

# 2019 Farmer's Manual



## Headwaters Incubator Program

*Cultivating Farms and Future Stewards*

East Multnomah Soil and Water Conservation District

12/31/2018



**2019 HIP Farmer's Manual**  
**East Multnomah Soil and Water Conservation District**  
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## 1.0 Welcome

East Multnomah Soil and Water Conservation District (EMSWCD) would like to welcome you to the 2019 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. The Farmer's Manual is a living document that evolves from year-to-year. 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 non-content related 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 a *"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. Due to this, there are a wide range of FIPs, each with unique approaches and challenges.

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

[In 2019, HIP will be host to 15 farm businesses operating on around 25 acres. These businesses are primarily mixed-vegetable operations, although there are HIP farms producing cut flowers, medicinal and culinary herbs, plant starts, and berries.](#)

The vast majority of FIPs are operated by nonprofit organizations. Very few conservation districts host 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 to another site where they will continue to grow their 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 have 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 young operations during their tenure in the Headwaters Incubator Program, but will eventually move off and become robust, established 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. The section around the North Fork Johnson Creek at Headwaters Farm was put into EMSWCD’s StreamCare program, which restored the riparian buffer and protected onsite natural resources. This area has been designated the Dianna Pope Natural Area (DPNA) and is managed in accordance of the Dianna Pope Natural Area Site Conservation Plan (available upon request). The DPNA is an outstanding resource to Headwaters Farm as it fosters biodiversity while protecting the creek from farm operations.

## **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:***

<b>General</b>	<b>Business</b>	<b>Production</b>
New Farmer Orientation	Record Keeping & Finances	Nutrient Management
Safety Trainings	Loans, Grants, & Financing	Irrigation Management
	Land Access	Integrated Pest Management
	Business Resources	Post-Harvest Handling
	Crop Planning	Holistic Management
	Coop Establishment	<a href="#">Equipment/Tool Trainings</a>
	Bookkeeping	
	Business Planning	
	Marketing	

The table above lists the variety of trainings, classes, and workshops that participants will be exposed to during their tenure in the program.

### ***2.1 Farm Development Plan***

Upon entry into HIP, the Headwaters Farm Program Manager will work with each individual farm business to create a Farm Development Plan. This plan will identify priority development goals and outline a strategy for each business to follow. This will include learning objectives, business plan benchmarks, and any other developmental expectations. Like all plans, this will be a living document that incubator farms and EMSWCD staff can revisit as need dictates.

### ***2.2 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*.

### ***2.3 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.

**2.4 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 farmers revisit with the Headwaters Farm Program Manager [as appropriate](#). 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. The value of a current Farm Business Plan is that it helps the farmer identify needs and opportunities, but it also serves as critical information for potential financiers.

**2.5 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:

<b>Organization</b>	<b>Role in Local Farmer Development</b>
Bridge City Farm School	Private farm education program
Clackamas Community College	Workshops, trainings, and tours
Ecotrust	Ag of the Middle Research; Ag accelerator program
Friends of Family Farmers	Farmer offsite transitions (Oregon Farm Link); Outreach and advocacy
Mudbone Grown	Advance opportunities for Farmers of Color; Training and tours
Multnomah County	Linking incubator farmers with potential land lease options
Natural Resource Conservation Services	Cost share; Resource management
Oregon State University Extensions Service	Growing Farms course; Workshops; General support
Rogue Farm Corps	On-farm entry level farmer development program with strong educational component
Xerces Society	Pollinator and beneficial insect habitat development
Zenger Farm	Entry-level farmer development program; urban grange; commercial kitchen

Several of these groups play an active role in assisting 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 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. [The one exception to this rule is that with approval from the Headwaters Farm Program Manager, HIP farmers may use the honeycomb Paper Chain Pots for the Paperpot Transplanter.](#) 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 needed nutrients. Since synthetic fertilizers are not allowed (see 3.1.1 *Organic Practices*), farmers should consider various plant- and animal-based amendments. Compost is great for improving soil structure, adding organic matter, and infusing microbial activity, but it's important to note that compost is *not* a good source of available nitrogen and can be high in phosphorus, which 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*** (see 3.1.1 *Organic Practices*). 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.

Farmers are expected to maintain or improve soil organic matter. This can be done by adding compost, reducing or eliminating tillage, applying mulches, and growing green manures. EMSWCD staff are available to help determine what approaches to building organic matter are most appropriate for your application and budget.

### **3.1.4 Cover Crop**

The use of cover crops is the primary tool for protecting soil, suppressing weeds, and adding organic matter throughout Headwaters Farm. [Except in areas of active production, farmers must seed a cover crop of legumes and cereal grains by October 1<sup>st</sup> at a rate no lower than 100lbs/acre to 50lb/acre, respectively.](#) EMSWCD recognizes that each season is different, especially in an era of changing climates, and there may be instances where the cover crop deadline is adjusted to reflect the true conclusion of the main growing season. However, unless otherwise stated in writing by the Headwaters Farm Program Manager, October 1<sup>st</sup> will remain the default deadline. If this deadline is unachievable, it is the responsibility of the farmer to discuss their cover crop timeline and strategy with the Headwaters Farm Program Manager prior to this deadline. EMSWCD will arrange a bulk purchase of cover crop seed toward the end of each season. Farmers may elect to use this seed or source their own, assuming that their seed meets program requirements.

### **3.1.5 Crop Rotations and Blocking**

There are two general levels of rotations to consider: 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 or pests—they may need to be relocated to a new plot.

[Blocking crops together with similar irrigation needs allows farmers to develop a practical Irrigation Strategy.](#) EMSWCD staff can help farmers develop such approaches. They are now part of the water pricing system at Headwaters Farm (see irrigation section in 5.5 *Infrastructure Costs*).

Each farm will ***provide EMSWCD with a field map at the conclusion of each season.***

### **3.1.6 Soil Testing**

Soil samples are the primary tool for creating sound Nutrient Management Plans to maximize yields with minimal inputs. Nutrient Management Plans also help farmers monitor their usage of Nitrogen, Phosphorus, and other nutrients that can be harmful to plants and people in higher levels.

