2017 Farmer’s Manual

Headwaters Incubator Program

Cultivating Farms and Future Stewards

East Multnomah Soil and Water Conservation District

1/6/2017
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1.0 Welcome
East Multnomah Soil and Water Conservation District (EMSWCD) would like to welcome you to the 2017 growing season with the Headwaters Incubator Program (HIP)! We are pleased to have you on board as we seek to aid the establishment of new farm businesses and provide a host of resources to farmers in our district.

1.1 Purpose of Farmer’s Manual
The Farmer’s Manual is designed to be a first-stop reference for policies, costs, guidelines, and expectations of HIP. It is also intended to be a resource for the type of information you should be considering as you launch your fledgling business. Like your business plan, the Farmer’s Manual is a living document that will evolve from year-to-year. Please share your thoughts if there are additional details you’d like to see included in this document.

To assist returning farmers and those already familiar with previous editions of the Farmer’s Manual, content changes have been made in blue. Text color for general editing will remain black. All program participants are encouraged to read the entire document. If there are questions, concerns, or suggestions, please bring those to the attention of the Headwaters Farm Program Manager.

1.2 What is a Farm Incubator Program?
A farm incubator program (FIP) is any “land-based, multi-grower project that provides training and technical assistance to aspiring and beginning farmers.” That broad description leaves a lot of discretion for each program as to whom they work with, what services they provide, and what specific beginning-farmer barriers they seek to address. There are a myriad of FIPs, each with unique approaches and challenges. In general, however, there are two program types: one that focuses on immigrant and refugee communities and the other on American-born populations. Despite having very different goals, both program types play an important role in communities across the country.

According to the National Incubator Farm Training Initiative (NIFTI) in 2016 there were:

- 130 operational FIPs
- 90 potential FIPs
- 1,565 farmers in FIPs
- 19,694 Acres of agricultural land being managed by FIPs
- 9 participants on average in each FIP

The vast majority of FIPs are operated by nonprofit organizations. Very few conservation districts operate an incubator program for beginning farmers.

1.3 Headwaters Incubator Program Structure
The Headwaters Incubator Program seeks to launch new farm businesses by making farmland, equipment, infrastructure, and learning opportunities available to program participants at EMSWCD’s Headwaters Farm. These items are rented out at a reasonable rate, typically at or below market value. Farmers in HIP can stay at Headwaters Farm for up to five years. After that they are expected to graduate out of the program and relocate their operation at another site where they will continue to grow their farm business. By graduation, HIP participants should have well established markets and sales accounts, efficient and effective production methods, a broad understanding of critical
farmer skills including good stewardship and business management, a well-established farm support network, and a detailed business plan with financial records.

1.4 Why a Farm Incubator?
The vision of EMSWCD is that our lands and waters are healthy and sustain farms, forests, wildlife, and communities. So, it should come as no surprising that EMSWCD has a stake in making sure good farmland is kept in production and that the next generation of farmers is prepared and capable of managing working lands in a responsible manner. Furthermore, EMSWCD recognizes that farmers play a critical role in maintaining healthy, productive natural resources. If good stewardship is the goal, there is no better population to engage than beginning farmers, who have a long tenure of land management in their future.

1.5 About Headwaters Farm
Headwaters Farm is a 60-acre property just outside of Gresham, Oregon that is owned by EMSWCD. The term ‘Headwaters’ refers to tributaries that feed a larger moving body of water. One of the more notable features at Headwaters Farm—and a primary reason EMSWCD purchased the property—is the North Fork of Johnson Creek. In this instance, Headwaters also serves as a symbol for incubator farmers, who are relatively small operations during their tenure in the Headwaters Incubator Program, but will eventually move off and become much more robust and dynamic farms serving their markets and communities.

One of the primary objectives of Headwaters Farm is to use the site to demonstrate the relationship between conservation and viable, productive agriculture. In light of this, the North Fork Johnson Creek was put into EMSWCD’s StreamCare program, which restores the riparian buffer protecting onsite natural resources. This portion of Headwaters Farm is now the Dianna Pope Natural Area and is managed in accordance of the Dianna Pope Natural Area Site Conservation Plan (available upon request).

1.6 Conservation Agriculture
In addition to launching successful businesses, HIP exposes clients to the benefits of conservation agriculture, which for program purposes can be defined as: modern farming practices that improve production while protecting or enhancing natural resources.

Conservation agriculture can have positive impacts on natural resources and a farm’s bottom line. EMSWCD looks forward to working with HIP clients and partners to demonstrate conservation agriculture, as well as using these practices to improve growing conditions at Headwaters Farm.
2.0 Learning Objectives
EMSWCD will provide valuable agricultural learning experiences for clients. This may include workshops, classes, hands-on projects, farm tours, peer-to-peer teaching, or other structured activities. Program participants are expected to participate in scheduled activities whenever possible. Specific safety and equipment trainings may be mandatory. The Headwaters Farm Program Manager will work with participants to set up activity times that best accommodate everyone’s schedule.

**Learning Objectives Quick Reference Table:**

<table>
<thead>
<tr>
<th>General</th>
<th>Business</th>
<th>Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Farmer Orientation</td>
<td>Record Keeping &amp; Finances</td>
<td>Nutrient Management</td>
</tr>
<tr>
<td>Tractor/BCS/Equipment Trainings</td>
<td>Loans, Grants, &amp; Financing</td>
<td>Irrigation Management</td>
</tr>
<tr>
<td>Safety Trainings</td>
<td>Land Access</td>
<td>Integrated Pest Management</td>
</tr>
<tr>
<td>Business Resources</td>
<td></td>
<td>Post-Harvest Handling</td>
</tr>
<tr>
<td>Crop Planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co-op Establishment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The table above lists the variety of formal trainings, classes, and workshops that participants will be exposed to during their tenure in the program. What’s most important is that HIP farmers attend these learning opportunities and actively seek ways to incorporate that knowledge into their safety protocols, business operations, production methods, and business plan.

2.1 Site, Equipment, and Safety Trainings
First-year HIP farmers will be given an orientation at the beginning of the season. This will cover the basics of safety, farm operations, and facilities etiquette. There will also be individual trainings on specific rented equipment. Those will be provided as needed but must be taken prior to equipment operation. Training topics will be based on farmer need and instructor availability. Much of the information regarding safety at Headwaters Farm can be found section 3.2 Safety Guidelines.

2.2 Classes & Workshops
EMSWCD will work with partners to provide incubator participants exposure to a range of new farmer educational opportunities. Given the dynamic nature of farming and the wide range of skills and knowledge needed to be successful, it’s unrealistic to expect adequate training to occur over just one season. Instead, HIP’s goal is to provide multiple opportunities for farmers to engage on these critical topics over their tenure in the program. In many cases farmers will be exposed to key subjects multiple times while in HIP. This redundancy is an opportunity to go deeper into a subject than one class may allow and to better understand complex farming and business topics.

As much as possible, classes and workshops will be scheduled during non-peak season times to allow incubator farmers to focus on production and sales during the growing season. However, some classes are impractical to teach out of the growing season and therefore require flexibility on the participant’s part. In general, expect roughly one workshop a month from November through March.
2.3 Farm Business Plan

All accepted participants have created and submitted a Farm Business Plan as part of the HIP application process. This is expected to be a living document that clients will revisit with the Headwaters Farm Program Manager each growing season. Incubator farmers will follow their Farm Business Plan as closely as possible. EMSWCD recognizes that farming is a fluid activity and that farmers must adjust when situations change. In these instances, incubator farmers may adapt accordingly. However, major deviations from a client’s Farm Business Plan—those that take the farm in a different direction, for example, adding a CSA to the marketing approach—should include the Headwaters Farm Program Manager’s feedback.

2.4 Program Partners & Local Farmer Development

EMSWCD greatly values its partners and actively works with a number of organizations to meet farmer and farm needs. A list of some of these key partnerships includes:

<table>
<thead>
<tr>
<th>Organization</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oregon State University Extensions Service</td>
<td>Growing Farms course; Workshops; General support</td>
</tr>
<tr>
<td>Rogue Farm Corps</td>
<td>On-farm entry level farmer development program w/ strong educational</td>
</tr>
<tr>
<td>Friends of Family Farmers</td>
<td>Farmer offsite transition (Oregon Farm Link); Outreach and advocacy</td>
</tr>
<tr>
<td>Clackamas Community College</td>
<td>Workshops, training, and tours</td>
</tr>
<tr>
<td>Natural Resource Conservation Services</td>
<td>Cost share; Resource management</td>
</tr>
<tr>
<td>Multnomah County</td>
<td>Linking incubator farmers with potential land lease options</td>
</tr>
<tr>
<td>Xerces Society</td>
<td>Pollinator and beneficial insect habitat development</td>
</tr>
<tr>
<td>Zenger Farm</td>
<td>Commercial kitchen; Access to local markets</td>
</tr>
</tbody>
</table>

Several of these groups play an active role in helping to select HIP farmers each year. In addition, some of the programs act as incubator “feeders,” helping to develop entry-level farmers who might be strong HIP candidates for future years. Over the past few years, many of these organizations have begun to work closely together to streamline services and ensure a wide range of opportunities for beginning farmers.
3.0 Headwaters Farm and Headwaters Incubator Program Guidelines

Guidelines have been put in place to promote efficient, effective, safe usage of Headwaters Farm. The goal of these guidelines is to improve the overall HIP experience and increase the likelihood of participant success. For the sake of clarity and organization, these guidelines have been broken into different categories: land use, safety, incubator program, and Headwaters Farm.

