



Tax Resolution Specialists

Tax Resolution Business Opportunity Overview

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Table of Contents

1 Letter from the CEO

2 Tax Resolution Market Overview

3 IRS Requirements and Resolution Options

4 Services for Our Professional Partners

5 Benefits of Professional Partnership

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Face to Face Consultations



Welcome to Whitewood Solutions!

If you are reading this brochure, you are considering opening a new tax resolution business or adding tax resolution services to your already existing business. With Whitewood Solutions you can accomplish this by becoming a member of our Professional Partnership Program (PPP). In the interest of full disclosure, I have put together this document to help you fully understand the tax resolution marketplace, the complexities of the tax resolution process, the services provided by Whitewood Solutions for its Professional Partners, the benefits of the PPP, and the many rewards of the program.

As with any business venture there is inherent risk, but there is also the potential for great reward. At Whitewood Solutions we believe that knowledge is power. We believe in order to reach new heights you must align yourself with knowledgeable people. After all, throughout history great alliances have been the key to great success. The major benefit of partnering with Whitewood Solutions is that you can open or augment your business today. All the hard work has been done for you. The formula for your success is already written. The proven Whitewood system all but guarantees you will avoid the common mistakes and pitfalls that doom most start-up tax resolution businesses.

Because we have developed a proven systemized business model, there is a rigorous vetting process of choosing potential Professional Partners to join our team. When offered this business opportunity, it will be because you embody the high standards we have set when seeking out a new Professional Partnership. At the same time, we hope that you are equally as thorough in evaluating us to ensure this is the “right” fit for you and your professional goals.

We have developed a comprehensive program to allow you to hit the ground running and gain momentum every day. Throughout the process of building your new business, you will operate with the full strength and support of our professional staff, system and tools. We are here to support you and help you grow.

We recognize that just as your success depends on us... our success depends on you. That is why our culture of mutual commitment and reward begins with me and is embraced by every member of the Whitewood Solutions family. As we move forward on this exciting journey together, know that we are here for you every step of the way.

Best Regards

Darin Branch

Founder, CEO, President

www.fixmytaxproblem.com

2 The Tax Resolution Market

As you contemplate owning a Tax Resolution business you have to be asking yourself what kind of demand is out there for Tax Resolution Services. Are there enough clients to go around? Is this market stable? In order to answer those questions I have included a chart break-down of the Tax Gap Summary information as published by the IRS for the TY2006.

NOTE: **This is not old information.** It takes the IRS 6 years to compile a report of this magnitude. Therefore you are looking at the most up-to-date tax information currently available.

While this information might seem boring and dry, I invite you to fully immerse yourself in the numbers and really take your time with the next several pages of data. You will quickly realize that the Tax Resolution market is huge. It is stable, and the opportunities are endless. There is room for you! So, let's get started understanding the tax resolution market.

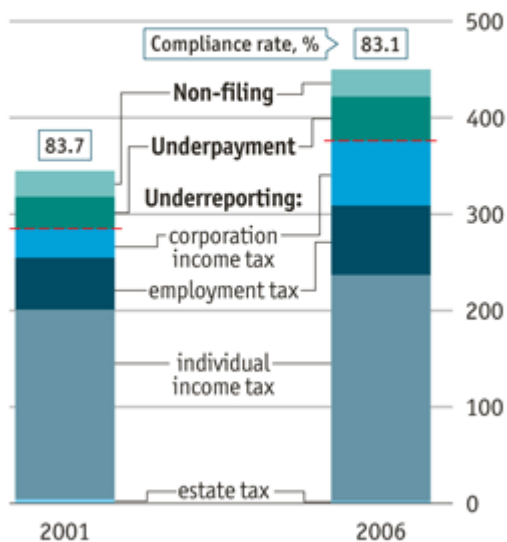
To comprehend the sheer size and scope of the Tax Resolution Market, it is important to understand the magnitude of the un-filed and under-reported income for any given year. Here we will investigate the number of non-filers and under-reported income in just one year.

The most recent current tax gap data available is from 2006, based on tax year 2001 liabilities... The update is based on tax year 2006 liabilities.

The gross tax gap is defined as the amount of true tax liability faced by taxpayers that is not paid on time. For 2006 it is estimated to be \$450 billion. The voluntary compliance rate (VCR) for 2006 remained essentially unchanged at 83.1%, from the previous estimate of 83.7% for 2001.

