

2022 Farmer's Manual



Headwaters Incubator Program

Cultivating Farms and Future Stewards

East Multnomah Soil and Water Conservation District

3/28/2022



2022 HIP Farmer's Manual
East Multnomah Soil and Water Conservation District
March 28th, 2022

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1.0 Program Overview

East Multnomah Soil and Water Conservation District (EMSWCD) would like to welcome you to the 2022 growing season with the *Headwaters Incubator Program* (HIP)! We are pleased to have you on board as we seek to aid the establishment of new farm businesses and provide a host of resources to those in our district.

1.1 Purpose of Farmer's Manual

The *Farmer's Manual* is designed as a first-stop reference for policies, costs, guidelines, and expectations of HIP. It is also intended to be a resource for the type of information you should be considering as you launch your fledgling business. The Farmer's Manual is a living document that evolves from year-to-year. It works in conjunction with the Headwaters Guide to Good Farming, which will be available by Spring of 2022.

This edition of the Farmer's Manual involved a more significant update than past seasons to reflect EMSWCD's continued effort to dive deeper into its suite of services and center equity. Because of this, it is recommended that current and prospective incubator farmers review the entire document and direct questions, concerns, and suggestions to the Headwaters Farm Program Manager. [New content and updated sections can still be found in blue text. Links within the document or to outside websites are in this text color.](#)

[At this point, EMSWCD does not have the capacity to translate the Farmer's Manual into other languages. If you need assistance understanding this document, please contact EMSWCD to inquire if special arrangements can be made \(contact information can be found on the back of the cover page\).](#)

1.2 What is a Farm Incubator Program?

The National Incubator Farm Training Initiative (NIFTI) has defined a farm incubator as a *"land-based, multi-grower project that provides training and technical assistance to aspiring and beginning farmers."* That broad description leaves much discretion for each program as to whom they work with, what services they provide, and what specific beginning-farmer barriers they seek to address. It should be no surprise that there are a wide range of incubators, each with unique approaches and challenges.

The vast majority of incubator programs are operated by nonprofit organizations. Few conservation districts provide programming and resources specifically for beginning farmers, although more are expressing interest and joining the campaign through incubator programs and other support services.

[In 2022, HIP will be host 13 farm businesses operating on roughly 15 acres. These businesses include mixed vegetable operations and farms producing cut flowers, medicinal and culinary herbs, and plant starts.](#)

1.3 Headwaters Incubator Program – How Does it Work?

The Headwaters Incubator Program seeks to launch new farm businesses by reducing barriers related to accessing capital, farming knowledge, farm networks, and markets. The core of HIP's services revolve around making farmland, equipment, infrastructure, and learning opportunities available to program participants in a cohesive, community environment. These services are offered at EMSWCD's Headwaters Farm. Farm resources are rented out at a reasonable rate, typically at or below market value. Farmers in HIP can stay at Headwaters Farm for up to five years. Graduates leave the program and transition the farm businesses to another site where they will continue to grow their business. Sometimes EMSWCD can aid graduates in finding suitable land. In other instances farmers find their own. By graduation,



HIP participants should have well established markets and sales accounts, efficient and effective production methods, a broad understanding of critical farmer skills including good stewardship and business management, a well-established farm support network, key equipment investments, and a detailed business plan with financial records.

2022 marks the first season since the HIP's inception in 2013 that no new farms are being brought into the program. This one-year pause on new growers is a result of a few of factors, including:

- In 2021 the program hosted 17 incubator farms, which exceeded the capacity of some on-farm resources
- EMSWCD is undertaking a strategic planning process in 2022 and looking to assess and update its suite of services to better reflect equity and climate change priorities
- More time and effort need to be put into defining EMSWCD's role into developing and maintain a healthy culture at Headwaters

EMSWCD has every intention of resuming the application process for prospective HIP farmers in October of 2022. The growers who are accepted will begin farming at Headwaters in 2023.