3.1 Land Use Guidelines

EMSWCD utilizes the following general land use guidelines to improve the overall quality of the farm—building soil, managing water, reducing weed pressure, and controlling pests—for current and future HIP clients. These include:

3.1.1 Organic Practices

Incubator farmers will work within the standards set by the National Organic Program (NOP), meaning: no synthetic fertilizers, no Genetically Modified Organisms (GMO), and only OMRI-listed products or sprays. It will be up to incubator farmers to decide if they would like to pursue organic certification. Farmers are required to keep an Input Log of all products applied to their fields and crops. A template is provided in the back of this document. This log is to be shared with the Farm Incubator Manager at the conclusion of each season.

Pressure treated lumber is not approved of organic production and is therefore not allowed in the fields.

There are instances when EMSWCD may use herbicides at Headwaters Farm to manage hedgerows, the Dianna Pope Natural Area, or other non-production locations. For each of these applications the following conditions will be met:

- Farmers notified at least 24 hours in advance;
- No herbicides will be applied outside of the defined management zones (natural area, hedgerows, etc.);
- Suitable environmental conditions (wind speeds under 12mph, dry weather, temperatures between 40° - 85°F);
- Application will be carried out by backpack sprayer and solely to the targeted problem plants;
- All applicators will be licensed;
- EMSWCD staff will be present to oversee the application process;
- Dyes will be used during herbicide application to improve visibility of sprayed plants/areas;
- Herbicide use will be limited to:
  - Garlon or Element 3A (triclopyr amine, EPA Reg. #62719-37)
  - Rodeo, Accord, or equivalent (glyphosate, EPA Reg. #62719-324);
- Mixing of herbicides will be done within the natural area and well removed from fields and food processing, including the Headwaters Office.

The use of acetic acid (30% agricultural-grade vinegar), which is approved for organic use in non-production areas, may be applied around the farm to manage weeds in locations where hand and mechanical weeding are impractical and it’s too close to fields or food processing and storage zones for regulated herbicides.

3.1.2 Integrated Pest Management (IPM)

IPM is a series of evaluations, decisions, and controls that are used in conjunction to suppress or eliminate pest problems. It’s based on the premise that least-impactful pest management solutions (e.g., identification, monitoring,
physical barriers) should be used before broader, more impactful approaches (biological or chemical controls). In accordance with IPM strategies, even OMRI-listed pesticides should be a last resort. All incubator farmers are expected to have a written IPM strategy and apply it.

3.1.3 Soil Fertility
EMSWCD will ensure that when farmers receive access to new cropland that it has a pH of 6.0 or higher. It will be the responsibility of incubator farmers to maintain a satisfactory pH and to apply any macro or micro nutrients. Since synthetic fertilizers are not allowed (see 3.1.1 Organic Practices), clients should consider various plant- and animal-based options which can be applied directly to the bed or plants. Compost is great for improving soil structure, adding organic matter, and infusing microbial activity, but it’s important to make sure that compost is purchased from a reputable source. It should also be noted that compost is not a good source of available nitrogen, but can often be high in other macronutrients that may have adverse environmental impacts when over-applied. Any fertility inputs should be part of a broader nutrient management plan. EMSWCD staff or various HIP partners can assist in forming this coordinated approach to soil fertility. Farmers are required to keep an Input Log of all products applied to their fields and crops. A template Input Log can be found in the back of this document. A copy of it will be required at the end of the season.

3.1.4 Cover Crop
The use of covers crops will be a primary tool for protecting soil, suppressing weeds, and adding organic matter throughout the farm. Except in areas of active production, farmers must seed a cover crop of legumes and cereal grains by October 1st. If this deadline is unachievable, it is the responsibility of the farmer to discuss their cover crop strategy with the Headwaters Farm Program Manager prior to this deadline.

3.1.5 Crop Rotations
There are two levels of rotations to be considerate of: fertility and pest. Basic fertility rotations involve not growing plants with similar edible parts (leaf, root, flower, and fruit) in the same place for consecutive years. Pest rotations consist of avoiding successions of plants within the same family. The Headwaters Farm Program Manager will be sensitive of individual investments (e.g., soil quality, perennials, reduced weed pressure) made to the land by each client and look to keep farmers producing on the same plot year after year. However, in the event that a farmer is not able to rotate crops effectively—for either fertility and pests—they may need to be relocated to a new plot.

3.1.6 Soil Testing
Incubator farmers will be responsible for taking at least one soil sample in October and paying for its analysis. This will be to help farmers monitor their usage of Nitrogen, Phosphorus, and other nutrients. It will also be used to develop and maintain a Nutrient Management Plan that is specific to each farm’s operation. Farmers who fail to take their sample(s) by the noted seasonal deadline will be charged $50 per management zone (individual plot or area that has different fertility plan or past use). This fee is to cover the cost of analysis and the time it takes to garner the sample(s).

3.1.7 Water Usage
Incubator farmers will have access to a reasonable amount of water (as judged by EMSWCD). The Headwaters Farm Program Manager and program partners can work with individual farmers on determining the appropriate amount of irrigation. Access to irrigation water will be available adjacent to each field block. Water will be free if incubator farmers purchase and configure a drip system. This style of irrigation is highly encouraged.
Irrigation timers pose a challenge at Headwaters Farm for several reasons:

1. They don’t take into account watering conditions or current use.
2. They may run at times when nobody is around to monitor the irrigation system and address issues.
3. They keep the filters and pressure regulators under constant pressure which is bad for the hardware.

That said, the use of irrigation timers is permitted, however, farms using them must provide EMSWCD with a simple written watering plan, including:

- Drip emitter spacing
- Number of lines
- Number of zones (if applicable)
- Inches of water per hour
- Watering goals (e.g., one inch of water per week from July to September)

The objective with this guideline is to ensure that farmers are watering for need as opposed to solely for convenience. During the hotter times of the year when irrigation is in high demand those using timers will be asked to run their systems at non-peak hours. However, farmers using this approach should occasionally test their system for leaks/breaks and monitor for areas of excessive wetness.

It is likely that at some point this season there will be a need to allocate dates and/or times in which farms can irrigate. This will be worked out when this threshold is reached. However, EMSWCD reserves the right to set an irrigation schedule as demand necessitates. Opening irrigation valves slowly—over the course of 20 seconds—will keep pressure higher and reduce the likelihood of system shutdown. Less irrigation shutdowns will diminish the need for irrigation scheduling.

Farmers are responsible for monitoring and repairing punctured, detached, or poorly connected drip tape. This is a criterion of the Program Participation Incentive (section 3.6 Program Participation Incentive).

Drinking water is available at both the wash station and office. Do not drink water out of the irrigation system.

### 3.1.8 Problem Weeds and Management Incentives

The most common weed issues at Headwaters Farm are Canada thistle and yellow nut sedge, although there is increasing pressure from pig weed and volunteer brassicas. EMSWCD is committed to greatly reducing the pressure from all these weeds, but requires incubator farmer assistance to do so. To this end, farms that keep up on their thistle, nut sedge, pig weed, and volunteer brassica weeding from June through September—as deemed by EMSWCD staff—will be exempt from paying their corresponding $50 land management fees. This is a month-by-month assessment to incentivize continued weed management. Additionally, EMSWCD will purchase winter cover crop seed for any HIP client who sufficiently manages these weeds in their plot throughout the entire growing season. Participants who fail to keep up on proper weed management will not be eligible to receive these incentives. In flagrant cases of inadequate weed management farms may see repercussions in the form of fines or termination of their lease.
Weeding incentives are based on several criteria:

1. Invasive weed pressure—how intense are the invasive weeds in that plot?
2. Field cleanliness—how many weeds (not just invasives) are in the plot and what growth stage are they at?
3. Weeding effort—how much effort (time, energy, and innovation) is the farmer putting into weed management?
4. Invasive weeds going to seed—are invasive weeds showing late stage flowering or forming seed heads?

The first three criteria are rated one-through-five (one being lowest). If the sum of these three criteria equals nine or higher than the farmer has sufficiently met the standard and will receive the incentive for that month. However, regardless of the score, if invasives are observed going to seed (criterion number four), no incentive is awarded. The Farm Incubator Program Manager will inform farmers of their weeding incentive scores as they occur throughout the season.

- **Canada thistle** — Ideal Canada thistle management involves killing shoots before they reach eight leaves. This is a vigorous plant and will resurface after cultivation. Continued weeding on a regular cycle (within every 21 days) will eventually exhaust the rhizome. Digging up larger portions of the roots—as opposed to cutting it at the soil surface—will increase the length of the weeding cycle. There is a zero tolerance policy on Canada thistle going to seed in, or directly adjacent to, their plot. It’s preferable that plants are weeded at a young stage.