America's tax gap

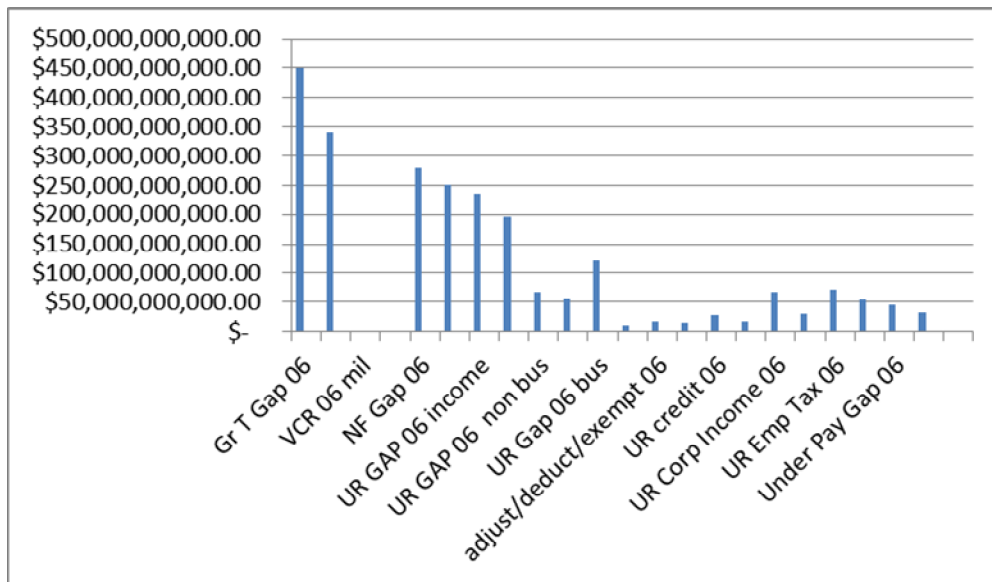
Tax liability that is not paid on time by corporations and individuals, \$bn



Source: Internal Revenue Service estimates

However, there are a very large number of filers who habitually do not file their returns. The next tax gap is defined as the amount of true tax liability that is not paid on time and is not collected subsequently, either voluntarily or as the result of enforcement activities. Thus, the net tax gap represents the amount of tax liability that is never paid. The net tax gap for 2006 is estimated to be \$385 billion, which is \$95 billion higher than the \$290 billion net tax gap previously estimated for 2001.

More than a third of the growth in the underreporting gap was attributable to corporate income taxes. The 2001 estimate of this portion of the tax gap was estimated based on old empirical data and was likely understated. The new methodology relies on more recent data and is significantly improved. In addition, between 2001 and 2006, corporation income tax liabilities more than doubled, while the individual income taxes grew by only 15 percent.

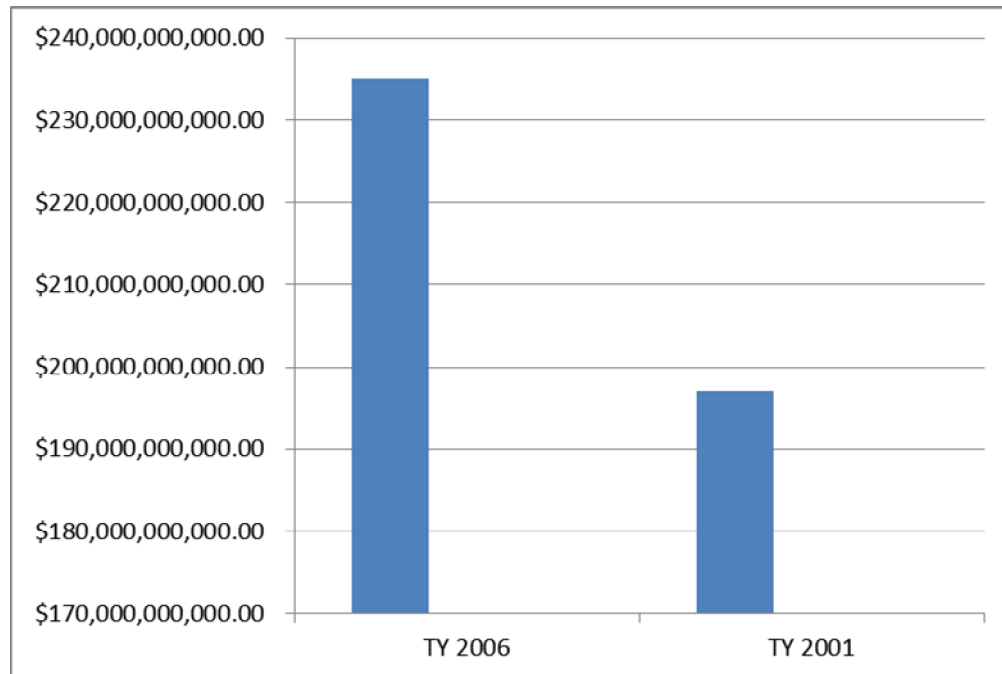


Acronyms:

