A SUPPLEMENT TO Lawn&Landscape

GET INSIDE THE MINDS OF

HOMEOWNERS

LOOK INSIDE TO LEARN WHY:

TOO EXPENSIVE

76% CUT THEIR OWN GRASS

THAN YOU

WANT MAJOR LANDSCAPE IMPROVEMENTS SOON







What customers want

ome lawns and landscapes are making a comeback. While the grass never went anywhere, it has been taken for granted and walked all over.

Lawns and landscapes are the entre to a homeowner's paradise. They provide curb appeal

> and contribute to the property value in an overcrowded housing market.

They also provide an entertainment venue for families and neighbors to gather and enjoy time together. Patios and decks surrounded by grass and plants provide a relaxing green space to unwind after a long day at work or to host a backyard cookout.

The professional lawn and landscape industry is evolving. There are so many opportunities for business owners to expand their service offerings and promote the benefits of turf, ornamental and tree health.

Syngenta is excited to partner with Lawn & Landscape magazine on this exclusive consumer research report. The consumer insights found in this study will likely help you better understand your customer and improve your business.

A number of business trends and opportunities have been identified in this report that may significantly impact how you communicate with your customers including:

• Consumers need help to better understand how a lawn goes from weed- and insect-infested to a healthy green stand of turf and the time necessary to achieve those results. Set expectations and deliver on those promises.

- Appeal to the fact that homeowners take personal pride in a well-managed yard/landscape, and they consider the "livability" and enjoyment of the outside of their home just as important as the inside.
- · Purchasers of professional services are inclined to buy additional services if they believe they will see a significant benefit to their yard. Take the time to educate your customers on the products that you use, how they work, what they need to do to maximize performance of your treatments. Engage your customers in the process and encourage communication. It will certainly help increase customer retention.

These are just a few of the trends and opportunities identified in this report. We're certain you'll find plenty more that will benefit your business. Syngenta is excited about the many opportunities lawn and landscape professionals have to expand business in 2013 and beyond.

Syngenta helps you fight for every yard with products such as Tenacity® Herbicide, CaravanG[™] Insecticide/Fungicide, Acelepryn® Insecticide and Heritage® G Fungicide that help improve productivity in your business and expand your service offerings. We enjoy being your partner in enhancing the lawn and landscape business and we look forward to working with you in 2013.

Laurie Riggs

Lawn Care Marketing Manager Syngenta Lawn and Garden

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What it says ON THE TIN



ne of the things we do at Lawn & Land-scape is provide you with practical information that helps you run your business better. And the best way to do that is to help you better understand your customers.

So instead of just reprinting data from the U.S. Census or Pew, we took it to the top and asked a bunch of homeowners what they think of landscapers.

For our inaugural Grow the Market report, we picked three major topics of interest: homeowner perceptions of the cost of landscape services (too high), their expectations of service (also high) and the impact they think landscaping has on the value of their home's eventual selling price (again, high).

This supplement is the first installment of a year-long feed of actionable information in print and online that you can use right away to improve your selling process, focus your marketing and do what it says on the tin: grow your market.

We're going to roll out more data throughout this year – on irrigation, hardscaping and other segments, as well as consumer perceptions of water in the landscape, organic services and how they feel about upsells. We'll also bring you case studies of contractors across the country who are using this research to grow their markets.

To stay connected between issues, I encourage you to follow our Grow the Market Twitter account – @growthemarket. You'll get regular updates on statistics, news and other information that can help you sell and market your company's services more effectively.

Some housekeeping to help you follow along: We use homeowner and consumer inter-

changeably, and often compare homeowners generally with people who contract some or all of their landscape services. When we refer to lawn care, we mean herbicide, fertilizer and insect control applications. Maintenance services mean mowing and trimming of a home lawn.

Lastly, I want thank Syngenta for its support of this study. What you're about to read can dramatically impact your business, and we wouldn't be able to bring it to you without them.

So, settle in, get comfortable and turn the page. Let's get started. – *Chuck Bowen*

How we did it



The online study was fielded in November 2012 to the opinions@trone panel and a supplemental homeowner audience. We collected 819 responses, yielding a 95 percent confidence level with a margin of error of +/-3.43 points. The survey was programmed in Perseus and the analysis was conducted using SAS software.

The percentages referred to in the report are from the "top two box" scores, based on a six-point Likert scale. Trone Brand Energy prefers this to the more common five-point scale because it eliminates the default neutral position (box 3 in a five-point scale) and adds meaning to the findings by not including those indicating marginal agreement (box 4 in the six-point scale).

