

2025 Farmer's Manual



Headwaters Farm Business Incubator

Cultivating Farms and Future Stewards

East Multnomah Soil and Water Conservation District

1/13/2025



**2025 Farmer's Manual
Headwaters Farm Business Incubator
East Multnomah Soil and Water Conservation District
January 13th, 2025**

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1.0 Welcome and Introduction

East Multnomah Soil and Water Conservation District (EMSWCD) would like to welcome you to the 2025 growing season with the Headwaters Farm Business Incubator! We are excited to use this program to aid the establishment of new, conservation-focused farm businesses and provide farm- and farmer-related services to those in our service area.

The Farmer's Manual is designed as a first-stop reference for Headwaters offerings, policies, costs, guidelines, and expectations. 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.

This year we have shortened the Manual to be more accessible and better organized. We hope that this makes it easier to use without feeling transactional.

**Figure 1 –
Headwaters Farm**

Headwaters Farm is a 60-acre property located just outside of Gresham, Oregon. Almost two-thirds of the site is dedicated to supporting new, conservation-focused farm businesses. The Dianna Pope Natural Area accounts for 25% of the farm and serves as a protected riparian corridor around the North Fork of Johnson Creek. The remaining ~10% of land is earmarked for future projects.





1.1 Summary of Main Program Expectations

This section provides a summary of the key expectations for participating in the Headwaters Farm Business Incubator. It is not an exhaustive list but instead helps outline what incubator farmers are signing up for by being in the program. Full details can be found in the sections linked to each respective expectation.

Farmers Manual – This document details everything EMSWCD is committed to providing as well as everything incubator farmers agree to do. Please read it and reach out to Headwaters staff if you have questions.

Farming in Community – By its very nature, the Headwaters experience is farming in community. While that is a major asset of the farm incubator, farming in community can also be challenging. EMSWCD has worked with farmers over the years to create strategies for conflict resolution, community agreement, and decision making (see [4.1 Community and Culture Guidelines](#)). These can always be revisited and updated to reflect the community's current needs.

Weed Management – EMSWCD is committed to reducing weed pressure and improving production conditions for future and current farmers. Everyone has a role to play in this undertaking and EMSWCD and farmers work in partnership to achieve these goals. ***The overarching responsibility for incubator farmers is to prevent annual weeds from going to seed and rhizomatous weeds from spreading by employing proactive and systematic approaches to weed management*** (see [4.2.7 Weed Management Strategy, Support, and Expectations](#)).

Technical Assistance – Incubator farmers are expected to meet with Jen Aron via Farm Consults or the Soil Ambassador Program to receive support and feedback on anything related to production and/or soil health. Maya Rose is available to work with farmers on business development in a one-on-one capacity or through the Root to Rise Farm Business Accelerator (see [4.4.11 Technical Assistance](#)).

Farm Benchmarks – Based on feedback from previous incubator farmers, EMSWCD has set goals and tasks that program participants need to achieve at specific points in the Headwaters Farm Business Incubator. These benchmarks are intended to help new farm businesses build a soil foundation and reduce stresses and time commitments down the road (see [4.4.10 Farm Development Benchmarks](#)).

Compost versus Inoculant – applying store-bought compost has been a common practice at Headwaters for many years. Because of this, the organic matter percentage is generally higher across the farm. The phosphorus and potassium levels are also quite high, partially due to composting. ***EMSWCD is asking incubator farmers to use inoculant—which is being provided for free to farmers and offers numerous benefits—instead of applying bulk compost from off-site sources onto the fields, which now requires clearance from EMSWCD*** (see [4.2.3 Soil Fertility](#)).



2.0 Headwaters Values, Priorities, and Objectives

As a conservation district, EMSWCD strives to help people and organizations make sound natural resource management decisions, especially around caring for soil and water. But conservation can't happen without community. For EMSWCD to successfully realize its vision, there must be a broad coalition of natural resource stewards helping to protect and improve our lands and waters that sustain farms, forests, wildlife, and communities. EMSWCD is actively working to break away from white supremacy culture and center equity throughout all programs and services. For Headwaters, much of this work involves examining program policies, bolstering support services for underserved farmers, focusing on relationship building, and expanding the concept of what constitutes successful farm models.

2.1 Equity and Inclusion

Sustainable farming can have incredibly positive environmental and social benefits. However, it is critical to recognize that all agriculture in the United States operates on lands stolen from indigenous peoples, that access to farmland is inequitable by design, and that farmworkers of color have historically, and continue to be, routinely exploited for their labor. Moreover, healthy, fresh produce is often inaccessible to those who need it most. These inequities, and many others ingrained in our food system, are systemic and intertwined with complex issues related to race, class, and oppression. While no single intervention can solve these problems, EMSWCD is utilizing Headwaters Farm to lower barriers to a diverse range of growers and as a tool for positive conservation outcomes.

EMSWCD is dedicated to Headwaters Farm providing a safe and welcoming space for all program participants, their employees, farm visitors, and EMSWCD staff. The Headwaters Farm Business Incubator is committed to supporting experienced, passionate growers from a vast array of backgrounds in their effort to establish a farm business. We value differences and invite people from all communities and lived experiences to engage with EMSWCD and our unique farm development and conservation farming resources.

The Headwaters Farm Business Incubator is committed to providing a safe, supportive farming community and environment for all program participants. Our approaches to achieve this include:

- Having living, farmer-District co-created community agreements (see [4.1.4 Community Agreements](#))
- Supporting a healthy farm culture and community through a:
 - Mentorship program for newer growers (see [3.2.3 Mentorship Program](#))
 - Meet-the-Community board
 - Farmer engagement opportunities
- Having clear and documented steps to resolve conflict (see [4.1.2 Conflict Resolution](#))
- Maintaining an accessible application process
- Providing interpretation at Headwaters meetings/events for farmers whose primary language is not English
- Budgeting to ensure resources are available to provide neutral, third-party facilitation for support enacting the Headwaters Community Agreements
- Offering an anonymous feedback reporting system (see [4.1.3 Anonymous Feedback and Third-Party Facilitation](#))
- Providing clarity and transparency on EMSWCD offerings and Headwaters Farm Business Incubator expectations and decision making (see [4.1.5 Decision Making](#))



2.2 Conservation Agriculture

In addition to launching successful businesses, Headwaters Farm Business Incubator exposes program participants 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*. These practices can not only have profound impacts on improving soil health and biodiversity, but can also have positive impacts on a farm's bottom line. EMSWCD looks forward to working with Headwaters participants and partners to educate about, and implement, conservation agriculture.

2.3 Education and Engagement

Incubator farmers are exposed to new ideas and approaches throughout their time at Headwaters. Much of the learning happens through unstructured opportunities within the incubator community, while other learning comes from formal workshops or one-on-one supports hosted by Headwaters staff or program partners. A more detailed depiction of educational opportunities can be found in section [3.2 Access to Learning Opportunities](#).

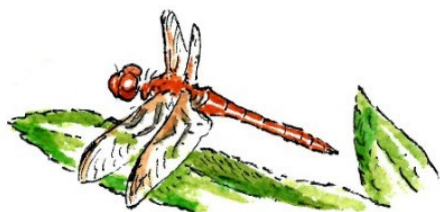
2.4 Farm Networks

Farms and farmers don't operate in a vacuum. Instead, they learn, grow, share, celebrate, commiserate, collaborate, and otherwise benefit from being part of a community of practice. Headwaters Farm is a space where farm networks, friendships, and partnerships are formed, and farmers are connected with the external resources they need to reach their farming goals. Farm network development has mostly been a byproduct of gathering passionate beginning farmers onto a single property where they share space and resources. As it has become clearer how community building plays a critical role in farmer success and is a necessary element in fostering inclusive spaces, more energy and effort has gone into supporting community development. This is outlined in [Section 4.1 Community and Culture Guidelines and Tools](#).

2.5 Farm Viability

A farm's lasting power is tied to many factors, including business adaptability and profitability. Headwaters seeks to graduate incubator farmers who have achieved, and can maintain, the following elements of their business:

- ***Income goals***: net farm income + off-farm income = living wage
- ***Quality of life goals***: healthy work/life balance; ability to avoid burnout
- ***Market stability***: established and reliable sales outlets
- ***Informed business decision-making***: effective production and financial record-keeping allows the farmer to make data-based decisions on market outlets, sales prices, labor, scale, crop selection and enterprises, projections, and other key business considerations
- ***Land stability***: land access (security and tenure) being more important than land ownership



3.0 What Program Participants Can Expect from EMSWCD

EMSWCD strives to provide incubator farmers with services that help farms and farmers develop. Some of these are offered or coordinated by Headwaters staff, while others are provided through partner organizations or other incubator farmers. The main services at Headwaters Farm are designed to lower four key barriers to new growers: access to capital, access to farm education, access to farm networks, and access to markets.

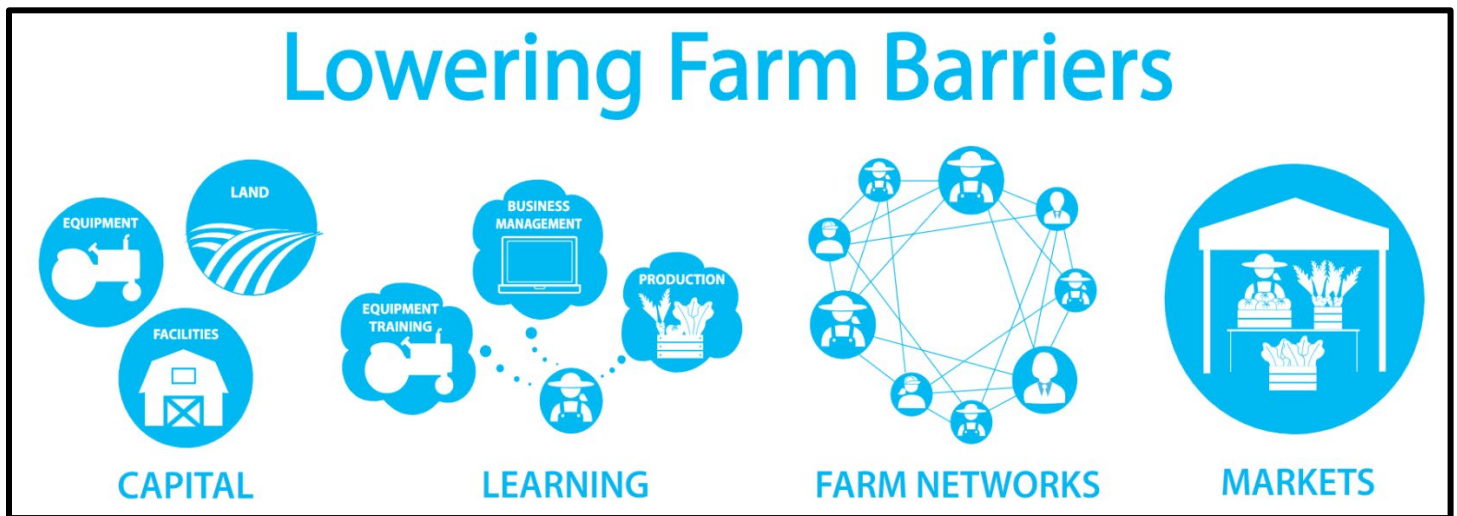


Figure 2 – Headwaters Farm Business Incubator’s approach to farmer development

Beginning farmers face many hurdles. The Headwaters Farm Business Incubator is designed to lower four common barriers to new farmers: access to capital, farm learning opportunities, farm networks, and markets.

The following outlines the services and supports an incubator farmer should expect while participating in the Headwaters Farm Business Incubator.

3.1 Access to Affordable Farm Resources, Financing, and Capital

At its core, the Headwaters Farm Business Incubator is designed to help experienced farmers gain access to the resources they need to be successful. This includes farmland, farm equipment, and infrastructure. The farm business incubator is structured in a way that reduces land costs for farmers new to the program, allows farmers to only pay for equipment and infrastructure that they use, and breaks costs out across the course of the year. See [5.0 2025 Costs & Payment Schedule](#) for more information on current program costs and fee structures.

3.1.1 Farm Equipment and Infrastructure Financing

Headwaters offers no-interest financing to incubator farmers for equipment and infrastructure investments that can be taken offsite upon graduation. Farmers can request financing by emailing the Headwaters Farm Program Manager and describing:

- 1) Specific item to purchase
- 2) Purchase source
- 3) Item cost
- 4) Item use and need for farm



Financing decisions will be made by EMSWCD based on available budget, item cost and application, equitable distribution of EMSWCD financing funds, payment standing, and repayment schedule. Prior to purchase, a financing agreement will be written up and signed by all parties.

3.1.2 Headwaters Graduate Bridge Award

Headwaters Farm Business Incubator graduates are now able to receive the Headwaters Graduate Bridge Award of \$20,000 upon successful completion of the program. This money can be used for any agricultural and farm transition related expenses, including farm equipment, infrastructure, labor, rent, insurance, administration, legal, natural resource enhancement or protection, training, supplies, and other production, business, and farm costs.

For a Headwaters graduate to receive the Bridge Award, all qualifying criteria must be met by June 1st in the same calendar year that the farmer finishes their last season (when their final lease ends). Upon meeting the criteria, EMSWCD will provide the farm business with the full \$20,000 to support their transition onto their new site. Those funds would be made available between April 1st and June 30th of the graduating year.

The Headwaters Farm Program Manager will check in with graduates at the conclusion of each season to capture a high-level report of what the Bridge Award funds were spent on. If needed, EMSWCD has the right to request an itemized list of expenses. The Headwaters Farm Program Manager will document the use of the funds by each graduate, and the report will be finalized once all the funds are spent.

The expectation is that the Headwaters Graduate Bridge Award funds will be spent within two years of the farmer graduating the farm business incubator.

To receive the Bridge Award, an incubator farmer has:

- Created an EMSWCD-approved Farm Operations Plan
- Established sales outlets or is farming in East Multnomah County
- Secured farmland post-Headwaters
- Successfully managed weeds at Headwaters Farm
- Made all payments due to EMSWCD
- Removed all belongings and trash from Headwaters Farm
- Participated in the Headwaters Farm Business Incubator for at least three years and meet expectations of farming onsite

Farm Operations Plan

Farmers can use the optional [*Headwaters Farm Operations Plan Template*](#) to create a plan that includes current information on business overview, production approach, and business financials.

Established in East Multnomah

The incubator graduate is transitioning to a farm in East Multnomah (Multnomah County east of the Willamette River) and/or demonstrates stability or growth in sales outlets within East Multnomah. Examples of established markets would be consistent restaurant accounts, a CSA, vending at farmers markets, or regular wholesale customers. This will be documented in the Farm Operations Plan.



Land Stability

The farmer has purchased farmland, is in contract on farmland, or has secured at least a three-year lease on farmland. If a graduate is only able to secure a farmland lease for one or two years, then half the award is provided. The remaining \$10,000 will be paid to the farmer once they have secured a lease beyond three-years after graduation or have farmed for three consecutive years beyond graduation.