Incubator farmers will be responsible for taking at least one soil sample for each rented growing space (individual plot or hoop house) in October before the rainy season begins. The exact deadline each season will be provided by the Headwaters Farm Program Manager at least two weeks in advance. The Headwaters Farm Incubator Manager will bring all HIP samples to the lab and farmers will pay for the analysis fees in their fourth-quarter invoice. 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 staff 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 other EMSWCD staff can work with individual farmers on determining the appropriate amount of irrigation. Access to irrigation water will be available adjacent to each field block. [Starting in 2019, there will be a charge for irrigation water. There remains, however, an incentive for farmers to develop and utilize an Irrigation Strategy to receive free water. See the irrigation section in 5.5 Infrastructure and Costs for more details.](#)

It is possible 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. For now, the irrigation water protocol includes:

- 1) [Understanding the gallon/minute impact of an irrigation set](#)
- 2) [Checking the flow meter at the well head to determine if the proposed irrigation set will overwhelm pump capacity \(100gpm\)](#)
- 3) [Noting irrigation set “in-progress” with magnet on the irrigation board or queuing-up to irrigate on the irrigation board at the well head](#)
- 4) [If queuing, it is recommended to communicate with farms that are actively irrigating](#)
- 5) [Noting on irrigation board when the irrigation set has concluded](#)

**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.

**Only authorized farmers are allowed to touch the Variable Frequency Drive.**

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.

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.

Despite these challenges, the use of irrigation timers *is* permitted if the following conditions are met:

1. The farmer gets approval on the placement of the timer in the water system from the Headwaters Farm Program Manager.
2. The farmer has an Irrigation Strategy noting timer usage *and/or* provides EMSWCD with a simple written watering plan, including:
  - Type of irrigation (drip or overhead)
  - Emitter/sprinkler spacing
  - Number of lines open during the set
  - Number of zones (if applicable)
  - Set duration
  - Gallons per minute for the set
  - Inches of water per hour being put down
  - Timer cycle settings (this should also be posted at the irrigation whiteboard at the well head)
  - Watering goals (e.g., one inch of water per week from July to September)
3. Timers are used during non-peak irrigation hours.

The objectives with these guidelines are to ensure that HIP investments are protected and that farmers are watering for need, as opposed to solely for convenience. Farmers using timers are still responsible monitoring their system for leaks, breaks, and areas of excessive wetness.

### ***3.1.8 Problem Weeds and Management Incentives***

The most common weed issues at Headwaters Farm are Canada thistle and yellow nutsedge, although there is increasing pressure from pig weed and crabgrass. 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, nutsedge, pig weed, and crabgrass weeding from June through September—as deemed by EMSWCD staff—*will have \$50 removed from their Participation Fee for each month the incentive is achieved.* 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 relocation, fines, or termination of their lease.

Weeding incentives are based on several criteria:

1. 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 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* — a perennial that propagates from rhizome and seed. 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. It’s preferable that plants are weeded at a young stage. [EMSWCD is conducting tests with Canada Thistle Rust as a possible future biological control](#). For more information on Canada thistle management see: <https://cropwatch.unl.edu/organic/thistle>
- *Nutsedge* — ideal management 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 about four days under strong sun. Thorough nutsedge 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. For more information see: <http://ipm.ucanr.edu/PMG/PESTNOTES/pn7432.html>
- *Pig weed* — common annual problem weed which is becoming more prominent at Headwaters Farm. Pigweed is an amaranth and that propagates by seed. A single plant can generate as many as 600,000 seeds that have the ability to be dormant for extended periods of time. The best management approach is to cultivate at the cotyledon stage. Flame weeding is also a practical management approach. For more information visit: <https://articles.extension.org/pages/65208/weed-profile:-pigweeds-amaranthus-spp>.
- *Crabgrass* — a summer annual that propagates from seed or rooting out at nodes that touch the ground. The best management approach is cultivation at an early stage. Flame weeding can be part of the management plan, but requires more heat than many other young weeds and follow up cultivation. Once the plant goes to seed it will drop a huge number of hearty seeds that can last up to three years in the soil. It’s important this seed drop doesn’t occur in the field. For more information visit: <http://ipm.ucanr.edu/PMG/PESTNOTES/pn7456.html>.

Given the quarterly invoice schedule (see 5.2 2019 Fee Breakdown and Payment Schedule), the entire Participation 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.

### 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 and always having it available at the farm.

### 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 Food Safety Modernization Act \(FSMA\), HIP will develop a Food Safety Plan for Headwaters Farm. This will be done with the input of HIP farmers and can be referenced by farms that lack their own plans.](#)

Barn and Auxiliary 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 the next user. 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 completely.
4. Sweep up any debris on the ground that you have created.
5. Empty food waste container into the green compost trailer.
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, dunk tanks, or root washer).
- No bin washing within the wash station. Bins are washed at the Bin Wash Station to the west of the Curing Shed.
- Storage of dry, clean bins will be in the curing shed along the western wall.
- 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.*
- [Handwashing should always be done at the handwash station, prior to handling food. A new handwash station will be developed immediately outside of the composting toilet.](#)

The auxiliary wash station to the north of Field 1 is available as an alternative to the barn's wash station. The auxiliary wash station uses irrigation water and therefore requires a "kill step" to be in compliance with FSMA. It is always the farmer's responsibility to use the correct application rates for any post-harvest pathogen removal.

### 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 2019 Costs & Payment Schedule.

### 3.2.4 First Aid and Fire Extinguishers

There are several first aid kits on the farm. They can be found:

Facility	First Aid Kit Location
Barn (Primary)	In the wash station mounted onto the cubby rack
Container	Upon entering the container
Office	Hanging on the bookshelf near the meeting 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:

Facility	Fire Extinguisher Location
Office	Hanging on the wall in the back of the meeting room
Barn (2)	One near the sliding door to the wash station; one on the western wall near the workbench
Container	Upon entering the container
Fork lift	Attached to the forklift in the barn
Farm Truck	In the black outside tool box on the driver's side, which is always unlocked.

### **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 references 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, Gatherings, & Participation**

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 Gathering 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.

Incubator farmers are expected to attend all applicable HIP meetings, gatherings, and events. In the event that a farmer cannot attend it is their responsibility to inform the Headwaters Farm Program Manager.

#### **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

captured. This is a good practice to get into for tracking expenses and revenue, setting up farm plans and budgets, and preparing taxes.

For 2019 HIP will participate in a time-trial based recordkeeping system that has been developed by Tanya Murry at Oregon Tilth/Oregon State University Extension Service. All vegetable farms 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:

Task	Community Farm Hours
Write a publishable blog post for EMSWCD website	6 hours
Empty wash station compost trailer at compost site	20 minutes
Official farm and program meetings & activities	Duration of meeting/activity
Weed pollinator habitat or beetle bank	Duration of activity
Clean up in or around facilities	Duration of activity
Various farm projects	TBD or duration of activity

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 1<sup>st</sup> or the seasonal date specified by the Headwaters Farm Program Manager (See section 3.1.4 *Cover Crop* for more details).

*Each participant is responsible for cleaning up their plot by December 1st. This includes removing or neatly containing (preferably on a pallet) all farm tools and supplies, waste plastic, and other trash.* If this deadline is unachievable, farmers must proactively inform the Headwaters Farm Program Manager to discuss the plan and timeline for cleaning their plot(s).