- **Nut sedge** — For nut sedge, the ideal management practice involves digging up the ‘nuts’ (which are actually tubers) and removing as much of the rhizome as possible. In most cases it’s prudent to place nuts and rhizomes in a bag or bucket and dispose of them in municipal waste, although they will dry out and die after four days under strong sun. Thorough nut sedge weeding is particularly important early in the season, as the aggressiveness of the plant decreases with lesser amounts of moisture. If digging the nuts up isn’t an option, then removing the foliage in less than 21 day increments will prevent further spreading. There is a zero tolerance policy on nut sedge going to seed in, or directly adjacent to a farmer’s plot. This will be strictly enforced.

- **Pig weed** — Pig weed is an annual that is a standard farm problem weed. It is uncommon at Headwaters Farm, but prevalent on the neighbor’s property directly to the west. Because of this, it is important that HIP farmers work diligently to keep this from ever becoming an issue on incubator plots.

- **Volunteer brassicas** — The most common volunteer brassica is radish, although others do exist. As an annual, brassica management involves killing the plant prior to it setting seed. For the purposes of the EMSWCD’s financial incentives, brassicas should be weeded before or during flower formation.

Given the quarterly invoice schedule for 2017 (see 5.2 2017 Fee Breakdown and Payment Schedule), the entire Land Management Fee will be payable in the final quarter. This allows the weed management incentive to be applied in part or full in that final invoice, depending on a farms’ ability to keep up on invasive weeds during the summer months. If the incentive is larger than the total bill for the fourth quarter, then the remaining incentive balance can be rolled into the first quarter of the subsequent year.
3.2 Safety Guidelines

Safety is a paramount concern at Headwaters Farm and all farm activities must be done with specific consideration to safety, including that of the individual, other farmers, neighbors, EMSWCD staff, or any visitors to the farm. Alert the Headwaters Farm Program Manager immediately if dangerous conditions are observed.

3.2.1 Safety Gear

Farmers are expected to use good judgment when it comes to basic safety. This includes—but is not limited to—wearing appropriate clothing (sturdy, protective, not too loose, and good coverage), proper footwear (no open-toe shoes or bare feet), well versed knowledge of tools prior to use, wear eye and ear protection when operating machinery, wear a hat and use sunblock when appropriate (but wash hands thoroughly after application). Farmers are responsible for purchasing and using their own safety equipment.

3.2.2 Wash Station Cleanliness and Food Safety

Food safety is a critical component of all agricultural operations. Incubator farmers will need to ensure that their practices work to minimize risk of contact and spreading of food borne illness. In accordance with the forthcoming Food Safety Modernization Act (FSMA) regulations, HIP farmers will need to write and follow a Food Safety Plan. EMSWCD staff and program partners will be available to help develop Food Safety Plans.

Wash Station clean-up protocol includes:
1. Clean washing surface (dunk tank/spray table/barrel washer) after use with water and scrubbing only (soap can be difficult to rinse away and may impact future users. Please refrain from using it to clean washing surfaces).
2. Spray washing surface with Sanidate 5.0 (provided by EMSWCD) and leave on to dry.
3. Leave dunk tank upside down to drain.
4. Sweep up any debris on the ground that you have created.
5. Empty food waste container in designated location.
6. Clean out the gutter if you are the last user of the day (if no one else is washing produce when you finish, assume you are the last user of the day);

Note: Please don’t wash vegetable waste or sediment from the gutter into the catch basin. Scoop out by hand and place in designated location.

Other wash station food safety guidelines include:

- No produce storage in the wash station. Any produce left overnight in the wash station will be composted.
- Only crops are to be placed on cleaning surfaces (spray tables and dunk tanks).
- Bin washing should be confined to the bin washing area at the western end of the wash station or the new facility outside of the curing shed.
- Storage of clean bins will be in the curing shed.
- Farmers should have separate containers for harvest (field use) and packing (storage and transport).
- All farmers who use the wash station should make an effort to occasionally take the compost trailer to the main compost pile. Farmers can allocate 20 minutes of Community Farm Hours for each trip.
- Do not wash propagation supplies or tools in the wash station. That should be done on well-established grass near fields or the curing shed.
3.2.3 Safety Trainings
Some equipment requires training prior to rental or farmer use. Information on which tools or pieces of equipment fall in this category can be found in section 5.0 2017 Costs & Payment Schedule.

3.2.4 First Aid and Fire Extinguishers
There are several first aid kits on the farm. They can be found:

<table>
<thead>
<tr>
<th>Facility</th>
<th>First Aid Kit Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barn (Primary)</td>
<td>In the wash station mounted onto the cubby rack</td>
</tr>
<tr>
<td>Container</td>
<td>Upon entering the container</td>
</tr>
<tr>
<td>Office</td>
<td>Hanging on the bookshelf near the meeting table</td>
</tr>
</tbody>
</table>

The primary first aid kit in the barn is regularly restocked by a medical supply company. Farmers are encouraged to use this kit whenever possible.

Fire extinguishers can be found in:

<table>
<thead>
<tr>
<th>Facility</th>
<th>Fire Extinguisher Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>Hanging on the wall in the back of the meeting room</td>
</tr>
<tr>
<td>Barn (2)</td>
<td>One near the sliding door to the wash station; one on the western wall near the workbench</td>
</tr>
<tr>
<td>Container</td>
<td>Upon entering the container</td>
</tr>
<tr>
<td>Fork lift</td>
<td>Attached to the forklift in the barn</td>
</tr>
</tbody>
</table>

3.3 Incubator Program Guidelines
The following are other guidelines pertaining to HIP.

3.3.1 Lease Agreement
All participants will sign a lease prior to each growing season. The lease will be a legally binding contract and cover issues pertaining to land allotment, payment, termination, and other pertinent issues. Incubator farmers are encouraged to review the lease agreement and refer to it as needed. In some instances the lease notes legally binding sections of the Farmer’s Manual. Determination of plot size and location will be by EMSWCD staff. Farmer plots may vary in size and location from year-to-year.

3.3.2 Insurance Coverage
All farmers are required to carry at least a one million dollar liability insurance policy that covers both general and product liability. Incubator farmers will provide EMSWCD with a Certificate of Liability Insurance that lists East Multnomah Soil and Water Conservation District as ‘additionally insured.’ Recommendations on affordable local plans can be made by current or previous incubator farmers.

3.3.3 Meetings
As in all situations with shared space and facilities, it will be critical that incubator participants communicate effectively and work with a cooperative spirit. Regular incubator meetings may be set up to help facilitate open dialog and to develop schedules, determine protocols, resolve conflicts, build community, and improve the overall HIP experience.

It is customary for the incubator program to have an End of Year meeting to discuss the season and celebrate successes. This is also an opportunity to weigh in on upcoming changes and provide feedback.
The Headwaters Farm Program Manager will meet with each farm for both a mid-season and end-of-season check-in. These meetings are designed to gauge the progress of a farm, acquire program and site feedback, and to provide farm guidance and direction.

### 3.3.4 Record Keeping

Keeping accurate records of pertinent farm activities is an important farm skill. Program participants will be expected to keep records pertaining to yield, finances, and successes/failures, and provide requested data to EMSWCD at the end of each season. The Headwaters Farm Program Manager can meet with farmers to help determine what records are to be documented. This is a good practice to get into for tracking expenses and revenue, setting up farm plans and budgets, and preparing taxes.

For 2017 HIP will participate in a new time-trial based recordkeeping system that has been developed by Tanya Murry at Oregon Tilth. All farmers are strongly encouraged to partake.

### 3.3.5 Community Farm Hours

As part of the program, each farm is responsible for a total of 12 person-hours toward the maintenance or betterment of the incubator property and its facilities during the calendar year. Some activities may be incentivized to encourage participation. Here are a few of the reoccurring Community Farm Hour tasks that incubator participants are encouraged to partake in:

<table>
<thead>
<tr>
<th>Task</th>
<th>Community Farm Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Write a publishable blog post for EMSWCD website</td>
<td>6 hours</td>
</tr>
<tr>
<td>Empty wash station compost trailer at compost site</td>
<td>20 minutes</td>
</tr>
<tr>
<td>Working Group meetings &amp; activities</td>
<td>Duration of meeting/activity</td>
</tr>
<tr>
<td>Weed pollinator habitat or beetle bank</td>
<td>Duration of activity</td>
</tr>
<tr>
<td>Clean up in or around prophouse or barn</td>
<td>Duration of activity</td>
</tr>
<tr>
<td>Various farm projects</td>
<td>TBD or duration of activity</td>
</tr>
</tbody>
</table>

Community Farm Hours can be front- or back-loaded in the season. A Community Farm Hour Tracking Log can be found toward the back of the Farmer’s Manual and is to be submitted to the Headwaters Farm Program Manager at the conclusion of the season. The Headwaters Farm Program Manager can provide other Community Farm Hour projects upon request.

### 3.3.6 End of Season Responsibilities

Farmers will plant a winter cover crop in all appropriate areas of their allotted space—those not in active production—by October 1st. (See section 3.1.4 Cover Crop for more details).

