

**FRANCESCA IOFFREDA**  
[fgioffreda@gmail.com](mailto:fgioffreda@gmail.com) | 703-362-1417

*Dynamic, results-driven, multicultural, entrepreneurial executive with over 13 years of experience driving impact via strategy, policy, business development, strategic alliances and partnerships, and external engagement. Excellent communicator committed to leading with empathy and purpose and building relationships across sectors and stakeholders. Skilled at combining long-term strategic thinking with operational excellence and building high performing teams.*

**PROFESSIONAL EXPERIENCE**

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6/2023 - Present **BLOOMBERG CENTER FOR CITIES AT HARVARD UNIVERSITY**

**Senior Advisor**

Advise, consult, and publish to support the Center, which equips city leaders with the skills to tackle complex challenges, in the creation of an economic development curriculum and strategy for the Center's future expansion.

**BREAKTHROUGH STRATEGY PARTNERS LLC**

**Founder & CEO**

Lead woman and minority-owned consulting firm providing advisory services in strategy, economic development, workforce development, and public-private partnerships. Clients/partners include America Achieves, the National Talent Collaborative, and New Localism Advisors, among others, and include support for place-based strategies for regions competing for the Economic Development Administration's \$10B Tech Hubs program and strategic planning and shared impact models for a coalition of 20+ regional business impact groups to address talent and opportunity gaps.

2020 – 2023

**GREATER WASHINGTON PARTNERSHIP**

**CAPITAL REGION**

**Vice President, Inclusive Growth & Talent Initiatives**

*Led Inclusive Growth and Skills & Talent divisions at the Partnership, a CEO-led business and civic alliance of 45+ of the region's leading employers focused on making the Baltimore to Richmond region more economically competitive and attractive for business investment and talent through programs, thought leadership, policies, and by convening leaders. Executive leadership team member; led team of 10 and managed external consulting teams (18 projects).*

**Launched & defined the Partnership's signature inclusive growth initiative**

- Developed the vision and strategy, raised funds (\$1.2M), hired team, and built credibility for newly established high-priority inclusive growth initiative to advance equitable growth across the region.

**Developed & published the Regional Blueprint for Inclusive Growth & new dashboard to track progress**

- Developed *Blueprint for Inclusive Growth*, the first-of-its-kind private sector led, integrated 10-year economic development strategy; engaged 200+ stakeholders; launched [Blueprint website](#) to highlight bright spots (June 2022).
- Developed and launched the first [Regional Inclusive Growth Dashboard](#), a dynamic tool to track trends and progress on inclusive growth and closing the racial wealth gap across the region (updated annually).

**Launched & managed a new Inclusive Growth Regional Strategy Council (IGSC)**

- Led and managed the IGSC, co-chaired by Sheila Johnson & Jason Wright, to catalyze inclusive growth solutions.
- Developed and led campaign to get 45+ regional organizations to join the Strategy Council; raised \$700K.

**Launched & led \$4.7B effort for minority business enterprises & access to capital for underserved communities**

- Led effort to get [buy-in and commitments](#) from 26 partner organizations, including \$2.6B in diverse procurement spend, \$1.5B in racial equity efforts, and \$619M for financial investments in community banks (CDFIs).
- Planned, executed, and spoke at [Commitment to Shared Prosperity Event](#) at Howard University with Vice President Kamala Harris, Secretary of Commerce Gina Raimondo, & Small Business Administrator Isabella Guzman; open press and 100+ CEOs, elected officials, and community leaders; coverage on [PBS News Hours](#) & [C-SPAN](#).
- Led press & media engagement; announcement and event highlighted in [Washington Post](#), [Axios](#), [CNBC](#), and [Washington Business Journal](#) (WBJ) and in GWP [announcement video](#) and [recap video](#).

**Led the Partnership's supplier diversity & entrepreneurship effort to support diverse businesses & startups**

- Managed collective supplier diversity effort, including tracking and operationalizing organizational commitments to increase procurement via best practice sharing, minority business opportunity matching, and mentorship models.
- Hosted & designed quarterly Supplier Diversity Leadership Roundtable for Chief Procurement Officers and other supplier diversity leaders to share learnings & tools and build a community of practice; 70+ ppl. present at each.
- Launched *Next Level* regional accelerator program with 1863 Ventures to help diverse business grow, scale, and compete for procurement opportunities; raised Truist Foundation grant dollars; designed program & partnership.
- Developed *Entrepreneurship Insights Brief* to evaluate the region's innovation ecosystem for startups (May 2023).
- Supported capacity-building for CDFIs/MDIs and organized "Convening of Financial Institutions Supporting Underserved Populations" with leaders from the region's largest banks and CDFIs (March 2021).