To help the continued improvement of HIP and to assist the accumulation of incubator data, all incubator farmers are to complete an End of Season Questionnaire. EMSWCD requests that 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. This will be done through an online platform, like Survey Monkey.

### 3.3.7 Equipment & Infrastructure Availability

All shared equipment is available on a first-come-first-serve basis, although in special circumstances the Headwaters Farm Program Manager’s may use their discretion to 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 (e.g., tractors, handtools) 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 outdoor walk-in cooler will be unavailable to HIP clients from early-February to mid-March. 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. This includes risers.

### **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.

### **3.3.9 Graduate Support and Expectations**

A graduate of HIP is a farmer who has been with the program for five years or is prepared and capable of transitioning their business away from Headwaters Farm. HIP is committed to the long-term viability of incubator farms with the goal to generate successful, sustainable farm businesses. Not all graduates will be in a position to immediately sever the connection between EMSWCD services and their young operation. To the extent possible, HIP will continue to provide support to program graduates in the form of business and production training, as well as access to Headwaters Farm's resources and local farmland.

- *Business and Production Training* – HIP graduates will be able to attend trainings and workshops offered to current program participants. The Headwaters Farm Incubator Manager (and in some cases other EMSWCD staff) will also serve as a resource for specific feedback and discussion regarding their new site and developing farm business.
- *Access to Headwaters Farm Resources* – First priority for all resources at Headwaters Farm goes to current program participants. However, in the event that there is extra capacity or availability, those resources may be rented by HIP graduates. This includes both farm facilities and equipment. [The rental charge for HIP graduates is 150% the current farmer rate.](#) As the program matures and there are a greater number of graduates in the area this support service will be reevaluated and may end.
- *Access to Farmland* – To the extent possible, HIP will play an active role in helping incubator farmers secure access to viable farmland. This may be through non-EMSWCD channels (Oregon Farm Link, Multnomah County, or word of mouth), or could be facilitated through EMSWCD's Land Legacy Program via long-term ground leases, lease-to-own arrangements, or a sale of land to graduates in fee. For any of these land access arrangements, it is possible that HIP farmers may need or want to use a formal or informal co-operative model with other farms.

HIP will continue to be connected to program graduates through an annual survey. This will be similar to the End of Year Questionnaire that incubator participants fill out during their tenure at Headwaters Farm. The goal of this survey is to track farm progress and to better understand how best to prepare and support farmers. The survey will likely be online, however, hardcopies can be mailed or delivered if that is preferable.

### 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 zone directly adjacent to a 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.

Facility	Storage For...	Fee	Notes
Barn	Farm materials, tools, and other resources; processed, contained produce	Y	<ul style="list-style-type: none"> <li>A rolling staircase is available for access to higher shelves.</li> <li>All stored items must be kept within the footprint of the pallet rack shelves.</li> <li>Any items stored in the barn outside of a farm's rented pallet racking space must receive approval from EMSWCD staff.</li> </ul>
Cubbies	Small, personal, non-valuable items	N	<ul style="list-style-type: none"> <li>Each farm has a tote container outside the barn for storage.</li> </ul>
Walk In Coolers	Cold storage crops	Y	<ul style="list-style-type: none"> <li>Coolers are kept at 36° unless farmers leasing that space come to consensus on a different temperature setting.</li> <li>Any rotting items must be removed immediately.</li> </ul>
Above Coolers	Bundled drip tape and new rolls of floating row cover	N	<ul style="list-style-type: none"> <li>Please keep the condenser free from obstruction.</li> <li>Label anything that is stored above the coolers.</li> </ul>
Propthouse	Propagation supplies & materials (soil, trays, etc.)	N	<ul style="list-style-type: none"> <li>Please locate propagation supplies under rented table(s).</li> <li>All items within the propagation house will be removed during the winter and sanitized before reintroduction.</li> </ul>
Facility	Storage For...	Fee	Notes
Container	Tools and other field items that require regular and convenient access	Y	<ul style="list-style-type: none"> <li>The container is also home to rentable items</li> <li>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.</li> </ul>
Field	Implements, trailers, delivered bulk resources (compost, straw, etc.), large, heavy, or bulky weather-tolerant items (t-posts, sand bags, etc.)	N	<ul style="list-style-type: none"> <li>Field storage must be done in a farmer's rented plot, <u>unless</u> agreements have been made with the Headwaters Farm Program Manager.</li> <li>Farmers are responsible for managing grass and weeds field-stored items prohibit mowing.</li> <li>Field-stored items should be placed on a pallet whenever possible.</li> </ul>
Curing Shed	Curing crops and processed produce that does not require cold storage; clean bins	Y	<ul style="list-style-type: none"> <li>Floor space below racks is allocated to pallet boxes.</li> <li>Farmers will rent shelf columns. If not all shelves are needed farmers can barter with others who require more space.</li> <li>EMSWCD will provide materials for drying racks if farmers build the racks to spec. These racks can be used by the farm but will stay with Headwaters Farm once the farm graduates.</li> <li>The smaller door (for personal access) has been damaged due to unsecured flapping in the wind. Please use the rope system to keep this from becoming worse.</li> <li>Any rotting items must be removed immediately.</li> </ul>

### 3.4.2 Structures

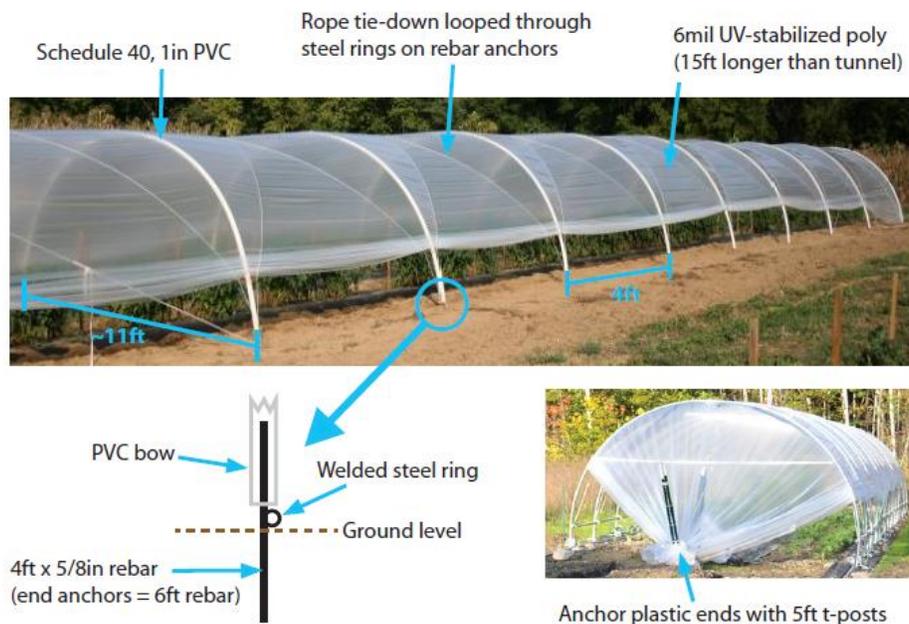
Unless given explicit approval from the Headwaters Farm Program Manager, incubator farmers are prohibited from constructing or erecting structures of any kind at Headwaters Farm. This includes, but is not limited to, greenhouses, sheds, and shade structures. All approved structures must be broken down 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 tunnels (sometimes called caterpillar tunnels) may be utilized when built to the following specs (see *Figure 1*) or purchased as a kit from a reputable supplier (e.g., Farmer's Friend LLC):

- Bows — 1" SCH 40 PVC piping (20ft) bent to approximately 11ft in diameter placed 4ft apart along the length of the tunnel (using 1" gray electrical conduit is a better option because it's UV stabilized and will last longer).
- 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 at the base of the rebar.