Each participant is responsible for cleaning up their plot by October 31st. This includes removing all farm supplies, growing infrastructure, trash, and plant materials not incorporated into the soil. Approval from the Headwaters Farm Program Manager is required if there is a need to leave items in the field past October 31st.

To help the continued improvement of HIP and to assist the accumulation of incubator data, all incubator farmers are to participate in an annual one-on-one end of season meeting and to fill out a questionnaire. Farmers are free to fill in only the data they are comfortable in sharing. However, EMSWCD requests that all farmers submit the questionnaire with as
much content as possible. All responses will be entirely anonymous and nothing detailed in the questionnaire will be held against the participant.

3.3.7 Equipment & Infrastructure Availability
All shared equipment is available on a first-come-first-serve basis, although the Headwaters Farm Program Manager may on special occasion make equipment available for need or equity. Clients are encouraged to coordinate equipment and infrastructure usage with other farmers, when appropriate, and be efficient with their time when using shared resources. All HIP equipment must be returned clean to its designated location at the end of each day.

In many cases EMSWCD staff use the same equipment (tractors, handtools, etc.) as incubator farmers. Staff will work diligently to ensure that all resources are available to farmers as much as possible, but in some cases will need to utilize equipment for farm maintenance or projects. Communication is encouraged if staff are tying up equipment that is needed by HIP participants.

The walk-in cooler in the barn will be unavailable to HIP participants from early-February to mid-March each year to accommodate native plant for local restoration work. Check with Headwaters Farm Program Manager for exact dates.

Making any physical changes or alternations to Headwaters Farm equipment or infrastructure without prior consent from the Headwaters Farm Program Manager is strictly prohibited.

3.3.8 Publicity
Each farmer is asked to write a basic farm bio for the EMSWCD web page and occasionally contribute to a Headwaters Farm blog or other EMSWCD-based outreach efforts. This is done to help build the visibility of the program, but is also a method of farm advertising. Unless otherwise noted, HIP clients agree to allow EMSWCD to use photos containing their likeness.

3.4 Headwaters Farm Guidelines
The following guidelines are to ensure that Headwaters Farm remains useable and accessible to multiple growers.

3.4.1 Field Storage and Management Access
Staging of equipment, materials, and other farm resources (including compost and other bulk resources)—those that don’t belong in the container or barn—must be done within a farm’s leased area or within a pre-agreed upon zone directly adjacent to the leased plot. Weed management and mowing of any storage area outside of a farm’s leased acreage will be the responsibility of the farmer.

EMSWCD recognizes the need for farmers to have ample and diverse storage options. To balance farmer storage needs with general farm operations and management, farmers are asked to utilize a variety of storage locations. See the table below for an overview of Headwaters Farm storage facilities and appropriate usage:
<table>
<thead>
<tr>
<th>Facility</th>
<th>Storage For...</th>
<th>Fee</th>
<th>Notes</th>
</tr>
</thead>
</table>
| Barn         | Farm resources that aren’t needed regularly; processed, contained produce | Y   | • A rolling staircase is available for access to higher shelves.  
• All stored items must be kept within the footprint of the pallet rack shelves to allow for forklift and staircase access to higher shelves.  
• Any items stored in the barn outside of a farm’s rented pallet racking space must receive approval from the Headwaters Farm Program Manager. |
| Cubbies      | Small, personal, non-valuable items                | N   | • Each farm has a tote container outside the barn for storage.                                                                         |
| Walk In Coolers | Cold storage crops                                     | Y   | • The large cooler is kept at 36° and the small at 50°.  
• Any rotting items must be removed immediately. |
| Above Coolers | Bundled drip tape and new rolls of floating row cover | N   | • Please keep the condenser free from obstruction.  
• Label anything that is stored above the coolers. |
| Prophouse    | Propagation supplies & materials (soil, trays, etc.) | N   | • Please locate propagation supplies under rented table(s).  
• All items within the propagation house will be removed during the winter and sanitized before reintroduction. |
| Container    | Tools and other field items that require regular and convenient access | Y   | • The container is also home to rentable items  
• Anyone who opens the container is required to close and lock it once they are done, unless they get verbal confirmation from another farmer assuming responsibility. |
| Field        | Implements, trailers, delivered bulk resources (compost, straw, etc.), large, heavy, or bulky weather-tolerant items (t-posts, sand bags, etc.) | N   | • Field storage must be done in a farmer’s rented plot, unless agreements have been made with the Headwaters Farm Program Manager.  
• Farmers are responsible for managing grass and weeds field-stored items prohibit mowing.  
• Field-stored items should be placed on a pallet whenever possible. |
| Curing Shed  | Curing crops and processed produce that does not require cold storage; clean bins | N   | • Once built out this facility will have space allocated to curing and storing of produce, as well as areas for clean bins.  
• 2017 goals for this space include: building shelving, lighting, ventilation, and possibly insulation.  
• Dehydrators will eventually be relocated to this facility. |

### 3.4.2 Structures

Unless given explicit approval from the Headwaters Farm Program Manager, incubator farmers are prohibited from constructing or erecting structures of any kind at Headwaters Farm. This includes, but is not limited to, greenhouses, sheds, and shade structures. All approved structures must be broken down and removed from the premises at the conclusion of a client’s lease, or in some cases, at the end of each season.

The use of pop-up canopies for shade is permitted, although they are not to be left up overnight. All canopies must have at least 20lb weights at ground level firmly secured to each leg.

Field or caterpillar tunnels (any seasonal hoop house-style plastic cover over beds that is large enough for a human to be inside) may be utilized when built to the following specs:

- **Bows** — 1" SCH 40 PVC piping bent to approximately 11ft in diameter placed 4ft apart along the length of the tunnel.
- **Affixing to the ground** — 5/8-inch rebar:
- 6ft lengths for the end wall anchor points pounded to 3ft depth;
- 4ft lengths for the rest of the bows pounded to 2ft depth;
- Steel rings, chain links, or other tie-downs should be welded to the rebar at ground level prior to pounding.

- Plastic — 6 mil, UV stabilize poly skin that is at least 15ft longer than the house and bunched and secured to 5ft t-post at either end. Plastic is secured to the bows with two ropes that alternate across the house from bow-to-bow and are threaded through the welded steel rings (or similar tie-downs) at the base of the rebar.

Field tunnels do not support snow load and therefore should be broken down at the end of each growing season.

The following diagram illustrates the specs detailed above:

![Diagram of high tunnel construction](http://articles.extension.org/pages/18356/low-cost-high-tunnel-construction)

3.4.3 Compost

Farmers should compost in their rented plots, either in piles or, preferably, incorporating debris into the soil as a green manure.

Vegetative waste generated in the wash station should be taken to the compost pile at the west end of the small hoophouse. A dump trailer will be made available to help facilitate this process. Anyone who empties the trailer can add 20 minutes in their Community Farm Hour log (unless the task takes longer, in which case note the actual time).
3.4.4 Food Storage & Curing
There are several places where food is stored at the farm: coolers, curing shed, and barn.

- **Coolers** — there are three coolers. The two larger coolers are kept at 36° and the small cooler at 50° F. Depending on space and demand this could be switched. Produce in the cooler should be contained appropriately in bins, bags, boxes, or the like.

- **Curing Shed** — space designed to hold product that doesn’t benefit from cold temperatures. It is also a space where produce can cure or be dehydrated.

- **Barn** — if space is limited in the curing shed then large items, like pallet boxes of winter squash, may be stored in the barn.

As some crops ripen they produce a chemical called ethylene. Plants that emit greater amounts of ethylene are called **climacteric**. Some crops are sensitive to ethylene and will deteriorate in storage faster when exposed. The Food Storage Working Group will be responsible for helping set policies to navigate any challenges created by storing climacteric crops with those that are ethylene sensitive (see section 3.5 Headwaters Farm Working Groups).

Food storage on rented barn shelving is fine assuming the items are processed and stored in appropriate containers (i.e., no loose produce in barn).

Farmers are responsible for monitoring and removing any rotting items from storage and curing areas.

3.4.5 Driving, Parking, and Roadway Access
Please park in locations around the barn that don’t block roadways, entrances, or other access. The ideal loading zone is directly east of the wash station slab, near the cubbies. Parking inside of the barn is only for short term loading & unloading purposes, and should be done within the ‘loading zone.’

Anyone driving at Headwaters Farm must have a valid driver’s license. There is no driving on the fields themselves. The speed-limit anywhere on the farm is 10 mph, unless otherwise posted. This is strictly enforced.

3.4.6 Spring Tillage
In the past EMSWCD has provided primary spring tillage using the 22ft John Deere disc pulled by the big crawler tractor. As the farm has filled-in and as a greater number of HIP farmers have overwintering crops and silage tarps, this has become increasingly challenging. As a result, EMSWCD staff is still offering to disc fields in the spring, but only in **areas that are at least a ¼ acre in size (~70ft of most plots) or where the caterpillar tractor can be pulled straight through** without need for turn around. Keep in mind that spring tillage will be weather dependent and will not happen until the soil is sufficiently dried down. If desired, final tillage can be done with the Till an’ Bedder—a non-rototilling bed making implement. If farmers want a finer finish, they will need to accomplish that with the BCS or tractor (see section 5.4 Equipment, Costs, and Usage). Fall tillage to prep for cover crops is the client’s responsibility.

