

Boston Bounty Bucks and New EBT Project

The **Food Project, Inc.** of Lincoln, Massachusetts received \$78,708 to increase EBT access and usage at 18 farmers markets and farm stands in Boston, MA. Funds were used to train and support market managers in operating the machines, and to implement a citywide promotional campaign with teen interns participation. Four new EBT terminals were installed and 14 existing EBT programs were supported.

[Final Report FY09](#)

**The Food Project
Final Performance Report
USDA AMS FMPP 2009**

Date: February 11, 2010

Recipient Name: The Food Project

Title of Project: Boston Bounty Bucks and New EBT Project

Grant Number: 12-25-G-0944

Location: Lincoln, MA and Boston, MA

Project Summary

The goals of Boston Bounty Bucks program, as described in our original proposal, were to provide more direct sales opportunities for regional farmers through the creation of new and expanded farmers' markets in Boston and to increase the economic viability of local farmers' markets by making them accessible to a new pool of consumers, those who use food stamp/EBT benefits to purchase their food (as per FY-2009 FMPP priorities for new EBT start-up). In the long-term, this program will contribute to eliminating health disparities amongst the poorest residents of Boston who live in food deserts where fresh and healthy products from Massachusetts farms are neither available nor affordable and who suffer from chronic disease that has been linked to an unhealthy diet.

Within the grant period, major accomplishments toward these goals included:

- Documenting combined SNAP/EBT and matching Boston Bounty Bucks coupon sales of over \$20,217.02 following the close of the 2009 market season, as well as conducting a complete evaluation of the 2009 program, making program revisions and improvements in preparation for the expansion and improvement in 2010.
- Recruiting eight additional markets to participate in the program, for a more than 50% increase from 13 to 21 markets in the 2010 season.
- Coordinating the 2010 program, which resulted in a combined total of more than \$77,000 in combined SNAP/EBT and Boston Bounty Bucks sales.
- Providing training, support, and at-market consultations to managers of each of the 21 participating farmers' markets, ensuring smooth implementation and resolving technical issues as they arose
- Developing a citywide promotion campaign that includes coordinated print, poster and radio advertisement based on focus group research.

Project Approach

The approach that we take in Boston Bounty Bucks program reflects several of The Food Project's key values. We believe that strength grows from diverse experiences, backgrounds, cultures and points of view, that true learning is reciprocal, and that all people have a right to healthy, affordable food that nourishes our lives and the planet we share. Our work has always thrived on the

notion that our diverse communities are strengthened when they learn work together, which is why we seek to bridge gaps between communities. From a bird's eye view, this is the basis of our belief that small-scale local farmers and low-income consumers need one another. We firmly believe that the potential positive impact is strong enough to necessitate the removal of real and perceived barriers.

From a more practical standpoint, our approach this year has been to continue learning from the improvements and feedback processes that yielded strong growth in the 2009 program, with a special emphasis on improving advertisement and outreach to reach a broader consumer base. This included analyzing survey data, feedback sessions with market managers, and focus groups with target consumers. We also planned for extensive technical support in order to minimize the impact of ongoing technical challenges. This is because we learned in 2008 the impact that technological malfunction has on program impact and buy-in from both partners and potential participants.

Goals and Outcomes Achieved

Growth in Participation

In the fall and early winter of 2009, we documented SNAP/EBT and Bounty Bucks sales and redemption rates of over \$20,000 at participating markets for the 2009 season. This figure represented a more than nine-fold increase over 2008 sales, reflecting both the challenges of that initial pilot year and the hard work and perseverance that paid off in the breakout season. We are happy to report that our rate of growth remained quite strong into the 2010 season, in which we have documented \$41,390.28 in SNAP sales and \$36,409.46 in matching Boston Bounty Bucks redemptions. This total impact of over \$77,000 exceeded our targets, nearly quadrupling participation rates and the scale of direct impact on consumers and producers alike.

In the 2010 season, partner market participation increased as well, with a total of 21 markets involved in the program. This not only represents a 50% increase in participation, but encompasses the vast majority of the markets in the city of Boston. In the spring we provided training to managers from every one of these markets as well as several others from neighboring communities that are implementing Farmers' Market SNAP/EBT programs of their own, through three in-person workshop sessions. We also held two trainings with the city's Inspectional Services Department to educate farmers' market managers on the requirements around activities, such as cooking demonstrations and sampling.