**Figure 1 – Field Tunnel Spec Diagram**



Top image courtesy eXtension's Low Cost High Tunnel Construction, Tim Coolong, University of Kentucky (<http://articles.extension.org/pages/18356/low-cost-high-tunnel-construction>)

Lower image courtesy of Johnny's Seeds (<http://www.johnnyseeds.com/tools-supplies/quick-hoops-moveable-caterpillar-tunnel-bender-7000.html>)

### 3.4.3 Compost

Farmers can compost in their rented plots, either in piles or, preferably, incorporating debris into the soil as a green manure. In 2019, EMSWCD expects to have an operational aerated compost box system. Once established the usage and management protocol will be shared with farmers and detailed in future editions of the Farmer’s Manual.

Vegetative waste generated in the wash station should be taken to the compost area at the west end of the small hoophouse. The green dump trailer in front of the barn is available to help facilitate this process. Anyone who empties the trailer can note 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 two coolers: one inside the barn and one outside. They will both be set at 36° unless leasing farmers come to consensus on an alternative temperature. Produce in the cooler should be stored in bins, bags, boxes, buckets, or other product-appropriate containers.
- *Curing Shed* — this space is designed to hold product that doesn’t need consistently cold temperatures to preserve shelf-life and quality. It is also a space where produce can cure or dry. Farms renting the space are allowed to determine what product is appropriate. However, EMSWCD reserves the right to exclude products that significantly clash with other stored items or the space’s best use. The doors in the curing shed must be left closed when not in use to keep out pests.
- *Barn* — this serves as the backup food storage option if the curing shed and/or the coolers are at capacity. Large item food storage, like pallet boxes of winter squash, must be authorized by EMSWCD staff. All food in the barn must be stored in appropriate containers and within a farmer’s rented space.

**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 designated locations around the barn (see Facilities Parking Map below) and in areas around the farm that don’t block roadways (dirt or gravel), entrances, or other access. Parking inside of the barn is only for short term loading



& unloading purposes, and should be done within the “loading zone,” which includes up to the yellow line.

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

**Figure 2 – Facilities Parking Map:** Parking in loading zones should be limited to the duration of loading/unloading. Please keep roadways clear at all times.

### 3.4.6 Spring Tillage

In the past EMSWCD has provided primary spring tillage using the 22ft John Deere disc pulled by the D4E Caterpillar crawler tractor. As the farm has filled-in and as a greater number of HIP farmers have overwintered crops and employed silage tarps, this has become increasingly challenging. As a result, EMSWCD staff still offers 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 D4E 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 has sufficiently dried. 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 2019 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 other items that could be confused for someone else's).
- Remove all rotting product and put it into the compost pile.
- Don't enter another farm's space or impact their belongings.
- Don't move or handle another farmer's belongings without prior explicit permission. If something is in the way, out of place, or otherwise problematic, please inform the Headwater Farm Program Manager.

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 details clearly visible will be removed from the germination chamber.
- Only store-bought soil mixes or germination mediums can go into the germ chamber.
- Occasional meetings will be held to determine irrigation set times, durations, and frequency. All farmers using propagation facilities are encouraged to participate.
- The prophouse doors are to remain closed at all times—with exceptions for frequent moving in/out—if the thermometer on the eastern prophouse doors read below the agreed upon temperature. Unless otherwise noted, that will be 80 degrees. Never leave the western doors open as that will only undercut the ventilation systems' ability to cool the prophouse.

**Food Storage** (cooler and curing shed) – See *3.4.4 Food Storage & Curing* for details.

**Barn** – the barn floor must remain open and all shelves accessible with the rolling staircase. This is extra important during the spring when there are vast amounts of potting soil and amendment. A thorough cleaning of the barn is conducted during the winter months. [Canopies can be set up in the barn to dry but must not be left for over 24 hours.](#)

**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.
- Don't intentionally wash soil and other particulate from the gutter into the catch basin.

[The auxiliary wash station will have its own set of guidelines which will be developed and posted during 2019.](#)

[A whiteboard will be installed in both washstations to allow farmers to communicate their anticipated washing needs at specific dates and times. All farmers are encouraged to keep the whiteboard current, especially in the earlier part of the season when harvest and wash/pack flows are being sorted out. The washstation whiteboards are not a washstation reservation system, but instead a communication tool to help farmers anticipate space availability and avoid conflicts.](#)

**Hardening-Off Tables** – This area is for everyone. Table space won't be assigned and can't be "claimed." Any open hardening-off table space is fair game. If a farm purchases and installs poly or shade cloth over the table(s) it will be considered an investment in community space and will remain available whenever openings occur.

The following table is an overview of the free and fee-based common spaces:

Open Access Common Areas	Rental-Based Common Areas
Office	Propagation Greenhouses
Wash Stations	Walk-in Coolers
Roadways, Parking	Storage Facilities (barn & container)
Shade Structure	Curing Facility
Hardening-Off Tables	Hoophouses

### 3.4.8 Dianna Pope Natural Area

Headwaters Farm is fortunate to have the 15-acre Dianna Pope Natural Area (DPNA) 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. Incubator farmers and their guests must stay out of this area. There is no dumping of any materials or wildcrafting within the DPNA. More information about the DPNA can be found in 1.5 *About Headwaters Farm* and 3.1.1 *Organic Practices*.

### 3.4.9 Children at Headwaters Farm

Children play an important role in our community and in many of our families. As a public entity committed to outreach and education, EMSWCD recognizes its responsibility in helping expose children to information and experiences that will aid their understanding and valuing of natural resources and contribute to the development of thoughtful leaders, teachers, consumers, and stewards.