- Developed and published [report](#) with EY on sustained remote work and the implications for an inclusive recovery; featured in [Washington Post](#), WAMU, BBJ, WBJ, Washingtonian, Fox 5, NBC4, WTOP (Feb. 2021).
- Oversaw the Capital CoLAB & Skills & Talent Efforts to create new pathways into tech careers & track progress***
- Oversaw the [Capital CoLAB](#), a partnership of employers, 24 universities, and five K-12 jurisdictions to build a diverse tech workforce via an Employer Signaling System to provide visibility into employer talent/hiring needs and create industry-aligned tech pathways, work-based learning opportunities, and a scholarship for diverse students.
  - Planned and orchestrated a [National Talent Collaborative](#) convening, bringing together 25+ regional business alliances, national CEOs, workforce nonprofits, and government leaders to share and scale workforce solutions, including public-private sector dialogue facilitated by Secretary Penny Pritzker with comments from EDA's Alejandra Castillo; co-led the Workforce Policy Committee and recommendations that were discussed (April 2023).
  - Oversaw [TalentReady](#) grant program, funded by JPMorgan Chase and Bloomberg Philanthropies, to create and enhance industry-aligned IT pathways starting in high school in five local communities and the Digital Tech Credential Scholarship (\$2.2+M raised) to support CoLAB students from backgrounds underrepresented in tech.
  - Planned and delivered remarks at CoLAB Principals Meeting with 40 university presidents and CEOs (Oct. 2022).
- Led Partnership's Employer Signaling efforts to provide transparency on industry needs & talent trends***
- Gathered/shared [employer demand signal](#) on required skillsets and career pathways for in-demand tech jobs; organized/led knowledge, skills, and abilities (KSA) workshop for 70+ tech leaders on tech pathways (Feb. 2023).
  - Developed/published [Employer Insights Brief](#) to share highlights on labor market data and talent trends (Oct. 2022).
- Represented the Partnership regionally and nationally in a variety of fora (select speaking engagements below)***
- Participated in small open-press roundtable with Commerce Secretary Gina Raimondo, Senator Van Hollen, and University of Maryland President Darryl Pines on workforce pipeline and the CHIPS and Science Act (Oct 2022).
  - Provided remarks on the *Regional Blueprint for Inclusive Growth* and moderated a panel discussion with Richmond-based leaders at ChamberRVA's Shared Values Summit, alongside Dr. Raj Chetty (Sept. 2022).
  - Keynoted for Capital One's National [Supplier Diversity Summit](#) & DC Small Business Summit (Oct & May 2022).
  - Presented at National Talent Collaborative Convenings (Laguna Beach; Chicago; DC; 2022-2023).
  - Participated in roundtable with Under Secretary of Education Kvaal on improving DC college access (Aug. 2022).
  - Presented to Federal City Council (FCC) on \$4.7B shared prosperity initiative & Regional Blueprint (April 2022).
  - Presented on Leading Practices in Supplier Diversity at ChamberRVA's to 50+ Richmond leaders (June 2022).
  - Hosted closed-door inclusive growth CEO roundtable and interviewed Jamie Dimon & Mellody Hobson (May 2020).
- Built trusted relationships with regional stakeholders across sectors and convened leaders on priority topics***
- Engaged with elected officials, political, community & business leaders to inform Partnership's efforts & policy.
  - Hosted regular Supplier Diversity Roundtables for Chief Procurement Officers & Future of Talent Roundtable Series for Chief Human Resource & DEI Officers, and convened bank and CDFI leaders focused on the underserved.

2011 – 2020

**DELOITTE CONSULTING**

**MCLEAN, VA**

*Worked at Deloitte pre & post Harvard MBA/MPP; received tuition sponsorship & outstanding performance award*

2017 – 2020

**Strategy Manager** (manage client engagements and Deloitte staff; select client projects highlighted below)

***Chief of Staff, Smart Cities for Deloitte Consulting***

- Set and executed strategic direction for Deloitte's Smart Cities & Transportation practice, including defining key opportunities/challenges for cities/organizations across the US/globe and Deloitte's go-to-market strategy.
- Led proposals, managed national budget and client pipeline, and presented at industry workshops and conferences, including World Bank Youth Summit ('19); Smart City Expo World Congress Barcelona ('19).

***COVID-19 Global Recovery Planning for Government Leaders***

- Developed COVID recovery planning insights and strategies; published on [Deloitte Insights](#).

***Life Sciences Cluster Development Strategy for the State of New York***

- Developed strategy to enhance the competitiveness of New York's life sciences and medical industry assets.
- Developed recommendations for over \$600M in statewide investments and facilitated public-private partnerships with leading pharmaceutical companies to yield new jobs and industry investments.
- Supported the setup of a statewide bio accelerator program to commercialize early-stage life sciences startups, designing the accelerator-state partnership model and managing an RFP process and accelerator competition.

***Regional Economic Development & Public Asset Commercialization for California's Central Coast***

- Convened key stakeholders and developed strategy to promote economic growth throughout the Central Coast.
- Developed strategy and plan to reposition Vandenberg Airforce Base as commercial spaceport and innovation hub.

***Mobility Transformation Program for the City of Ann Arbor, Michigan***

- Partnered with large auto manufacturer to conduct mobility gap assessment and develop 5-year city roadmap.