1.4 Who We Work With

The Headwaters Incubator Program seeks to uplift farmers and farm businesses that need assistance accessing land and farming resources, have some—but not huge—gaps in production and/or business management knowledge, and would benefit from deeper farm networks. The ideal incubator farm candidate comes to HIP with a minimum of three years of farming experience and at least one season in a management role. Farm management comes in many forms and can include supervising field crews or overseeing farm systems, like propagation, cultivation, or harvest. Ultimately, these are the experiences and skills that translate to a successful farm launch and put someone in a position to capitalize on HIP and create a viable business that can stand sustain long after the five-year incubator program.

1.5 Why a Farm Incubator?

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

In addition to stewardship goals, it is critical to recognize that incredible inequities exist throughout the food system and conservation movement. These discrepancies are deeply imbedded in the complex relationship between individuals, culture, and institutions in a manner that sometimes can be challenging to identify. There are also glaring inequities that are impossible to ignore. Access to land is one of those highly visible indicators of systemic inequity that impacts community sovereignty, wealth generation, health, and many other hallmarks of community wellbeing. Inequities in land access for farming is an international problem that can be illustrated by local data. According to the 2017 Census of Agriculture, in Multnomah County 24,393 acres of farmland are owned and operated by white people. Only 868 acres are operated by *all* other racial groups combined. The work to support the development of new farmers must be done with an understanding of these inequities and an intentional effort to counteract them. Though the process of engaging and partnering with new groups and communities, EMSWCD hopes to grow the conservation moment in a way that works for more people and produces robust, longer-lasting stewardship outcomes.



1.6 About Headwaters Farm

Headwaters Farm resides on the unceded territory of the original peoples of this land—the Cascades and Clackamas and other tribes and bands of Chinookan peoples who lived and thrived in profound, complex, and interdependent relationships with the land for time immemorial—long before white colonial settlement.

The land that we now call Headwaters Farm is a 60-acre property just outside of Gresham, Oregon that is owned by EMSWCD (see *Figure 1 – Headwaters Farm*). It is unknown when the land was cleared or the process or timeline for removal and exclusion of the original inhabitants. The site was a plant nursery for decades before EMSWCD purchased it in 2011. At that time, much of the farm was being used to grow arborvitae, mugo pine, and Colorado blue spruce. The ball-and-burlap, conventional production of these ornamental nursery plants had left the land depleted and barren with problematic erosion, soil compaction, invasive weeds, and general poor soil health. The legacy of some of these challenges persists to this day, while other issues have been remedied using conservation agriculture practices like cover cropping and reducing tillage as well as better management of stormwater and other onsite resources.

The term *Headwaters* refers to tributaries that feed a larger moving body of water. One of the more notable features at Headwaters Farm—and a primary reason EMSWCD purchased the property—is the North Fork of Johnson Creek. In this instance, *Headwaters* also serves as symbol for fledgling operations that will eventually move off Headwaters Farm and become robust, established farms serving their markets and communities.

One of the main objectives of Headwaters Farm is to use the site to demonstrate the relationship between conservation and viable, productive agriculture. The area around the North Fork Johnson Creek at Headwaters Farm was put into EMSWCD’s StreamCare program, which restored the riparian buffer and protected onsite natural resources. This zone has been designated the Dianna Pope Natural Area (DPNA) and is managed in accordance with the Dianna Pope Natural Area Site Conservation Plan (available upon request).

Figure 1 – Headwaters Farm

The 60-acre property is located near Gresham, Oregon. Almost two-thirds of the site is dedicated to supporting new farm businesses. The Dianna Pope Natural Area accounts for 25% of the farm and serves as a protected riparian corridor. The remaining ~10% of land are earmarked for future projects.