Trone Brand Energy, based in High Point, N.C., is one of the largest independent, full-service brand communication agencies in the Southeast. For most of its 30 years in business it has delivered branding and marketing solutions to the lawn and landscape industry. To learn more about them visit TroneBrandEnergy.com.



3 THINGS THAT TAKE WHAT YOU **CHARGE OUT OF THE BUYING DECISION.** BY MARTY GRUNDER



T MY COMPANY, I

don't like to hear (nor do I accept) the belief that we lost out on a job because our price was too high. Sure, there are a lot of times we at Grunder Landscaping Co. do, in fact, lose a job due to price. But, here's the problem: If we allow that to always be the reason, how do we get better? We just cut our price, right?

There's not enough room in this story to talk about knowing your numbers and your costs but let me say this: Understanding your financials is a critical part of successful selling. Why? When you know your numbers inside and out, you are then empowered to negotiate or walk away from each and every job. After all, we are in business to make money, right? So why would you cut your price, if that price is what you need to make money? Case closed.

But that doesn't mean price isn't an important factor to your customers. It's on their minds, and you can't ignore it completely. But, if you do these three things during your sales process, your price will not matter.



1 VALUE SE

IVE YOUR PROSPECTS all the reasons for someone to do business with you. As Sally Hogshead, a talented teacher and speaker I follow says, "Sell me the Coke, not the Coke machine." So true, but most of us talk about our trucks, our equipment, our building and our tactics. Start talking about what your clients buy, which is a beautiful backyard, a safe parking lot where tenants don't slip on the ice, an incredible color display at the front entrance of a shopping center that creates a mood and awareness unlike no other, or a landscape that grows in beauty and value and provides a place for the business family to relax. Communicate the value and the results that make a prospect feel good about spending money with you.

IN OUR STUDY, price came up time and time again. It's a primary motivating factor for homeowners to do landscape work themselves, fire contractors or just never hire them in the first place.



WHEN WE ASKED ABOUT WHAT MOTIVATED HOMEOWNERS TO DO LAWN MAINTENANCE THEMSELVES, THIS IS WHAT THEY SAID:



CONTRACTORS
ARE TOO
EXPENSIVE



WEED
CONTROL IS
TOO EXPENSIVE



LANDSCAPE
INSTALLATION IS
TOO EXPENSIVE







Getting the job is no guarantee of continued service, either. More than three-quarters of homeowners who don't hire or fired a maintenance contractor said the service either was already or became too expensive. Sixty percent said they had to fire their contractor because their financial situation changed.

For homeowners **WHO FIRED A LANDSCAPER**, 31 percent did it because they found another contractor to do it cheaper. Sixteen percent fired their lawn care operator for a less expensive alternative.



IN THE COURSE of interviewing a client you find out that they can't use or enjoy their backyard because it's so wet. You solve that problem and you win. If a client says that,

2 PROBLEM

due to budget cuts, they can't keep a manager on site babysitting a landscaper, you show them how and why they won't need to do that and guarantee that and you win. It's not easy to solve every problem, but the most successful selling organizations know how to do it and benefit greatly from this.

SHOW PAST EVIDENCE THAT PROVES YOU ARE WHO YOU SAY YOU ARE.

WHAT OTHERS SAY ABOUT YOU is infinitely more impressive and convincing than what you say about yourself. For years I have collected testimonials and even the names and numbers of happy clients I can have prospective clients talk to for proof we are who we say we are.

Being a successful green industry sales professional involves a constant focus on getting better at the craft. It all starts with knowing who your ideal client is (more on that on page 12) and then following a system. The tactics I just shared work for me and they will work for you.

HOW TO GET OTHERS TO SELL FOR YOU:



DO A GREAT JOB



WHEN YOU DO A GREAT job for a client, a lot of good things happen. For starters, the client will most likely hire you again. And secondly, they will tell others about your firm. No company in any industry will survive if they don't do a good job. If you do a great job, you will be the talk of the town. The difference between a good job and a great job isn't that much. If you do what you said you will do and you follow up in person with the client afterwards, you will see clients telling others what a great job you have done.



ASK FOR HELP



ASK YOUR HAPPY clients if they know anyone who would benefit from your services. Ask your team to help you sell work by incentivizing them to sell. I've seen companies add sales by getting everyone in their company to understand they are all salespeople. If you're not getting referrals, you either aren't asking for them or you aren't doing work that is great enough for someone to feel compelled to help you sell some work.