3.4.7 Facilities & Common Areas
Incubator farmers will lease specific plots of land—as noted in individual’s lease agreement—but will also have access to various other areas on the farm. This will either be through renting or open access. Both of these types of common areas will have protocols for renting, payment, standard care, maintenance, etiquette, and safety. Rental and payment
information can be found in 5.0 2017 Costs & Payment Schedule, whereas other details pertaining to usage and safety can be found below and other sections of this document.

General rules for all shared space:

- Label everything with your farm’s name (bins, amendments, rolls of floating row cover and agricultural plastic, t-posts, and anything else that could be confused for someone else’s).
- Remove all rotting product and put it into the compost pile.
- Don’t handle anything in another farm’s rented space or impact their products or belongings.

Some important usage protocols for the primary facilities are as follows:

**Propagation** – please follow the rules in the prophouse:

- All trays and other plant containers coming into the propagation house at the onset of the season must be sanitized first.
- Farmers are responsible for weeding under their propagation tables and around the aisles.
- All trays going into the germination chamber must be labeled with the farm name and date sown. Trays without these labeled details will be removed from the germination chamber.
- Only store-bought soil mixes or germination mediums can go into the germ chamber.
- The Prophouse Working Group will determine irrigation set times, durations, and frequency.
- The prophouse doors are to remain closed at all times, with two exceptions: frequent moving in/out or if the automated ventilation has run for over ten minutes (eastern doors only for the latter).

**Food Storage** (cooler and curing shed) – much of the protocol for this space will be developed during 2017 with help from the Food Storage Working Group. See 3.4.4 Food Storage & Curing for more details.

**Barn** – the main concern with the barn is that the floor remains as open and as accessible as possible. This is extra important during the spring when there are vast amounts of potting soil and amendment as well as in the fall when there can be lots of winter squash. A thorough cleaning of the barn is needed during the winter months.

**Wash Station** – issues pertaining to wash station safety can be found in section 3.2.2 Wash Station Cleanliness and Food Safety. Other important rules include:

- Don’t leave produce unattended in the dunk tank or other place in the wash station.
- The hand washing area is not for produce of any kind.
- Keep the gutter and gutter screen clean.

With the wash station demand exceeding current capacity the Headwaters Farm Program Manager is looking into options for building one or two auxiliary washing facilities at the farm. Specific safety and operation protocols will be developed for any additional washing facilities. Until additional washing space is developed, it’s important that farmers use the space efficiently.
The following table is an overview of the free and fee-based common spaces:

<table>
<thead>
<tr>
<th>Open Access Common Areas</th>
<th>Rental-Based Common Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>Propagation Greenhouses</td>
</tr>
<tr>
<td>Wash Station</td>
<td>Walk-in Cooler</td>
</tr>
<tr>
<td>Roadways, Parking</td>
<td>Storage Facilities</td>
</tr>
<tr>
<td>Shade Structure</td>
<td>Curing Facility (no rental rates planned for 2017)</td>
</tr>
<tr>
<td>Hardening Off Tables</td>
<td></td>
</tr>
</tbody>
</table>

### 3.4.8 Dianna Pope Natural Area

Headwaters Farm is fortunate to have a 15-acre natural area surrounding the North Fork Johnson Creek (See map of Headwaters Farm toward the back of this document). Due to this special designation and the robust ecosystem services provided by the riparian buffer, specific management practices are in place. As it relates to HIP, incubator farmers and their guests must stay out of this area and there is no dumping of any materials, organic or otherwise, within the natural area. More information about the Natural Area can be found in 1.5 About Headwaters Farm and 3.1.1 Organic Practices.

### 3.5 Headwaters Farm Working Groups

As HIP has grown there has become an increasing need for the incubator farmers to play a more active role in coordinating program and farm operations, to ensure the efficient, safe and equitable use of the shared facilities. Several working groups will be formed in 2017 to better facilitate these conversations and create formal channels for recommendations and troubleshooting. These include:

1. Propagation  
2. Tools and Equipment  
3. Food Storage

These working groups are expected to meet at least once a year to discuss issues and provide feedback. Working groups are encouraged to communicate throughout the season as need dictates. The Headwaters Farm Program Manager will attend working group meetings unless the group requests to meet privately. Working groups will form at the beginning of each growing season. All current incubator participants are welcome to take part. While working groups have no formal decision-making authority, their feedback and recommendations will be valued and taken strongly into consideration. Meeting time or any necessary follow-up actions can be counted as Community Farm Hours.

#### 3.5.1 Propagation Working Group

This working group will help identify issues pertaining to the shared use of propagation space at Headwaters Farm. This includes both propagation houses and the hardening off tables. Common topics discussed may include: irrigation sets (length, frequency, and timing), ventilation settings, germination chamber oversight, infrastructure necessities and priorities, and other policies and protocols pertaining to function and compatibility within the space.

#### 3.5.2 Tools and Equipment Working Group

The Tools and Equipment Working Group will be engaged on topics related to use, upkeep, and policies and protocols surrounding shared rental items. This includes tractors, implements, the BCS, handtools, backpack sprayer, flame weeder, and other pieces of EMSWCD-owned equipment.
3.5.3 Food Storage Working Group
The Food Storage Working Group will help coordinate issues pertaining to the curing shed, coolers, and food in the barn. They will help the Headwaters Farm Program Manager determine protocol for using these share resources in a way that meets all farmers’ needs and keep the facilities clean, safe, and equitable.

3.6 Program Participation Incentive
If starting a farm wasn’t challenging enough, HIP requires additional investment and involvement on the part of the farmers. This is because the general nature of the incubator format occasionally requires unique considerations compared to a private farm and because EMSWCD wishes to protect its investment in HIP participants by ensuring they are exposed to topics and resources that will make them better farmers. Recognizing that these added HIP requirements may be challenging or demand additional time, EMSWCD offers an incentive for all program participants that satisfactorily meet the following criteria:

- **End of Year Responsibilities (see section 3.3.6):**
  - Sow cover crop in non-production areas by October 1st
  - Take soil sample by October 15th
  - Clean plots by October 31st
  - Fill out and submit an End of Year Questionnaire by December 31st
  - Provide EMSWCD with a Field Map by December 31st
  - Provide EMSWCD with a completed Input Log by December 31st
  - Attend a one-on-one End of Year Meeting with the Headwaters Farm Program Manager

- **Community Farm Hours**
  - Achieve and document 12 Community Farm Hours as per section 3.3.5 Community Farm Hours.

- **Stewardship**
  - Manage weeds throughout the season in accordance with section 3.1.8 Problem Weeds and Management Incentives
  - Time tillage, cultivations, and other tractor work when the soil is adequately dry
  - Repair tears, breaks, disconnections, or other problems with a farm’s irrigation system.

- **Attend trainings, workshops, classes, and meetings**
  - Life and other obligations can sometimes make it difficult to get to all scheduled HIP activities, however, at a minimum participants should inform the Headwaters Farm Program Manager of their intended absence and miss as few learning objective gatherings as possible.

- **Respect the Program**
  - Work cooperatively with other HIP participants and staff.
  - Keep facilities and shared items clean and functional.
  - Maintain good payment standing.

Farms that accomplish everything on this checklist will receive a **one-year rate reduction on their land rental fees the following season.** That means a second-year farmer would be billed at 25% of the market value for land at Headwaters Farm ($600/acre/year) which is the rate offered to first-year farmers. Another example is instead of paying the full market value for fourth-year participant farms, they would only be billed at 75% of that market value (a third year farm’s rate). (See section 5 Costs & Payment Schedule).
4.0 Headwaters Farm Conduct
The following guidelines are necessary to ensure a good experience for all incubator farmers, EMSWCD staff, neighbors, and the surrounding community.

Cooperative Spirit — Incubator farmers are expected and encouraged to cooperate and coordinate with one another while working on the farm. Farmers will share parking, infrastructure, an irrigation system, and other EMSWCD-provided resources. If any problems arise that farmers are not able to mediate on their own, they should contact the Headwaters Farm Program Manager for assistance with conflict resolution.

Legal Compliance — All farm activities on EMSWCD property will be in accordance with federal, state, and local regulations. It is entirely the responsibility of the incubator farmer to maintain compliance. To that end, even if the federal status on marijuana changes, due to security and perception concerns the production and consumption of this crop will remain prohibited.

Community Consideration — Farmers will be respectful of Headwaters Farm neighbors and any concerns they may have. Incubator farmers will be cordial ambassadors of the program and EMSWCD both on the farm and within the surrounding community.

Farm Access — Farmers have access to the fields at Headwaters Farm seven days a week during daylight hours. Access to the barn and its surrounding amenities are available from daybreak until 11pm. Farmers may request after-hours access from the Headwaters Farm Program Manager if specific needs arise. Farmers will not enter another farmer’s plot without permission.