Understanding Impact on Consumers

Not only has participation grown, but also our evaluations indicate that we are having a significant impact on participants. We conducted a complete evaluation of the 2009 program that informed program revisions and improvements for the 2010 season. In these evaluations, eighty-four percent of respondents said that Boston Bounty Bucks was “very important” or “important” in their fresh produce purchases. When asked if they would continue to eat more fruits and vegetables in the future because of the Bounty Bucks program, 87% of respondents indicated that they would and 76% indicated that they would continue to eat more produce even without the added Bounty Bucks.

Yet in our 2009 evaluation it was also clear that customer awareness remained a major issue. Teens in our youth programs administered 174 surveys to community members in three Dorchester and Roxbury locations (Dudley Square, Fields Corner and Grove Hall). In a stark reflection of the scale of the challenge, only 6% of respondents had heard of Boston Bounty Bucks. This was in spite of the fact that 55% reported already shopping at farmers’ markets and 87% reported that a benefit such as Bounty Bucks would be enough of an incentive to get them shopping at farmers’ markets. It is clear that despite increased promotional efforts, much more work remained in this area to capitalize on the program’s potential.

Our analysis of the 2010 evaluations is still underway, but already there is much to celebrate. Of survey respondents, 72% of SNAP and Bounty Bucks users said that Bounty Bucks were very important in getting them to spend their SNAP benefits at the market, and that they wouldn’t have without them (another 17% reported that the program was moderately important in this regard, and only 7% said that it made no difference. Similarly, 88% responded that shopping at the farmers’ market had increased their consumption of fresh fruits and vegetables, and 91% either agreed or strongly agreed that the amount of produce they bought at the market made a big difference in their family’s diet.

Understanding Impact on Markets and Vendors

It also seems clear that the program is a critical factor in getting consumers to these markets. Of those consumers surveyed, 83% said that SNAP access was a very important factor, which made it the second most important factor in their decisions, second only to produce quality (which 85% identified as very important). In a survey of Market Managers, 100% said that they felt that the Bounty Bucks program had increased the number of federal benefit customers at their markets, and 90.9% said that they believed Bounty Bucks had increased overall sales (and 27.3% said that the overall sales were greatly increased).

It has been much more challenging to collect data regarding the benefit from this project for vendors. For all of our survey data this year, we worked closely with

the Wholesome Wave Foundation, who designed tools that would allow them to build a broader data set from partners implementing similar efforts across the country. Despite efforts to make our surveys as accessible as possible to vendors, by providing them both in paper and digital formats, we have only received a handful of responses (16), and many of them have been incomplete. Also, as a result of our collaboration, some of the questions asked were framed somewhat differently than our original proposal. All of this said, we do feel that there is evidence of the program's positive impact on vendors.

Mostly strikingly, 100% of market managers indicated that they felt that the Boston Bounty Bucks program was important or very important to their market's overall sales, including 54.5% that called the program very important. On the vendor survey, 54.6% of the respondents reported that the implementation of Boston Bounty Bucks program increased or greatly increased their overall sales. The same percentage indicated that the program was important or very important to their overall sales. Managers estimated that 35.9% of total sales came from federal benefits and the Bounty Bucks match combined, and a small number of markets estimated this percentage as well over 50%, which suggests that these markets would not be viable without it. Given this information, it is not surprising that 80% of market managers surveyed indicated that they thought that the Bounty Bucks double value program was very important or important to their ability to retain vendors.

Outreach Critical to Continued Growth

The increasing impact of the Boston Bounty Bucks is due in no small part to the tireless efforts of our partner organizations and staff in effectively promoting the program and performing targeted outreach. Our Farmers' Market Outreach Coordinator, Phuong Luong, visited every one of the 21 participating Boston farmers' markets on a regular basis (at least once every two weeks) throughout the season. She educated vendors on the program and ensured that market managers were implementing it correctly. Additionally, we aided with direct promotion at the markets by distributing information cards to customers, providing "SNAP accepted here" signs to vendors, and training and supervising youth interns who performed outreach at several larger markets.