### ***Commercialization Strategy for Deloitte's Future of Mobility Practice***

- Led firm commercialization strategy, including sales campaigns to clients to achieve expected \$35M ROI.
- Led freight & logistics innovation workshops for public and private sector stakeholders in Georgia to support technology innovation and supply chain competitiveness.

### ***Health & Wellness Strategy for Walmart Health (launched [nationally](#) in 2019)***

- Developed strategy for health & wellness village within stores, including competitor analysis, customer journeys, models for payer and provider partnerships, financial projections, and real estate and site selection analysis.

### ***Pricing & Product Strategy for the US Postal Service***

- Analyzed pricing, utilization, and experience for select retail products and recommended pricing/product changes.

### ***National Diversity, Equity, & Inclusion (DEI) Taskforce***

- Developed national mentorship program; managed 20+ team, national budget, and recruiting efforts at 30+ campuses.

2011 – 2014	<b>Business Analyst; Consultant</b> (select client projects highlighted below) <b>SAN FRANCISCO, CA</b>
	<ul style="list-style-type: none"><li>• <b>Global Strategy:</b> Develop LATAM integration strategy for a services firm to generate \$182M in new revenue.</li><li>• <b>Supply Chain:</b> Facilitated workshops for 100+ LATAM Caterpillar dealers to improve forecasting accuracy.</li><li>• <b>M&amp;A Integration:</b> Led post-acquisition integration of a U.S. &amp; Mexico-based professional services firm to align pricing and talent models, financial reporting, multi-year budget forecasts, and ROI metrics.</li><li>• <b>Leadership Succession Strategy:</b> Led team to develop leadership succession program for Mexico's state-owned oil company to identify 300 high potential leaders &amp; develop career paths, core competencies, &amp; KPIs.</li></ul>
Summer 2016	<b>CVS HEALTH</b> <b>BOSTON, MA</b> <b>Digital Health Innovation &amp; Partnerships</b>
	<ul style="list-style-type: none"><li>• Made successful case for investing in new digital API platform &amp; sourced and developed strategic partnerships.</li><li>• Redefined a digital birth control pharmacy experience to deliver breakthrough convenience and access.</li></ul>
2016 – 2017	<b>OFFICE OF MAYOR MITCH LANDRIEU</b> <b>NEW ORLEANS, LA</b> <b>Partner for Criminal Justice Reform with New Orleans' Bloomberg Innovation Delivery Team</b>
	<ul style="list-style-type: none"><li>• Recommended system, operating model, and metrics to address challenges in local criminal justice system.</li></ul>
Summer 2015	<b>OFFICE OF MAYOR RAHM EMANUEL</b> <b>CHICAGO, IL</b> <b>City of Chicago Mayor's Office Fellow</b>
	<ul style="list-style-type: none"><li>• Conducted research on affordable housing and developed a policy toolkit to support longtime homeowners and renters facing gentrification; presented to NGOs and community members on behalf of the Mayor's Office.</li><li>• Led projects on pre-K &amp; immigrant health care access, signage permitting, &amp; city services outsourcing model.</li></ul>
2010 – 2011	<b>FULBRIGHT PROGRAM</b> <b>BOGOTA, COLOMBIA</b> <b>Research Fulbright Scholar</b>
	<ul style="list-style-type: none"><li>• Analyzed the effectiveness of Colombia's conditional cash transfer poverty alleviation program through economic analysis, 75+ site visits, and interviews with program participants in vulnerable communities.</li><li>• Selected as a <i>Global Fulbright Alumni Ambassador</i> (2012) and <i>Fulbright Assistant Blog Editor</i> (2013).</li></ul>

## **EDUCATION**

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2014 - 2017	<b>HARVARD BUSINESS SCHOOL / HARVARD KENNEDY SCHOOL</b> <b>BOSTON, MA</b> Master of Business Administration and Master of Public Policy, May 2017. <i>Zuckerman Fellow, George Leadership Fellow, HBS Forte Foundation Fellow</i>
2006 - 2010	<b>CLAREMONT MCKENNA COLLEGE</b> <b>CLAREMONT, CA</b> Bachelor of Arts, <i>cum laude</i> , in Economics and International Relations. McKenna Achievement Scholar. Summer 2010: Developed women's rights program in Paraguay as a Davis Projects for Peace Fellow (\$10K grant).

## **ADDITIONAL INFORMATION**

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<b>Recognitions</b>	Nonresident Senior Fellow at the Brookings Institution Metro Program (2023-2014); Washington Business Journal's 40 under 40; <a href="#">profile feature</a> (2022); Council on Foreign Relations Term Member; Leadership Greater Washington Signature Program Graduate (2022).
<b>Board Service</b>	Leadership Greater Washington; Harvard Center for Public Leadership; Claremont McKenna Alumni Association.
<b>Community</b>	Latinas Leading Tomorrow; Management Leadership for Tomorrow; HBS Women's Circle; District Running Club.
<b>Personal</b>	Spanish (bilingual), avid traveler, reader, mentor, and athlete (NCAA Division III Soccer).