Effective Weed Management

Incubator farmers must meet EMSWCD's weed management process and expectations (see [4.2.7 Weed Management Strategy, Support, and Expectations](#)). The process includes working with Jen Aron and/or the Weed Support Team to create and follow an annual Weed Management Plan. EMSWCD will make a final assessment at the conclusion of the season if weed management expectations are met. Farmers may have one final assessment in which they don't meet weed management expectations but must meet expectations in their last year of the program.

Payments to EMSWCD Current

Farmers must have paid all program costs owed to EMSWCD prior to receiving the award. Farmers who are in an EMSWCD-approved payment plan will be eligible for the Bridge Award. Farmers cannot use the Bridge Award to pay off debts to EMSWCD.

Remove Belongs from Headwaters Farm

Farmers must remove all belongings, trash, and leave leased farmland and other used spaces in a condition equal to, or better than, how they received it.

Farming at Headwaters and Time in the Program

Incubator farmers must have the majority of their farm operation at Headwaters Farm for the first three years of the program and maintain at least a quarter-acre in production years four and five (see [4.4.12 Incubator Farmers Growing Off-Site](#)). Program participants must be in the Headwaters Farm Business Incubator for at least three years.

3.2 Access to Learning Opportunities

Learning happens at Headwaters through informal and formal channels and includes topics pertaining to production and business development. Much of the informal learning occurs between program participants, but also between farmers and staff.

Formal learning happens through trainings, workshops, community events and one-on-one support. Based on the varying needs of incubator farmers and their feedback over the years, much of the workshop and classroom learning offered to incubator farmers is facilitated by partner organizations with existing training programs. For 2025, Headwaters incubator farmers will have free or reduced-cost access to these learning opportunities:

- Business Impact Northwest's Root to Rise Farm Business Accelerator
- Rogue Farm Corps' Changing Hands workshop series
- Rogue Farm Corps' on-farm education series for interns and apprentices
- Rogue Farm Corps' Farm Launch business planning program





- Oregon State University's Small Farm School training series
- Oregon State University's Small Farms Conference
- Discounted access to [Farm Commons](#)

Learning opportunities at Headwaters can be broken into several categories: Farm or program specific trainings, business, and production. The goal is to ensure that all participants are exposed to and are comfortable with the following topics before they graduate:

Headwaters-Specific Trainings	Business	Production
New Farmer Orientation	Record Keeping and Financials	Nutrient Management
On-Boarding	Loans, Grants, and Financing	Irrigation Management
Safety Trainings	Land Access	Integrated Pest Management
	Business Planning	Weed Management
	Bookkeeping	Equipment/Tool Trainings
	Marketing	Soil Health

3.2.1 Orientation and Onboarding

First-year Headwaters farmers receive a Headwaters Farm and farm business incubator orientation as well as monthly onboarding meetings with staff. This covers the basics of safety, farm systems, and shared facility etiquette. This is also a great time for new farmers to ask questions about farm spaces and farm incubator programming.

3.2.2 Classes & Workshops

EMSWCD works with partners to offer incubator participants a range of educational opportunities. Given the dynamic nature of farming and the wide range of skills and knowledge needed to be successful, it is unrealistic for all learning opportunities to occur over one season. Instead, the goal is to provide various opportunities for farmers to engage on these critical topics over their tenure in the program. In some cases, farmers will be exposed to key subjects more than once. This redundancy is an opportunity to go deeper into a subject and to better understand the intersection of complex farming and business topics.

3.2.3 Mentorship Program

First year incubator farms will be matched with one or more established program participants. These mentorship arrangements are primarily designed to improve a participant's transitions into the farm business incubator, facilitate community building, and ensure that new farmers are supported and utilizing on-site resources appropriately. However, other topics may warrant mentor support, including:

- Production system feedback
- Business development feedback
- Program and farm guideline support

Mentors receive Community Farm Hours for time they spend helping newer growers find their footing at Headwaters Farm. Mentors can track their time working with the new farmers in their Community Farm Hour log.



3.3 Access to Farm Networks

Headwaters farmers are part of a cohort as well as a larger Headwaters Farm community that includes growers, their crew, program graduates, and staff. As a collective, this community has vast knowledge of farming and farm business knowhow. There is a rich culture within the community of cooperation, coordination, and companionship as farmers work together to troubleshoot problems, share tools, make joint purchases, and sometimes help each other market products. At its core, connecting beginning farmers together is arguably what Headwaters does best.

3.4 Market Support

The Headwaters Farm Business Incubator and the Portland Farmers Market (PFM) have an established partnership to provide booth space to establishing market growers at the Portland State University Farmers Market. This is called the *Beginning Farmers Booth*. As part of the agreement, EMSWCD provides key vending items, including tents, weights, tables, and signage. In addition to bringing product and any remaining tabling supplies, incubator farmers participants are responsible for the following:

- Sign and operate within the PFM use agreement.
- Represent EMSWCD and PFM in a professional manner.
- Meet with Market Staff for a ten-minute check-in before the market opens and communicate with staff throughout the market as necessary.
- Set-up and tear-down the booth before and after each market.
- Bring appropriate amounts and denominations of change and a cash box.
- Pay booth fee to PFM, by end of each scheduled market day.
- Maintain and demonstrate proof of insurance.
- Display a farm sign no bigger than 11in x 17in or smaller than 8.5in x 11in.

For 2025, Headwaters will offer vending opportunities at the *Beginning Farmer Booth* to one or more incubator farmers. One of the regular participating farms will act as Headwaters Market Liaison, informing the PFM Market Manager which Headwaters farmers will be attending each week. The Headwaters Farm Program Manager will work with incubator farmers to come up with the attendance plan if demand exceeds booth space.

As capacity allows, PFM staff provide farmers with knowledge they need to establish themselves at the market.

3.5 Additional Services

The following outlines the host of other services offered to incubator farmers.

3.5.1 Safe Working Environment

EMSWCD is committed to Headwaters Farm being a safe for farmers, crew, staff, and visitors. The following measures are taken to ensure safety:

- *First aid* – There are two professionally serviced first aid kits at Headwaters Farm: one at the barn wash station and the other at the container.
- *Fire extinguishers* – There are nine fire extinguishers at Headwaters Farm. These are checked monthly and professionally recharged as needed.



- *Cooling room* – The back meeting room at the Headwaters Farm Office has a window unit air conditioner installed from June through September. This space is available to anyone needing to cool down.
- *Flammable cabinets* – There is safe storage for fuel and combustibles in the barn.
- *Air quality masks* – KN95 masks are provided to farmers when the Air Quality Index (AQI) for Orient, Oregon is above 100 on the [EPA's Airnow.com website](https://www.airnow.com).
- *Drinking water* – Potable water is available at the shade structure, farm office, and equipment shed.

Other safety measures are implemented across the farm in the physical space as well as in the policies that accompany their usage. *Current and detailed safety information can be found on the Safety Board in the barn.*

3.5.2 Bulk Purchasing

Each year Headwaters staff coordinate two bulk purchase orders: one for fertilizer and amendments through [Marion Ag](#) (late winter) and the other for cover crop seed from [Ioka Farms](#) (mid-summer). These bulk purchases include staff collecting orders from the farmers, placing the full order, coordinating and accepting delivery, and supporting the break-down and sorting of pallets. EMSWCD assumes the cost of shipping. Farmers pay for what they order.

3.5.4 Spring Tillage

Headwaters staff can provide incubator farmers with primary tillage in the spring. The menu of tillage options includes mowing winter covers, chisel plowing, disking, and sub-soiling. The tillage conducted in each plot will be determined through conversation between the farmer and staff and will be based off of farmer goals, crops, site conditions, staff and equipment availability, timing, among others. **Spring tillage is weather dependent and will not happen until the soil has sufficiently dried.** This timing may differ across the farm due to drainage, aspect, slope, vegetation, and other factors. The goal of tillage is to achieve the desired growing conditions with the least aggressive means possible. Headwaters staff and technical assistance providers can help farmers determine this.

3.5.5 Biological Inoculants

Farmers are encouraged to use biological inoculants instead of bulk compost applications. To that end, farmers will be provided with up to four ounces of [Biocoat Gold](#) and, as availability allows, inoculants from onsite vermiculture and the Johnson Su compost system. Inoculants will be provided to farmers at Farm Consults/Soil Ambassador Program meetings with Jen Aron ([see 4.4.11 Technical Assistance](#)). The advantage of inoculants over commercial compost is that they are verified sources of outstanding soil biology, easy to apply, free to farmers, and don't add additional phosphorus or potassium (which are problematically high across the farm).

3.5.6 Farm Dumpster

At least once per season Headwaters provides a large dumpster to remove all the agricultural plastic waste and other large waste items destined for a landfill.

3.5.7 Farm and Equipment Maintenance and Upkeep

Headwaters staff take on a multitude of tasks to ensure the farm is functioning effectively. These include:

- Repairing equipment and infrastructure



- Collecting trash in accordance with the trash schedule and paying for removal and recycling
- Maintaining restrooms and stocking supplies
- Replenishing food safety supplies, like sanitizers and cleansers
- Quarterly cleaning of the farm office
- Other maintenance and upkeep around the farm

3.5.8 Other Supports

Additional supports not listed above include:

- Unloading large deliveries with the forklift, as staff availability allows
- Providing basic office with wi-fi internet, printing, break room, and meeting space

3.6 Program Partners and Farmer Development Community

Alone, no farmer development program can solve the challenges related to land access, limited farm development opportunities, fractured farm communities, or inaccessible markets. This work must be done in concert with the many local and regional public, private, and nonprofit entities who work on issues pertaining to land and resource management, public health, conservation, education, community development, social justice, and much more. As one of the many players in this work, EMSWCD greatly values its partners and those contributing to farmer development. EMSWCD actively works with other organizations to meet farmer, farm, and program needs. A list of some of the key players include:

Organization	Role in Local Farmer Development
Blue Raven Farm	Soil health education; one-on-one production supports
Business Impact Northwest	One-on-one farmer business development supports; business accelerator
Clackamas Community College	Education; Small Farm School
Friends of Family Farmers	Oregon Farm Link; Navigator program
Natural Resource Conservation Services	Cost shares; Resource management plans
OSU Extension Small Farms Program	Workshops; Small Farm School; General support services
Oregon Ag Trust	Protecting farmland for future generations; workshops
Oregon Community Food System Network	Farm viability services; grants
Portland Farmers Market	Beginning Farmer Booth; market access and education
Rogue Farm Corps	Changing Hands Workshop, Farm Launch, technical assistance; classes
Xerces Society	Pollinator and beneficial insect habitat development
Zenger Farm	Entry-level farmer development program; urban grange; commercial kitchen

To be clear, there are many other individuals and organizations playing key roles in local beginning farmer and farm development. The list above outlines the partners that are directly engaged with Headwaters.





4.0 What EMSWCD Expects from Incubator Farmers

The following sections outline program participants' role in the Headwaters Farm Business Incubator.

4.1 Community and Culture Guidelines and Tools

Farming at Headwaters *is* farming in community. The following guidelines have been developed—in partnership with past incubator farmers—to promote equitable, efficient, and safe usage of Headwaters Farm and improve the farm business incubator experience, build community, and increase the likelihood of participant success.

4.1.1 Communication

Healthy and consistent communication is essential for building relationships, avoiding misunderstandings, and working through mistakes. The Headwaters Community is encouraged to use clear, direct, and positive communication within the community. As requested, trainings, meetings, and/or discussions will be offered to help ensure everyone has the necessary communication skills and understanding. The Community Board in the barn is to help farmers share their interests, knowledge, and preferred communication styles.

4.1.2 Conflict Resolution

The following outlines steps to take if someone in the community has harmed you and you feel safe engaging:

- 1) *Sit with it* – pause long enough to evaluate the situation. Was the harm intentional or unintentional? Could there be a misunderstanding?
- 2) *Talk with someone trusted outside of the Headwaters Community* – what is their opinion of the situation?
- 3) *Communicate directly with the person who inspired the feelings* – ask if it is a good time to talk. If so, communicate how you have been impacted. If resolution isn't achieved with direct engagement...
- 4) *Bring in a mutually trusted third-party* – can they support a conversation that resolves the conflict? If resolution still isn't achieved...
- 5) *Bring in the Headwaters Farm Program Manager or request a neutral third-part facilitator* – they can help implement the community agreements or provide additional resources and supports to aid a resolution.

4.1.3 Anonymous Feedback and Third-Party Facilitation

The anonymous Headwaters Feedback Reporting System was requested by farmers as part of developing the Community Agreements. It is intended to serve as a tool for offering any form of feedback or making a report in a safe and secure manner. This is also for requesting support from a neutral third-party facilitator to help implement the Community Agreements. For 2025, those facilitator services will be provided by Catalysis LLC, who facilitated the co-creation of those agreements with Headwaters farmers and staff. This feedback form goes directly to EMSWCD's Executive Director, unless the feedback is regarding the Executive Director, in which case it goes directly to Chris Wallace Caldwell of Catalysis LLC. These forms are never seen by Headwaters staff.

QR Code for Anonymous
Feedback Reporting



To make a report, visit this link (<https://emswcd.org/hip-feedback/>) or use the QR code above.



4.1.4 Headwaters Community Agreements

Below are the Headwaters Farm Community Agreements. These community agreements were developed in 2021 through a process facilitated by Chris Wallace Caldwell (Catalysis LLC) and Jamila Dozier (New Theory Consulting). The agreements were created by incubator farmers through virtual meetings, an anonymous survey, and email feedback. The intention is that these agreements provide a foundation for clarifying what members of the Headwaters community need from each other as they work together in shared spaces. These agreements are a living document and will be clarified and added to as needed. Each agreement has possible methods identified for how the agreement can be put into practice. There may be more ways the agreements can be put into practice.

There is a standing invitation for any Headwaters farmer to work in committee to develop recommended edits.

Relational Agreements – How we are in relationship with one another

A. We approach conversations candidly and with humility, knowing we have room to grow.

Possible Methods:

1. Listen for understanding before forming a response in your head.
2. Assume best intent and take responsibility for impact.
3. Be accountable and acknowledge when we make mistakes.
4. If a conversation comes to an impasse, seek out a neutral third party to facilitate a conversation or ask for time to reflect. (see [4.1.3 Anonymous Feedback and Third-Party Facilitation](#))
5. We accept discomfort and non-closure knowing there is room to grow.

B. We strive for open, honest, and respectful communication.

Possible Methods:

1. If we can, we address problems when they arise.
2. We will practice the idea, “I’ll talk to you, before I talk about you.”
3. We do our best to speak our truth and use “I” statements.
4. When conflicts arise, we will challenge ideas not people.
5. We call people in rather than calling people out.

C. Every person is valuable to our community, and we recognize needs and perspectives are different.

Possible Methods:

1. We value diverse perspectives and seek out thoughts other than our own.
2. We will check in when entering a space with someone else. (Ex: Say hi, let them know you’re going to be around so you’re not getting in each other’s way)
3. We check in before starting a longer or challenging conversation (“Do you have time to talk right now?”, “Would it be okay if I vent to you about something?”).
4. We ask permission to give feedback or give advice. If the consent is not granted, respect this choice with no further need for explanation and don’t take it personally.