The Food Project generated, produced and helped to distribute a broad range of multilingual promotional materials with a unified design aesthetic and a cohesive message – "Eat healthy for half the price" – that was developed through a series of focus groups. These materials included market-specific postcards, Boston Bounty Bucks rack cards that explained how the program worked in several languages, posters that could be customized by each market, banners, and calendars that highlighted the schedules of all 21 participating markets. They were distributed both to market managers and directly to customers, with

assistance from our youth interns. Advertisements for the program were placed on 425 public transit trains and buses and they ran for three months from July 1-September 30. A 30-second radio public service announcement was also developed, and it ran on two local stations (HOT 97 97.7 FM and Radio Nhaterra 107.1 FM). A more robust and easier-to-access website was developed at <http://www.bostonbountybucks.com>. The site provides both detailed information regarding the program and access to all of our promotional materials for our partners.

In an effort to determine which outreach methods are most effective, we worked with market managers to survey first-time participants as to how they became aware of the program. Out of 438 respondents:

- Half (49.54%) learned of the program while at the market or while walking by, from direct outreach by managers and farmers, signage, or other promotional material.
- 19.41% learned from some form of media – a combination of printed outreach materials, signage on public transit, and PSAs and coverage in radio, print and web media, and television.
- 15.3% learned by word of mouth from friends or family.
- 5.46% learned from direct outreach by community organizations and public agencies.

It should be noted that the remainder, roughly 10%, simply indicated that they learned about the program from a sign. These results were omitted from the analysis above because it was not clear what type of sign they were referring to (advertisement, promotion at the market, or other printed materials). It does, however, further underscore the importance of a strong visual outreach effort.

A significant portion of our outreach efforts took place directly through our partner markets, through a decentralized approach that allowed individual partner agencies to determine the outreach efforts that were most relevant to their own communities and implement them directly. This was achieved through an RFP process with the participating markets, which resulted in expanded partnerships with twelve of these agencies to support the proposed work. The activities undertaken were in many cases specific to the resources and conditions in each community, and many were quite creative. These included youth-driven radio and television promotion, live radio broadcasts from market, promotion through nutrition education, outreach through youth programming, and more. The strongest trends were:

- Flyer, poster and postcard distribution, yielding approximately 15,000 pieces of promotional materials including over 12,000 direct mailings. These materials were produced in a broad array of languages, as deemed

- appropriate, by community partners, including Albanian, Cape Verdean Creole, Haitian Creole, Spanish and Vietnamese.
- Special farmers' market coupons were produced and distributed in ways that targeted low-income residents and SNAP users. These coupons were distributed through numerous means, including outreach events with other community-based agencies, nutrition classes, and as an incentive for new market users to attend for the first time or bring friends new to the market. Over 1,400 such coupons were distributed and more than 60% were redeemed.
 - Improved visibility of the markets, EBT access and the Bounty Bucks incentives, such as new banners and sandwich boards.

The use of the aforementioned special farmers' market coupons was both widespread and widely variable in implementation and outcome. Comparing the varying rates of coupon redemption at each market provides a window into which outreach efforts are the most effective in terms of sparking a positive initial visit to the market. The highest rates of redemption were achieved by the markets at Dorchester House, East Boston, Boston Medical Center, and Community Servings – 100%, 98%, 92.2% and 81.3% respectively. One simple yet critical factor in each of these cases was the distribution of the coupons either at the market or very nearby the market. Dorchester House, for example, provided the coupons to first-time shoppers directly at the market, accounting for their 100% redemption level.

Pairing coupon distribution with relevant education, support and community-building activities was also key. The East Boston Farmers' Market achieved exceptionally high redemption due to a comprehensive, consistent and focused approach to the local elder community, including education, promotion, transportation, and incentives for elder-to-elder outreach. Community Servings can attribute much of its success to very effective on-site cooking seminars, which continued to attract participants even after they had received coupons, building a community around the market. In all cases, redemption rates seemed to correspond with anecdotal evidence of strong personal outreach and context. As such, direct mailings to targeted communities resulted in much lower redemption rates, indicating that such scattershot outreach is less effective.

