

Majority Owner's Name: Ms. ABC

Business Name: XYZ Company

Personal Narrative:

I grew up in a rural area of New England in a family without prior business experience or professional networks. During my college years from 1999 to 2003, I became aware of the importance of informal networks, mentorship, and social connections in shaping professional opportunities. Many peers had family introductions, financial support, or established professional connections that provided access to internships, guidance, and career opportunities. Without these resources, I relied entirely on my own efforts and income to support my education and professional development. This limited my ability to access mentorship and professional sponsorship that often accelerates early career progress, putting me at a disadvantage compared to individuals with established networks.

After graduating in 2003, I entered the construction industry full-time working for one of the top 10 contractors in the country and in 2015 relocated my family to RI to work for an established Contractor here in Providence. Until taking on the endeavor in 2018 of starting my own company from scratch. Having no family connections or mentorship opportunities within senior leadership of the previous employers, I had limited access to informal guidance and professional introductions.

XYZ Firm was created without family capital, generational wealth, or established business connections. I relied entirely on limited personal savings and earned income, which limited the number of projects I could pursue and my ability to absorb delays in payment. This increased the financial risk associated with starting the business and slowed the development of stable revenue compared to businesses with established networks and capital.

While start "another consulting firm," I entered an already saturated market where many companies had already developed long-standing relationships with contractors, suppliers, and project owners. These established firms benefited from name recognition, existing referral networks, and greater financial resources, which allowed them to pursue larger projects and absorb financial risk more easily. As a new business without those advantages, I had to rely on personal experience, persistence, and gradually developing client relationships to secure work. Building credibility in this environment required significantly more time and effort than it typically does for businesses that begin with established industry connections or financial backing.

Since becoming self-employed, I have also faced situations where maintaining work relationships was necessary for economic stability even when the environment was uncomfortable. As a newer business without significant capital reserves, I had limited ability to decline work or disengage from professional relationships, unlike more established companies that can selectively choose projects. These circumstances

The construction industry can be seasonal, leaving my decision to break away from the norm trying in the winter times since utility work typically has to shut down. Utility work being the bulk of my revenue. Not working for 4 months +/- and being the sole income strains the family economic and bring serious doubt into the self-employment decision.

Across my education, employment, and business ownership, the absence of generational business knowledge, access to capital, and established industry relationships created structural and economic obstacles that individuals with those advantages do not typically encounter. These disadvantages increased the financial and professional risks associated with establishing and sustaining my business, yet through persistence, professional experience, and building client relationships, I have continued to develop my company despite these challenges.

**Pursuant to 28 USC § 1746:**

I DECLARE UNDER PENALTY OF PERJURY THAT THE FOREGOING IS TRUE AND CORRECT. EXECUTED ON: 4/20/2026

**Ms. ABC XYZ**

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Majority Owner's Signature