



The Apache Way  
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APACHECON @HOME  
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# Introduction

A little bit about KAM

I - The Apache Software Foundation

II - The Apache Way

III - The Apache Incubator & Innovating OSS



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# Part 1: What is the ASF?

# Who?

The Apache Software Foundation is a 501(c)(3) Charity often referred to as just Apache or the ASF.

501(c)(3) Charity not a 501(c)(6) Trade Organization

We're known for the HTTP server and the Apache Software License.

# ASF Mission

***To provide software for the public good.***

*We do this by providing  
services and support for many  
diverse software project  
communities of individuals AT NO CHARGE.*

# The Apache License

The ASLv2 is known for its permissive, business-friendly stance with patent grants and without copyleft provisions.



Powered by Apache



80% of the world's websites use our software

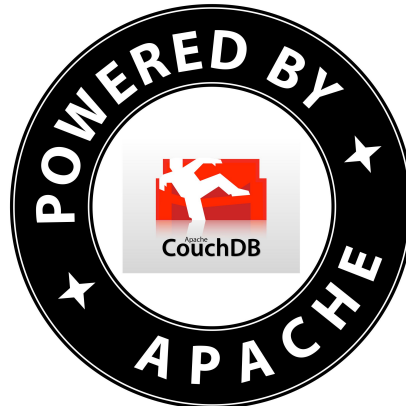
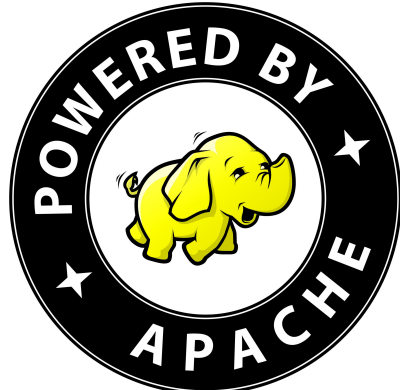
Every Smartphone in the world uses our software

Every plane in US airspace is tracked w/our software



## From A to Z

Apache ActiveMQ, Clouddstack, CouchDB, Fineract,  
Hadoop, HTTP, Kafka, Lucene, modperl, Solr,  
SpamAssassin, Spark, Tomcat, Xerces + a lot more!





# I Cheated with Xerces

Xerces = "Zerk-cees"

“It was chosen by looking up interesting words in the dictionary, and then running them through a name check...”



# Apache Zookeeper

Not really cheating!

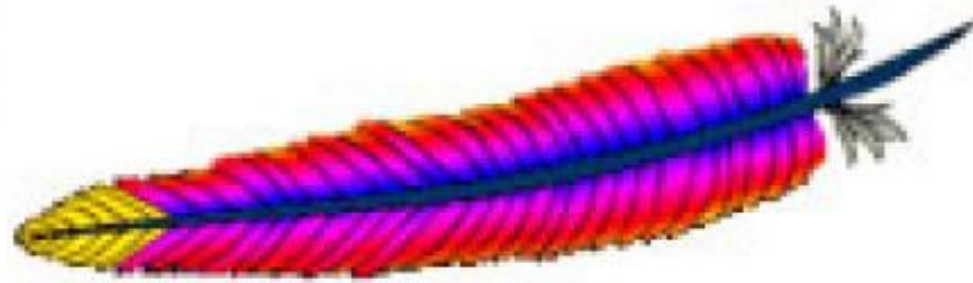


“ZooKeeper is a centralized service for maintaining configuration information, naming, providing distributed synchronization, and providing group services.”

When?

Incorporated

March 26, 1999



**Apache**  
**HTTP SERVER**

# What are We?

Not a democracy - elitists w/no innate right to vote

Not capitalists - you cannot buy a seat on our board.

Not a monarchy - Kings and Pawns side by side

# Meritocracy

What we are is a Meritocracy. To be able to have a say, you have to prove your worth in a system of merit **as judged by the community.**

Meritocracy is a key part of The Apache Way.

# Why?

The Foundation supports the projects and the projects support the foundation...