Beneficiaries

The two key groups of beneficiaries of our work in this area are low-income consumers in Boston that use SNAP benefits and farmers in the Eastern Massachusetts area that are interested in expanding their direct-to-consumer sales. As of 2009, approximately 120,000 residents of Suffolk County were receiving SNAP benefits, or 16% of the total population of the county. This number is rising steadily, up 34% since 2007. Certain groups are

disproportionately reliant on SNAP benefits. In Suffolk county 32% of children and 28% of all Black residents receive SNAP benefits.

Over the 2010 market season, the 21 participating Boston markets recorded over 5,000 individual sales to SNAP customers. Of these it appears that 83% were sales to repeat customers who had used their SNAP card previously at a farmers' market. It should be noted, however, that this figure may be somewhat skewed toward repeat users. This is due in part to the fact that Copley Square Farmers Market, our single largest market, did not ask this question for the first several weeks of the season, which means that many new users may not have been asked the first time that they participated in the program. We do know that over 800 of the SNAP customers visited a farmers' market and used their SNAP for the first time this summer. Due to the scale of this program, we are not able to track the demographics of program participants.

Based on data from our surveys of 146 participants, we have identified certain trends in the consumer base. Results show that 78% of survey respondents were female, whereas only 22% were male. While this does not necessarily capture the end beneficiaries of the program (in that most participants are shopping for a family), it certainly tells us a great deal about our client base. While the average age of respondents was 43, this does not tell the story of how widely participants' varied in age. In total, 23.7% were under the age of 30, 32% were in their thirties, 19.4% were in their forties, 12.2% in their fifties, and 21% were 60 or older. Similarly, family size and type varied widely. In terms of children, the numbers were fairly evenly split with 51.8% reporting no children under the age of 18 in the home, versus the 48.2% that did. Respondents reported an average of 1.96 adults per household.

Despite the aforementioned challenges in getting farmers and vendors to respond to our surveys, we have learned some information about the farmers who participate in the Boston Bounty Bucks program, although the small sample size renders the data less meaningful than we would like. Of the respondents, the vast majority are primarily fruit and vegetables producers; they estimate that an average of 86.8% of their total sales come from the sale of fresh produce. Of the vendors, 36.4% reported selling products as organic, versus 63.6% that did not. Direct sales made up the vast majority of the groups' sales, with vendors reporting an average of 88.4% direct sales. Respondents reported selling at an average of 6.2 markets, yet several farms that sell at more than ten markets skewed this data set. When analyzing the three quarters of farms that sold at the fewest markets, the average is nearly half, only 3.8. Information regarding the participants' perception of the program's impact was reported above, under Goals and Outcomes Achieved.

Lessons Learned

Even as we have encountered success in the past year, we have learned important lessons as well, particularly with regard to the ongoing challenges and sustainability of this effort.

Our most significant challenge in the past year has been a resurgent level of technical difficulties with the wireless EBT terminals themselves, as well as in working with the service providers. All of the terminals we purchased in the past year came from Merchant Warehouse, as this provider provided us with excellent service in the 2009 season, resulting in much smoother operations than had been possible before. In our past work, we have found that technically smooth operation is critical to building buy-in amongst community partners and participants. In 2010 Merchant Warehouse became less reliable, and we ran into challenges with replacement equipment that was not encrypted properly, batches that did not process, and incorrect transaction fee charges.. These led to significant delays in being able to process payments.

The resolution of these issues remains a chief concern as we move into the future. Last spring we developed a protocol that allows market managers to accept EBT cards and provide Bounty Bucks even when their systems are not functioning properly, so that these technical glitches no longer impact the program's efficacy to the extent that they once did. We also heard from market managers that our Bounty Bucks Farmers' Market Manager Manual was particularly helpful, perhaps the most universally useful of all of the materials that we produced.

We are in conversation with key stakeholders in Boston, including the Mayor's office, the Boston Public Health Commission, the Boston Collaborative for Food & Fitness, The MA Department of Agricultural Resources and MA Farmers Markets Federation, regarding the program's long-term sustainability. In the long run, we feel that a coordinated statewide effort will have much better leverage to make demands of wireless service providers, hopefully resolving some of the challenges described above. From a management and coordination standpoint, we would like to move toward carefully transitioning management of the EBT portion of this program to an agency with a statewide focus. That said, the continued, consistent implementation of the program throughout any transition is critical to maintaining its growth. We are dedicated to undertaking this shift responsibly, and we are eager to continue administering the double coupon aspect (the Boston Bounty Bucks program), which we feel is a better fit with our organization's goals and skills.

