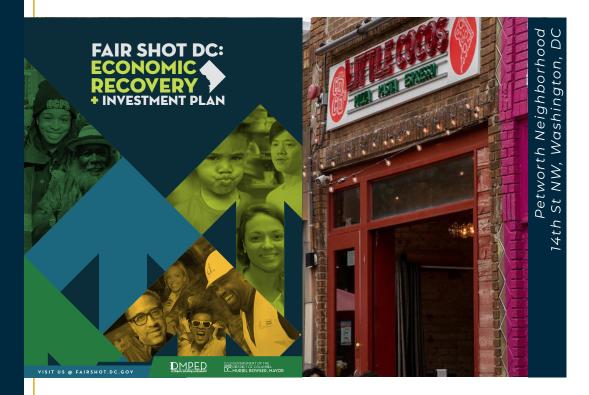


In 2021, &Access joined a team led by McKinsey & Company to create the next iteration of solutions designed for Washington DC's Deputy Mayor's Office for Planning and Economic Development. Fair Shot DC: Economic Recovery + Investment Plan focuses on investment strategies for the retail and food-service sectors while adding a nuanced approach to consider the evolving needs of small businesses and the real understanding that the central business district/downtown is potentially changed forever. &Access leveraged years of working directly with small businesses and our deep knowledge of the DC retail landscape to support the market analysis portion of this landmark initiative to invest more than \$2 billion into the recovery of a city that has been heavily impacted by the devastating economic reach of the COVID19 pandemic. Through &Access's advice, the team was able to identify the most vulnerable in the District and direct funding towards the People, Business, and Neighborhoods of the Washington, DC by providing pathways to recovery, invigorating small businesses, and ensuring equitable access to all those affected.



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