- GR T Gap = Gross Tax Gap 2006
- VCR 06 mil = Voluntary Compliance Rate in Millions
- NF Gap + Non Filer Gap
- UR Gap = Under Reporting Gap
- Adjustments / deductions/ exemptions = Adjustments / Deductions/Exemptions
- UR credit = Under Reporting Credit
- UR Corp Income = Under Reported Corporate Income
- UR Emp Tax = Under Reported Employment Tax
- Under Pay Gap = Under Payment Gap

NOTE: It takes the IRS 6 years to compile a report of this magnitude. Therefore you are looking at the most up-to-date tax information currently available. Of the \$450b gross tax gap in TY 2006 (tax year 2006), \$376b (approximately 84%) is estimated to result from the underreporting of tax liabilities.

Individual Income Tax Underreporting Gap

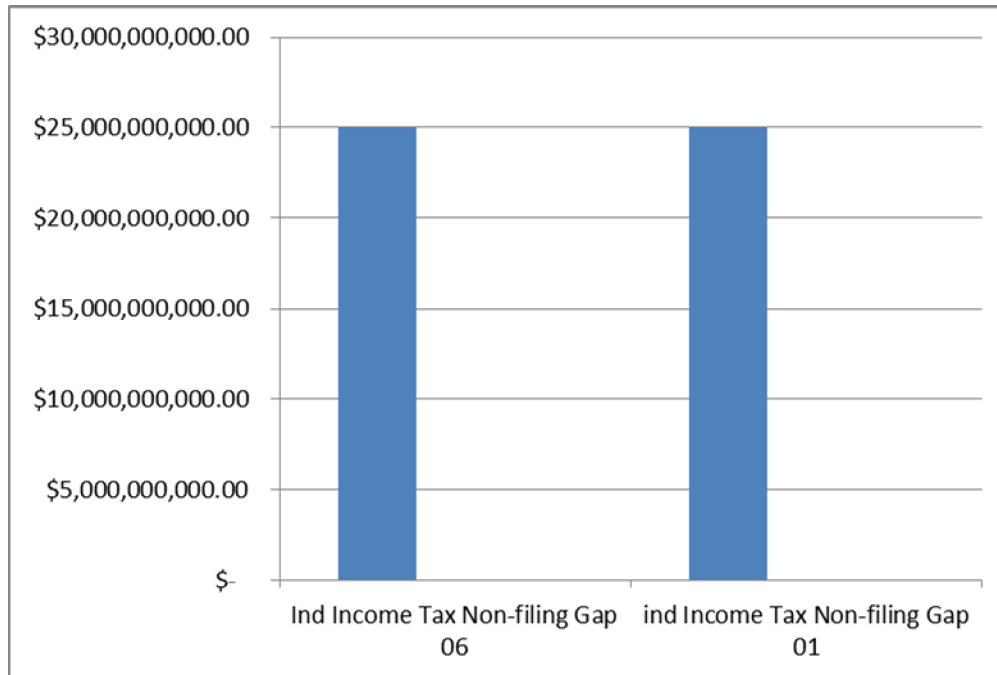


The individual underreporting gap for TY2006 is estimated to be \$235b. The estimate is based on TY2006 National Research Program (NRP) individual income tax reporting compliance study data. As with the TY2001 estimate, the TY2006 estimate makes use of Detection-Controlled Estimation (DCE) to account for income that taxpayers do not report on their tax returns, and the NRP auditors could not detect. Because insufficient NRP data has been accumulated for TY2006 and later years for full DCE analysis, an improved DCE was undertaken using TY2001 NRP data and adjusted using other information to estimate undetected income for TY2006 NRP returns. In contrast to the original DCE methodology, which required grouping income items together, the improved DCE methodology was applied to each income line item separately. In addition, tax liability for each return was estimated using a tax calculator rather than the estimated average marginal tax equation used to compute the TY2001 individual income tax underreporting gap.