Operational Agreements – The structures and processes we need to have in place to work together well.

A. We will create opportunities for staff and farmers to build community and learn from each other.

Possible Methods (these are just possible ideas):

1. Social hangouts
2. Farmer-led “Fun Fridays”
3. Staff-sponsored “Farm Hall Meetings”
4. Farmer presentations or farm tours

B. We will create communication guidelines that address different communication access and styles.

Possible Methods:

1. We have guidelines for when to communicate via phone, text, or email. (see [4.1.6 Communication Methods](#))
2. Staff can bring attention to important elements of emails or when a response is required.
3. Farmers need additional time to respond to communication, whenever possible staff should build that into the timelines when a response is requested.
4. We will use email for information sharing and not a way to address conflict.
5. For topics that need more time we can request a mutually agreed upon time and space to hold the conversation.
6. We should have available an anonymous feedback system to address concerns, bias, discrimination, etc. (see [4.1.3 Anonymous Feedback and Third-Party Facilitation](#)).

C. Build clarity of staff roles, resources sharing, and decision-making.

Possible Methods:

1. Provide description of staff roles and responsibilities for farmers.
2. Share results of annual farmer survey, ensuring confidentiality of responses, and provide insight on how survey results are being used.
3. As much as possible provide clarity on how resource decisions are made to ensure equitable and transparent access for all farmers.

Suggestions for how we implement our living Community Agreements:

1. **Do our best!** It is okay to make mistakes. Use “oops” to acknowledge when you might have not followed an agreement, use “ouch” when you feel the impact of another not following an agreement. Acknowledge and move on.
2. **Find opportunities to grow.** Set aside time to practice the agreements, knowing that anything new takes time to grow. Celebrate what you are doing well and where you need to improve.
3. **Share the agreements.** Make sure new folks coming into the space have a chance to discuss and practice the agreements.
4. **Make them visible.** Place Community Agreements in Farm Manual. Post the agreements in central locations.





4.1.5 Decision Making

EMSWCD tries to be clear and transparent in all aspects of Headwaters Farm decision making. When possible, decisions are made with feedback and direction provided by incubator farmers. In some cases, EMSWCD has specific objectives or limitations that require a more top-down decision-making approach. The following table is provided to help farmers better understand where decision making authority resides.

Decision Area	Board	EMSWCD Leadership	Headwaters Staff	Farmers
Headwaters goals and objectives	X	X	X	
Headwaters Program budget	X	X	X	
Headwaters Program Plan	X	X	X	
Legal implications and risk management	X	X		
Staff workplans		X	X	
Headwaters Farm resource allocation		X	X	X
Farm safety		X	X	X
Farm priority projects		X	X	X
Program and farm policy		X	X	X
Farm and resource upkeep and schedules			X	X
Formal learning opportunities (workshops, etc.)			X	X
Community culture			X	X
Shared space management and upkeep			X	X
Individual rented space management				X

For each decision area, the ultimate decision-making authority falls on the “X” in the left-most column. For example, in the first decision area (Headwaters goals and objectives) the Board has the final say, but that decision is supported by input from EMSWCD leadership and staff. In all instances, decision-making is done within the context of the Farmer’s Manual, lease, and other binding agreements (e.g., You-Pick or Event Plans).

When decisions need to be made by the Headwaters community, that will be done through the following process:

1. Staff sends out a survey via email with a clearly defined response window (ideally of one to two weeks)
2. Farmers who haven’t responded will be reminded through email and/or text at least 24-hours before the poll closes
3. Decisions will be made by simple majority with the Headwaters Farm Program Manager serving as tiebreaker, if needed.

Some decision topics might require large or small in-person group conversations before a poll can be conducted. Farmers should feel empowered to take the lead on arranging these when appropriate, but upon request staff can organize and/or facilitate many of the conversations too. During the season some decisions will need to be made quickly and polls might go out without in-person discussion or with a short turnaround window. Staff will do their best to balance these sometimes-competing needs of providing sufficient space for conversation and getting a quick community-defined resolution.



4.1.6 Communication Methods

Different situations warrant different approaches to communication. The following table outlines what communication method(s) are appropriate in what situations. For now, the *table outlines communication between farmers and staff*. In the future, it may be beneficial to outline situational communication methods for interactions between farmers.

A Situation When...	Communication Methods				
	In Person	Phone	Email	Text	Other
Reporting a farm hazard or urgent issue to staff	X	X		X	
Immediate on-farm system needs arise (e.g., irrigation issue)	X	X		X	
Harm has occurred or there is active conflict	X	X	X		Anonymous feedback report
Tools or equipment is broken; no immediate safety concerns			X		Fill out broken item report
Requesting resources (e.g., more space in cooler)			X		
Requesting a Headwaters policy exemption			X		
Providing program or other feedback	X	X	X	X	Anonymous feedback report

4.1.7 Headwaters Farmer Committees

Incubator farmers play an active role in helping to shape Headwaters Farm and the incubator program. One way that can happen is for farmers to participate in one or more of the following committees:

- *Community and Culture Committee* – draft recommendations for improvements to the Headwaters community agreements and develop suggestions for community accountability and desired behaviors.
- *Office Committee* – develop shared-space guidelines and identify a list of cleaning and upkeep needs.
- *BCS Committee* – help other farmers utilize the BCS in a safe and effective manner.

The first two committees are open to any farmer. To join the BCS Committee, a farmer must:

1. Have used the BCS at Headwaters for at least two years
2. Be able to complete Step 3 of the BCS training test
3. Meet with the Farm Operations Specialist to go over basic maintenance know-how

Time spent on any of these committees can be tracked as Community Farm Hours.

4.1.8 Translation and Interpretation

EMSWCD currently lacks the capacity to translate written materials into other languages. If current farmers or prospective incubator farmers need assistance understanding the Farmer's Manual or other program documents, please contact the Headwaters Farm Program Manager to inquire if special arrangements can be made.

Headwaters provides interpretations services for Headwaters-hosted workshops, events, or meetings to any incubator farmer who is an English language learner. Interpretation for these activities is offered primarily through [IRCO](#) and requires a two-week notice to give time to schedule support services. EMSWCD will not compensate family members providing interpretation.



4.2 Conservation Farming Guidelines

Headwaters Farm and the Headwaters Farm Business Incubator are conservation projects designed to protect and improve natural resources both onsite and throughout EMSWCD's service area. EMSWCD utilizes the following guidelines to collaborate with incubator farmers on improving the farm's soil biology, water quality, and weed and pest pressure for current and future Headwaters participants.

4.2.1 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- or WSDA-listed inputs or sprays (for more information on the NOP, visit: <https://www.ams.usda.gov/rules-regulations/organic>). 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 Headwaters Farm Program Manager at the conclusion of each season.

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

EMSWCD Herbicide Applications

EMSWCD staff or contractors may use organic or non-organic herbicides to manage weeds in non-production areas (e.g., graveled roadways or parking lots), fallowed fields, or in the Dianna Pope Natural Area. ***EMSWCD will not apply herbicides in places or ways that negatively impact any incubator farm's organic certification.***

In these instances, the following conditions will be met:

- Farmers notified at least 24 hours in advance
- Herbicide will be applied by a licensed applicator
- No herbicides will be applied outside of a defined management zones
- Suitable environmental conditions (wind speeds under 12mph and dry weather)
- Application will be carried out to target problem plants
- Non-organic approved 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)
 - Dual Magnum (S-metolachlor, EPA Reg. #100-816)
- Mixing of herbicides will be done within the natural area and well removed from fields and food processing, including the Headwaters Office.

4.2.2 Integrated Pest Management (IPM)

Incubator farmers will create a basic IPM plan and utilize it by the end of the third year in the program. Plan development support is provided in addition to an optional template on the Headwaters Airtable webpage.

4.2.3 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 [4.2.1 Organic Practices](#)), farmers should consider various plant- and



animal-based amendments. If desired, incubator farmers can source these inputs through the spring fertilizer bulk purchase with Marion Ag.

Headwaters farmers will develop and utilize a Nutrient Management Plan by the end of their second season and update it annually with the support of Jen Aron and a Nutrient Management Template (see the Headwaters Airtable). This plan will detail the longer-term soil building initiatives being taken as well as the immediate fertilizer and amendment inputs needed to ensure healthy crops. Plan development support is provided to all farmers.

Due to problematically high phosphorus and potassium levels across the farm, **incubator farmers must receive written clearance from EMSWCD before applying compost from off-site sources to their fields** (off-site compost at Headwaters Farm leftover from previous seasons does not need clearance to be applied to fields). Farmers can make compost application requests to the Headwaters Farm Program Manager. In lieu of sourced compost applications, EMSWCD will provide all incubator farms with inoculant, which is a verified source of good soil biology that is easy to apply and provided for free (see [3.5.5 Biological Inoculants](#)).

4.2.4 Cover Crop

Covers crops are the primary tool for protecting soil, suppressing weeds, and adding organic matter throughout Headwaters Farm. To this end, ***Farmers are expected to establish a winter cover crop of legumes and cereal grains OR leave a dense, frost-killed summer cover in all rented areas not in winter production or under plastic (e.g., silage tarps or caterpillar tunnels).*** In a normal season, that means sowing cover crops by early-October (however better results are achieved by sowing in the second half of September). A good stand of cover throughout a farmer's rented land is part of the Good Stewardship incentive that is realized in the 4th Quarter Invoice (see [4.6 Program Responsibilities and Incentives](#)).

EMSWCD will arrange a bulk purchase of cover crop seed each season. Farmers may elect to use this seed or source their own, assuming the seed meets program requirements.

4.2.5 Soil Testing

Soil samples are the basis for creating sound Nutrient Management Plans to maximize yields with minimal inputs. **Incubator farmers will be responsible for taking at least one soil sample for each rented growing space (individual plot or hoophouse) 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 Program Manager will be responsible for getting the 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 \$75 per management zone (individual plot or area that has different fertility plan or past use). Headwaters uses ReGen Agricultural Labs for sampling.

4.2.6 Irrigation Water Usage

Incubator farmers will have access to a reasonable amount of water as judged by EMSWCD. Technical assistance is provided to help farmers determine the appropriate amount of irrigation (set length, frequency, timing). Access to irrigation water is available in each field block. The charge for irrigation water is based on how long a participant has been in the farm business incubator (\$50 per year in the program).



Irrigation On/Off Process

The irrigation water on/off protocol entails farmers:

- 1) Understand the gallon/minute impact of an irrigation set and its anticipated duration.
- 2) Check the flow meter to determine if irrigating will overwhelm pump capacity (110gpm max).
- 3) Note irrigation set “in-progress” with magnet on the irrigation board (if sufficient pump capacity exists) OR queue-up to irrigate on the Irrigation Board at the well head (if irrigation set will put pump output beyond the 110gpm threshold).
- 4) If queuing, it is recommended to communicate with farms that are actively irrigating to indicate need and learn when others will be done watering.
- 5) Remove irrigation “in-progress” magnet when the irrigation set has concluded.

It is possible that at some point in the season there will be a need to allocate dates and/or times in which farms can irrigate. EMSWCD reserves the right to set an irrigation schedule if needed.

Timers

Irrigation timers pose several issues at Headwaters Farm. Despite these challenges, the use of irrigation timers *is* permitted if the following conditions are met:

1. The farmer gets prior approval from the Headwaters Farm Program Manager to utilize a timer
2. The farmer provides the timer (must have two-inch female pipe thread [FPT] inlets and be battery powered)
3. Staff installs the timer on the riser upstream of the pressure regulator and filter
4. Timers operate during non-peak irrigation hours, as deemed by the Headwaters staff and community
5. The farmer posts their irrigation set times at the Irrigation Board at the well head

The objectives of these timer guidelines are to ensure that resources are protected and that farmers are watering for need over convenience. Farmers using timers are responsible for monitoring their system for leaks, breaks, and areas of excessive wetness. Farmers onsite at Headwaters Farm get watering priority over those using timers.

Irrigation Strategy

All farmers are expected to have and utilize a documented irrigation strategy by the conclusion of their first season in the program that gets revisited annually to remain current. A template is provided (see the Headwaters Airtable) and Jen Aron is available to provide technical assistance to farmers needing help to develop their strategy.

Irrigation Do's and Don'ts

Opening irrigation valves slowly—over the course of 10 seconds—will keep pressure higher and reduce the likelihood of system shutdown. Infrequent irrigation shutdowns will ensure that irrigation scheduling is unnecessary.

Farmers are not allowed to touch the Variable Frequency Drive. EMSWCD staff will train at least one incubator farmer to serve as backup to the Headwaters Caretaker in the event the irrigation system needs to be reset when staff are offsite.



Farmers are responsible for monitoring and repairing punctured, detached, or poorly connected drip tape. Failure to address punctured or excessively leaky connections will impact the Program Participation Incentive (see [4.6 Program Responsibilities and Incentives](#)).

Do not drink irrigation water. Potable water is available at the barn, office, and shade structure.

4.2.7 Weed Management Strategy, Support, and Expectations

EMSWCD is committed to addressing the increasing weed problem at Headwaters Farm to ensure that future incubator farmers receive clean fields. To do this, EMSWCD has implemented a multi-faceted approach to support current and future farmers. EMSWCD is committed to:

1. *Resource Support for incubator farmers:*

- Free access to weed management tools (cultivating tractor, Power Ox, flame weeder, backpack sprayer, hand tools, and string trimmers)
- Free weeding support ([targeting two weed management crews in 2025](#))
- Incentives for effective weed management – **free cover crop seed for effective management during the growing season (June through September), as determined by the Headwaters Farm Program Manager** (see [4.6 Program Responsibilities and Incentives](#))
- Technical assistance creating annual weed management plans ([see below](#))
- Free emergency staff mowing of beds/fields where weed proliferation is resulting in crop failure or worsening future weed pressure – [farmers will be notified of the mowing timeline at least five days beforehand](#). If the farmer prefers not to have EMSWCD mow, they can:
 1. [Address the weeds themselves before the mowing deadline](#)
 2. [Request an exemption to EMSWCD's Executive Director \(kelley@emswcd.org\) at least 48 hours prior to the mowing deadline – the ED will rule on the exemption within one week of the request](#)

2. *Active management of non-lease fields:*

- Longer plot recovery times between farmers
- Weed management interventions (mowing, cover crops, inoculants, nutrient balancing, and irrigation)
- Trialing pastured pig management of nutsedge ([see details on pigs at the bottom on this section](#))
- Extensive sampling, monitoring, and tracking of conditions

Weed Management Expectation for Farmers

The baseline standard that incubator farmers are being held to is that they are not allowing weed pressure to get worse in their rented spaces. ***In almost all cases, this means preventing annual weeds from going to seed and rhizomatous weeds from spreading by employing proactive and systematic approaches to weed management.*** [If an incubator farmer adopts a different strategy, success will still be measured by overall weed pressure outcomes.](#) Failure to meet weed management expectations may result in non-renewal of the lease or a reduction in rented space in subsequent seasons and [will impact a farm's ability to access the Bridge Award](#) (see [3.1.2 Headwaters Graduate Bridge Award](#)). EMSWCD understands that there are times when managing weeds becomes more difficult, whether it is due to weather or personal circumstances. These will be assessed on a yearly basis, collectively and individually, with the potential for increased resource support to farmers.