Regarding evaluation, we have learned some important lessons as well. As described above, we have worked in partnership with the Wholesome Wave Foundation to conduct surveys of customers, market managers, and farmers.

Unfortunately, survey responses from vendors have been very slow in coming, and we anticipate that a dearth of meaningful data from this important group of constituents will be a challenge. In coming years, we will have to develop more effective means of reaching out to vendors or of assessing our impact on vendors without relying as heavily on their direct input. We have also faced some challenges getting partner markets to submit their invoices in a timely manner, which hampers our ability to effectively track the program during the course of the season, and requires a great deal of staff effort to track these data down. Currently we are working with Wholesome Wave to develop a website where market managers could easily enter and track their SNAP sales and Bounty Bucks data. The Food Project would have access to these data for reimbursement, fundraising and evaluation.

Additional Information

We appreciate the support and partnership of the USDA in this very exciting program. This was a breakout year for us, and the rising participation rates make it clear that this model has significant potential to continue its pattern of strong growth in the coming years. We hope that our work and our learning will become a model for others around the nation as we work to bring local producers and low-income consumers together in a mutually beneficial partnership.

Contact Person

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OUR CARD AT:

Harvard Allston
Farmers' Market

Intersection of
Harvard St. & Western Ave.,
Allston, MA 02134

Fridays 3-7 pm
June 18 - October 29

Coma saudável por metade da preço!

Recbe até \$10 de alimentos frescos grátis quando usar seu cartão EBT em mercados de produtos agrícolas em Boston este verão.

¡Comé mas sano por la mitad de precio!

Gane hasta \$10 de comida gratis cuando use su tarjeta de EBT en los Mercados de Agricultores de Boston este verano.

Ăn uống lành mạnh chỉ có nửa giá.

Nhận được thực phẩm miễn phí đến \$10 khi bạn sử dụng thẻ EBT của bạn tại trợ nông phẩm Boston trong mùa hè này.



Allston

FARMERS' MARKET

HARVARD IN THE COMMUNITY

Fruits - Vegetables - Flowers - Jams - Pastries - Herbs

Fridays from 3:00-7:00pm
June 18 through October 29, 2010
Located on the corner of
North Harvard Street & Western Avenue

coupon #

137

expires

08/31/2010

funded by:



The Food Project

USDA

FMPP G-0944

2010 Farmers' Market Coupon

Good for \$5 worth of vegetables and fruit from your local farmers' market!

Redeemable only at:

Harvard Allston Farmers' Market

Located on the corner of

North Harvard Street and Western Avenue

Fridays June 18- October 29, 2010

3:00-7:00 p.m.



\$5

no cash value

ers' Market Coupon

worth of vegetables and fruit from your local farmers' market!

Redeemable only at:

lston Farmers' Market

ated on the corner of

rd Street and Western Avenue

June 18- October 29, 2010

3:00-7:00 p.m.



\$5

no cash value

ers' Market Coupon

worth of vegetables and fruit from your local farmers' market!

Redeemable only at:

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Fridays June 18- October 29, 2010

3:00-7:00 p.m.



\$5

no cash value

funded by:



The Food Project

USDA

FMPP G-0944

Mattapan Farmers Market Saturdays 10 am—1 pm

Market
activities:
Cooking demo
Health info
Bike tuneups
Youth Day
Senior Day
Harvest Festival



525 River Street, Mattapan
(parking lot of Church of the Holy Spirit)

- Use EBT and get up to \$10 of produce free
- WIC and Senior Farmers Market Coupons accepted
- Low prices for healthy foods and beautiful flowers
- Personal shoppers for elders

Our
produce
fresh,
local,
affordable!