Simply put, there are many people who under-report their income and eventually get audited and need your help!

Non-filing Gap: Estimates and Estimation Methods

Of the \$450 billion gross tax gap in TY 2006, \$28 billion (approximately 6%) is estimated to be associated with tax returns that were filed after the filing deadline (of valid extension date) – or were not filed at all



The TY2006 individual non-filing gap is estimated to be \$25b. The TY2006 estimate incorporates a different methodology than used in the past; however, the estimate is virtually unchanged from the TY2001 estimate. Whereas the TY2001 estimate was based on the Census Exact Match study, the new estimation method relies more on IRS administrative data.

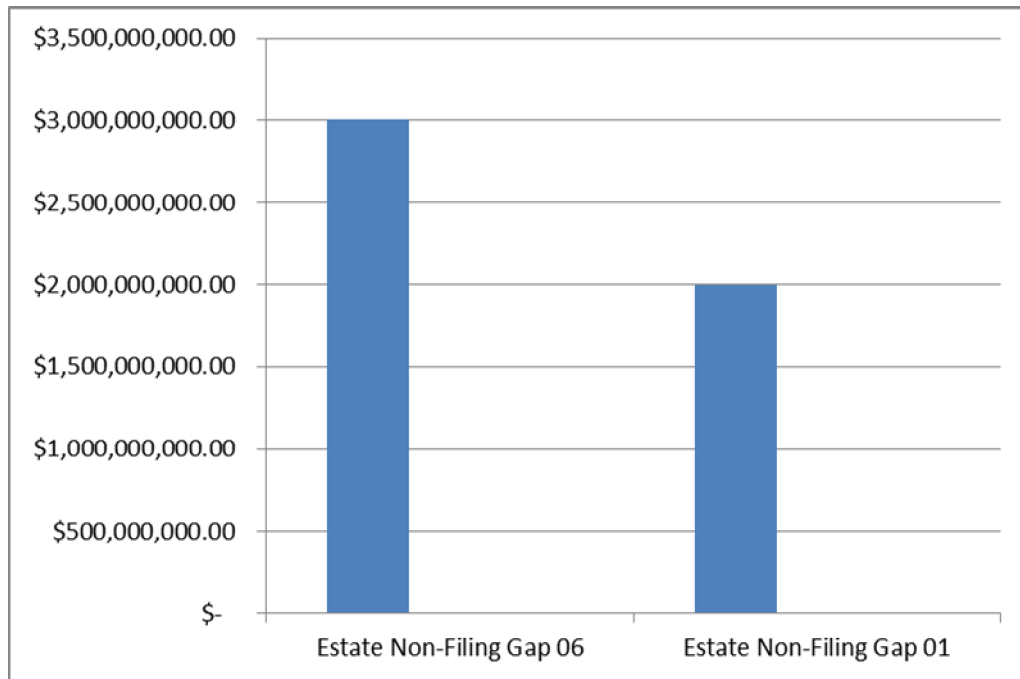
TY2005 data from third-party information returns was used to identify income unreported on the late returns, as well as, income that should have been reported on unfiled (but required) returns. A tax calculator was utilized to determine the tax gap associated with those two groups of people. The TY2005-based estimates were projected to TY2006.

The late filers and the no-return people ended up contributing about equally to the estimated total non-filing gap.

NOTE: This means there are many people who do not file and need your help!



Estate Tax Non-filing Gap



The TY2006 estate tax non-filing gap is estimated to be \$3b. The TY2001 estimate was a projection of a prior TY1992 estimate by the IRS. The new estimate reflects the application of the existing methodology to new data with one exception (explained below.)

Data from the 2000 University of Michigan Health and Retirement Study (HRS) and pre-2000 data from the National Center for Health Statistics (NCHS) are used to estimate the relationship between wealth and mortality and to predict the number of expected calendar year 2001 filers. The estimated number of filers is compared to aggregate data on actual return filings and tax receipts to estimate the number of returns not filed and the associated tax liabilities.

An additional component of the non-filing gap is associated with estates that file returns after the due date of the return or after the date of any valid extensions. The methodology for estimating the TY2001 non-filing gap did not include late-filed estate tax returns; therefore a separate estimate of the tax gap associated with late filed returns was added for the TY2006 estimate.

The amount of tax reported on late filed returns (but presumably not paid on time) summed to \$1B for TY2006. The TY2001 gap estimate did not include that component.