Like all working lands, Headwaters Farm has a host of normal farm hazards that can be especially dangerous to children. These include, but are not limited to: operation of heavy equipment, vehicular traffic, harmful chemicals and products, uneven ground, wildlife, sharp objects, and potentially dangerous tools and machinery. Headwaters Farm also hosts the

Dianna Pope Natural Area and other environmentally sensitive spaces like pollinator habitats, hedgerows, and a beetle bank that need to be protected from negative human impacts. Lastly, there are items and places around Headwaters Farm, like private property or land and facilities leased by other program participants, which necessitate security and respect.

Due to these factors, it is important that children are supervised by an adult while at Headwaters Farm, and that parents or guardians help enforce the farm rules as well as the additional more stringent rules that pertain to youth under the age of 15 (EMSWCD's definition of a child) given below. Our goal with these rules is to ensure that children remain safe while at Headwaters Farm.

### **Children Liability and Responsibility Agreement**

As a parent or guardian who brings children to Headwaters Farm, or as an incubator farm that has visitors with children, I hereby agree to abide by the following rules:

- Children will adhere to all rules, regulations, and guidelines listed in the Farmer's Manual.
- Children will not be within or around the barn, propagation houses, curing shed, hoopouses, or the implement staging area unattended.
- Children will be mindful of motorized vehicles on or around gravel roadways and parking lots.
- Children will not enter the Dianna Pope Natural Area or other environmentally sensitive habitats.
- Children will not enter another farmers' plot without permission.
- Children will not handle or disturb other farms' belongings.
- Children will not climb on equipment, racks, tables, or other farm facilities.
- EMSWCD will not be liable for any injuries incurred by children, supervised or other, at Headwaters Farm.

### **3.4.10 Workshops, Gatherings, and Events**

Some HIP farms benefit from the ability to host gatherings at their plot. In an effort to navigate the unique challenges of a shared farm, any gatherings at Headwaters Farm in which there are more than 12 non-HIP farmer attendees requires:

- Prior approval from the Headwaters Farm Program Manager at least two weeks before the event.
- Noting the details of such events in the farm's Business Plan or a written strategy for parking and other applicable visitor and crowd management necessities.
- An email to other HIP farmers noting the event details, possible impacts to farm operations, and proposed remedies to those impacts.
- Ensuring that all guests follow the rules and guidelines of Headwaters Farm and abide by the Visitors Policy listed in *4.0 Headwaters Farm Conduct*.

Gatherings beyond 30 non-HIP farmer attendees or those not related to farm activities will be subject to EMSWCD's space rental application and fees. These events must be discussed with the Headwaters Farm Program Manager at least a month prior to the event date.

### **3.5 Facility Management Decision Making**

In the past HIP has attempted to convene formal working groups to provide recommendations on how facilities are managed. These were only partially beneficial and didn't materialize in all instances. Moving forward, instead of arranging working groups the Headwaters Farm Program Manager will organize meetings or facilitate conversations when management issues or key decisions arise. These meetings and conversations will be open to all HIP farmers who

are, or plan to be, using the resource(s) being discussed. These meetings and/or discussions will commonly include issues pertaining to: propagation, shared tools and equipment, food storage, and space usage. However, other topics may arise that warrant farm-wide discussion.

### 3.6 Program Participation Incentive

If starting a farm wasn't challenging enough, HIP requires an additional level of time investment on the part of the incubator farmers. This commitment is because the nature of the incubator format often requires unique considerations compared to an individual private farm. In addition, EMSWCD seeks to ensure HIP participants are exposed to topics and resources that will make them better farmers.

In the past HIP has included a \$200 Land Management Fee to recoup a portion of the costs needed to manage the farm. This fee could be expunged if farmers successfully achieved a Weed Management Incentive. Moving forward, the Land Management Fee will be replaced by a \$500 Program Participation Fee. The added cost is intended to better reflect the program management costs as well as encourage program participation. Recognizing that HIP requirements may at times be onerous, EMSWCD has implemented the following incentives:

- End of Year Responsibilities (\$200 incentive)
- Weed Management (up to a \$200 incentive)
- Good Stewardship (\$100 incentive)

The table below illustrates the specific tasks and deadlines needed to receive each of these incentives.

Task	Activity	Due Date	Incentive: Participation Fee Savings Potential	Details
<b>End of Year Program Responsibilities</b>			\$200	Section 3.3.6
	Sow Cover Crop	10/1		Section 3.1.4
	Soil Sample	10/15		
	Fill out Questionnaire	12/31		
	Provide EMSWCD Field Map	12/31		
	Provide EMSWCD Input Log	12/31		
	Attend End of Year Meeting	12/31		
	Achieve 12 Community Farm Hours and provide CFH Log	12/31		Section 3.3.5
<b>Invasive Weeds</b>	Keep up on problem weeds	10/1	\$200	Section 3.1.8
<b>Good Stewardship</b>			\$100	
	Time tractor work with adequately dry soil	12/31		
	Repair irrigation system leaks	10/15		
	Improve or maintain plot's organic matter above 4%	10/15		
	Clean loose plastic and trash	12/1		

Farms that fail to achieve any of the above criteria will be provided an explanation of what disqualified them from the incentive(s) and any approaches or strategies for future improvement.

## 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 at Headwaters Farm.

**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.

**Drugs and Alcohol** — Headwaters Farm is a drug and alcohol free zone. This includes recreational marijuana.

**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 facilities are available from 5am 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.

**Fires** — Due to a heightened risk and danger of wildfire, no fires are permitted at Headwaters Farm. BBQ grills and gas stoves are allowed when set up in a safe area and managed closely.

**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.

**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.

EMSWCD will facilitate the recycling of standard glass, plastics, paper, and metals. This will be done on a monthly basis for items placed in the appropriate recycling bins in the barn. Agricultural plastics for products like drip tape, silage tarps, floating row cover, poly pots and trays, field film, and other materials not processed by Portland-area recycling facilities will be managed by incubator farmers. This involves containing, staging, and removing these items from Headwaters Farm. In an effort to promote recycling of agricultural plastics, EMSWCD will offer farmers Community Farm

Hours for taking full loads of agricultural plastics to AgriPlast in Brooks, Oregon. Questions about what can be recycled onsite 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. Single-use plastic liners can be employed to lengthen the lifespan of waxed cardboard boxes, however, neither option reduces waste as much as rigid, reusable food-grade plastic delivery vessels.

**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* (even if it's biodegradable).

Everyone is required to wash their hands after using the restroom ([sanitizing alone doesn't comply with FSMA standards](#)). Hand sanitizing and washing facilities are included with all of the restroom options. [A new handwash station will be created by the stairs of the composting toilet.](#)

Please notify EMSWCD staff [or the Headwaters Farm Caretaker](#) if any bathroom supplies are running low or if other restroom issues are observed.

