**Building Operational Infrastructure Training Module**

**Source List**

**Slide 6: Shared Services**

1. Sungard Avantgard Insights: The Next Generation Shared Service Center – What have we learned?
   1. <http://www.sungard.com/Campaigns/FS/Corporations/AvantGardGoogle/SSCNextGenerationWhitepaper.aspx?camp=70150000000Xvcr&gclid=CJHp_oPcsrECFcHb4AodfVwAfw>

**Slide 9: Alternative: Shared Service Cooperatives**

1. USDA, “Basics of Organizing a Shared-Services Cooperative”
   1. <http://www.rurdev.usda.gov/rbs/pub/sr46.pdf>

**Slide 10: Shared Service Cooperatives – Understanding the Benefits & Challenges**

1. USDA, “Basics of Organizing a Shared-Services Cooperative”
   1. <http://www.rurdev.usda.gov/rbs/pub/sr46.pdf>

**Slide 12: Sample of Current CDFI Shared Services**

1. Community Reinvestment Fund
   1. Interview with the Community Reinvestment Fund
   2. Website: [http://www.crfusa.com](http://www.crfusa.com/)
2. Accion
   1. Website: [http://www.accion.com](http://www.accion.com/)
3. Valley Economic Development Center
   1. Interview with Valley Economic Development Center

**Slide 15: Standardized Data Definitions**

1. CDFI Fund, Community Investment Impact System (CIIS) database
   1. CIIS Information and Data Points: <http://www.cdfifund.gov/what_we_do/ciis.asp>
   2. Glossary of Definitions: <http://www.cdfifund.gov/CIIS/2012/FY%202012%20CIIS%20Glossary.pdf>
   3. Rationale for Collecting Data: <http://www.cdfifund.gov/ciis/Rationale.pdf>
2. Financial Accounting Standards Board (FASB)
   1. <http://www.fasb.org/home>
3. National Community Investment Fund (NCIF)
   1. NCIF Social Performance Metrics: <http://www.ncif.org/index.php/services/spm/>
   2. NCIF Social Performance Metrics Database: <http://www.ncif.org/index.php/resources/database/>
   3. Social Performance Measurements for CDFI Banks: <http://www.ncif.org/images/uploads/SPM_for_CDFI_Banks.pdf>
4. Global Impact Investing Network (GIIN) – Impact Reporting & Investment Standards Performance Metrics (IRIS Metrics)
   1. IRIS Materials: <http://iris.thegiin.org/materials>

**Slide 19 & 20: Triple Bottom Line Tool**

1. The Triple Bottom Line Tool: [www.tbltool.org](http://www.tbltool.org/)