Many people with estate tax requirements end up being audited and need your Help!



Understanding Your Potential Client

Now that we have waded through what seems like a mountain of dry boring government data, what does the data tell us about the Tax Resolution Market? The key take-a-ways are:

- 1) 28% of Americans do not pay taxes on average yearly
- 2) 32 MILLION people owe the IRS an average of \$376 BILLION in overdue/outstanding taxes
- 3) There are hundreds of thousands of people that need help from tax resolution specialists... like you.

So now, let's talk about these people.

At a minimum you have two kinds of clients: individual tax payers and small business owners. Procrastination characterizes this market. Most Tax Representation clients are not motivated to resolve their problem until under the threat of enforced collections, by the IRS and/or state taxing authority. The emotional motivation of the majority of the Tax Representation Market is fear. While fear can often be a great motivator, I have found that for our client's, it most often leads to inaction, which compounds the problem. You might be asking yourself, fear of what. Many times it is just fear of the unknown – lack of understanding as to the reach of the IRS and/or state taxing authorities; not knowing where to go for help; not knowing what to do or how to do it.

The profiles of our basic clients are:

- **Individuals** – Wage earners, investors and retired individuals that have problems from not filing returns, under withholding on wages and distributions, or party to a tax-scheme.
- **Small Business Owners** – Closed or open businesses with employment tax issues, unprofitable businesses, and tax problems arising from the owner's past business decisions.

Understanding the Competition

Competition in the Tax Representation Market will differ from firm to firm. Our competition comes from:

The local CPA, Enrolled Agent or Attorney – Services offered by these professionals are costly "A La Carte" services. Therefore, minimal marketing is targeted at the taxpayer with tax problems.

Regional Tax Representation Firms – A small company formed primarily for Tax Representation. Marketing is targeted at those with tax problems. There are usually several professionals within the firm. However, Taxpayers do not always have direct contact with these representatives.

National Tax Representation Firms – Firms with large centralized operations and call centers. Taxpayers do not have access to representatives. As with smaller firms, marketing is targeted at those with tax problems. Additional complementary services may be offered.

On-Line Self Help Tax Resolution Services – Several software solutions have attempted to provide service to the potential tax resolution client with limited success.

Creating Tax Debt

Potential clients have chosen to not pay the required tax on their personal return by adjusting their withholdings or not making required estimated tax payments. This choice is made as a protestor or sometimes is the result of being the victim of a tax scheme.

Other clients have had a one-time event, such as a lump-sum distribution from a retirement account that created a balance due. The taxpayer cannot afford to pay the balance and decides to (1) file and not pay, or (2) not file and not pay. Most of these taxpayers intend to pay later, but most do not. The following year, out of fear or lack of knowledge, they do not file and/or pay, hoping the IRS will not find them.

Still others, such as the small business owner, do not discipline themselves to set aside a portion of the profits to pay estimated tax payments. And most grievously, some withhold federal and FICA taxes from their employees and instead of making Federal Tax Deposits to cover the employment tax liability, they use these “trust funds” to cover daily operating expenses.

3 IRS Requirements and Resolution Options

Introduction

With the Whitewood PPP every part of the resolution process from the requirements to negotiation with the IRS is handled for you. You will meet the client and complete a face-to-face initial consultation and recommend the services needed. You'll enter your client's information into the IRS Logics system (client management software) and uploaded the required documents to your Whitewood Solutions professional at the corporate office. Then we take care of the rest!

This next section may seem ridiculously complex, but I think it is important for you to be exposed to it. Believe me when I tell you that the information I have outlined here is an infinitesimal amount of the IRS code as it relates to taxpayers and collection of money on the part of the IRS.

Your clients need to feel confident that you can handle their case. It is for that reason and that reason alone that I think you must have a good working knowledge of the information in this section.

Again, you are not going to be required to perform these functions for your clients. So let's get started.

The IRS has a few different programs available to relieve the burden many taxpayers face when trying to resolve their tax debt. They refer to a collection standard sheet to determine the amount of money it costs a taxpayer to live in a certain area in the US. Depending on your location, your “Living Standards” will vary and; therefore, your available relief options will vary as well. Once a 433 is completed by a taxpayer or a taxpayer’s representative, the IRS will use this 433 form to determine which of the 4 programs they are willing to consider for a taxpayer, such as “CNC” Currently not Collectable, “OIC” Offer in Compromise, “IA” Installment Agreement, or “PPIA” Partial Payment Installment Agreement.