#1 - Resources

#2 - Legal Protection

#3 - Recognition

#4 - Community



# Part 2: The Apache Way

# The Apache Way - Resilient

#1 - People can hate the Apache Way for a few years

#2 - No One Way is THE Apache Way - YATAWP

# The Apache Way - Resilient

Self-correcting and Resilient:

"It captures, for me, two defining characteristics of the ASF, the first is that we are making it up as we go, the second that there are no right answers, only the best we have so far..." Danny Angus

# The Apache Way - Charity

The ASF is a decentralized organization that supports communities to produce software at no charge for the public good.

# The Apache Way - Community

We value Communities over Code

Support minority voices by trying to build support rather than rule.

# The Apache Way - Consensus

+1, 0, -1

Lazy Consensus

72-hour window

Consensus  $\neq$  Unanimity

<https://www.apache.org/foundation/voting.html>



# The Apache Way - Meritocracy

Power is earned through merit

The most merit is earned by people with ideas who also put those ideas into action

JFDI

# The Apache Way - Meritocracy

Everyone at Apache is an individual

With a meritocracy, the biggest risk is turning into a dictatorship but we like to think of ourselves as BDFL\*

\*We won't send fully armed battalion to remind you of our love.

# The Apache Way - Transparency

If it didn't happen on list...

Discussed, decided and ARCHIVED

Reversible baby steps

Story Break

# Blue's Clues



# The Apache Way - Pragmatic

Visible & Reusable Code

Risk Mitigation

Control your Destiny - Never EOL

# The Apache Way - Pragmatic

## No Copyleft Principle

## ASLv2 is Pro-Business

*“Start with the Apache License and if I ever feel bad about that, switch to GPLv3. The other way around would not be possible after thousands of idealist programmers committed their improvements.”*

*Dreas van Donselaar of SpamExperts*



# The Apache Way - Pragmatic

"If we ever have to go through an M&A process, the GPL license will turn up on a disclosure report. When it does, the potential acquirer will cite it as a significant risk. If we have to go back to the project owner and request documentation of permission at that time, they'll have us over a barrel."

# The Apache Way - Vendor Neutral

“Apache is not about quid pro quo. Use our software, start a billion dollar firm with it. You owe the ASF nothing. Open Source Software for the public good at no charge.”

# Inclusion

Merit does NOT depend on Age, Sex, Religion, Ethnicity, Race, Country of Origin, Sexual Preference, Social Status, Income Level, Lineage, and/or Physical / Cultural Traits\*.

\* Bonus points if you read Terry Pratchett or can code in Iambic Pentameter.

 APACHE **MERITOCRACY**

 APACHE **APACHE.org**

 APACHE **do I.T. like a girl**

 APACHE **APACHE.org**

# Inclusion is Important

Community Over Code

Fix Diversity with Inclusion

Filling the Pipeline is just a Start!



# Applied Behavior Analysis

# **DO NOT FEED THE ENERGY CREATURE**

Source: Tim Freeman, 28 May 1996

<http://www.cryonet.org/cgi-bin/dsp.cgi?msg=6284>

# Part 3: Innovating OSS



# Projects.Apache.org & Apache.org/logos

There are currently 386 open source initiatives at the ASF:

- 198 committees managing 339 projects

- 5 special committees

- 47 incubating podlings





Apache Incubator

<http://incubator.apache.org/>



The Incubator is the entry path into The Apache Software Foundation (ASF) to become part of the Foundation's efforts.

All external projects/code donations enter through the Incubator.



Two Primary Goals:

#1 Ensure all donations are in accordance with the ASF legal standards

#2 Develop new communities that adhere to our guiding principles

<http://www.apache.org/foundation/how-it-works.html>

# How to Innovate with OSS in a real company

#1 Promote Radical Transparency

#2 Use a Good Conflict of Interest Policy that Promotes Open Source

Apache Software Foundation (ASF) and Peregrine Computer  
Consultants Corporation (PCCC) Conflict of Interest Policy

[https://docs.google.com/document/d/1ssvLlcQUuH4oYiuWSECl\\_eDnwLCQ7nqMsSABGvar4hw/edit#](https://docs.google.com/document/d/1ssvLlcQUuH4oYiuWSECl_eDnwLCQ7nqMsSABGvar4hw/edit#)

# Thank You!

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