are much greater. "I deserve more because I paid a lot for it." There are many ways to contribute, and we need to get more people involved and make sure we can remain community-driven but don't burn people out. This also helps diversity. Western European events are much more expensive than Eastern European events. The more expensive things get, the more it hurts diversity. Need free/lower-cost options to help keep the community be more open, diverse, and inclusive.
12. The community is vital, that's why I got involved.