Collection Information Statements

To create an accurate picture of a taxpayer’s total assets, income and expenses, the IRS requests that taxpayers complete Form 433. Form 433A is used for individuals and sole-proprietorships, whereas Form 433B is used on all other types of business. Collection information statements are used in a variety of ways:

- A taxpayer may need to submit one in order to have an installment agreement accepted (IRS may need to verify disposable income).
- A statement must be submitted with every Offer in Compromise request.
- A statement should be prepared and submitted with every request for Currently not Collectable (status 53)
- In certain situations, IRS may require a completed statement in order to verify insolvency or address other resolutions.

Form 433 must always be completed using current financial data; i.e. income or assets that a taxpayer previously owned/received or will receive in the future do not apply. It is not uncommon for the IRS to request that a financial statement be updated on several occasions throughout the resolution process.

The Enrolled Agent assigned to your tax case will indicate (IRS Logics notes) when financial information is needed from your client.

Collection Standards

National Standards have been established for five necessary expenses: food, housekeeping supplies, apparel and services, personal care products and services and miscellaneous. The standards are derived from the Bureau of Labor Statistics (BLS) Consumer Expenditure Survey (CES).

Generally, the total number of persons used in the National standards chart should be the same as those allowed as exemptions on the taxpayer’s most recent year income tax return.

There is a chart that shows what each of these figures are...However, the Whitewood computerized Tax Settlement Analysis (TSA) has the most up to date data available to figure collection standards.

4. SERVICES FOR OUR PROFESSIONAL PARTNER

At this point I think it is important to switch gears. We've been talking about the industry, looking at numbers, graphs and IRS programs. From this point forward, I will be discussing the benefits of becoming part of our Professional Partnership Program with Whitewood Solutions.

Your Responsibility

1) Conduct
consultation with
potential client

2) Enter all client
information on
IRS Logics system

3) Ensure client
signs agreement
documentation

4) Continue to
follow up on IRS
Logics case notes
for client

Our Responsibility

1) Review All
Client
Information &
Documentation

2) File 2848 &
8821, Call
IRS/State &
Review
Transcripts

3) Mail Client
Welcome, Due
Diligence, &
Memorandum
Letters

4) Develop
Resolution
Package,
Complete Case &
Ensure Total
Satisfaction

The "**Six Step**" Process for your client:

It is important for you to understand the above Tax Resolution Process. Your client will have a better understanding of the process if you are able to articulate the steps at a high level. Let's discuss the overall process briefly.

Step #1 **File POA's** with the **Fed & State** to obtain client's tax information.

Step #2 **Attempt to Stop** any existing **wage garnishments** and or **bank levies**. IRS or State

Step #3 **Pull all files and transcripts** from IRS to determine compliance, liability & collection status expiration dates.

Step #4 **Prepare & submit all missing returns to ensure compliance**. After the returns are accepted & assessed by the IRS & State, we move to the next step.

Step #5 **Obtain financial documentation** to determine Client's "**ability to pay**"

(**MDI x 12**) + Equity & Assets = X (Monthly Disposable Income)

Step #6 **Submit Resolution** accordingly to the IRS

Schedule Consultation with Potential Client

In this meeting you will listen to your client and how they ended up owing taxes, where they are in the collection process, ask questions and gather information. You will enter all the client's information into the client management system (IRS Logics).

In addition, you will prescribe the service for the client which will be described in detail during training.

Complete Resolution Package: Includes, **Due Diligence** (Releasing Levies, Stay of Collections, Review of Account Info), **Compliance** (Complete and file outstanding tax returns), and submitting **Resolution**.

IRS Programs & Status (OIC,PPIA,IA,CNC) Note: In the first meeting, you will not know which program the client will qualify for. **Each tax resolution client must go through the Six Step Process:**

NOTE: The Professional Partner should ensure clients understand that they must be in compliance with all IRS rules and regulations before we can fully assist them with resolution.

Being in "compliance" by definition:

- All required tax returns have been filed
- Estimated Tax Payments are being made timely
- Federal Tax Deposits are being made timely

It is for that reason that most cases will include at least a couple of years of tax preparation. Most clients' come to us when they have not filed tax returns for several years.

Review Paperwork and upload the client agreement along with POA's into the IRS Logics system. Once received in the corporate office, you're Whitewood Solutions professionals start working on the case.