Tools/Equipment — Farmers are responsible for the HIP tools and equipment that they or their guests use. Inappropriate use or failure to properly care for, clean, or return rental tools will result in fines, limits on future use, or no replacement of broken tools by EMSWCD. Farmers will need to replace—at their own expense—any tools or equipment that is lost, broken, or damaged with a new tool of comparable quality and utility, as determined by EMSWCD.

Failure to clean and/or return hand tools after use has historically been a problem at Headwaters Farm. Current farmers have indicated a desire to observe and remind each other of proper tool usage and upkeep. Proper tool upkeep is a criterion for the Program Participation incentive (3.6 Program Participation Incentive).

Trash & Recycling — EMSWCD provides a two-yard trash container for general farm use. Trash generated at Headwaters Farm may be disposed in it. If the container is being used for trash from other sources (e.g., home, other farm sites) then the container will be removed or the cost to retain it will be passed along to incubator farmers.

Recycling will be broken into two categories: agricultural recycling and common recycling. Agricultural recycling pertains to plastics that are only taken by specific facilities. These include: drip tape, poly pots and trays, floating row cover, and plastic mulch. Large bags are provided for the storage and sorting of these items. EMSWCD staff will take one trip to the recycling facility in Brooks, Oregon annually to dispose of these recyclables. Common recycling, that which can be recycled by most municipalities, can be placed into the various recycling containers in the barn. Please sort recycling as needed and follow general recycling guidelines. Questions about what can be recycled can be directed to the Headwaters Farm Program Manager or Facilities Manager.
Note: waxed cardboard is not recyclable and must be disposed of in the trash. Due to this its use is discouraged.

**Sales** — Unless authorized by the Headwaters Farm Program Manager, no on-farm sales are permitted. This includes CSA pick-up.

**Sanitation** — There are three restroom facilities on the farm: the composting toilet outside the barn, in the farm office, and the field porta-potty. The composting toilet can be used like any other flush facility. Follow the instructions listed in each stall. Please don’t throw trash of any kind into toilets.

Everyone is required to wash their hands after using the restroom. Hand sanitizing and/or washing facilities are included with all of the restroom options.

Please notify EMSWCD staff if any bathroom supplies are running low or other problems experienced.

**Pets** — Clients are not allowed to bring pets to Headwaters Farm. In the event that this is unavoidable, please keep the pet confined inside the car.

**Visitors** — Clients are responsible for any visitors or helpers they bring to Headwaters Farm. Visitors are required to abide by the same guidelines as farmers. Uninvited visitors are not allowed at Headwaters Farm.

**Children** — Children should always be accompanied and supervised by a guardian.

**Smoking** — There is to be no smoking within 100 feet of Headwaters Farm structures. Also note that tobacco residue on hands or clothes can also transmit the tobacco mosaic virus to solanums and some flowers.
5.0 2017 Costs & Payment Schedule

EMSWCD will make available land, equipment, infrastructure, and some services to incubator farmers. The cost of these items and the time of which payment is due will vary. Below is a list of the pricing for the 2017 growing season.

5.1 Program Amenities and Associated Costs

Many of the items to rent are optional and will be determined by the client’s operation and the resources incubator farmers already have available. The goal of charging for equipment and infrastructure is three-fold:

- Promote joint-ownership and responsible usage;
- Encourage incubator farmers to invest in personal equipment when appropriate; and,
- Recoup a significant portion of the item’s cost prior to exhausting its usefulness.

5.2 2017 Fee Breakdown and Payment Schedule

<table>
<thead>
<tr>
<th>Fee</th>
<th>Payment Schedule</th>
<th>Fee Includes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Lease</td>
<td>$600/acre/yr Adjustments made for year in program (see below)</td>
<td>• Primary spring tillage (as space &amp; weather permits)</td>
</tr>
<tr>
<td></td>
<td>Invoices will be sent out quarterly (April, July, October, and January). Each</td>
<td>• Access to wash station</td>
</tr>
<tr>
<td></td>
<td>invoice will include 25% of the land lease. Fees for equipment and</td>
<td>• Cubby outside of the barn</td>
</tr>
<tr>
<td></td>
<td>infrastructure rental and services accrued during their respective invoice</td>
<td>• Beginning pH of 6.0 or higher</td>
</tr>
<tr>
<td></td>
<td>period will also be included, except for annual payment items (see below),</td>
<td>• Riser to connect to irrigation system</td>
</tr>
<tr>
<td></td>
<td>which will be paid in full during first quarter of use. The Land Management</td>
<td>• Access to farm office</td>
</tr>
<tr>
<td>Land Management Fee</td>
<td>$200/year</td>
<td>See Equipment, Costs, &amp; Usage below</td>
</tr>
<tr>
<td></td>
<td>Fee will be due in full during the final quarter (see section 3.1.8 Problem</td>
<td>See Infrastructure &amp; Costs below</td>
</tr>
<tr>
<td></td>
<td>Weeds and Management Incentives)</td>
<td></td>
</tr>
<tr>
<td>Equipment Fees</td>
<td>varies</td>
<td></td>
</tr>
<tr>
<td>Infrastructure Fees</td>
<td>varies</td>
<td></td>
</tr>
<tr>
<td>Service Fees</td>
<td>varies</td>
<td></td>
</tr>
</tbody>
</table>

Invoices will be mailed out quarterly. Each invoice will be sent out within the first week of each invoicing month (April, July, October, and January). Farmers will have the remainder of the month to make the payment. For example, if Farmer X racks up $100 in equipment rental fees and $200 in land lease fees from July - September, Farmer X will receive that bill within the first week of October. The full balance will be due within 30 days (see Section 1.H, Penalties in the lease).

For items that are rented on a month-to-month or annual basis (e.g., walk in cooler), the rule of thumb is: use it once, pay for the entire month/year, depending on the item’s billing schedule.

5.3 Graduated Land Cost-Structure

Land will be leased in 2017 at $600/acre/year. This will include a number of amenities (see 5.2 2017 Fee Breakdown and Payment Schedule table above for a complete list). Land costs will incrementally increase each year a participant is in the program. The first year a participant is in the program, land rent will be charged at a quarter of market value (i.e., 25% of $600/acre/year, or $150/acre/year) and increase an additional 25% each season. By the fourth year of the program clients will be paying full market value for their land. This graduated cost structure only applies to land. Charges for equipment, infrastructure, and services will be set at a fixed annual rate.

The newly added fifth year in the program will be billed at the same full market rate as the fourth season.
5.4 Equipment, Costs, and Usage

Equipment Costs Quick Reference Table

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
<th>Billing Schedule</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Handtools/Wheelbarrow/Wheel Hoe</td>
<td>Free</td>
<td>N/A</td>
<td>Cost include in land fees</td>
</tr>
<tr>
<td>Flame Weeders</td>
<td>Free</td>
<td>N/A</td>
<td>Farmers provide their own propane – Training Required</td>
</tr>
<tr>
<td>Backpack Sprayer</td>
<td>$4/hr</td>
<td>Quarterly</td>
<td>Only OMRI-listed sprays – Training Required</td>
</tr>
<tr>
<td>BCS Walk-Behind Tiller</td>
<td>$8/hr</td>
<td>Quarterly</td>
<td>Training Required</td>
</tr>
<tr>
<td>New Holland Tractors</td>
<td>$20/hr</td>
<td>Quarterly</td>
<td>Includes implement costs – Training Required</td>
</tr>
<tr>
<td>Tractor Implements</td>
<td>$10/hr</td>
<td>Quarterly</td>
<td>For individuals with tractors – Training Required</td>
</tr>
</tbody>
</table>

Handtools/Wheelbarrows/Wheel hoe — Cost included in land fees

Basic handtools (shovels, hoes, rakes, forks), wheelbarrows, and a wheel hoe will be available without any training or clearance needed. Farmers are responsible for returning all handtools cleaned to their respective storage location at the end of each period of use. EMSWCD will provide very limited maintenance of these tools, so please treat them with care and remind your fellow farmers of this when you observe neglect or abuse occurring.

Flame Weeder — Farmers pay for their own propane and tank

Two options exist: five-torch two-wheel walk-behind flame weeder and a single wand flame model. Both of these tools are designed to kill weed seeds and thread-stage emergent weeds. Improper application can result in dangerous conditions and risk of fire. The operating procedure on the sign-out sheet must be followed at all times. Farmers must be trained on either tool prior to operation.

Backpack Sprayer — $4/hour

The backpack sprayer will be primarily for foliarising starts and crops, however, it may be available for certain OMRI-listed sprays. The operating procedure on the sign-out sheet must be followed at all times. There is a hidden filter that must be cleaned after each use. Farmers must be trained to use tool prior to operation.

BCS Walk-Behind Tiller — $8/hour

The BCS 749 is a 13hp, diesel engine with a 30-inch tiller. Fuel is included in the rental cost. Each farmer is required to provide and utilize their own safety equipment when operating the BCS. The operating procedure with the sign-out sheet must be followed at all times. The BCS must be cleaned after each use, including the tiller tines. Farmers must be trained to use tool prior to operation.