1.7 Meet the Headwaters Staff

Headwaters Farm and the Headwaters Incubator Program are primarily managed by three (2.5 Full Time Equivalent) EMSWCD employees: the Headwaters Farm Program Manager (1.0 FTE), the Headwaters Farm Operations Assistant (1.0 FTE), and the Facilities Manager (0.5 FTE). Those positions are currently filled by:

Rowan Steele (he/him) – Headwaters Farm Program Manager

Rowan has been with EMSWCD since 2012. His role since the program's inception has been to develop and maintain Headwaters Farm and the Headwaters Incubator Program. His background is in diversified mixed vegetable systems, which he came to in 2006 via a farm incubator program in Northern California called the Arcata Educational Farm. However, his current farming passion includes perennials, agroforestry, and silvopasture as production models for the future. What makes him most optimistic and inspired each day is seeing the brilliance and dedication of beginning farmers and how collectively, their creativity, enthusiasm, and innovation are making meaningful impacts to the local food system and environmental, economic, and social justice. Rowan has learned tons from the 50+ farm businesses that have participated in HIP and is humbled to have the opportunity to continue be a part of this amazing community! Rowan prefers clear, positive communication.

Reach out to Rowan about: anything related to HIP or Headwaters Farm; conservation agriculture; production and farm business questions; safety concerns; equipment operation and trainings; farm network or relationship building; farm site development; land access (i.e., searching, financing, service providers) farm production systems, and farm resource sourcing.

Nick Pfeil (he/him) – Headwaters Farm Operations Assistant

Nick has been working at EMSWCD since February of 2020. For the eight years prior, he worked on several small farms around the Pacific Northwest. Nick has ample experience with tractors and implements, production farming, irrigation, compost, weed management and cover cropping. He loves to talk about farming and systems and seeing all the diversity of operations at Headwaters. Nick is approachable, kind, thoughtful, and eager to help. He prefers direct communication but is learning other engagement styles and happy to practice those as well.

Reach out to Nick about: Troubleshooting; farm production systems; equipment usage, safety, and breakdowns; farm repairs and maintenance; farm deliveries; staging of items at Headwaters; property management; irrigation; and caterpillar tunnels.

Scot Wood (he/him) – EMSWCD's Facilities Manager

Scot has been with EMSWCD since 2014. He splits his time between Headwaters Farm and the District's other properties, including the office in North Portland. Scot has over 40 years of experience in construction and property maintenance. He enjoys bringing those skills to the farm and has played a critical role in helping to shape and maintain most of the farm's infrastructure. True to his last name, Scot shines brightest when woodworking. His craftsmanship is exceptional and his knowledge of tools and materials is a real asset to HIP and incubator farmers and can be seen on display across Headwaters Farm. Scot likes to give and receive constructive, direct communication, but he is flexible and would prefer to engage in the style that makes others most comfortable.

Reach out to Scot about: Headwaters Farm maintenance and upkeep; infrastructure repairs; farm deliveries or help moving items with the forklift; safety concerns; and carpentry.



Tentative Staff Schedules for 2022

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Rowan	Off	Location variable: 8:30am – 5:00pm	On farm: 8:00am – 5:00pm	Typically off-farm: 8:30am – 3pm	On farm: 8:00am – 3pm	Typically off farm: 8:00am – 5:00pm	Off
Nick	Off	On farm: 8:30am – 4:30pm	On farm: 8:30am – 4:30pm	On farm: 8:30am – 4:30pm	On farm: 8:30am – 4:30pm	On farm: 8:30am – 4:30pm	Off
Scot	Off	Off farm: not accessible	On farm: 6:00am – 2:00pm	On farm: 6:00am – 2:00pm	Usually On farm: 6:00am – 2:00pm	Off farm: not accessible	Off

While this is the general schedule for all HIP staff, these are not set in stone and can vary from week-to-week and throughout the season for a wide range of reasons. Any changes to the regular staff schedules during the year will be communicated to the HIP participants.





2.0 Headwaters Values, Priorities, and Objectives

As a conservation district, EMSWCD strives to help people and organizations make sound natural resource management decisions. 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 HIP, much of this work involves transforming program policies, bolstering support services for marginalized 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 farming barriers to a diverse range of growers and as a tool to creating positive environmental and social justice 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 Incubator Program is committed to supporting 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 education resources.