Weed Support Team

The Weed Support Team (WST) consists of EMSWCD staff, program graduates, and local farmers. They are tasked with ensuring incubator farmers have the resources needed to manage weeds, conducting progress reports, and working in concert with Jen Aron to support farmers in drafting Weed Managements Plans.

Weed Management Plans

Incubator farmers are expected to **produce a Weed Management Plan each year and submit it to the Weed Support Team by March 31st**. Farmers can choose to use the *optional Weed Management Plan Template* provided in the back of this Farmer's Manual or create their own. What is critical is that farmers are considering the many variables that go into weed management (bed prep, fertility, row/plant spacing, in-field weed management tools and approaches, timing, post-harvest termination, etc.) and setting themselves—and their crops—up for success. Jen Aron will be the primary technical assistance resource to help farmers craft Weed Management Plans. The WST will provide feedback to farmers about their Weed Management Plans by April 15th.

Weed Management Timeline

Weed management progress reports will be made twice during the growing season to help farmers track weed management urgency. At the conclusion of the season, **EMSWCD will make a final assessment regarding if weed management standards were met**. There are three stages of the Headwaters Weed Assessment Process: Pre-assessment, Progress Reports, and Final Assessment.

Weed Management Planning	Progress Reports	Final Assessment
<i>By February 1st</i> – EMSWCD provides new farmers with plot history, insights, and soil sample reports	<i>Mid-May to Mid-June</i> – WST conducts first progress reports to note weed management urgency	<i>Mid- to late-October</i> – final weed assessments take place
<i>March 31st</i> – Deadline for incubator farmer Weed Management Plans	<i>July to Early-August</i> – WST conducts second progress reports to note weed management urgency	<i>By November 7th</i> – farmers are provided with their final assessments
<i>By April 15th</i> – WST offers feedback on Weed Management Plans		<i>November</i> – staff available to discuss final assessments and/or past or future weed management

Using Pigs to Manage Nutsedge

During the summer of 2025 EMSWCD will be trialing pastured hogs as a management strategy for nutsedge. EMSWCD recognizes the possible food safety and crop damage risk this comes with and has developed a detailed agreement with the livestock manager for ensuring these risks are mitigated to the fullest extent. However, if the hogs breach their containment and damage or contaminate Headwaters Farmers' crops, EMSWCD will compensate farmers for any losses.

4.2.8 Plot Cleanliness

To keep plastic from getting incorporated into the soil or bound into farm equipment, and to aid farmers and staff in site management, each participant is responsible for **cleaning up their plot by December 31st**. This includes removing or neatly containing (preferably on pallets or fabric) all farm tools, supplies, waste plastic, and other



trash. If this deadline is unachievable, farmers must inform the Headwaters Farm Program Manager at least a week in advance to discuss the plan and timeline for cleaning their plot(s). Cleaning one's plot is part of the Program Participation Incentive (see [4.6 Program Responsibilities and Incentives](#)).

4.2.9 Livestock and Animal Welfare

Any farm animals at Headwaters Farm must be pre-approved by the Headwaters Farm Program Manager. All livestock must have constant access to water and fresh pasture must be available during the day.

4.2.10 Timing Tillage

It is critical that farmers make good decisions about when to bring equipment onto fields or work the soil. If the soil is too wet these practices will have a lasting negative impact to soil structure and compaction. Damaging the soil's structure decreases air exchange, water infiltration, creates hardpan, and is overall bad for soil health. Jen Aron and Headwaters staff are available to offer an assessment on soil moisture and equipment usage.

4.2.11 Invasive Species Production at Headwaters Farm

The Oregon Department of Agriculture's [Noxious Weed Quarantine List](#) (for type A and B invasive species) identifies species that are illegal to import, transport, propagate, or sell within the state of Oregon. Therefore, species on the quarantine list are not allowed to be produced at Headwaters Farm. [The plants listed below have weedy tendencies and require EMSWCD approval prior to growing at Headwaters Farm:](#)

- [Mints](#)
- [Purslane](#)
- [Lambs quarter](#)

4.3 Safety Guidelines

Safety is a paramount concern at Headwaters Farm. All farm activities must be done with careful consideration to safety, including that of the individual, other farmers, neighbors, EMSWCD staff, any visitors to the farm, farm product consumers, as well as farm equipment and infrastructure. Alert EMSWCD staff immediately if dangerous conditions are observed. Detailed and current information about farm safety topics is available on the Safety Board in the barn.

4.3.1 Safety Gear

Farmers must use good judgment when it comes to wearing basic safety gear. This includes, but is not limited to:

- Appropriate clothing (sturdy, protective, not too loose, and good coverage; raingear as needed)
- Proper footwear (no open-toe shoes or bare feet; boots preferred)
- Gloves
- Eye and ear protection
- Dust mask or respirator when working in areas with poor air quality
- Hat and sunblock as appropriate (but wash hands thoroughly after sunblock application)

Farmers are responsible for providing their own safety equipment.



4.3.2 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. The following outlines food safety protocols in different areas of the farm.

Barn and Auxiliary Wash Station **clean-up protocol** includes:

1. Scrub food contact surfaces with EMSWCD-provided cleanser (dunk tanks/spray tables/barrel washer).
2. Thoroughly rinse the cleanser away with water.
3. Apply Sanidate 5.0 to clean food contact surfaces and leave to dry.
4. Leave dunk tank upside down to drain completely.
5. Sweep floor. Do not hose it down.
6. Empty any food waste generated into green compost trailer.
7. Clean out the gutter screen after each use.

Other wash station food safety guidelines include:

- Do not wash vegetable waste or sediment from the gutter into the catch basin.
- Wash hands, and only hands, in designated handwash stations before handling food.
- 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 food contact surfaces.
- No bin washing within the wash station. Bins are washed at the Bin Wash Stations.
- Clean, dry bins can be stored in the curing shed or barn shelving.
- Farmers must have separate containers for harvest (field use) and packing (storage and transport).
- All farms who use the wash station should occasionally take the compost trailer to the main compost pile.
Farmers can allocate 60 minutes of Community Farm Hours for each trip.

Sanidate 5.0 is provided at both wash stations as a food surface disinfectant. It is available, and recommended, to also be applied to dunk water in the auxiliary wash station. This is not needed at the barn wash station or root washer station because that water comes from a municipal source. Farmers wanting to use Sanidate 5.0 in dunk water at the barn wash station for product preservation purposes should supply their own.

4.3.3 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 2025 Costs & Payment Schedule](#).

4.3.4 First Aid, Fire Extinguishers, and AEDs

There are two quarterly-serviced first aid kits on the farm. They are stocked by a professional first aid service monthly during the season and then bi-monthly during the winter. The kits can be found in:

Facility	First Aid Kit Location
Barn	On the east side of the barn wash station mounted onto the cubby rack
Container	On the south side of the blue Field Container under the BCS awning

Fire extinguishers can be found in:



Facility	Fire Extinguisher Location
Office	Hanging on the wall in the back of the meeting room near the kitchen
Barn (2)	One near the sliding door to the wash station; one on the western wall near the workbench
Container	Under the BCS awning on the south side of the container
Curing Shed	Hanging on the pallet racking upon entering the human-door
Prophouses	Mounted inside each propagation house on the eastern end
Forklift	Attached to the forklift in the barn
Farm Truck	In the black outside toolbox on the driver's side, which is always unlocked.
Equipment Shed (2)	One on the wall in the SW corner and the other in the shop.

Staff checks the pressure on each extinguisher monthly. The extinguishers are professionally serviced once a year. Backup extinguishers are onsite if stand-ins need to be taken off-site for servicing.

There are two [Automated External Defibrillators](#) (AEDs) at Headwaters Farm. These are devices used to help those experiencing cardiac arrest. The AEDs can be found at:

Facility	First Aid Kit Location
Barn	On the east side of the barn wash station mounted onto the cubby rack
Container	On the south side of the blue Field Container under the BCS awning

4.3.5 Marginalized Community Safety

EMSWCD, the Headwaters staff, and Headwaters community understand that people from marginalized groups are at higher risk of verbal, physical, and emotional abuse. There is desire within the Headwaters community to outline a plan to mitigate harm caused by racism, homophobia, transphobia, able-ism, xenophobia and sexism. Care will be taken to provide extra safety for individuals and groups at higher risk. That effort starts with the Headwaters bullying policy (see [4.9 Headwaters Farm Conduct](#)), but more details will be fleshed out by the farm community as this conversation continues.

4.4 Incubator Program Guidelines

The following outlines what EMSWCD needs from participants of the Headwaters Farm Business Incubator.

4.4.1 Lease Agreement

All participants sign a lease prior to each growing season. The lease is a legally binding contract and covers issues pertaining to land allotment, payment, termination, and other topics. Incubator farmers are encouraged to review the lease agreement and refer to it as needed. In some instances, the lease references the Farmer's Manual.

Determination of plot size and location will be made by EMSWCD staff. Farmer plots may vary in size and location from year-to-year. The annual lease cycle starts on April 1st and runs through March 31st of the subsequent year.

4.4.2 Insurance Coverage

All farmers are required to carry at least a million-dollar general liability insurance policy. Growers with higher-risk enterprises like sprouts or certain value-added products are strongly encouraged to also carry 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 the most cost-effective plans can be made by current or previous incubator farmers.

4.4.3 Meetings, Gatherings, & Participation

As in all situations with shared space and facilities, it is critical that incubator participants communicate effectively and work with a cooperative spirit. Virtual or in person meetings may be set up to help facilitate open dialog and to develop schedules, determine protocols, resolve conflicts, build community, and improve the overall Headwaters experience. The Farm Hall, Annual Meeting, and Mid-Season and End of Year Check Ins are expectations of the Program Participation Incentive (see [4.6 Program Responsibilities and Incentives](#)) as well as ideal settings to discuss a range of Headwaters topics.

Headwaters Community Gatherings

Staff will organize two all-farmer events during the season: a mid-season Farm Hall Meetings and an end of year Annual Meeting. Both events have a similar purpose, convene as a farm community, enjoy some social time together, and discuss relevant the farm business incubator and Headwaters Farm topics. The Annual Meeting will also include information from EMSWCD Staff on the upcoming season.

One-On-One Meetings with Farmers and Staff

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.

One-On-One Meetings with Farmers and Service Providers

There are two types of expected meetings between farmers and service providers: production support and business development meetings. Jen Aron and Maya Rose are the technical assistance providers (see [4.4.10 Farm Development Benchmarks](#)).

Farmer Meetings and Gatherings

Farmers are invited to schedule and host farmer-led gatherings. This could be meet-and-greets, Fun Fridays, or other informal spaces to get together. EMSWCD may cover the cost for food, drinks, or other gathering needs for farmer events organized by incubator farmers. Inquire with the Headwaters Farm Program Manager for information on budget and procurement.

4.4.4 Record Keeping

Keeping accurate records of pertinent farm activities is an important farm business skill. Program participants are 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 important to capture. Most of the critical record keeping needs will be identified during one-on-one farm business development services offered to all incubator farmers. Producing various records at the conclusion of the season is a requirement of the Program Participation Incentive (see [4.6 Program Responsibilities and Incentives](#)). These include a Field Map and Input Log. A template [Input Log](#) can be found at the back of this document.



4.4.5 Community Farm Hours

Farmers have played a key role in helping to develop Headwaters Farm and improve the incubator program. As farmers contributed to Headwaters, they receive Community Farm Hours (CFH). As part of the program, ***each farm is responsible for contributing 10 CFH during each lease cycle***. Here are a few of the reoccurring Community Farm Hours tasks that incubator participants are encouraged to partake in:

Task	Community Farm Hours
Empty wash station compost trailer at compost site	1 hour
Participate on a Headwaters farmer committee	Duration of meetings & associated work
Weed pollinator habitat or around facilities	Duration of activity
Clean up in or around shared facilities	Duration of activity
Various farm projects – ask Operations Specialist	TBD or duration of activity
Mentorship to new farmers (see 3.2.3 Mentorship Program)	Duration of activity
Social media tags (#HeadwatersFarm and #emswcd)	5 tags for 1 CFH
Attend or lead equity trainings or activities	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.

First year incubator farmers are asked to complete a total of five CFHs as an appreciation for the added time commitments needed year-one to start a new farm business.

4.4.6 Annual Survey

To help the continued improvement of the Headwaters Farm Business Incubator, all incubator farmers are to complete an Annual Survey. ***All responses will be entirely anonymous and no responses in the survey will be held against any participant.*** The Annual Survey is conducted through Survey Monkey. The survey asks questions pertaining to:

- What went well and what was a struggle this season
- What are possible improvements for the incubator farm and program
- Staff's performance during the year
- Comfort level with various farm business practices (e.g., record keeping, setting prices)
- The farm's finances for the year
- Other thoughts to share

Responding to the Annual Survey is part of the End of Year Responsibilities (see [4.6 Program Responsibilities and Incentives](#)) and is financially incentivized.

4.4.7 Equipment & Infrastructure Availability

All shared equipment is available on a first-come-first-serve basis, although in special circumstances the Headwaters staff may use their discretion to make equipment available for need, equity, or training purposes. Program participants are encouraged to coordinate equipment and infrastructure usage with other farmers, when



appropriate, and be efficient with their time when using shared resources. **All Headwaters equipment must be returned clean to its designated location at the conclusion of each use.** Cleaning protocol signs are posted.

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 incubator participants.

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

4.4.8 Publicity

Headwaters Farm Business Incubator farmers agree to allow EMSWCD to use photos containing their likeness. Farmers are encouraged to tag [#emswcd](#) and [#HeadwatersFarm](#) with their social media postings. To incentivize this, for every five tags a farm receives one Community Farm Hour (see [4.4.5 Community Farm Hours](#)).

4.4.9 Program Graduate Support

A Headwaters graduate is a farmer who has been with the program for at least three years and transitions their business away from Headwaters Farm. EMSWCD is committed to the long-term viability of incubator farms with the goal to generate successful, sustainable farm businesses. Not all graduates will be able to immediately sever the connection between EMSWCD services and their young operation. To the extent possible, EMSWCD 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.

- *Business and Production Training* – Headwaters graduates can attend trainings and workshops offered to current program participants. EMSWCD staff may be able to provide technical assistance, especially if the Headwaters graduate is operating within EMSWCD's service area.
- *Access to Headwaters Farm Resources* – First priority for all Headwaters resources goes to current program participants. However, Headwaters graduates may rent resources at Headwaters Farm if there is availability and, if applicable, an easy way to move the resources off-site. The rental charge for Headwaters graduates is 150% of the current farmer rate.
- *Access to Market Opportunities* – Headwaters graduates may have the opportunity to utilize beginning farmer market opportunities developed by EMSWCD. This would depend on incubator farmer needs as well as Portland Farmers Market Manager approval.
- *Access to Farmland* – when possible, EMSWCD will play an active role in helping incubator farmers secure access to farmland. This may be through non-EMSWCD channels (e.g., [Oregon Farm Link](#)) or, in rare cases, facilitated through EMSWCD's efforts to protect farmland.