New Holland Tractors — $20/hour

There are two New Holland tractors:

- TC40D — 40hp front wheel assist with a bucket.
- TN75hp — 75hp two-wheel drive utility tractor.

Both machines can be available to HIP participants in at least their second year of the program (or who have three years of farm tractor experience) and who:

1. Attends the Tractor Safety Course (offered once each spring),
2. Takes a one-on-one tractor training with the Headwaters Farm Program Manager (for each machine the farmer wishes to operate), and,
3. Passes a tractor test (for each machine the farmer wishes to operate).
Farms that have completed the tractor training in previous years may pass on the safety training but must annually renew the training and test requirements for the tractor(s) they wish to operate.

All tractors must be returned clean. The tractor cleaning area is near the riser on the grass immediately east of Field 3.

The operating procedure on the sign-out sheet must be followed at all times. Each farmer is required to provide and utilize their own safety equipment when operating these machines. Fuel and implement use are included in the rental.

Renting of EMSWCD tractors is still in a pilot phase. If these machines are abused, neglected, used improperly, or subject to frequent additional maintenance or repairs, this policy will be revisited and possibly reversed. It is critical that all tractor users act in a safe, responsible manner to ensure continued access of these powerful tools. 

*Farmers must be trained on either tractor prior to operation.*

**Tractor Implements — $10/hour**

EMSWCD will rent implements to individuals who already own appropriately sized tractors and who:

1. Attends the Tractor Safety Course offered in the spring, and,
2. Demonstrates an understanding of the appropriate and safe application of each implement to be used.

See the table below for an overview of the appropriate use(s) for each implement. All implements must be returned clean. Inquire with the Headwaters Farm Program Manager regarding the appropriate location for implement cleaning.

*Farmers must be trained to use these tools prior to operation.*

<table>
<thead>
<tr>
<th>Implement</th>
<th>Tractor Requirements</th>
<th>Appropriate Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middlebuster</td>
<td>Cat 1 Three Point</td>
<td>Cutting furrows/digging potatoes</td>
</tr>
<tr>
<td>Rototiller — 5’</td>
<td>Cat 1 Three Point/40hp/PTO</td>
<td>Bed prep/turning in crops</td>
</tr>
<tr>
<td>Rotary Mower — 6’</td>
<td>Cat 1 Three Point/30hp/PTO</td>
<td>Mowing field periphery, cover crops (not field crops)</td>
</tr>
<tr>
<td>Chain Harrow — 8’</td>
<td>Cat 1 Three Point</td>
<td>Removing trash/setting seed</td>
</tr>
<tr>
<td>Subsoiler — 3, 20” shanks</td>
<td>Cat 1 Three Point/40hp</td>
<td>Breaking dry hardpan</td>
</tr>
<tr>
<td>Bedder Layer Combo — 5”</td>
<td>Cat 1 Three Point/40hp</td>
<td>Shaping bed, laying mulch, laying drip tape</td>
</tr>
<tr>
<td>Broadcast Spreader — 300lb capacity</td>
<td>Cat 1 Three Point/PTO</td>
<td>Spreading of granular fertilizer or seed</td>
</tr>
<tr>
<td>Disc Harrow — 9’</td>
<td>Cat 2 Three Point</td>
<td>Discing of fields</td>
</tr>
<tr>
<td>Drop Spreader — 10’</td>
<td>Draft</td>
<td>Spreading granular fertilizer and amendment</td>
</tr>
</tbody>
</table>

### 5.5 Infrastructure & Costs

**Infrastructure Costs Quick Reference Table**

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
<th>Billing Schedule</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Irrigation, Overhead</td>
<td>$.50¢/sprinkler/hr</td>
<td>Quarterly</td>
<td>Usage must be logged by farm</td>
</tr>
<tr>
<td>Cooler</td>
<td>$1/ft²</td>
<td>Quarterly</td>
<td></td>
</tr>
<tr>
<td>Wash Station</td>
<td>Free</td>
<td>N/A</td>
<td>Included in land fees</td>
</tr>
<tr>
<td>Propagation Tables</td>
<td>$30/table</td>
<td>Annually</td>
<td></td>
</tr>
<tr>
<td>Bottom Heat Table</td>
<td>$40/section</td>
<td>Annually</td>
<td></td>
</tr>
<tr>
<td>Germination Chamber</td>
<td>Free</td>
<td>N/A</td>
<td>Cost included in table rental</td>
</tr>
<tr>
<td>Hardening-Off Tables</td>
<td>Free</td>
<td>N/A</td>
<td>Cost included in table rental</td>
</tr>
<tr>
<td>Field Storage</td>
<td>$75/section</td>
<td>Annually</td>
<td></td>
</tr>
<tr>
<td>Barn Storage</td>
<td>$50/shelf</td>
<td>Annually</td>
<td></td>
</tr>
<tr>
<td>Office Space</td>
<td>Free</td>
<td>N/A</td>
<td>Included in land fees</td>
</tr>
<tr>
<td>Hoop House Beds</td>
<td>$100-$150</td>
<td>Annually</td>
<td>$100/bed in 96’ house; $150/bed in 148’ house</td>
</tr>
</tbody>
</table>
Irrigation — $0.50/overhead sprinkler/hour; water for drip irrigation is free!
The irrigation system is configured to accommodate both drip irrigation and overhead watering. It is the goal of EMSWCD to promote and encourage the use of conservation practices, which is why water for drip irrigation is provided for free if incubator farmers purchase their own laterals and drip-tape. Farmers must track their overhead irrigation time and report it monthly to the Farm Incubator Program Manager. Micro sprinklers can be included in the free-water category as long as the emitters put out less than one-gallon/minute (60g/h).

Wash Station — cost included in land fees
Access to the wash/pack station is included in the cost of land. It will, however, be critical that incubator farmers keep the facility clean and coordinate usage with other participants. See section 3.2.2 Wash Station Cleanliness and Safety Protocol for more information.

Cooler — $1/ft² of shelf space/month
Walk-in cooler space will be available to incubator farmers. Unlike last year, space will be rented by the square-foot. EMSWCD will strive to accommodate all farmers by ensuring sufficient cooler access. Farmers are expected to keep the coolers free of rotting produce.

Propagation House Tables — $30 for 44” x 12’ table space/year; add $5/month for each heating mat
Tables in the ‘prophouse’ are intended for packing, seeding, and staging seeding trays. An automated watering system is used to keep starts hydrated. The space below tables should be used for storage of greenhouse materials, including: soil and amendment bags, poly pots, unused flats, etc. Tables will be allocated based on need, timing, and equity.

Bottom Heat Table — $40/5’ of table/year
The bottom heat table will be available to farmers once sufficient demand arises (~20% of the table is rented). The bottom heat system is intended to provide protection and stimulate growth of frost sensitive plants.

Germination Chamber — cost included with the rental of propagation tables
The “germ” chamber is a shelf wrapped in plastic. This system is set to stay around 75 degrees with high humidity to create an ideal environment for seed germination. Flats going into the germ chamber must be pest- and disease-free and should be removed once germination has begun in earnest (when ~50% of seeds have broken dormancy). This is typically within 3-4 days. Flats in the germ chamber that are unlabeled, show signs of pests or disease issues, or have full germination will be removed. See 3.4.7 Facilities & Common Areas for full germ chamber and propagation protocol.

Hardening-Off Tables — cost included with the rental of propagation tables
These tables are an intermediary step for flats after they have been removed from the propagation house and before they are planted into the fields. They can also be a good place for flats once conditions have gotten too hot in the prophouse. There is no automated irrigation for the hardening off tables, so farmers must keep an eye on soil moisture level.

Field Storage — $75/section in container/year
Storage space close to the fields will be in a 40’ shipping container. The amount of space available will be based on the number of farmers who choose to utilize it. Each farmer will be provided a small space outside the barn for personal belongings. Field storage outside the container will be limited to specific areas near the riser at each plot. For more information see section 3.4.1 Storage and Management Access. Erecting a personal storage facility larger than the
footprint of a single pallet is not allowed. Those that have built such a structure in previous seasons will be charged a rate equal to one shelving unit in the shipping container.

Barn Storage — $50/shelf in the barn/year
There is new pallet racking in the barn. The shelves are available to rent by farmers. Storage and usage of the pallet racks must be done in a safe manner. Please be careful when using higher shelves and make sure that items are stored in a secure fashion. A rolling staircase is available to provide access to higher shelves. Bundled and labeled drip tape and headers can be stored for free on top of the cooler as long as the condenser is free from obstructions.

Office Space — cost included in land fees
All participants will have access to the office, which includes a restroom and space to do paperwork or other farm-related activities. Wi-fi and computer access are also offered for client use. Electricity will be available for all items deemed to be a negligible cost—e.g., charging a phone, camera, or laptop—as determined by EMSWCD. The office also has a basic kitchen with a refrigerator and microwave.