2.1.1 Headwaters Farm Equity Commitments

The Headwaters Incubator Program is committed to supporting people from marginalized communities and diverse backgrounds through a range of approaches. These 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 [3.2.4 Mentorship Program](#))
 - Community board
 - Farmer engagement opportunities
 - Communication trainings for incubator farmers
- Having clear and documented steps to improve communication and resolve conflict (see [4.1.2 Conflict Resolution](#))
- Maintaining an accessible application process
- Providing interpretation at HIP meetings/events for farmers whose primary language is not English
- Budgeting to ensure resources are available for conflict resolution and BIPOC coaching services

2.2 Conservation Agriculture

In addition to launching successful businesses, HIP 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. A detailed list of HIP's conservation farming practices can be found in [Section 4.2 Conservation Farming Guidelines](#). A deeper dive into production management systems will be available in the [Headwaters Farm Guide to Good Farming](#). EMSWCD looks forward to working with HIP program participants and partners to demonstrate conservation agriculture, as well as using these practices to improve growing conditions at Headwaters Farm.

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 HIP community, while other learning comes from formal workshops or trainings hosted by HIP staff or program partners. A deeper 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 tools. 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 dynamics. This is outlined in [Section 4.1 Community and Culture Guidelines](#).



3.0 What Program Participants Should Expect from HIP

EMSWCD strives to provide HIP participants with a host of support 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 HIP 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.

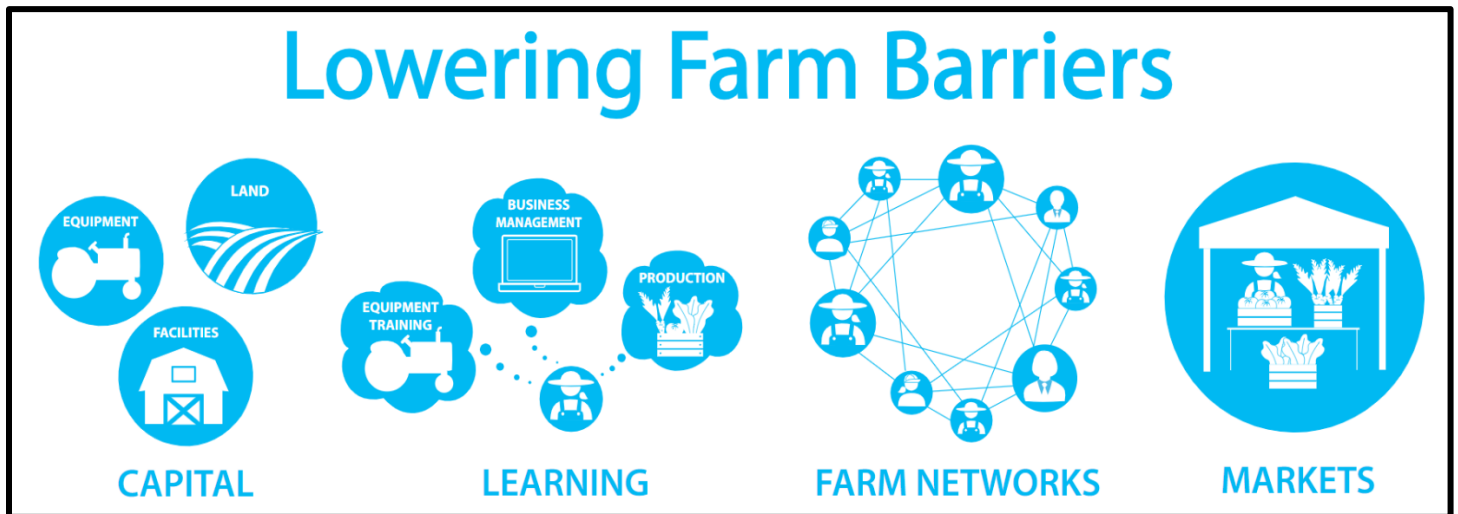


Figure 2 – Headwaters Incubator Program’s approach to farmer development

Beginning farmers face a myriad of hurdles. The Headwaters Incubator Program is designed to lower four common barriers to new farmers: access to capital, farm learning opportunities, farm networks, and markets.

The following outlines what services and supports to expect while participating in HIP.