**Pets** — Farmers 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** — Farmers are responsible for any visitor or helper they bring to Headwaters Farm. This includes employees, volunteers, guests, contractors (e.g., deliveries), specialists, or anyone else associated with the farm or farmer. Visitors are required to abide by the same guidelines as farmers. Uninvited visitors are not allowed at Headwaters Farm.

With the increased number of people on the farm, additional safety and security concerns have arisen that may warrant future actions like employing a sign in log and/or requiring visitors to wear identification badges. EMSWCD reserves the right to employ these measures at any point if deemed necessary. *Non-employee visitors, including volunteers, are not allowed in the barn, washstation, prophouses, curing shed, hoopouses, coolers, or container without being accompanied by an official HIP participant (a farmer on the lease).*

**Children** — Children should always be accompanied and supervised by a guardian. Please see section 3.4.9 *Children at Headwaters Farm* for more information.

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

**Deliveries** — Farmers must be present to accept deliveries. If a forklift is needed to unload, farmers should inform EMSWCD staff as early as possible to improve the changes of availability.

## 5.0 2019 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 2019 growing season. Please contact the Headwaters Farm Program Manager if there are any questions pertaining to the rentable items and their associated costs.

### 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 personally 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 2019 Fee Breakdown and Payment Schedule

	Fee	Payment Schedule	Fee Includes
Land Lease	\$600/acre/yr Adjustments made for year in program (see below)	Invoices will be sent out quarterly (April, July, October, and January). Each invoice will include 25% of the land lease. Fees for equipment and infrastructure rental and services accrued during their respective invoice period will also be included, except for annual payment items (see below), which will be paid in full during first quarter of use. The Participation Fee will be due in full during the final quarter (see <i>section 3.1.8 Problem Weeds and Management Incentives</i> )	<ul style="list-style-type: none"> <li>• Primary spring tillage (as space &amp; weather permits)</li> <li>• Access to wash stations</li> <li>• Cubby outside of the barn</li> <li>• Beginning pH of 6.0 or higher</li> <li>• Riser to connect to irrigation system</li> <li>• Access to farm office</li> </ul>
Participation Fee	\$500/year		<ul style="list-style-type: none"> <li>• Property maintenance &amp; upkeep</li> <li>• Staff time</li> </ul>
Equipment Fees	varies		See Equipment, Costs, & Usage below
Infrastructure Fees	varies		See Infrastructure & Costs below
Service Fees	varies		See Service Costs below

Invoices will be mailed out quarterly. Each invoice will be emailed to HIP farmers at the onset of each invoicing month (April, July, October, and January). Farmers will have 30 days upon receipt of that invoice 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).

Farmers who use space will pay for the entire billing cycle, regardless of how long or often the space is actually being utilized.

### 5.3 Graduated Land Cost-Structure

Land will be leased in 2019 at \$600/acre/year. This will include a number of amenities (see 5.2 2019 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 and fifth year of the

program clients will be paying full market value for their land. This graduated cost structure only applies to the land lease. Charges for equipment, infrastructure, and services are set at a fixed rate each season. [Fields 7 and 8, in the northeast and northwest corners of the property, respectively, lack irrigation and may be rented at a different rate as determined by EMSWCD.](#)

## 5.4 Equipment, Costs, and Usage

### Equipment Costs Quick Reference Table

Item	Cost	Billing Schedule	Notes
Handtools/Wheelbarrow/Wheel Hoe	Free	N/A	Cost include in land rent
Flame Weeders	Free	N/A	Farmers provide their own propane – <u>Training Required</u>
Backpack Sprayer	\$5/hr	Quarterly	Only OMRI-listed sprays – <u>Training Required</u>
BCS Walk-Behind Tiller	\$10/hr	Quarterly	<u>Training Required</u>
New Holland Tractors	\$25/hr	Quarterly	Includes implement costs – <u>Training Required</u>
Tractor Implements	\$15/hr	Quarterly	For individuals with tractors – <u>Training Required</u>

#### **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 fellow farmers of this when neglect or abuse is observed.

#### **Flame Weeders** — Farmers pay for their own propane and tank

Several options exist: a [48-inch Pyro Flame Weeder](#), a five-torch two-wheel walk-behind flame weeder, and a single wand flame model. All 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** — \$5/hour

The backpack sprayer will be primarily for foliarizing 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** — \$10/hour

[Headwaters Farm has two BCS 749 gas walk-behind tractors. One has a power harrow attached as the default implement and the other has a flail mower.](#) Gasoline 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 implement tines and blades.

Farmers must be trained to use tool prior to operation.

#### **New Holland Tractors** — \$25/hour

There are two New Holland tractors:

- TC40 — 40hp front wheel assist with a bucket.
- TN75 — 75hp two-wheel drive utility tractor.

Both machines are available to HIP participants in at least their second year of the program or who have at least three years of prior 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 Tractor Safety Course 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 — \$15/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.

Implement	Tractor Requirements	Appropriate Use
Middlebuster	Cat 1 Three Point	Cutting furrows/digging potatoes
Rototiller — 5'	Cat 1 Three Point/40hp/PTO	Bed prep/turning in crops
Rotary Mower — 6'	Cat 1 Three Point/30hp/PTO	Mowing field periphery, cover crops (not field crops)
Chain Harrow — 8'	Cat 1 Three Point	Removing trash/setting seed
Subsoiler — 3, 20" shanks	Cat 1 Three Point/40hp	Breaking dry hardpan
Front Forks	Bucket Mount	Lifting items up to 300lbs
Rear Forks	Cat 1 Three Point	Lifting pallets up to 2,000lbs
Bedder Layer Combo — 5" raised bed with ~bed top at 28"; single line drip	Cat 1 Three Point/40hp	Shaping bed, laying mulch, laying drip tape
Broadcast Spreader — 300lb capacity	Cat 1 Three Point/PTO	Spreading of granular fertilizer or seed
Flail Mower — 5' swath	Cat 1 Three Point/PTO/40hp	Mowing thick vegetation up to 1" diameter
Disc — 5'	Cat 1 Three Point	Discing of fields
Disc — 9'	Cat 2 Three Point	Discing of fields
Disc — 9'	Draft/75hp	Discing of fields, primary tillage
Chisel Plow — 5'	Cat 1 Three Point	Breaking hardpan, primary tillage
Chisel Plow — 8'	Cat 2 Three Point	Breaking hardpan, primary tillage
Drop Spreader — 10'	Draft	Spreading granular fertilizer and amendment