We file the 2848 Authorization of Representation and an 8821 Tax Information Authorization. These forms allow our tax professionals access to all IRS records, as well as, the authority to discuss confidential information with the IRS on behalf of your clients, hence representing the client before the IRS. Every Whitewood Solutions employee handling a client case is an Enrolled Agent (EA), Attorney or CPA.

The professional tax representation team at corporate review the financial information of each client, which is data gathered by the Professional Partner. This data can be gathered on a format we provide in written form and uploaded on the IRS Logics system for your client. Once the financial review is complete, the Operations Department at Whitewood Solutions moves immediately to resolving the client's tax problem.

*** Tax Case Pricing and Preparation will be discussed in much greater detail in training**

Once the 2848 and 8821 are filed and the initial review of the client's documentation is complete, your professional resolution team will call the IRS. Also, If your client is under the threat of a levy, as a matter of policy, we will request a "Stay of Collection" (SOC) so the client can get some relief while working towards compliance. This is part of the Tax Resolution Service that you have recommended to the client. This service is critical because many clients will come to you and have enforced collection activity and not be aware of it. This is protection for your clients from a levy, wage garnishment, etc.

After the initial meeting, you will have additional communication with your client regarding preparing his/her outstanding tax returns, requesting financial documentations and other requested information needed. These documents are part of the overall support documents required to resolve the tax case.

Meanwhile, your resolution team is continuing to work on the resolution package (OIC, PPIA, IA, CNC) that your client will sign, with your direction, and then Whitewood Solutions will submit the package to the IRS.

5 WHY BECOME A WHITEWOOD SOLUTIONS PROFESSIONAL PARTNER

At this point you might still be asking yourself, why do I need Whitewood Solutions Professional Partners Program? You might be thinking: I am a business professional. I believe I can provide all the necessary services to my clients myself, plus I am my own boss.

However, as you have seen in this outline, there is a tremendous amount of detail work that has to be done for every client, as depicted on the chart on the previous page. You also have to consider that your average billing per case in the Tax Resolution market will be \$2,500.00 to \$3,500.00 dollars. The average amount of time each case will take is about 41.5 hours to complete. There are 52 weeks in a year; however, you will find in the tax industry there is at least 6 weeks of down time because the IRS does not work the week of Christmas, New Years, Easter, Thanksgiving or any number of other holidays though-out the year. Additionally they do not work on the weekends. This reduces your work year to approximately 46 weeks.

So, we multiply our 46 weeks by 5 workdays. This gives us a product of 230 workdays in a year. We then multiply our 230 workday's times 8 hours in a day. This gives us a product of 1840 work hours in a year. If you have been fortunate enough to sign 25 clients, they will require 1037.5 work hours to complete their work...for just back end work alone.

As you can see your time will be spent getting the client paperwork completed, sitting on the phone with the IRS to gather documents, calling clients back to update them on their cases, and calling the Revenue Officer and Agents to update them. Average hold time when trying to reach a Revenue Officer, or Agent is 30 minutes. The majority of your time (over 87.8%) will be spent collecting and reviewing documents preparing client paperwork for presentation to the IRS.

There is a standard \$5000 fine levied by the IRS for what they consider superfluous mistakes on tax returns alone. It is; therefore, imperative that the information you present be accurate and to the best of your knowledge correct. This level of accuracy takes times, a lot of time.

Assuming that it will take 1037.5 hours to work your current cases, which leave you limited hours to meet with new clients for additional services. As you can see, you would very quickly get to a point where you would not be able to manage new clients effectively until you completed one of your earlier cases. Simply put, you could not grow a lucrative business because there would not be enough time in the day. You would have to hire additional employees to do the work.

You would need an **Enrolled Agent, Case Specialist, and Tax Preparer**. The average salary for an Enrolled Agent is approximately \$70,000 per year. The average salary for a Case Specialist is \$31,200 per year. The average salary for a tax preparer is \$25,000.00 per year. With just these three salaries you have spent \$126,200 plus payroll mandates for the first year and you have not signed a client yet. This requires an immediate need for cash flow. If you don't pay your employees, they won't come to work.

Additionally this does not include the employer contribution to Social Security/Medicare of 7.65%, Federal Unemployment Tax, State Unemployment Tax, or Workman's Compensation Insurance.

If we add these payroll expenses, they would be several hundreds of dollars additional per month, assuming you are depositing and paying them on time. So your expense for employees would be significant. Again, this is before you have signed your first client.