Mattapan Food and
Fitness Coalition



Project Sponsors: BPHC Center for Health Equity and Social Justice, Tufts Health Plan Foundation, Boston Collaborative for Food and Fitness, Massachusetts Dept of Agriculture, The Food Project and Mayor Menino

For more info contact MFFC at 617 696-2900 or e-mail info@mattapanfoodandfitness.org

EAT HEALTHY *for Half the Price!*

up to **\$10** of farm fresh food **FREE**
when you use your **EBT** Card at
Boston farmers' markets this summer

www.BOSTONBOUNTYBUCKS.COM

Boston Bounty Bucks is sponsored by The Food Project and Mayor Menino, with support from the Mayor's Fresh Food Fund, Boston Collaborative for Food & Fitness, MA Dept. of Agricultural Resources, Boston Public Health Commission, Wholesome Wave Foundation and USDA (FMPP G-0944).



use your
EBT CARD AT:

**Dudley Town Common
Farmers' Market**
Corner of Dudley St. & Blue Hill Ave.
Roxbury, MA 02119

Tuesdays & Thursdays 3-7 pm

June 1 – October 28

Sponsored by The Food Project



Coma saudável por metade da preço!

Recebe até \$10 de alimentos frescos grátis quando usar seu cartão EBT em mercados de produtos agrícolas em Boston este verão.

Visita www.BostonBountybucks.com ou qualquer participana mercados de produtos agrícolas para mais informacoe!

¡Comé mas sano por la mitad de precio!

Gane hasta \$10 de comida gratis cuando use su tarjeta de EBT en los Mercados de Agricultores de Boston este verano

¡Visita www.BostonBountyBucks.com u otro Mercado de Agricultores participante para más información!

Eat Fresh and Healthy This Summer WITH BOSTON BOUNTY BUCKS



Use Food Stamps/SNAP to purchase fresh Massachusetts grown food at farmers' markets in Boston and get up to \$10 off.

HOW IT WORKS

- Visit any farmer and make your selections.
- Farmers will total your purchase and provide a bill.
(Farmers will hold items until you return.)
- Take the bill and your EBT card to the Market Information Table.
- For purchases up to \$20, your EBT card will be debited for half the cost.*
- For purchases over \$20, your EBT card will be debited for the total cost minus \$10.**
- The Market Manager will give you Boston Bounty Bucks equal to the amount of your purchase.
- Give these to the farmer to pay for your purchase.
- Boston Bounty Bucks must be used at the market where they were issued.
- Enjoy your food!

EXAMPLES

* For a purchase totaling \$16, your EBT card will be debited \$8.

**For a purchase of \$27, the EBT card will be debited \$17.

WWW.BOSTONBOUNTYBUCKS.COM

Boston Bounty Bucks is a partnership of Mayor Menino and The Food Project. It is sponsored by the Mayor's Fresh Food Fund, U.S. Department of Agriculture (FMPP G-0944), Massachusetts Department of Agricultural Resources, The Boston Public Health Commission, The Boston Collaborative for Food & Fitness and the Wholesome Wave Foundation.

**¡Con más sano por
mitad del precio!**

cuando use su tarjeta de
EBT este verano en el



**Eat Healthy
for Half the Price!**
when you use your EBT card
this summer at the

**Manje byen pou
mwatye pri a!**
Lè w sèvi ak kat EBT w la
pandan ete a nan



**MERCADO DE GRANJEROS
DE ROSLINDALE**

Sábados de 9 am - 1:30 pm
5 de junio - 30 de octubre
Adams Park, Roslindale Village
(Washington St. y Cummins Hwy)

Duplique sus beneficios cada vez que uti-
lice su tarjeta EBT en el Mercado de granjeros de
Roslindale, recibiendo hasta \$10 de productos
frescos de granja GRATIS cada semana!



www.roslindale.net



**ROSLINDALE
FARMERS' MARKET**

Saturdays, 9 am - 1:30 pm
June 5 - October 30
Adams Park, Roslindale Village
(Washington St. & Cummins Hwy)

Double your benefits every time you use your
EBT card at the Roslindale Farmers' Market, for up
to \$10 worth of FREE farm fresh food each
week. Visit the market to learn how!



The City of Boston
Thomas M. Menino, Mayor



www.bostonbountybucks.com

**ROSLINDALE
FARMERS' MARKET**

chak Samdi, 9 am - 1:30 pm
5 jen rive 30 oktòb
Adams Park, Roslindale Village
(Washington St. & Cummins Hwy)

Double benefits ou yo chak fwa ou itilize kat
EBT ou la nan Roslindale Farmers' Market, pou jiska
\$10 manje fre, GRATIS, ki soti nan jaden
chak semenn!