## 5.5 Infrastructure & Costs

Infrastructure Costs Quick Reference Table

Item	Cost	Billing Schedule	Notes
Irrigation	\$100/year in HIP	Annually	Incentive exists for receiving free irrigation water
Cooler	\$5/ft <sup>2</sup>	Annually	
Wash Station	Free	N/A	Included in land fees
Propagation Tables	\$30/table	Annually	Options for automated & non-automated irrigation
Heat Mats	\$30/mat	Annually	
Bottom Heat Table	\$40/section	Annually	Requires automated irrigation
Germination Chamber	Free	N/A	Cost included in table rental; requires training
Hardening-Off Tables	Free	N/A	Cost included in table rental
Field Storage	\$50/section	Annually	Storage section within container
Barn Storage	\$50/shelf	Annually	
Office Space	Free	N/A	Included in land fees
Hoophouse	\$800-\$1,200	Annually	\$800 for 96' house; \$1,200 for 148' house; hoophouses can be rented as whole- or half-house
Curing Shed Middle Rack Column	\$30	Annually	Column includes 2 pallet box space & shelves above
Curing Shed East Rack Column	\$15	Annually	Column includes all racks from floor to ceiling
Curing Shed Extra Pallet Box	\$10	Annually	Western wall racking or miscellaneous locations

### *Irrigation — \$100 for each year a farmer is in HIP with incentive opportunities for free water*

It is the goal of EMSWCD to promote and encourage the use of conservation practices, which for irrigation generally entails using the least amount of water to achieve maximum yield and quality crops. Historically, HIP has advocated for exclusive use of drip irrigation, as overhead irrigation poses several challenges at Headwaters Farm and is less efficient. However, overhead irrigation does have a variety of relevant applications in sustainable agriculture. To strike a balance between drip, overhead, and water conservation, in 2019 HIP will begin charging for irrigation at \$100 for each year a farmer is in the program. For example, a fourth-year farmer will be charged \$400 for water at the conclusion of the season. However, an Irrigation Incentive has been established to provide HIP farmers with free irrigation water in accordance with the following criteria:

- *First Year Farmers:*
  - Purchase and use a drip irrigation system
  - Track irrigation sets in an Irrigation Log (optional template at the end of the Farmer's Manual)
  - Submit the Irrigation Log at End of Year Meeting
- *Second Year Farmers:*
  - Use drip irrigation system
  - Track irrigation sets
  - Work with EMSWCD on developing an Irrigation Strategy
  - Submit the Irrigation Log and Irrigation Strategy the End of Year Meeting
- *Third Through Fifth Year Farmers:*
  - Implement Irrigation Strategy
  - Track irrigation sets
  - Work with EMSWCD to refine Irrigation Strategy, as necessary
  - Submit the Irrigation Log and updated Irrigation Strategy at the End of Year Meeting

EMSWCD will determine appropriate levels of Irrigation Strategies and support farmers in developing and implementing them. More established farms will be expected to maintain more detailed Irrigation Strategies.

For 2019, HIP farmers beyond their second year of the program will need to meet second-year farmer criteria if they wish to receive free irrigation water. However, they may apply overhead irrigation as detailed in the Irrigation Strategy they will be developing.

Farmers using overhead irrigation are responsible for purchasing and installing a pressure regulator that is suitable to overhead output. Keep in mind that the Headwaters Farm Program Manager must approve any permanent modifications to EMSWCD property, including risers.

**Cooler** — *\$5/ft<sup>2</sup> of shelf space/year*

Walk-in cooler space will be available to incubator farmers. Unlike last year, space will be rented by the square-foot **on an annual basis**. EMSWCD will strive to accommodate all farmers by ensuring sufficient cooler access. Farmers are expected to keep the coolers free of rotting produce.

**Wash Station** — *cost included in land fees*

Access to both wash/pack stations is included in the cost of land. It is 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.

**Propagation House Tables** — *\$30 for 44" x 12' table space/year*

Tables in the 'prophouse' are intended for packing, seeding, and staging seeding trays. An automated watering system is used to keep starts hydrated on some benches. 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.

**Heat Mats** – *\$30/mat/year*

Heat mats pose a challenge in that they burden the electrical system and there is an inequitable distribution of outlets in the prophouses. The Headwaters Farm Program Manager reserves the right to limit the total number of heat mats in a prophouse or operated by any farmer.

**Bottom Heat Table** — *\$40/5' of section of table/year*

The bottom heat table will be available to farmers once sufficient demand arises (~20% of the table is needed). 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. **Farmers looking to use the germ chamber must attend a meeting in the spring to discuss this shared space.**

**Hardening-Off Tables** — *cost included with the rental of propagation tables*

These tables are an intermediary step for starts 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. There is no reserving or claiming of hardening-off table space. If a farm purchases and installs poly or shade cloth

over the table(s) it will be considered an investment in community space and will remain available whenever openings occur. See the Hardening-Off Section in *3.4.7 Facilities & Common Areas* for more information.

**Field Storage** — \$50/section in container/year

Storage space close to the fields will be in a 40' shipping container. Field storage outside the container will be limited to specific areas inside or near 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 standard pallet is not allowed without permission from the Headwaters Farm Program Manager. For farmers that have been given clearance to construct their own storage facility, the cost to keep that structure will be \$100/year.

**Barn Storage** — \$50/shelf in the barn/year

There are over 50 shelves in the barn that can be rented to farmers. Storage and usage of the pallet racks must be done in a safe manner. [Use shrinkwrap or strapping as necessary for loose items on pallets above ground level](#). 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.

**Hoophouse Space** — \$800-\$1,200 per hoophouse

There are four hoophouses available for farmer use, including one 96' x 30' structure and three 148' x 30' structures. [These facilities are to be rented by either the whole- or half-house](#). The length of the bed will be eight-feet shorter than the total length of the house which includes four feet on each end of the structure being allocated to access as opposed to growing. Given the finite number of beds available, space in the hoophouse will be allocated annually based on the following criteria:

1. *Crop plan* – what does a participant intend to grow in the hoophouse and how appropriate is the crop and production approach?
2. *Business plan* – how well does the intended crop(s) and use of the hoophouse fit into a participant's overall business model?
3. *Program Seniority and Standing* – how long has a participant been in the program and are they current in their payment standing?

Allocations for hoophouses will be done in the fall on an annual cycle with turnover happening on March 1<sup>st</sup>. On occasion EMSWCD will take a hoophouse out of production for one season to improve growing conditions.

[Due to the inherent risks of operating in a confined, vulnerable space, tractors will no longer be allowed in the hoophouses](#). This includes both operating and staging. Instead, farmers can use walk-behind tractors for mowing and tilling and raise beds by hand.

[Hoophouses are not storage facilities and shouldn't house materials or tools that aren't specifically intended for that space](#). Motorized equipment of any kind is not to be staged in the hoophouses. Farmers are responsible for maintaining weeds both within and adjacent to their hoophouse. [Please do not throw vegetable waste or weeds onto the mulched area around the hoophouse facilities](#).