EMSWCD will continue to be connected to program graduates through an annual survey. This will be similar to the online Annual Survey that incubator participants fill out during their tenure at Headwaters Farm. The goal of this survey is to track graduate farm progress and to better understand how best to prepare and support incubator farmers. The survey will be conducted through Survey Monkey.



4.4.10 Farm Development Benchmarks

EMSWCD is excited to offer Headwaters farmers one-on-one business development, production, and conservation farming supports throughout their time in the incubator program. These valuable resources are met with the expectation that incubator farms are achieving specific farm milestones while in the program.

Here are the Headwaters Farm Business Incubator development benchmarks:

Year in Program	Benchmark	Support Person	Notes
1 st	Incorporate the business	Maya Rose	Recommended as an LLC
	Procure farm insurance	Maya Rose	4.4.2 Insurance Coverage
	Create a chart of accounts and establish a bookkeeping system	Maya Rose	
	File a Schedule F	Maya Rose	
	Set up a business email	Maya Rose	
	Set up a business bank account	Maya Rose	
	Get a business credit and/or debit card	Maya Rose	
	Establish a Partnership Agreement (if applicable)	Rational Unicorn	Template and free legal services provided
	Create an Irrigation Water Strategy	Jen Aron	Template provided
	Create a Weed Management Plan	Jen Aron	Template provided
	Generate \$1,000 worth of sales	Headwaters Staff	
2 nd	Make a crop plan with sales and yield alignment	Jen Aron	
	Cash flow planning and budget development	Maya Rose	
	Establish a web presence	Maya Rose	Social media and/or website
	Maintain market outlet(s)	Headwaters Staff	
	Create a Nutrient Management Plan	Jen Aron	Template provided
3 rd	Create cash flow budget, profit & loss, and balance sheet for the year	Maya Rose	Elements of the Headwaters Farm Operations Plan
	Create an Integrated Pest Management Plan	Jen Aron	Template provided
4 th	Update cash flow budget, profit & loss, and balance sheet for the year	Maya Rose	Elements of the Headwaters Farm Operations Plan
5 th	Finalized Headwaters Farm Operations Plan	Maya Rose	Template provided

Farms that don't successfully reach these benchmarks will be at risk of not having their lease renewed. Some latitude will be offered to current farmers in their 5th year of the Headwaters Farm Business Incubator who are missing various benchmarks from earlier in the program. Headwaters staff will follow up with farmers about these benchmarks at the Mid-Season Check In and then request deliverables at the End of Year Meeting.



4.4.11 Technical Assistance

Headwaters Farm Business Incubator offers incubator farmers technical assistance on production and business development. Farmers are expected to engage with these resources based on need and program benchmarks.

Farm Consults – Production Support

All incubator farmers are expected to meet, on farm, with Jen Aron on a bi-weekly basis from March through October. These “Farm Consults” will be at least 30-minutes during the shoulder months (March, April, May, October) and at least 15-minutes during the main growing season (June, July, August, September). Farmers may request monthly meetings at the beginning of the season if bi-weekly is undesirable, but the total in-meeting time will remain consistent between the two meeting frequencies. **Farmers are also asked to meet with Jen once per month in January and February to plan for the upcoming season.** These Farm Consults are designed to help incubator farmers:

- Improve production systems and crop yield and quality
- Meet program requirements for irrigation, weed management, IPM, and nutrient management plans
- Increase soil health awareness and benefits

Farmers are expected to make themselves available for at least 85% of these meetings throughout the Farm Fiscal Year. It is encouraged to pair the Farm Consults with regular field walks. **Farmers who attend 85% of the meetings and who are current on their Farm Development Benchmarks will receive free irrigation water for the year.**

Soil Ambassador Program – Soil Health Training and Production Support

The Soil Ambassador Program (SAP) is essentially more-frequent Farm Consults designed for farmers interested in learning more about soil health and improving production conditions in their plot(s). The SAP consists of weekly on-farm meetings with Jen Aron lasting at least 30-minutes during the shoulder months (March, April, May, October) and 15-minutes during the main season (June, July, August, September). **Farmers are also asked to meet with Jen once per month in January and February to plan for the upcoming season.** In addition to covering the normal Farm Consult topics, the Soil Ambassador Program check-ins will also include a deep examination of current soil health conditions and detailed steps for improving overall soil health, crop health, and yield.

While the real incentive is with increased production and higher quality crops, **farmers who attend at least 85% of the weekly meetings from March through November, and who participate in the five soil health workshops offered by Jen Aron, will receive a free Haney test and plant tissue analysis. Participation in three years of the Soil Ambassador Program will earn farmers a soil health kit**, consisting of a penetrometer, refractometer, soil probe, water infiltration ring, and cover crop sampling square (farmers already in their 5th year for 2025 will receive the soil health kit if they participate for the remainder of their time in Headwaters).

Business Development Support

First-, second-, and third-year incubator farmers are expected to meet with Maya Rose, Food and Farm Business Coach and Trainer for Business Impact Northwest, for two annual meetings: an initial session and end of year follow up. However, Maya is available throughout the season to help farmers on a wide range of business development topics. Incubator farmers can also elect to have multiple meetings with another professional business development service provider with similar offerings OR, can choose to attend the Root to



Rise Farm Business Accelerator. These services are to help incubator farmers identify and address key business development needs, including Headwaters farmer benchmarks (see 4.4.10 Farm Development Benchmarks and Farmer Support Professionals). ***Farmers who attend the two business development meetings OR the farm business accelerator and who are current on their Farm Development Benchmarks will receive free soil samples for the year.***

Partnership Agreement

Farmers in the Headwaters Farm Business Incubator with a joint farm ownership arrangement are responsible for crafting a Partnership Agreement within the first year of shared ownership. There are two documents to help guide the process, a [Partnership Agreement Questionnaire](#) and a [Partnership Agreement Template](#). One hour of free legal services are provided to incubator farmers crafting a Partnership Agreement.

Headwaters Staff

Collectively, EMSWCD's Headwaters staff have decades of farming experience and supporting beginning growers. They are happy to help with conservation farming practices, growing at Headwaters Farm, efficient production systems, equipment usage and adoption, and much more upon request. If you have questions, please ask!

4.4.12 Incubator Farmers Growing Off-Site

Incubator farmers in years one-through-three of the Headwaters Farm Business Incubator must have the majority of their farm operation at Headwaters Farm. This is measured by both a majority of land in production at Headwaters Farm as well as a majority of the farmer's time farming at Headwaters Farm. For the fourth and fifth years of the incubator program, farmers may have the majority of their operation off-site, but must maintain at least a quarter-acre in production at Headwaters Farm to be guaranteed access to Headwaters facilities and to be eligible for the Headwaters Graduate Bridge Award (see 3.1.2 Headwaters Graduate Bridge Award).

4.5 Headwaters Farm Guidelines

The following guidelines are to ensure that Headwaters Farm remains functional to all Headwaters farmers.

4.5.1 Staging and Storing Resources

Staging of equipment, materials, and other farm resources (including compost and other bulk materials)—those that do not belong in the container, barn, or prothouse—must be done in a farm's leased area or within a pre-agreed location that is identified in the farm's lease. Weed management and mowing around any storage area will be the responsibility of the farmer. Farmers are asked to utilize storage spaces in the following ways:

Facility	Storage For...	Fee	Notes
Barn	Farm materials, tools, and other resources; processed, contained produce	Y	<ul style="list-style-type: none">A rolling staircase is available for access to higher shelves.All stored items must be kept within the footprint of the pallet rack shelves.
Cubbies	Small, personal, non-valuable items	N	<ul style="list-style-type: none">Each farm has a tote container outside the barn for storage.
Walk-In Coolers	Cold storage crops	Y	<ul style="list-style-type: none">Coolers are kept at 36° unless farmers leasing that space come to consensus on a different temperature setting.Any rotting items must be removed immediately.



Above Coolers	Bundled drip tape and new rolls of floating row cover	N	<ul style="list-style-type: none">• Please keep the condenser free from obstruction.• Label anything that is stored above the coolers.
Prophouse	Propagation supplies & materials (soil, trays, etc.)	N	<ul style="list-style-type: none">• Please locate propagation supplies under rented table(s).• All items within the propagation house need to be removed during the winter and sanitized before reintroduction.
Container	Tools and other field items that require regular and convenient access	Y	<ul style="list-style-type: none">• The container is also home to rentable items, like hand tools.• 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 the responsibility.
Field	Implements, delivered bulk materials (compost, straw, etc.), heavy or bulky weather-tolerant items (t-posts, sandbags, etc.)	N	<ul style="list-style-type: none">• Field storage must be done in a farmer's rented plot unless agreements have been codified in the farm's lease.• Farmers are responsible for managing grass and weeds around field-stored items if mowing is inaccessible.• Field-stored items should be placed on a pallet whenever possible.
Curing Shed	Curing crops and processed produce that does not require cold storage; clean bins and packing boxes	Y	<ul style="list-style-type: none">• Floor space below racks is allocated to pallet boxes.• Farmers will rent shelf columns. If all shelves are not needed farmers can barter with others who require more space.• EMSWCD may 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.• Any rotting items must be removed immediately.
Equipment Shed	Depending on space and availability, farmers may be able to keep equipment staged overwinter.	N	<ul style="list-style-type: none">• Talk with the Headwaters Farm Operations Specialist to determine if this option is available.

Large items have designated staging locations. The common trailer parking location is in the large implement staging area on the north side of Field 5 (see [4.5.2 Trailer at Headwaters Farm](#)). Vehicles should be parked in designated spaces around the facilities and fields in places that don't block access or general upkeep (see [4.5.6 Driving, Parking, and Roadway Access](#)).

4.5.2 Trailers at Headwaters Farm

The following policy outlines when farmers can or cannot leave trailers at Headwaters Farm.

Any trailer that meets all the following criteria is approved to be at Headwaters Farm and may be brought on- and off-farm at will by Headwaters participants:

- *Trailer size* – the trailer bed (not including the tongue or gate) is under 20ft in length.
- *Trailer staging* – the trailer is stored overnight in a location identified in a farmer's lease or in the Trailer Staging Area, which is on the north side of Field 5 (see Figure 3 below).
- *Trailer use* – the trailer must have:
 - Clear application for farm usage (as determined by the Headwaters Farm Program Manager)

- No bed or other overnight accommodations
- No flammable category 1, 2, or 3 liquids stored inside unless they are contained in a flammable cabinet that meets OSHA standards

If a trailer does not meet all these criteria, a farmer may provide a written request to the Headwaters Farm Program Manager for an exception from the policy. This request should include information outlining: trailer size, proposed staging location, trailer need and application. The Headwaters Farm Program Manager will offer a written response within 10 business days of the request. A simple Trailer Agreement will be created and signed by the farmer and EMSWCD if an exemption is provided. EMSWCD has the final decision-making authority on any exemption requests.



Figure 3 – Trailer Staging Area

Unless noted in a farm's lease or the farm receives an exemption, trailers are to be staged overnight to the north of Field 5, which is outlined by the dashed box.

4.5.3 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 are both be set at 36° unless all farmers renting space come to consensus on an alternative baseline temperature. Produce in the cooler should be stored in bins, bags, boxes, buckets, or other product-appropriate containers. Make sure that produce and containers are not bringing excess moisture into the coolers or making it unsafe for users. Please keep storage vessels and pallets within the footprint of the pallet racking.

The outdoor walk-in cooler will be unavailable to Headwaters farmers from early-February to mid-March for native plant storage. Check with Headwaters Farm Program Manager for exact dates. Space inside the barn cooler can be made available for farmers with cooler needs during this period.

- **Curing Shed** — this space is designed to hold products that do not need refrigeration to preserve shelf-life or quality. It is also a space where produce can cure or dry and clean bins, boxes, or containers can be



stored. Farms renting the space can 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 closed when not in use to keep out pests. It is imperative that farmers remove any rotting product immediately.

- **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.

4.5.4 Structures

Unless given written 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, caterpillar tunnels, 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.

Pop-up canopies are permitted but must have at least 20lb weights at ground level firmly secured to each leg.

With approval from the Headwaters Farm Program Manager, field tunnels (also known as caterpillar tunnels) may be utilized when purchased as a kit (e.g., Farmer's Friend LLC) or built using a comparable design with similar diameter and gauged steel and bows no further apart than five feet. Siting location of all tunnels is subject to the discretion of the Headwaters Farm Program Manager. It is strongly recommended that caterpillar tunnels be firmly affixed to the ground (typically a deeply sunk t-post or earth anchor) with a ratchet strap every 50ft. If given enough lead time, Headwaters staff can help farmers secure caterpillar tunnels upon request. To eliminate the risk of damage from wind, ice, and snow, EMSWCD recommends that the plastic be removed from caterpillar tunnels at the conclusion of the growing season, unless in overwinter production.

4.5.5 Field Debris and Waste

Farmers can compost waste materials in their rented plots, either in piles or, preferably, incorporating debris into the soil as green manure. EMSWCD has a waste management aerated compost system that breaks down plant materials from Headwaters Farm and feedstocks Burns Feed Store. The management of this facility is done by EMSWCD staff. Please do not intentionally add invasive weeds to the compost pile. Those are best left in grassy areas around your leased land.



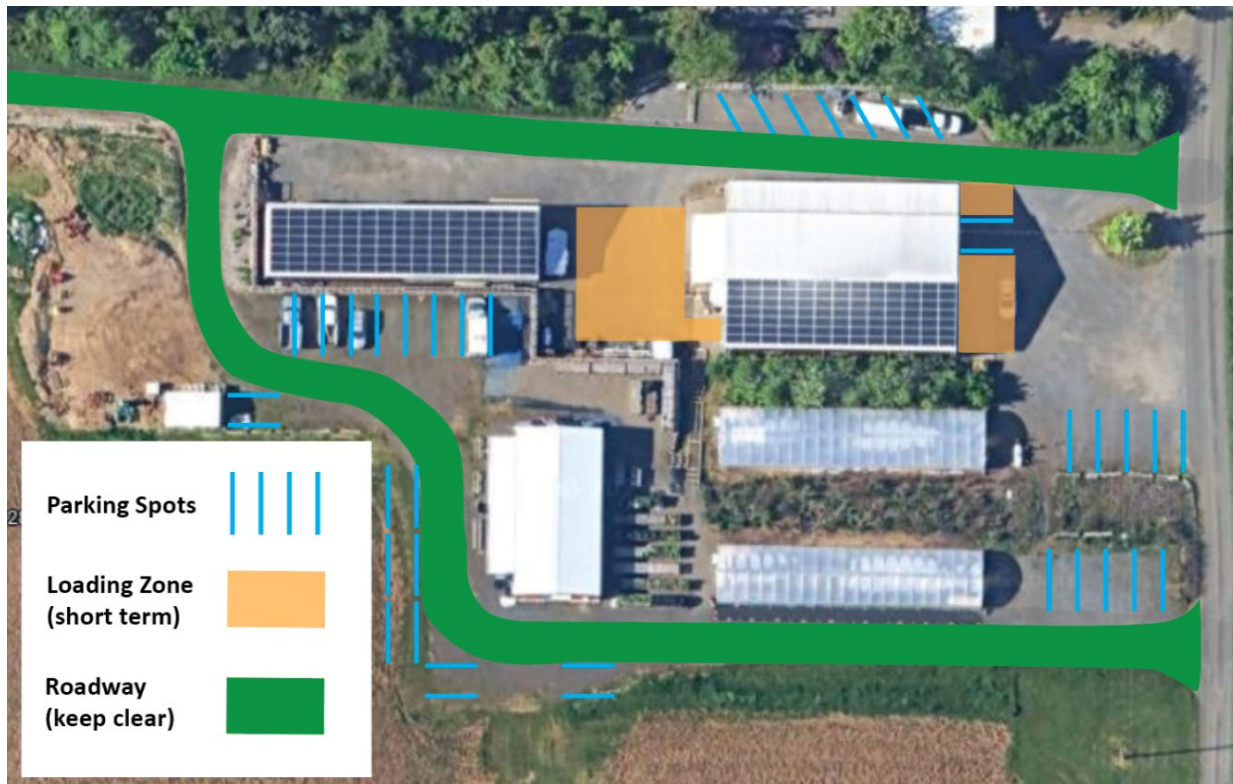
4.5.6 Driving, Parking, and Roadway Access

Park only in designated locations around the facilities and in areas around the farm that do not block roadways (dirt or gravel), entrances, or other access. Parking inside the barn is for short term loading & unloading, and should be done within the "loading zone," which is indicated by a 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. Parking at the office is for office use. Please find other places at the farm to park if you are not accessing the office.