MAKE SURE EACH and every week you and your sales team are spending time building relationships with people who either can do business with you or know people who can do business with you.

The author is owner of Grunder Landscaping Co. and a columnist for *Lawn & Landscape*. Email him at mgrunder@giemedia.com.



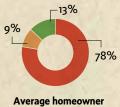


OUR RESEARCH HIGHLIGHTS HOMEOWNERS' PLANS FOR LANDSCAPING AND LAWN CARE.

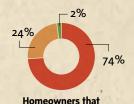
hat makes people hire a maintenance contractor? Why do they treat their lawns themselves? What are homeowners planning to do with their plantings this season? Our latest research gets inside the mind of the average homeowner to show you what she is thinking when it comes to her landscaping and lawn care.

In the past three years, nearly a quarter of all homeowners are doing more work on their landscapes — either themselves or by hiring a professional contractor. A full 70 percent of homeowners have never hired or even considered hiring a contractor to maintain their lawn. When it comes to lawn care, 89 percent either don't do it or do it themselves. But among both the DIY set and homeowners that hire, themes of personal pride in the way the landscape looks and a general enjoyment of the outdoors came up again and again. Lea

In the past three years, have you made any changes in how much of the lawn care and landscaping you do around your home?



No

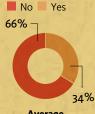


nomeowner Homeowners that contract some or all of their landscape services

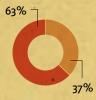
Yes, I'm having more of the work done by outside contractors

Yes, I'm doing more of the work myself

In the past five years, have you done a major landscaping project (added trees, developed new planting areas, replaced a lawn, etc.) on your property?



Average homeowner



Homeowners that contract some or all of their landscape services Are you planning a major landscaping project (adding trees, new planting areas, replacing a lawn, etc.) in the next two years?







Average homeowner

No Yes

Homeowners that contract some or all of their landscape services

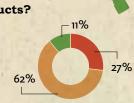
PCO/



Which of the following best describes your approach to the mowing, trimming and edging of your grass?

I/we do the work ourselves	6%
I/we have a contractor do the work	2%
I/we have someone else (friend or family member, neighborhood child, etc.) do the work	9%
We don't have any grass	3%

Do you treat your lawn, shrubs or trees with fertilizer, herbicide or insect control products?



No.

Yes, I/we do it myself/ ourselves

Yes, I/we have a contractor do it



WELCOME TO THUND

WHETHER YOU WANT TO PLAY OR NOT, ONLINE REVIEWS PUT YOUR REPUTATION AT STAKE 24/7. HERE'S HOW TO MANAGE YOUR CLIENTS' EXPECTATIONS TO ENSURE THEY FEEL TAKEN CARE OF.

y friend Ryan is a reputable irrigation contractor with more than 20 years of experience. Four years ago, Ryan started his own business serving residential and small commercial clients. Ryan hit the ground running and it wasn't long before the word spread that he was a master of his craft and had outstanding service and fair prices.

Six months into his new venture, Ryan suffered the sudden loss of his mother who lived out of state. He left town to be with his family for one week and did his best to contact his clients. He did, however, overlook an appointment he made the week prior to replace an irrigation timer and the fallout from this oversight was a scathing review posted to two popular online sites as well as the Better Business Bureau. Here is that review: -

I think we'd all agree that yes, Ryan should have called. He acknowledges that. I also think that many of us can also relate to his situation, knowing that at some point during our time in this business, this could have just has easily been us. Ryan followed up with this client and after explaining what happened, she was apologetic and was even able to remove the Better Business Bureau report.

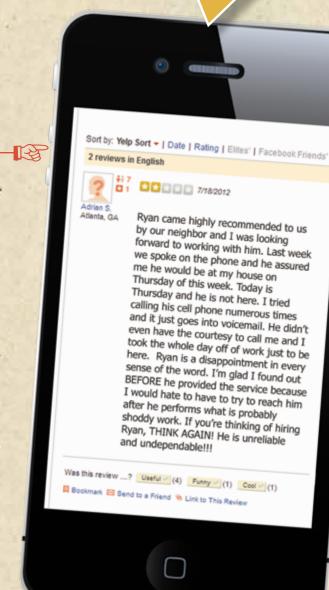
But the online reviews stayed live. For the next year, whenever someone searched for his company, this review was the very first result they saw and he spent a lot of time having to explain what happened.