**Curing Shed** — \$30/year for middle rack column; \$15/year for eastern rack column; \$10/year for western rack pallet box section or miscellaneous pallet box storage

The middle pallet racking will be rented by the column and include four sections (floor level for pallet boxes and three shelves for curing or stored produce). The eastern rack doesn't have space for pallet boxes and therefore is designed solely for contained produce. The western pallet racking will store two pallet boxes at floor level and then clean bins above. The storage of clean bins is free. If there is need for additional pallet box storage in the curing shed, the rate will be \$10 for every two bins, however, storage outside of the pallet racks will only be allowed once all the pallet rack space is in use.

## 5.6 Services & Costs

### Service Costs Quick Reference Table

Item	Cost	Billing Schedule	Notes
Custom Tractor Work	\$30/hour	Quarterly	Work done by fellow farmers is billed at \$20/hr
Lost Keys	\$20/event	Quarterly	
Bounced Check	\$10/event	Quarterly	

#### **Custom Tractor Work** — \$30/hour

Spring tillage will be included in the cost of land. Farmers may choose to have EMSWCD staff—depending on availability—do custom tractor work at other times of the season. “Hiring” or bartering with fellow farmers who have clearance to use various machines is absolutely acceptable. Charges will be assessed to the machine operator unless it is clearly stated in the sign-out sheet in the “notes” section who the tractor work was for. Keep in mind that cleaning of the tractor and implements is 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, 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.

## 5.8 Graduate Access to Farm Facilities

In an effort to assist the transition of farmers leaving the incubator program, HIP may continue to provide program graduates access to Headwaters Farm infrastructure, equipment, and services. This will be done as space and availability allows. This support remains in a pilot phase and will be altered in subsequent seasons if challenges arise. Please communicate observed or anticipated issues with the Headwaters Farm Incubator Manager.

## 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

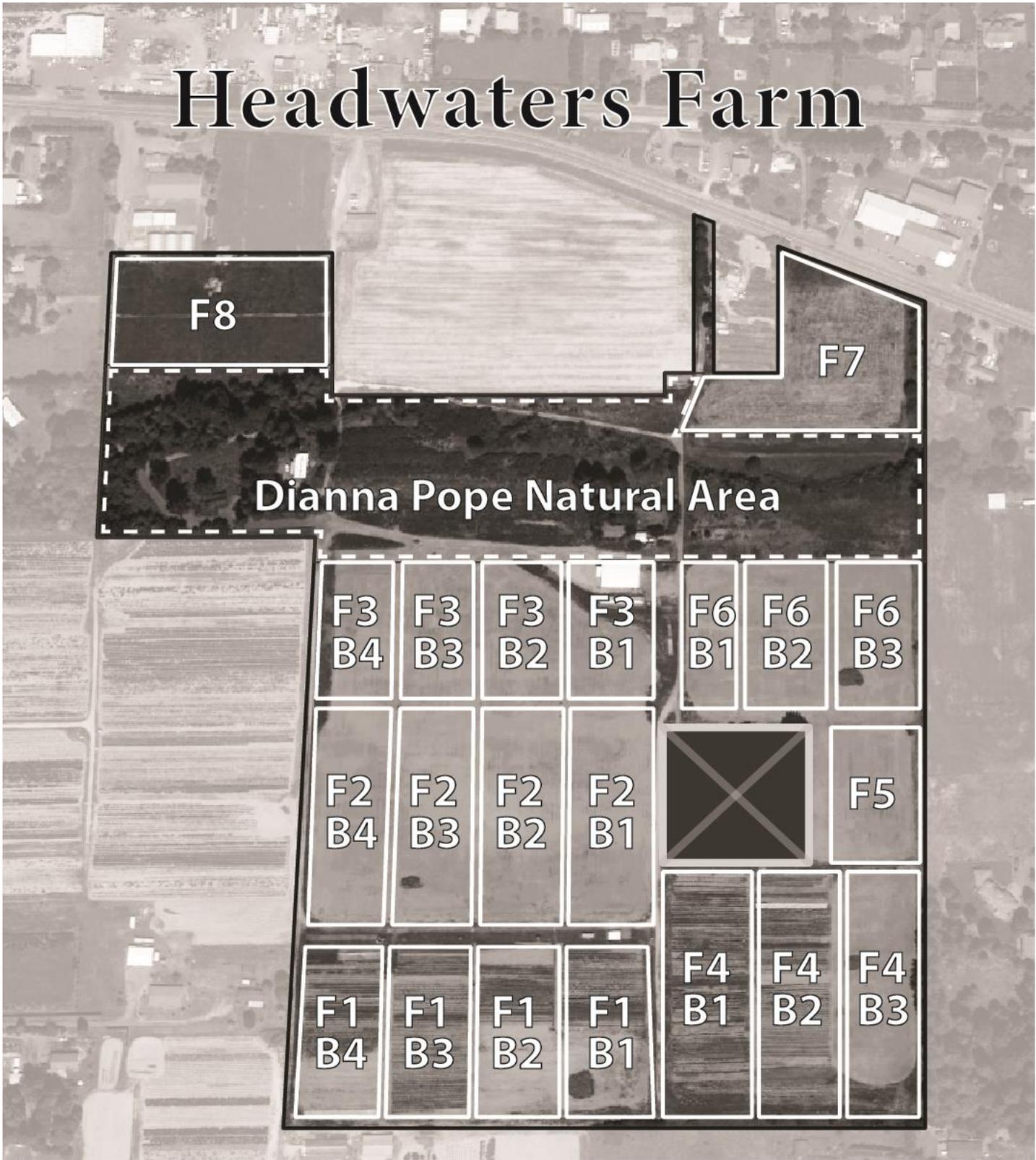
EMSWCD reserves the right to assess fines to farmers who violate guidelines contained in this Farmer's Manual. Fines will be submitted to clients in writing with an explanation on why the fine was incurred. Bills for the fine must be payable within the subsequent invoice. Violations will be addressed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

- *1<sup>st</sup> Violation* — Written notice of offense and required remedy and deadline (if one exists).
- *2<sup>nd</sup> Violation* — \$100 fine and written notice for repeat offence *or* failure to remedy previous violation in an appropriate or timely manner.
- *3<sup>rd</sup> 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.

Headwaters Farm Map











# Agreement to Participate

All members of \_\_\_\_\_ (insert farm name),  
have reviewed the Farmer’s Manual and agree to participate in the Headwaters Farm Incubator Program for the 2019  
season.

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**Farmer Print Name / Date**

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**Farmer Signature**

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**Farmer Print Name / Date**

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**Farmer Signature**

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**Farmer Print Name / Date**

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**Farmer Signature**

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**Farmer Print Name / Date**

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**Farmer Signature**

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**EMSWCD Staff Print Name / Date**

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**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.

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**Farmer Print Name / Date**

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**Farmer Signature**

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**Farmer Print Name / Date**

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