**Figure 4 –
Facilities
Parking Map**

Parking in loading zones should be limited to the duration of the activity. Please keep roadways clear of parked vehicles.



4.5.7 Common Areas

Incubator farmers will rent specific plots of land—as outlined in an individual farm's lease agreement—and will also have access to other areas on the farm. This will either be through renting or open access. Both types of common areas have protocols for usage, maintenance, etiquette, and safety. Rental and payment information can be found in [5.0 2025 Costs & Payment Schedule](#). Other details pertaining to usage can be found below and in other sections of this document.

Guidelines for all common spaces:

- Label everything with your farm's name (bins, amendments, rolls of reemay and plastic, t-posts, etc.).
- Remove all rotting product and put it into the compost trailer or compost pile.
- Don't enter another farm's space or impact their rented areas.
- 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 reach out to that farmer or inform staff.
- Don't leave personal items in spaces for everyone without first getting permission from Headwaters staff.



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

Free-Access Common Areas	Rental-Based Common Areas
Office (general space)	Propagation Greenhouses
Wash Stations	Walk-in Coolers
Roadways, Parking	Storage Facilities (barn & container)
Shade Structure and Blue Picnic Tables	Curing Shed
Bin Wash Stations	Hoophouses
Root Washing Station	Hardening-Off Tables
Equipment Shed (excluding shop)	



4.5.8 Facility Guidelines

Important usage protocols for the main facilities include:

Propagation Houses – Guidelines for shared propagation space:

- All trays and other plant containers must be sanitized at the onset of the season.
- Farmers are responsible for weeding under their propagation tables and around the aisles.
- Use the germination chamber whiteboard when moving trays in/out of the germination chamber.
- 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, inputs, or germination mediums can go into the germination chamber.
- The prothouse doors must always remain closed (with exceptions for moving items in/out) unless the EMSWCD-provided thermometer on the eastern side of the prothouse reads an indoor temperature above the temperature threshold noted on the sign mounted to the eastern door. The default threshold temperature is 80 degrees. *Never leave the western doors open* as that undermines the ventilation systems' ability to cool the prothouse and reduce humidity.
- Hang hoses when not in use. If there is no hose hanger for a hose-bib (e.g., on the west end of the bottom heat table), make sure to slide the hose under the table when not in use.

Food Storage (cooler and curing shed) – See [4.5.3 Food Storage & Curing](#) for details.

Barn – Guidelines for shared storage space:

- Except for reasonable amounts of fertilizer and potting soil (as determined by the Headwaters Farm Program Manager) the barn floor must remain open and all shelves accessible with the rolling staircase and forklift. That means keeping stored items within the footprint of the pallet rack.
- 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.
- Canopies are to be stored on rented shelves or spaces designated by Headwaters staff.
- Do not store food in the barn without first consulting Headwaters staff.

Wash Station – issues pertaining to wash station safety can be found in section [4.3.2 Wash Station Cleanliness and Food Safety](#). Other important rules include:

- Do not leave produce unattended in the dunk tank or other place in the wash station.
- Keep the gutter and gutter drain filter clean.



- Do not intentionally wash soil and other particulate from the gutter into the catch basin.
- The hand washing area is exclusively for cleaning hands.

There are whiteboard calendars in both washstations to allow farmers to communicate their anticipated washing needs at specific dates and times. 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.*

Restrooms – There are four restroom facilities on the farm: a two-stall composting toilet and ADA porta-potty on the west side of the barn, a flush-toilet in the farm office, and a field porta-potty by the shade structure. The composting toilet can be used like any other flushing facility. Follow the instructions listed in each stall. Please *do not throw trash of any kind into toilets* (even if it is biodegradable). Everyone is required to wash their hands with soap and water after using the restroom (*sanitizing alone does not comply with FSMA standards*). Hand washing facilities are available at all the Headwaters Farm restrooms.

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

Root Washing Station – The root station is designed to provide year-round washing of soil-caked root crops. It also serves as a back-up wash station. Please make sure it is cleaned and available to others after each use.

Hardening-Off Tables – Please never intentionally dump soil into the pea gravel. That should be taken to grass or the compost.

Office – The farm office is a shared space, include the front meeting room, the kitchen, three office, the computer and printing area, the middle office, the patio, and the restroom. These spaces are for everyone's use and must be kept clean and free of individual farm belongings. If you have specific space or storage needs, please discuss those with the Headwaters Farm Program Manager. **EMSWCD is actively working on replacing this office and cannot guarantee that it will be available throughout the season.**



4.5.9 Dianna Pope Natural Area

Headwaters Farm is fortunate to contain an almost 15-acre Dianna Pope Natural Area (DPNA) surrounding the North Fork Johnson Creek. 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. The DPNA is managed by EMSWCD's Rural Lands team. In some cases, management includes the application of non-organic herbicides to control weeds and allow native plants to establish. These applications will always follow the herbicide best management practices detailed in [*4.2.1 Organic Practices.*](#)



4.5.10 Children at Headwaters Farm

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) listed below. Our goal with these rules is to ensure that children remain safe while at Headwaters Farm.

Children Liability and Responsibility Agreement

Parents or guardians who bring children to Headwaters Farm, or as an incubator farm that has visitors with children, will ensure that:

- Children adhere to all rules, regulations, and guidelines listed in the Farmer's Manual.
- Children are not within or around the barn, propagation houses, curing shed, hoopouses, or the implement staging areas unattended.
- Children are mindful of motorized vehicles on or around gravel roadways and parking lots.
- Children do not enter the Dianna Pope Natural Area or other environmentally sensitive habitats.
- Children do not enter another farmers' plot without permission.
- Children do not handle or disturb other farms' belongings.
- Children do not climb on equipment, racks, tables, or other farm facilities.

EMSWCD is not liable for any injuries incurred by children, supervised or other, at Headwaters Farm.

4.5.11 Farmer Workshops, Gatherings, You-picks, and Events

Some farms benefit from hosting gatherings or events at their plot. To navigate the unique challenges of a shared farm, any gatherings at Headwaters Farm in which there are more than 12 non-Headwaters farmer/employee attendees requires:

- Prior approval from the Headwaters Farm Program Manager at least two weeks before the event.
- Creation of a simple workshop, gathering, you-pick, or event plan that is signed by all parties.
- Two emails to other incubator farmers: one at least a week out noting event details, possible impacts to farm operations, and proposed remedies to those impacts, and the second as a reminder a few days prior.
- Ensuring that all guests follow the rules and guidelines of Headwaters Farm.

Gatherings beyond 30 non-Headwaters farmers/employees 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.

4.5.12 On-Farm Sales and Pick-Up

On-farm sales and pick-ups are prohibited without prior consent from the Headwaters Farm Program Manager. Farmers may submit on-farm sales or pick-up requests by email. Requests should include proposed event dates, time of day, and duration of the activity, parking needs and location, estimated number of visitors, strategy to mitigate impacts to other incubator farmers, and how to ensure any visitors follow Headwaters Farm's rules and regulations (e.g., no dogs, 10mph speed limit, staying out of other people's fields and rented areas). Bigger or re-occurring on-farm sales, like you-picks, will require a written and signed plan.



4.5.13 Headwaters Farmer Employees and Labor

Incubator farmers (those on the lease) must be present when their labor is on-farm (hired, volunteer, or other). The only exception is when a hired employee has been approved, in writing, by the Headwaters Farm Program Manager as a “Farm Manager.” An approved Farm Manager can lead crews, work on the plot, or use shared facilities and resources without the Headwaters farmer onsite. Program participants who bring labor onto Headwaters Farm are responsible for ensuring they operate within the guidelines of the farm and incubator program. It is recommended that regular employees review the Farmer’s Manual at the onset of the season and that they have a copy to review for reference. Hard and/or electronic copies can be provided by the Headwaters Farm Program Manager.

Incubator farm helpers may utilize Headwaters tools or equipment under the supervision of an incubator farmer (someone on the lease). Any tool or equipment requiring training can only be used after a staff-provided training. The Headwaters Farm Program Manager may decline to train any Headwaters employee/helper or require additional steps to utilize tools or equipment. If incubator employees, helpers, or guests damage Headwaters resources, the cost(s) to fix the problem will be passed along to that incubator farm.

4.5.14 Deliveries

Farmers must be present to accept deliveries. If a forklift is required, farmers should inform EMSWCD staff as early as possible to improve the chances that staff will be onsite and available to assist. Farmers should remind staff on the day of delivery when the truck is expected. Staff will likely be working on projects away from the barn and will need to be notified once the truck arrives at the farm.

For field deliveries (e.g., compost, straw) it is the farmer’s responsibility to meet the truck, take it to the unloading location, and ensure the truck gets off-farm without issue. Farmers and truck drivers are ultimately responsible for delivery vehicles that get stuck or property that is damaged while navigating Headwaters Farm.

4.5.15 Trash and Recycling

Farm staff conduct regular collection of trash in accordance with the schedule outlined below. EMSWCD also provides a two-yard trash container for general farm use. Trash generated at Headwaters Farm may be disposed in it. Any field trash (e.g., drip tape, silage tarps, field film, floating row cover) larger than a five-gallon bucket should be staged in the field. The District will rent a large dumpster at least once a year to dispose of this field waste. The following table outlines the Headwaters Farm Trash Schedule:

Trash Location	Checked / Emptied	Notes
Office	Twice Weekly	Trash, recycling, compost included
Compost toilet stalls (x2)	Weekly	
ADA Porta Potty	Weekly	Less frequent servicing during the off-season
Field Porta Potty	Weekly	Less frequent servicing during the off-season; trash located outside of the stall
Shade structure	Weekly	Metal trash w/ lid; food/container friendly



Container (outside)	Monthly	No food trash or food containers
Equipment Shed	Monthly	Small trash mostly for towels used to check tractor oil
Farm Dumpster	Twice-Monthly	Pickup on the 1 st full-week Thursday and two weeks after. No field waste (e.g., reemay, driptape, plastic) larger than a 5g bucket. Those should be staged at the field and then brought to the 30yd rented dumpster when that is available

EMSWCD facilitates monthly recycling of standard glass, plastics, paper, and metals. *Agricultural plastics not processed by Portland-area recycling facilities (e.g., drip tape, silage tarps, floating row cover, poly pots and trays, field film) are not recyclable and go to the landfill.* Questions about what can be recycled onsite can be directed to the 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.

4.5.16 Visitors at Headwaters Farm

Farmers are responsible for any person they bring to Headwaters Farm. This includes employees, volunteers, guests, buyers, students, contractors (e.g., deliveries), specialists, or anyone else associated with the farm or farmer(s). Everyone at Headwaters Farm is required to abide by the same guidelines as Headwaters farmers. Uninvited visitors are not allowed at Headwaters Farm.

Visitors and volunteers are not allowed inside the barn, washstation, prophouses, curing shed, equipment shed, hoophouses, coolers, container, or office *without* being accompanied by a Headwaters participant or EMSWCD staff. Visitors include anyone at Headwaters Farm who is not an incubator farmer, part of an incubator farm's labor crew, a contractor, or EMSWCD staff.

4.5.17 Prohibited Activities at Headwaters Farm

While not an exhaustive list, the following activities are not allowed at Headwaters Farm:

- **Drugs and Alcohol** — Headwaters Farm is a drug and alcohol-free zone. This includes recreational marijuana.
- **Fires** — Due to a heightened risk and danger of wildfire, no burning or recreational fires are permitted at Headwaters Farm. BBQ grills and gas stoves are allowed when set up in a safe area and monitored closely.
- **Pets** — *Headwaters Farm is a no-pet zone*, except for registered service animals. If there are extenuating circumstances and bringing a pet is unavoidable, please keep the pet confined inside a vehicle. There are various dog parks locally for pet exercise and bathroom breaks.
- **Smoking** — Headwaters Farm is a smoke-free space. Please go off-farm to smoke or vape.
- **Camping** — There is no camping or any other type of overnight accommodations at Headwaters Farm.

4.5.18 Farmer Access to Headwaters Farm

Incubator farmers have access to the fields at Headwaters Farm seven days a week 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.



4.6 Program Responsibilities and Incentives

All Headwaters farmers are responsible for paying a \$400 Program Participation Fee in the 4th Farm Fiscal quarter invoice. The fee is intended to offset a portion of the program's costs as well as encourage program participation. Recognizing that Headwaters requirements may be onerous, EMSWCD provides the following:

- Program Responsibilities Incentive (\$200 incentive)
- Good Stewardship Incentive (\$200 incentive)

The table below outlines the tasks and deadlines required to offset part or all of the Program Participation Fee.

Task	Activity	Due Date	Incentive: Total Potential Participation Fee Savings	Additional Details
<i>Program Responsibilities</i>	Attend Mid-Season Check-In	7/1	\$200	Section 4.4.3
	Attend EoY Check-In	12/31		Section 4.4.3
	Fill out Annual Survey	12/31		Section 4.4.6
	Provide EMSWCD Field Map	2/28		Section 4.4.4
	Provide EMSWCD Input Log	2/28		Section 4.4.4
	Complete CFH requirement and provide a CFH Log	2/28		Section 4.4.5
<i>Good Stewardship</i>	Take Soil Sample(s)	10/15	\$200	Section 4.2.5
	Repair irrigation system leaks	10/15		Section 4.2.6
	Establish winter cover crops	12/31		Section 4.2.4
	Time tillage and tractor work with adequate soil moisture	12/31		Section 4.2.10
	Clean plot	12/31		Section 4.2.8

Farms that meet these criteria will receive the full incentive. Farms that fail to achieve some of the above criterions will receive partial or no incentives. An explanation will be provided of when incentives are not received as well as any approaches or strategies for future improvement.