In many ways Ryan was stubborn. He wasn't in this business so he could solicit online reviews, as you'd hear him say. He didn't think the "system" was fair and he resented the power that online reviews held over him. In fact, he wasn't interested in growing beyond a 15 mile radius of his shop. There was plenty of work for him right in his own area. Yet, he was forced now to encourage clients to review him to offset the negative online reputation.

In my opinion, it takes a minimum of 10-15 great reviews to offset one bad review. I encourage you to not fight this and don't be like Ryan who was vulnerable because he didn't want to participate.

You're participating, whether you like it or not!

Given that, how do you participate and win? First you need to know the object of the game, which is to appear online to prospective clients that you repeatedly provide excellent service for a fair price with exceptional quality. Note the emphasis on repeatedly. You will need a LOT of people saying a LOT of great things about you.





ERDOME

NOW THE RULES

FIRST, RAISE YOUR HAND if you've ever royally messed up.

Maybe some plants died, or your crew left a mess or you forgot
to call when you were late – the list goes on.

RULE #1 (SHORT VERSION) – JUST DON'T SCREW UP.

RULE #1 (LONG VERSION) – IT'S ENTIRELY POSSIBLE TO NOT SCREW UP. Begin by creating a client communication policy. This document can be as brief as a few key bullet points such as:

- Write down every phone call, voice mail and email communication that requires a return phone call in a single, specified notebook used only for this reason
- Every day at 3 p.m., check this notebook and return phone calls
- Return all calls within 24 business hours
- All voice greetings should indicate this process so clients are aware of when they can expect to hear from you.
- Keep a spreadsheet or database of every client and prospect and document each communication.
- Create a Final Walk Through Form that documents every job at completion and what, if any, small punch list items remain, along with the date they will be fixed
- Communicate with the client every day at 4 p.m. during project construction and do a walk-through of the progress.
- Ask for client feedback throughout the sales, production and follow-up process
- Never end a communication without documenting what the next step or next follow up is and who is responsible.

- Listen intently to the client or prospect and address concerns immediately
- This type of communication brings awareness to problems long before they become serious. Addressing problems quickly often leads to great reviews. We all experience problems. The difference between a great review and a horrible review, however, is how we handle them.
- Next, create a standard email that can quickly be copied and sent upon completion of every project that requests the client to post an online review. Also create a Client Satisfaction Survey that you can give to each client following a project.
- Lastly, be relentless in "checking in" with
 the client. Read their body language, their
 facial expressions in addition to listening
 to their words. Never ask a client to live
 with something they don't like. Be open to
 change in order to meet their needs and
 make them happy. A good contract will
 protect you from extra labor or material
 charges necessary to do so.

Remember that each review also adds value through improved SEO and online visibility. It's another chance for search engines to find you before your competition.

Consistently provide great service and ask people to share their experiences by writing a review. It's a lot easier to explain a negative review when you have 20 or more positive ones. L&L

When selecting a contractor to do the maintenance, landscaping or hardscaping in your yard, how important are the following sources of information?



Recommendations from friends/family

62%



Online reviews

23%



Seeing trucks in the neighborhood

19%



Direct mail advertising **16%**



Yard signs 14%



Online social networks 13%



Online advertising **12**%

The author is president of Sarros Landscaping in Cumming, Ga., and a frequent contributor to Lawn & Landscape.





WEED () AND GUARANTEF GROWTH

BY BILL ARMAN & ED LAFLAMME ********************



ne of the best ways to make sure you continue to grow in an existing market, or are able to grow into a new market, is to define what your core customer looks like.

That can mean asking some difficult questions of yourself, your sales team and - sometimes - your existing clientele.

When a person asks for a price, we often feel grateful to be asked to provide our services. Our ego is being stroked and it feels good, plus we need the work! As a result, we take on

clients who we intuitively know are less desirable to us in the long run, and are just a potential source of short-term revenue.

Client selection is the single most important way an organization can increase profits, reduce stress and better serve its customers. But, it's an aspect that many of us overlook.

You should identify potential problem customers as early as possible, and then avoid taking them on and learn to say the word "no." Just as important, you should focus your efforts on identifying good customers and

bringing them on board.

If you think back to all the customers you worked with, you can certainly identify common characteristics of the good ones and the lousy ones.

With some thought and using past experience, you can develop specific client selection criteria. Apply these criteria with screening questions when talking with prospective customers to decide which ones to take on.

THE ALPHABET MODEL. One method of ranking your clients is to grade them: A, B, C, D.

"A" clients are the best: They can afford the services, they pay on time, they appreciate the work you do for them and they send you excellent referrals. You, in turn, really enjoy working with them.