Hoop House Space — $100-$150 per bed/year
There are several hoop houses available for farmer use, including one 96’ x 30’ structure and two 148’ x 30’ structures. A third 148’ x 30’ structure is planned for construction in 2017. These facilities are to be rented by the bed (36” or bed-top by 18” of aisle). The length of the bed will be eight-feet shorter than the total length of the house with four feet on each end of the structure being allocated to access as opposed to growing. Given the finite number of beds available (28 after the final hoop house is constructed), space in the hoop house will be allocated annually on the following criteria:

1. Crop plan – what does a participant intend to grow in the hoop house and how appropriate is the crop and production approach?
2. Business plan – how well does the intended crop(s) and use of the hoop house fit into a participant’s overall business model?
3. Seniority in HIP – how long has a participant been in the program?

Allocations for hoop house space will be done on an annual cycle with bed distribution decisions being made in the fall and turnover happening on March 1st. Effort will be made to ensure everyone desiring hoop house space has some access. One or more hoop houses can be reserved for certified organic operations once there are enough operations to fill an entire house.

5.6 Services & Costs

<table>
<thead>
<tr>
<th>Service Costs Quick Reference Table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item</td>
</tr>
<tr>
<td>Custom Tractor Work</td>
</tr>
<tr>
<td>Lost Keys</td>
</tr>
<tr>
<td>Bounced Check</td>
</tr>
</tbody>
</table>

Custom Tractor Work — $30/hour
Spring tillage will be included in the cost of land. Farmers may choose to hire EMSWCD staff—depending on availability—to do custom tractor work at other times of the season. Hiring fellow farmers who have clearance to use various machines is absolutely acceptable. Charges will be assessed to the machine operator unless it is clearly articulated in the sign-out sheet who is responsible for payment. Keep in mind that the cleaning of the tractor and
implements is still required, regardless of who is paying or doing the work. These details should be negotiated before work is conducted.

**Lost Keys — $20/key**
All HIP participants will be given a barn and container key. Lost keys require time and resources on EMSWCD’s part and compromise the security of the facilities. Due to this, farmers are strongly encouraged to ensure their key is kept in a secure location.

**Bounced Check — $10/check**
Any check submitted to EMSWCD that results in insufficient funds needed to deposit, will cost the farm $10 and require another check to be submitted.

### 5.7 Payment Standing and Hardships
It is important for farmers to maintain good payment standing. Unless other arrangements have been made, invoices are due 30 days after they are submitted electronically to each farm. However, in the event that a program participant is dealing with financial hardships EMSWCD may be willing to work with that farmer to develop a payment schedule that better meets their needs. It is entirely the responsibility of the farm to inform EMSWCD of any financial hardships prior to over-due invoices.
6.0 Indemnification and Violation Recourse

EMSWCD will do everything within reason to ensure the continued functionality of all equipment and infrastructure at Headwaters Farm, most notably, the irrigation system. However, in the event of unforeseen circumstances that create temporary lapses in service, EMSWCD will not be held accountable for any losses incurred (see section 2.B, Indemnifications and 2.C, Hold Harmless of the lease).

6.1 Adaptive Management

As with any farming endeavor there will undoubtedly be unanticipated problems that arise. EMSWCD will work to minimize these complications and ensure they are resolved in a fashion that meets all party’s needs. This may require patience and understanding on the part of program participants. It is important to remember that there are significant opportunities and subsidies presented through the Headwaters Incubator Program and setbacks are part of farming.

EMSWCD is always looking for ways to better support HIP farmers and their emerging businesses. An adaptive management approach is followed to make improvements to the incubator program and Headwaters Farm. EMSWCD reserved to right to change HIP policies and procedures as the need arises.

6.2 Access to Headwaters Farm

Access to Headwaters Farm is contingent upon payment standing and satisfactory adherence to program guidelines. This will be strongly factored into future farm expansion requests. Continued failure to follow guidelines or egregious violations of farm policy can result in the termination of a participant’s lease agreement (see section 3, Termination in the lease).

6.3 Fines

EMSWCD reserves the right to assess fines to farmers who violate guidelines contained in this Farmer’s Manual. Fines will be submitted to clients in writing with an explanation on why the fine was incurred. Bills for the fine must be payable within the subsequent invoice. Violations will be addressed in the following manner:

- **1st Violation** — Written notice of offense and required remedy and deadline (if one exists).
- **2nd Violation** — $100 fine and written notice for repeat offence or failure to remedy previous violation in an appropriate or timely manner.
- **3rd Violation** — Additional $150 fine and possible termination of lease (at the discretion of EMSWCD).

The fine structure above does not include remedy for criminal offenses and other major transgressions but is designed specifically to address violations of the Farmer’s Manual. More serious offenses will be pursued outside this process. The EMSWCD Board of Directors reserves the right to take additional action if warranted and to change or replace this policy as needed.

Violations will be categorical, meaning that each violation will be independent of the next unless it is the same type of infraction (e.g., repeated speeding on the farm), or directly related to a past offence (e.g., failing to clean up one’s plot after receiving written notice to do so). Approval of the Executive Director will be required before fines are imposed and client farmers may appeal a fine to the ED and/or the Chair of the EMSWCD Board. Information about the offense, citation of the violated provision in the Farmer’s Manual, and an explanation of the appeal process will be provided in writing along with a clear warning of the consequences should the situation not be remedied and/or should it be repeated in the future.
Community Farm Hour Tracking Log

Each farm is responsible for a total of 12 farm improvement hours during the growing season. This sheet is to help you track and document your time.

<table>
<thead>
<tr>
<th>Date</th>
<th>Project/Task</th>
<th>Start Time</th>
<th>End Time</th>
<th>Total Time (hrs)</th>
<th>Number of Workers</th>
<th>Total Person-Hours</th>
<th>Notes (what was accomplished, problems encountered, ideas for better efficiency, aspects enjoyed, etc.)</th>
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</table>
Input Tracking Sheet

Farm:                        Date:

Following the National Organic Program’s (NOP) guidelines on inputs is a requirement of the Headwaters Incubator Program. Please use this sheet to document farm inputs. This will be used to help:

1. Create a record of products used at Headwaters Farm;
2. Assist current and future attempts at organic certification;
3. Remind farmers to use National Organic Program (NOP) compliant materials; and,
4. Aid the end-of-season reporting process.

### Fertilizers & Amendments

<table>
<thead>
<tr>
<th>Product Name</th>
<th>Application/Use Date(s)</th>
<th>Purchase Source</th>
<th>OMRI? (Y/N)</th>
<th>If “No” How Does Product Comply?</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

### Potting Soil & Seedling Mixes

<table>
<thead>
<tr>
<th>Product Name</th>
<th>Application/Use Date(s)</th>
<th>Purchase Source</th>
<th>OMRI? (Y/N)</th>
<th>If “No” How Does Product Comply?</th>
</tr>
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<tbody>
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</tbody>
</table>
# Herbicides & Pesticides

<table>
<thead>
<tr>
<th>Product Name</th>
<th>Application/Use Date(s)</th>
<th>Purchase Source</th>
<th>OMRI? (Y/N)</th>
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**Please remember that seeds cannot be treated or genetically modified.**

# Other Inputs

<table>
<thead>
<tr>
<th>Product Name/Type</th>
<th>Application/Use Date(s)</th>
<th>Purchase Source</th>
<th>OMRI? (Y/N)</th>
<th>If “No” How Does Product Comply?</th>
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</tbody>
</table>
Headwaters Farm Map
Agreement to Participate (Farmer Copy)

All members of ___________________________, have reviewed the Farmer’s Manual and agree to participate in the Headwaters Farm Incubator Program for the 2017 season.

<table>
<thead>
<tr>
<th>Farmer Print Name / Date</th>
<th>Farmer Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td>Farmer Print Name / Date</td>
<td>Farmer Signature</td>
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<td>Farmer Print Name / Date</td>
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</table>

<table>
<thead>
<tr>
<th>EMSWCD Staff Print Name / Date</th>
<th>EMSWCD Staff Signature</th>
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</thead>
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</table>
Agreement to Participate (EMSWCD Copy)

All members of _________________________________________________________ (insert farm name), have reviewed the Farmer’s Manual and agree to participate in the Headwaters Farm Incubator Program for the 2017 season.

Farmer Print Name / Date _________________________________ Farmer Signature _________________________________

Farmer Print Name / Date _________________________________ Farmer Signature _________________________________

Farmer Print Name / Date _________________________________ Farmer Signature _________________________________

Farmer Print Name / Date _________________________________ Farmer Signature _________________________________

EMSWCD Staff Print Name / Date _________________________________ EMSWCD Staff Signature _________________________________
Authorization for Photo Release

I irrevocably give, grant, and convey to the East Multnomah Soil and Water Conservation District (EMSWCD), its successors, agents, and assigns, without compensation to the individual named on this form, from any party the absolute right and unrestricted permission to copyright and/or use and/or publish (1) the name, (2) the image or likeness on videotape, and (3) photographic pictures of the individual named on this form, for any purpose whatever, including but not limited to the promotion of the EMSWCD and its programs.

Farmer Print Name / Date

Farmer Signature

Farmer Print Name / Date

Farmer Signature

Farmer Print Name / Date

Farmer Signature

Farmer Print Name / Date

Farmer Signature