In addition to the Program Responsibilities and Good Stewardship incentives, Headwaters offers the following:

- **Free irrigation water** – for farmers who attend 85% or more of their Farm Consults with Jen Aron from March through November (see [4.4.11 Technical Assistance](#)) and who are current on production-related Farm Development Benchmarks (see [4.4.10 Farm Development Benchmarks](#)).
- **Free soil sample** – for farmers who meet with Maya Rose—or another professional farm business service providers—for two farm business consultations (one at the beginning and end of the season) *OR* who attend the [Root to Rise Farm Business Accelerator](#) (see [4.4.11 Technical Assistance](#)) and who are current on all business-related Farm Development Benchmarks (see [4.4.10 Farm Development Benchmarks](#)).
- **Free cover crop** – for farmers who keep up with weed management expectations during the main growing seasons (June through September), which includes creating a Weed Management Plan, following it and adapting as needed, and ensuring weed pressure is not getting worse (see [4.2.7 Weeds Management Strategies, Supports, and Expectations](#)).



- **Free Haney test and plant tissue analysis** – for farmers who are working with Jen Aron in the Soil Ambassador Program (See [4.4.11 Technical Assistance](#)).
- **Free soil health kit** – for farmers who participate in the Soil Ambassador Program (see [4.4.11 Technical Assistance](#)) for three or more years.

4.7 Shared Resource Management

The Headwaters Farm Program Manager may organize meetings or facilitate conversations when management issues or key decisions arise. These meetings and conversations may be in-person, virtual, or electronic and will be open to all incubator 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.

EMSWCD may choose to make farm resources available to conservation or other partners. When doing this, staff will work to minimize any impacts to incubator farmers.

4.8 Headwaters Farm Conduct

The following guidelines are in place to foster 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.

Lead with Compassion — Headwaters farmers and staff have different roles, lived experiences, goals, personalities, triggers, needs, and approaches. Please show compassion toward everyone in the Headwaters community and let the default assumption be one of good intent.

Bullying — There is zero space for bullying at Headwaters Farm. Bullying includes repeated or one-time inappropriate behavior, either direct or indirect, whether verbal, non-verbal, or physical, conducted by one or more persons against another or others. Bullying may be intentional or unintentional. Verbal bullying can include, but is not limited to: slandering, ridiculing, or maligning a person; name calling that is hurtful, insulting, or humiliating; using a person as a butt of jokes; or abusive and offensive remarks. Physical bullying can include, but is not limited to touching, pushing, shoving, or making a threat of physical assault, as well as damage to a person's work area, personal possessions, or property.

Additional examples of bullying include:

- Making false, defamatory, or discriminatory comments on social media platforms, text, or email
- Public humiliation in any form
- Criticism on matters unrelated or minimally related to the person's performance or description
- Making threatening gestures or glances
- Spreading rumors and gossip regarding individuals
- Interfering with the ability of someone to do their duties



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. Due to security and perception concerns the production and consumption cannabis is prohibited at Headwaters Farm.

Community Consideration — Farmers will be considerate of Headwaters Farm neighbors. Incubator farmers will be cordial ambassadors of the program and EMSWCD both on the farm and within the surrounding community.

4.9 Calendar of Headwaters Events

The following table lists when some key Headwaters activities happen during the calendar year. It is not an exhaustive list. Some of the event dates are set while others are approximations.

Month	Activities	Note
January	3 rd quarter invoices go out	
	1 planning meeting with Jen	
	Farmers opt into/out of next Headwaters season	60-day period from Jan 1 st to March 1 st
	Annual Meeting	
February	Onboarding for new farmers	
	1 planning meeting with Jen	
	New farmers receive information on plot	By 2/1
	Input & CFH Logs and Field Map to staff	By 2/28
March	Farm consults/SAP begin	
	Farmers submit Weed Management Plans	By 3/31
	Leases signed	
April	New lease starts (4/1)	
	4 th quarter invoices go out	
	Weed Management Plan feedback to farmers	
May	1 st weed urgency progress report	Late May to early June
June	Bridge Award criteria due (6/1)	
	1 st weeding support crew	
July	1 st quarter invoices go out	
	2 nd weed urgency progress report	Late July to early August
	Mid-Seasons Check Ins happening	
	2 nd weeding support crew	
August	Farm Hall	Late July to early August
September	Start cover cropping for winter	
October	2 nd quarter invoices go out	
	Farm consults/SAP end for season	
	Soil sampling happens	Early October before it rains
November	Final assessment on weed management expectations	
December	Farmer review period for new Farmers Manual	Mid to late December
	End of Year Check Ins happening	
	Annual Survey goes out	



5.0 2025 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 2025 growing season. Contact the Headwaters Farm Program Manager if there are questions pertaining to 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.

5.2 2025 Fee Breakdown and Payment Schedule

	Fee	Payment Schedule	Fee Includes
Land Lease	\$750/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, which will be paid in full during first quarter of use. The Participation Fee will be due in full during the final quarter, but various incentives will impact a participant's costs (see 4.6 Program Responsibilities and Incentives)	<ul style="list-style-type: none">• Access to farmland• Primary spring tillage (as space & weather permits)• Access to wash stations• Beginning pH of 6.0 or higher• Other farm and program amenities
Participation Fee	\$400/year		Property maintenance & upkeep
Equipment Fees	varies		See 5.4 Equipment, Costs, & Usage below
Infrastructure Fees	varies		See 5.5 Infrastructure & Costs below
Service Fees	varies		See 5.6 Services & Costs below

Invoices are emailed quarterly at the onset of each invoicing month (April, July, October, and January). Farmers have 30-days upon receipt of the invoice to make payment, after which point the invoice is considered late (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 being utilized.*

5.3 Graduated Land Cost-Structure

Land will be leased in 2025 at \$750/acre/year. This will include several amenities (see [5.2 2025 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 fifth of market value (i.e., 20% of \$750/acre/year, or \$150/acre/year) and increase an additional 20% each season. By fifth year of the program participants 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

Farmers are responsible for the Headwaters tools and equipment that they or their employees or guests use. Inappropriate use or failure to properly care for, clean, or return rental tools will result in fines, limits on future use, or EMSWCD not replacing broken tools. 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.

Equipment Costs Quick Reference Table

Item	Cost	Billing Schedule	Notes
Handtools/Wheelbarrow/Wheel Hoes	Free	N/A	Cost included in land rent
Paperpot Transplanter	Free	N/A	Farmer provide their own propagation materials
Flame Weeders	Free	N/A	Farmers provide their own propane – <i>Training Required</i>
Backpack Sprayer	Free	N/A	Only NOP-compliant sprays – <i>Training Required</i>
String Trimmer	Free	N/A	String and batteries provided – <i>Training Required</i>
Power Ox	Free	N/A	Fuel provided – <i>Training Required</i>
BCS Walk-Behind Tiller	\$10/hr	Quarterly	Fuel provided – <i>Training Required</i>
Tilmor Cultivating Tractor	Free	N/A	Fuel provided – <i>Training Required</i>
New Holland Tractors	\$20/hr	Quarterly	Includes implement costs – <i>Training Required</i>
Tractor Implements	\$15/hr	Quarterly	For individuals with tractors – <i>Training Required</i>

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

Basic handtools (shovels, hoes, rakes, forks, broadforks), wheelbarrows, and a wheel hoe will be available without any training or clearance needed. Farmers are responsible for returning all of these tools 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.

Paperpot Transplanter – *Cost included in land fees; farmers pay for their own compatible propagation supplies*

The paperpot transplanter is the main tool in the Paper Chain Pot transplanting system, which allows one person to rapidly transplant starts. Other components include trays, dibbler, honeycomb paper chains, and spreading bar and frame, which are the responsibility of the farmer to provide.

Flame Weeders — *free; farmers provide their own propane and tank*

Two options exist: a 48-inch Pyro Flame Weeder, a five-torch two-wheel walk-behind flame weeder, and two single wand flame models. Flame weeders are designed to kill seeds and thread-stage weeds. Improper application can result in dangerous conditions and risk of fire. The standard operating procedure must always be followed.

Farmers must be trained on either tool prior to operation.

Backpack Sprayer — *free*

The backpack sprayer will be primarily for foliarizing starts and crops, however, it may be available for certain organic-certified sprays. The standard operating procedure must always be followed. There is a hidden filter in the handle that must be cleaned after each use.

Farmers must be trained to use tool prior to operation



String Trimmer — free

The Makita cordless string trimmers are a tool for managing vegetation. It is particularly effective in spaces where mowing is impractical. The trimmer lives on the west wall of the barn and the batteries can be found on the charging station near the workbench. The standard operating procedure must always be followed. Headwaters provides the stringline.

Farmers must be trained to use tool prior to operation

Power Ox — free

The Timor Power Ox is a small engine tool that is designed to cultivate weeds in single row plantings or plantings at least 15-inches apart. It is a very simple machine that moves quickly through the field and can address weeds very close to the crop. Headwaters provides gasoline for the Power Ox at the container.

Farmers must be trained to use tool prior to operation

BCS Walk-Behind Tiller — \$10/hour

Headwaters Farm has three BCS 749 gas walk-behind tractors. Gasoline is included in the rental cost. Each farmer is required to provide and utilize their own safety gear when operating the BCS. The standard operating procedure must always be followed and the BCS must be cleaned after each use, including implement tines and blades.

Farmers must be trained to use the BCS prior to operation, which includes:

- *Step 1* – Staff provides farmer with an overview of the machine, check-out, and operation
- *Step 2* – Farmer leads overview of the machine, check-out, and operation; staff is there to answer questions and then supervises operation
- *Step 3* – Farmer teaches staff overview of the machine, check-out, and operation to staff, without staff's assistance

Each of the three steps must be done on a different day. Staff will create a formalized BCS test that outlines necessary machine, check-out, and operation details farmers must cover. That will get shared out before spring tillage begins.

All farmers must re-certify Step 3 with staff at the beginning of each season, even if they have previous BCS clearance. If farmers are unable to complete Step 3, we will go back to Step 2 of the training to give more time to refresh user skills. Steps 2 and 3 are one-on-one trainings between a farmer and staff. Step 1 can be done with multiple farmers.

Tractors — \$20/hour

There are two New Holland tractors:

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

All tractors are available to Headwaters participants in at least their second year of the program or first year farmers that have at least three years of prior farm tractor experience. All operators must first:

1. Attend the Tractor Safety Course (offered once each spring)
2. Take a one-on-one tractor training with the Headwaters staff (for each machine the farmer wishes to use)
3. Pass a tractor test (for each machine the farmer wishes to use)



After being cleared to operate a Headwaters tractor, farmers must also coordinate with staff before using implements that are new to them. Farmers and staff will arrange a time to go over the new implement to ensure safe and proper operation. This will include putting the implement on/off, operating it, and specific implement needs. Typically, farmers will require multiple trainings before they are cleared to use a specific implement.

Farms that have completed the tractor training in previous years may pass on the Tractor Safety Course but must meet with staff at the onset of each season to go over the tractor training, test, and implement operation.

All tractors must be returned clean. The tractor cleaning station is located behind the equipment shed.

The standard operating procedure must always be followed. 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.

Talk with staff if interested in getting trained on the Tilmor cultivating tractor or Monarch electric tractor. Farmer access to these machines will follow a different process and will be case-by-case decisions.

Farmers must be trained on tractors and implements prior to operation.

Tractor Implements — \$15/hour

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

1. Have attended the Tractor Safety Course
2. Demonstrated 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 Headwaters staff regarding the appropriate location for implement cleaning.

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

The following table outlines the tractor implements at Headwaters Farm, what machine(s) they are compatible with, and what functions that implement can safely conduct.

Implement	Tractor Requirements	Appropriate Use
Middlebuster	Cat 1 Three Point	Cutting furrows/digging potatoes
Rototiller — 5ft	Cat 1 Three Point/40hp/PTO	Bed prep/turning in crops
Rotary Mower — 6ft	Cat 1 Three Point/30hp/PTO	Mowing field periphery, cover crops (not field crops)
Chain Harrow — 8ft	Cat 1 Three Point	Removing trash/setting seed
Subsoiler — three 20in 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 — 5in raised bed with ~bed top at 28in; 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 — 5ft swath	Cat 1 Three Point/PTO/40hp	Mowing thick vegetation up to 1in diameter
Power Harrow — 4ft	Cat 1 Three Point/PTO/40hp	Final pass bed prep
Disc — 5ft	Cat 1 Three Point	Discing of fields
Disc — 9ft	Draft/75hp	Discing of fields, primary tillage
Chisel Plow — 5ft	Cat 1 Three Point	Breaking hardpan, primary tillage
Chisel Plow — 8ft	Cat 2 Three Point	Breaking hardpan, primary tillage
Drop Spreader — 10ft	Draft	Spreading granular fertilizer and amendment



Undercutter — 3ft	Cat 1 Three Point	Loosening up crops before harvest or re
606NT No-Till Drill – 6.5ft	Draft/50hp	Sows cover crops and other crops without tillage
Compost drop spreader – 3ft	Draft/Remotes	Three-yard capacity, lays about an inch of compost
Three-Row Transplanter – 5ft	Cat 1 Three Point	Transplanting one-to-three rows
Tilmor Rear Sweeps	Tilmor Tractor	Pathway sweeps with one-to-three row A-blades
Tilmor Finger Weeder	Tilmor Tractor	Belly mount one-to-three row weeder
Tilmor Basket Weeder	Tilmor Tractor	Belly mount one-to-three row weeder
Tilmor Three-Row Seeder	Tilmor Tractor	Direct sowing one-to-three rows with Jang seeders

5.5 Infrastructure & Costs

Infrastructure Costs Quick Reference Table

Item	Cost	Billing Schedule	Notes
Irrigation	\$50/year in program	Annually	Must be drip or micro-overhead
Cooler	\$5/ft ²	Annually	Section increments are 12ft ² or 15ft ²
Wash Stations	Free	N/A	Included in land fees
Propagation Tables	\$30/table	Annually	Options for automated & non-automated irrigation
Heat Mats	\$30/mat	Annually	Limited number and distribution of prothouse outlet
Bottom Heat Table	\$30/section	Annually	EMSWCD covers the cost of propane
Germination Chamber	Free	N/A	Cost included in table rental; requires training
Hardening-Off Tables	\$5/6ft section	Annually	Outdoor tables between the props and curing shed
Container Storage	\$40/section	Annually	Storage section within container
Barn Storage	\$50/shelf	Annually	Items must be kept within the footprint of racking
Farm Office Access	Free	N/A	Included in land fees
Small Hoophouse	\$800	Quarterly	Can be rented as whole- or half-house
Large Hoophouse	\$1,200	Quarterly	Can be rented as whole- or half-house
Curing Shed Middle & Western Rack Columns	\$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	\$5	Annually	Western wall racking or miscellaneous locations
Bin Washing and Drying	Free	N/A	Outside western lean-to on curing shed and behind the auxiliary wash station and tuff shed
Tuff Shed	Free	N/A	Space to store items for the auxiliary wash station
Root Washing Station	Free	N/A	For washing crops heavy in soil; backup wash station
Walk-In Herb Drier	Free	N/A	Drying herbs and flowers prior to processing

Irrigation — \$50 for each year a farmer is in Headwaters with incentive opportunities to reduce this cost. Headwaters charges \$50 for each year a farmer has been in the program. For example, a second-year farmer will be charged \$100 and a fourth-year farmer \$200 for irrigation water at the conclusion of the season. Unless approved by the Headwaters Farm Program Manager prior to use, irrigation must be done with drip irrigation and/or micro-overhead (no more than 1.5gpm output at 30psi). There is an incentive to get free irrigation water (see [4.6 Program Responsibilities and Incentives](#)).