"B" clients are considered very good, but have some minor flaws in a few areas. Maybe they had a previous contractor they parted ways with, amicably or otherwise. Or perhaps they show a medium level of neediness. These are still good clients and well-worth taking on.

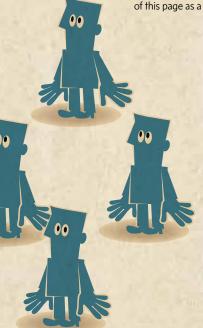
"C" clients are less desirable.



ARE THEY A GOOD FIT?



USE THESE 14 STATEMENTS as a starting point to figure out whether a prospective – or current – customer fits your own goals and culture as a business. Not all of them apply to every company, but think of this page as a template to determine what's non-negotiable with any business partners.



- 1 The client is financially stable and fiscally healthy; they pay on time.
- The job brings in no less than \$1,000 per month, or is on the site of an existing job.
- The client doesn't have a "body count" type of mentality; they focus on your results, not your methodology.
- The client understands what you bring to the table and that price is not the primary decision factor.

 They recognize the importance of the landscape to their business.
- 5 The client understands the importance of investing in the project to increase value.
- **6** The client has stable, productive relationships with other contractors.
- The client is willing to commit to a multi-year contract.
- The client does not call random, unnecessary and frequent fire drills. Specifications are reasonable and can be met.

- 9 The client values partnerships that promote a mutually-beneficial, long-term relationship; they are collaborative and respectful of others.
- 10 The job is related to additional properties that may require future landscape service.
- The client and job will serve as a good reference and testimonial; they are likely to refer you to other clients.
- The job location is within your targeted geographic area. The size of the job may override the distance to the job site.
- 13 The job fits within your preferred market.
- The client is currently doing business with another of your departments or divisions, or have had a positive experience with another division

Answer key: Bottom line, the more times you say yes, the better.

They may show some uncooperativeness, have lower budgets or show unreasonable expectations.

"D" clients are the nightmare customers you want to avoid at all costs. They complain about your service, the bill and think they know more than you. They require a disproportionately high amount of attention and need to be avoided from the start or terminated from your portfolio.

PUTTING IT TO USE. Once you have established the appropriate selection criteria for your company, you should then de-

velop a system for putting these criteria to use. Create some good qualifying questions that link to your rating process with your selection criteria.

Have these questions be as objective as possible such as job location, budget, and how many contractors have been used in the last three years. These will allow you to measure the pros and cons of each potential customer and even your existing clients.

This system should be implemented during the very first point of contact with the client, usually over the telephone. Have

your salespeople or even some well-trained office staff complete a series of questions with the prospect as they are talking to him or her. This could include asking the potential client for basic information and details of their needs, while simultaneously ranking the client based on each your selection criteria.

If your sales person or staff determines that the client is not a good fit for your company (i.e. a "C" or a "D" client), then the customer should be appropriately referred to other companies in your area that are willing to accept this type of business.

If the customer is a potential "A" or "B" client, arrangements should be made for an initial personal meeting where you or your salesperson will determine if this is truly a customer worth going after.

The sooner you get customer selection criteria in place, the sooner you will learn how to say no and feel glad you did. L&L

The authors are co-founders of The Harvest Group, a landscape consulting firm.



WHAT'S IT GOING TO GET ME?

THREE REAL ESTATE EXPERTS REPORT ON HOW LANDSCAPING IMPACTS HOME PRICES IN THEIR MARKETS.

BY CHUCK BOWEN

t's been a long-assumed truth that landscaping increases the value of a home somewhere between five and 25 percent when it comes time to sell. And our research shows that it really depends on the market.

According to our study, 61 percent of homeowners think that if they decide to sell their home, they can make any necessary landscape improvements in a year or less. Of the people who always or sometimes hire professionals for their landscape services, just 15 percent think they'll get back more than what they paid for the project.

About two-thirds of average homeowners say they'll get less than 60 percent of their investment back.

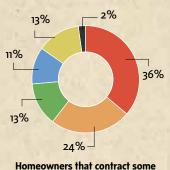
So, we asked three real estate experts in some of the biggest markets in the country to weigh in on what, exactly, landscaping does for a home when it's time to sell. LRL

If you were to sell your home today, how much of the money you invested in the landscaping project(s) do you think you'd recover?