Using the example above, if you signed **(25)** clients annually, assuming for this example, the average billing per case was **\$3,000**. Your total annual billing is **\$75,000**. That's a lot of money. Now let's subtract that **\$126,200** annual cost for employees, not including payroll taxes. This leaves a negative cash flow of approximately **(\$51,200 plus)**.

For this example we have not added any additional expenses i.e., computer software system (client management system), training/support, employee hiring costs, etc...

Let's do the same calculation for the Whitewood Solutions Professional Partner Program. You sign the same number of tax resolution clients **(25)** for an average fee of **\$3,000** (**\$3,000 X 25= \$75,000**). Your partnership fee is **\$346** per month, **\$4,152** annually. So let's complete the math: **\$75,000 in client billing, minus \$4,152 in partnership fees, equals \$70,848 gross for your business**. Keep in mind, depending on your efforts, you may have 35 or 45 clients annually, potentially even more!

Operation Cost Comparison

	Stand Alone	Whitewood
Total Billing:	\$75,000	\$75,000
Employee Cost:	(\$197,856)	\$0
Annual Fee:	\$ 0	\$4,152
Net:	(\$122,856)	\$70,848

**Assumes 25 Clients at \$3,000 Avg Per Client*

Note: Tax cases over (25) annually will only be billed at \$395 per tax case. **Example:** Average case is \$3,000 per case, minus \$395 fee, equals \$2,605 net in client billing.

With the Whitewood Solutions Professional Partnership Program you run your own practice. You are the captain of your own ship. You make your own appointments; you collect your own fees. You control your own advertising and marketing. You consult with your clients and recommend the services they need. You pay a flat monthly fee for all of your training/support, client management software system, document preparation and IRS/State negotiations/programs. You never spend even 5 minutes of your life on hold waiting for a Revenue Officer, Agent, Auditor, Examiner, or any other individual or department at the IRS or state taxing authorities.

You are freed up to build your business and conduct consultations for as many clients as possible, and not worrying about having enough man hours to get the work done. Again, you don't have to lose profitability by hiring the additional personnel required to complete all the extensive case work on each client.

Regarding the engagement of every prospect, the Professional Partner will be supported by the Vice President of Business Development at the Corporate level, additionally, we have Regional Support Managers assigned to your offices. Once the Professional Partner consults with the potential client, evaluates their situation and prescribes the services needed in order to resolve their clients current tax problem.

Then, the Professional Partner simply turns the case over to our professional resolution team at the Whitewood Solutions Corporate office.

A typical client may be engaged for a myriad of services. As we all know, every client's situation is unique; however, let's consider a typical individual. Client owes the IRS for several years of taxes and has not filed tax returns for the last 2 or 3 years. Additionally, the Professional Partner needs to know the approximate tax liability and what related issues caused the problem. The typical prescription in this case would be a complete Resolution Package. You will be trained fully on this service offered, how to offer it, and recommended fees for this service.

Client Acquisition

As a Whitewood Solutions Professional Partner, all you have to be concerned with is the overall client experience. While this may seem like a foreign concept to the rest of the Tax Resolution Industry, it is the quintessential difference between Whitewood Solutions business model and the rest of the Tax Resolution Industry. At Whitewood Solutions we know that your clients are looking for hands on, personal guidance and solutions to the problems they face. They want to meet with you face to face. They want to get to know you and build trust. They want to know that they have a professional on their side through-out the process. This is not a difficult concept, but it is a concept that has been completely foreign to the Tax Resolution Industry until the launch of the Whitewood Solutions Professional Partnership Program.

Marketing

You direct your own marketing efforts. Of course, Whitewood Solutions will direct you to the most effective advertising and marketing of your area. You will want to join a local BNI (Business Networking International) group in your market. We have found, as you develop your firm, it will be necessary to attend weekly breakfast or luncheon meetings, and chamber functions. You may even want to join the Better Business Bureau in your area. You will build your business on the grass roots level. In a service-oriented business like Tax Resolution, referral business is the best possible kind of business. Referrals come into your office with the intentions of working with you. We believe that the more visible you are the more successful you will be.

Finance

You collect your own fees and Whitewood Solutions will provide you with a state of the art computer software package in order to track your client's payments and collect all fees due to your business. As you continue to build your business, the professionals at Whitewood Solutions are there with you in order to support your efforts every step of the way.

Comprehensive Tax Resolution Support System

Designed Exclusively by Whitewood Tax Solutions