Cooler — \$5/ft² 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 — *Free access to all Headwaters farmers and their crew*

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 [4.3.2 Wash Station Cleanliness and Food Safety](#) for more information.

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

Tables in the prothouse are intended for packing, seeding, and staging seeding trays. 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. The automated irrigation system has been phased out. A 40% shade cloth will be installed over each prothouse once temperatures dictate the need for cooling (as determined by farmers using the space and staff availability). Farmers are full responsible for weed management under their propagation tables.

Heat Mats — *\$30/mat/year*

Some farms choose to use heat mats in addition to, or in lieu of the bottom heat table. Heat mats pose somewhat of a challenge in that they burden the electrical system and there is an inequitable distribution of outlets in the prohouses. The Headwaters Farm Program Manager reserves the right to limit the total number of heat mats in a prothouse or operated by any farmer.

Bottom Heat Table — *\$30/5ft of section of table/year*

The bottom heat table will be available to farmers once enough 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 an insulated shelf wrapped in non-transparent plastic. This system is set to stay around 75 degrees (soil temperature) 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 a third of seeds are showing growth). 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. The germination chamber white board is there to help farmers communicate needs and usage duration.

Hardening-Off Tables — *\$5/six-foot section of table*

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 prothouse. All tables have conduit bows to allow farmers to place self-provided plastic or shade cloth over their starts. 2025 is the first year that hardening off tables are being allocated so there might be reason to update the protocol if issues arise. See the Hardening-Off Section in [4.5.8 Facilities Guidelines](#) for more information.

Container Storage — *\$40/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 [4.5.1 Staging and Storing Resources](#). Erecting a personal storage facility larger 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 and \$5/month/pallet for barn floor space

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 shrink-wrap 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 if the condenser is free from obstructions.

Each farm is permitted one pallet of potting soil and one pallet of soil amendment on the barn floor. Headwaters staff can help farmers stage pallets at shelves above ground-level.

There is an over-winter BCS staging location along the wall to the east of the southern-most pallet racks. BCS' must be stored elsewhere during the growing season.

Farm Office — Free access to all Headwaters farmers and their crew

All participants have access to the office, which is a heated space (with cooling room for hot periods) that includes a restroom, basic kitchen (fridge, microwave, sink), shared work and meeting spaces, and a reservable common-use private room. Wi-fi and a computer station are also provided. 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.

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 farmer intend to grow in the hoophouse and how appropriate is the crop in that space?
2. *Business plan* – how well do the intended crop(s) and use of the hoophouse fit into a participant's overall business model?
3. *Production practices* – will the growing systems contribute to a healthy, productive growing environment for current and future users?
4. *Upkeep of rented land and shared facilities* – how well has the participant managed their farmland and other farm resources?
5. *Other covered space* – does the farm have access to caterpillar tunnels or other covered production spaces?
6. *Program seniority, standing, and participation* – how long has a participant been in the program, are they already established in a hoophouse, are they current in their payments, and have they engaged at an appropriate level with Headwaters programming and structure?

Applications for the hoophouses will be made available in the fall. Allocations for hoophouses will be done in the fall on an annual cycle with turnover happening on April 1st. Given the application and turnover cycle, first year incubator farmers are not eligible for hoophouse space unless there are existing vacancies. On occasion EMSWCD will take a hoophouse out of production for one season to improve growing conditions.



Tractors are not allowed in the hoophouses. This includes both operating and staging. Instead, farmers can use walk-behind tractors for mowing, tilling and raise beds.

Hoophouses are not storage facilities and should not house materials or tools that are not specifically intended for that space. Motorized equipment and fuel of any kind is not to be staged in the hoophouses. Farmers are responsible for maintaining weeds both within and adjacent to their hoophouse. Vegetable waste and weeds are not to be thrown onto the mulched area around the hoophouse facilities.

In April, farmers sharing a hoophouse must agree to the following management strategies:

- *Ventilation* – at what temperature do the sides get rolled up and/or door opened? Who is responsible for making the intervention?
- *Humidity* – what is the desired humidity for the space and how will that be maintained?
- *Pests and Disease* – what are the anticipated pest or disease issues? What are the interventions each farm will take to reduce the risk or manage an outbreak?
- *Check-ins* – how often and when will formal communications be scheduled to discuss shared management?
- *Other* – what farm-specific topics need to be addressed to increase the likelihood of successful shared-space management?

The shared hoophouse agreement must be written-out and provided to the Headwaters Farm Program Manager no later than May 1st. If issues arise during the growing season that cannot be resolved by the incubator farmers, the Headwaters Farm Program Manager will intervene to mediate and/or decide on a reasonable solution.

Curing Shed — \$30/year for middle racks and western rack column; \$15/year for eastern rack column; \$5/year for miscellaneous pallet box storage

The middle and western 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 does not have space for pallet boxes and therefore is designed solely for contained produce. If there is need for additional pallet box storage in the curing shed, the rate will be \$5 per bin, as space allows.

Bin Washing and Drying – Cost included in land fees

There are two spaces to wash and dry bins: under the lean-to on the western wall of the curing shed and behind the auxiliary wash station and adjacent Tuff Shed. There is a pressure washer and a blue spray gun at each facility.

Tuff Shed – Free for those using the auxiliary wash

The blue Tuff Shed next to the auxiliary wash station is designed to offer dry space for items associated with food processing. This space is reserved for farmers using the auxiliary wash station as their primary food processing facility. If demand for the Tuff Shed outpaces supply, staff will intervene to allocate spaces and/or change for renting.

Walk-In Herb Drier – Free in 2025 for those who are commercially growing herbs or dried flowers

Headwaters has converted a cargo trailer into a walk-in dehydrator. This will be available to incubator farmers on a first-come, first-serve basis during the 2025 growing season. Headwaters staff will work with farmers using the herb drier to develop practical approaches to space sharing, cleaning, communication, and other necessary elements of an SOP. The drier is free to incubator farmers who are using it for the commercial production of herbs and flowers during the 2025 season. There might be a cost for the herb drier in future seasons.



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 is included in the cost of land. Any other in-field tractor work performed by staff is subject to a \$30/hour fee. Staff tractor work is dependent on staff's availability. "Hiring" or bartering with fellow farmers who are cleared to use various machines is encouraged. Charges will be assessed to the machine operator unless it is clearly noted in the sign-out sheet who the tractor work was for. Cleaning the tractor and implements is always required, regardless of who is paying or doing the work. These details should be negotiated before work is conducted.

Lost Keys — \$20/key

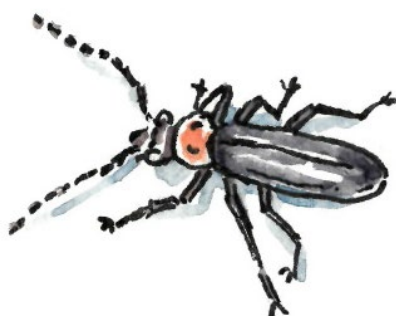
All incubator participants will be given a barn and container key. Lost keys require time and resources on EMSWCD's part and compromise the security of the facilities. Due to this, farmers are strongly encouraged to ensure their key is kept in a secure location.

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 electronically submitted to each farm. Program participants dealing with demonstrated financial hardships may request a payment schedule that works within their budget. If approved, EMSWCD will work with the farmer to craft the updated payment schedule. It is entirely the responsibility of the farmer to inform EMSWCD of any financial hardships prior to over-due invoices as well as actively make a good faith effort to follow any accommodated payment schedules. Penalties for late payment are outlined in the farmer's lease.





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

EMSWCD will use adaptive management to address any unforeseen challenges. 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 Headwaters and setbacks are part of farming. EMSWCD reserved to right to change program policies and procedures as the need arises.

6.2 Access to Headwaters Farm and the Headwaters Farm Business Incubator

Access to Headwaters Farm and the Headwaters Farm Business Incubator is contingent upon payment standing and satisfactory adherence to program, farm, and community guidelines. Continued failure to follow guidelines or egregious violations of farm policy—as determined by EMSWCD—may result in the termination of a participant's lease agreement (see *section 3, Termination* in the lease) and end their participation in the Headwaters Farm Business Incubator program.

6.3 Fines

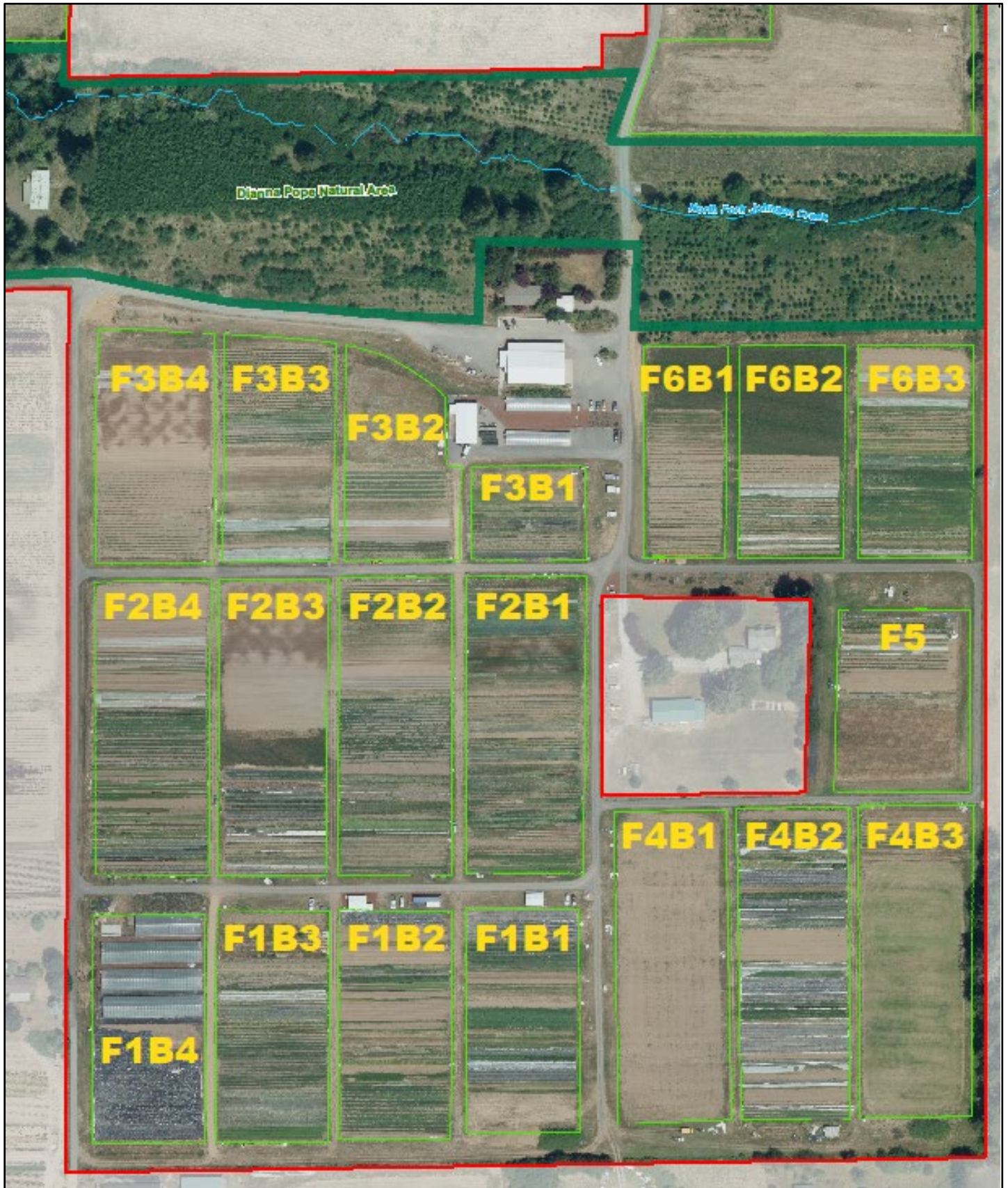
EMSWCD reserves the right to assess fines to farmers who violate guidelines contained in this Farmer's Manual. Fines will be submitted to program participants in writing with an explanation on why the fine was incurred. Bills for the fine must be payable within the subsequent invoice. Violations will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

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

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

Violations will be categorical, meaning that each violation will be independent of the next unless it is the same type of infraction (e.g., repeated speeding on the farm), or directly related to a past offence (e.g., failing to clean up a shared space 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 Plot Map



Community Farm Hour Tracking Log

Incubator farms are responsible for a total of 10 person-hours per year (five for first year farms). This sheet is to help you track and document your time.

Farm Name:

Year:

[illegible]

Weed Management Plan Template

Farmers are to produce their weed management plan by March 15th each season. This is an optional template. [An electronic version—with instructions—is here.](#)

Farm Name:

Year:

[illegible]

Input Tracking Sheet

Farm:

Date:

Following the National Organic Program's (NOP) guidelines on inputs is a program requirement. Please use this sheet to document farm inputs. This will be shared with EMSWCD at the end of the season.

Fertilizers & Amendments

Product Name	Application/Use Date(s)	Purchase Source	Listed ? (Y/N)	If "No" How Does Product Comply?

Potting Soil & Seedling Mixes

Product Name	Application/Use Date(s)	Purchase Source	Listed ? (Y/N)	If "No" How Does Product Comply?

Herbicides & Pesticides

Product Name	Application/Use Date(s)	Purchase Source	Listed ? (Y/N)	If “No” How Does Product Comply?

Please remember that seeds cannot be treated or genetically modified.

Other Inputs

Product Name/Type	Application/Use Date(s)	Purchase Source	Listed ? (Y/N)	If “No” How Does Product Comply?

Use additional sheets as needed to document all inputs

Agreement to Participate

All members of _____
(insert farm name), have reviewed the 2025 Farmer's Manual and agree to participate in the
Headwaters Farm Business Incubator for the 2025 season.

Farmer Print Name / Date

Farmer Signature

Farmer Print Name / Date

Farmer Signature

Farmer Print Name / Date

Farmer Signature

Farmer Print Name / Date

Farmer Signature

EMSWCD Staff Print Name / Date

EMSWCD Staff Signature

Authorization for Photo Release

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

Farmer Print Name / Date

Farmer Signature

Farmer Print Name / Date

Farmer Signature

Farmer Print Name / Date

Farmer Signature

Farmer Print Name / Date

Farmer Signature