Average homeowner



Homeowners that contract some or all of their landscape services

FRANK LUCCO

BIO: 35 years as an appraiser, Irr-Residential Appraisers and Consultants, a Houston-based appraisal firm that operates 45 offices in 26 states MARKET: In Houston, the median home price is \$170,000; first-time buyers spend \$200,000; high-end homes cost \$5-20 million

A HUGE COMPONENT of

curb appeal is landscaping. When you're driving down the street, that's 85 percent of what you're going to see. As it impacts curb appeal, landscaping is very important.

What happens is we're asked to do an appraisal. If the house is existing, you start comparing those properties, and you look at their landscaping relative to your properties. If the landscaping is terrible, the grass is dead and the shrubs are 1970s vintage ... you have to compare. You have to see if it's inferior to everything else or superior to everything else. That's when the appraiser would typically adjust. Otherwise, it's baked into the selling price.

Another way is to do a paired sale. Look at similar houses in an established neighborhood. They'll have modernized the landscape and put in new plants. Find houses that have the old plants and compare them. That becomes a direct market analysis and that becomes the figure the appraiser would use.

It's not a scientific approach.

We're just reflecting what the market is doing. Sellers will often categorize and itemize trees on a property. When buyers look at it, they don't care. It's a more holistic approach.

Better landscaping will

Better landscaping will probably sell a house for more.

BIO: Broker with @properties in Winnetka, Ill., and chairman of the board of the North Shore-Barrington Association of Realtors MARKET: The average home price is \$1-1.2 million

THE KEY TO THE LANDSCAPING is it really makes the house much more sellable. What you're going to do is attract people. People do a lot of drive-bys, especially in more exclusive neighborhoods. They don't necessarily want to engage; they're gauging the neighborhood.

It's almost like you show up for a job interview and you're not dressed well. You don't want to show up in a rumpled shirt. It's the same thing when they're trying to sell a house. It's got to be presented in the best possible light. If you don't present yourself well, you're not going to get the job.

When it comes to selling houses these days, it's a beauty contest and a price war. The buyers today are really picky. A lot of people come in and they want to get something at a great price and don't want to do a lot of work to it. They don't want to spend \$15,000 on new landscaping. It makes the place warmer. People like to see that color.

It's critical dressing. It's icing on the cake.





BIO: President of the Greater Las Vegas Association of Realtors **MARKET:** Mid-tier is \$200,000-\$400,000; high-end is more than \$1 million

PEOPLE TEND NOT to realize how important landscaping is. What they need to realize is the first approach to anything we sell is landscaping. The neater and cleaner the landscape, the better chance for a sale. It's our first step of a sale.

I have sold 20 years in New York and 15 years here. This is the story with a lawn in Las Vegas: All the high-end homes you will see, the majority of these homes have lawns for the whole look. They want that lush look. Even in the medium-priced homes, it's hard to raise a family and have the kids go out on rock. Even if the front yard is desert, in the back they put in as much lawn as possible. They want their kids to go out to play.

It's the ones with lush green lawns that get the highest resale value. When we see a lawn as a realtor, we're happy because that's what we like. The more lush, the easier it is to sell.

On the high end, landscaping can make or break your deal. It's important here. If it doesn't have grass, don't show it to me.



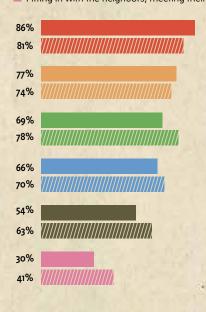
USE OUR RESEARCH TO SHARPEN YOUR SALES PITCH.

hroughout this report, we've analyzed what homeowners Now, we bring you data that should help you craft some targeted sales messages to your existing or potential customers.

We realize that every customer and client is different, but the questions think about landscapers, how they feel about price and what and answers on this page are designed to help you focus your marketing they want when it comes to communication with contractors, to a fine point and close more quickly. As in earlier sections, we've broken out the data to illustrate both homeowners generally and the subset of homeowners who buy all or some of their landscaping services. L&L

How influential are the following as motivations to improve your landscaping?

- The ability to enjoy the outside space
- A sense of personal pride
- Having an outdoor entertainment area
- Adding to the home value
- A sense of environmental responsibility
- Fitting in with the neighbors, meeting their expectations



Average homeowner

Homeowners that contract some or all of their landscape services

Please indicate your level of agreement with the following statements.

- Landscape installations done by contractors are prohibitively expensive
- Landscaping increases the value of my home
- I save time hiring a professional landscape contractor
- The green space around my home is an important contributor to the environment
- A well-managed lawn and landscape can help improve the environment in my community
- I want my yard to be the envy of the neighbors





Get more great info and data at twitter.com/growthemarket