3.1 Access to Affordable Farm Resources

At its core, HIP is designed to help experienced farmers get access to the resources they need to be successful. This includes farmland, farm equipment, and infrastructure. HIP is structured in a way that reduces land costs for farmers new to the program, allows farmers to pay for equipment and infrastructure that they use, and breaks costs out across the course of the year. See [6.0 2022 Costs & Payment Schedule](#) for more information on current program costs and fee structures.

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. This is typically driven by farmers asking questions to, or sharing information with, colleagues and staff.

Formal learning happens through trainings and workshops. These include regular learning opportunities that get organized in response to requests from farmers as well as reoccurring offerings. There are also various opportunities that arise from time to time that HIP capitalizes on.

Based on the varying needs of incubator farmers and their feedback over the years, HIP has shifted toward providing more individualized educational supports as well as connecting participants with existing learning opportunities within the local farm development community. In addition to HIP workshops, the program also provides incubator farmers with



free or reduced-cost access to a host of different learning opportunities through partner organizations. For 2022, this menu of options include:

- 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 and individualized farm supports
- Oregon State University’s Small Farm School training series
- Oregon State University’s Small Farms Conference
- Oregon Tilth/Oregon State University’s Farm Viability work with Tanya Murry
- Discounted access to the Farm Commons

Some of the above resources are available to HIP farmers at specific stages of establishment, while others, like the Farm Launch business planning cohort, is dependent on a successful application process with Rogue Farm Corps. But, all farmers can access the majority of this suite of learning and support services any given year.

Learning opportunities in HIP can be broken into several categories: Headwaters-specific, business, and production. The goal is to ensure that all program graduates are exposed to and are comfortable with the following topics before they graduate:

General Headwaters Trainings	Business	Production
New Farmer Orientation	Record Keeping and Financials	Nutrient Management
Safety Trainings	Loans, Grants, and Financing	Irrigation Management
Communication Training	Land Access	Integrated Pest Management
	Business Planning	Post-Harvest Handling
	Bookkeeping	Equipment/Tool Trainings
	Marketing	Farm Ergonomics

3.2.1 Site, Safety, and Communication Trainings

First-year HIP farmers receive a Headwaters Farm and HIP orientation at the beginning of the season. This covers the basics of safety, farm systems, and shared facility etiquette. Much of the information regarding safety at Headwaters Farm can be found section [4.3 Safety Guidelines](#). In 2022 incubator farmers will also begin receiving an annual communication training to help farmers hone engagement skills and avoid miscommunications.

3.2.2 Classes & Workshops

EMSWCD works with partner organizations to provide incubator participants exposure to a range of new farmer educational opportunities. Given the dynamic nature of farming and the wide range of skills and knowledge needed to be successful, it is unrealistic for all learning opportunities to occur over just one season. Instead, HIP’s goal is to provide multiple opportunities for farmers to engage on these critical topics over their tenure in the program. In 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.

To the extent possible, classes and workshops will be scheduled during non-peak season times to allow incubator farmers to focus on production and sales during the growing season. However, some classes are impractical to teach out of the growing season and therefore require flexibility from participants.

3.2.3 Farm Business Plan

All accepted participants have created and submitted a Farm Business Plan as part of the HIP application process. This is a living document that farmers revisit as appropriate. EMSWCD recognizes that farming is a fluid activity and that



farmers must adjust when situations change. In these instances, incubator farmers may adapt accordingly. The value of a current Farm Business Plan is that it helps the farmer identify needs and opportunities, but it also serves a communication tool for employees, partners, funders, accounts, or other stakeholders. *In the fall of 2022, HIP will offer funding for up to five incubator farmers to participate in Rogue Farm Corps' Farm Launch business planning cohort. This is a six-month undertaking. The application process is competitive and EMSWCD does not participate in the selection process.*

3.2.4 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 HIP, 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

Incentives are provided to encourage the established growers to make time to offer production and business feedback as well as help the newer growers find their footing at Headwaters Farm and within HIP. HIP mentors can track their time working with the new farmers in their Community Farm Hour log.

3.3 Access to Farm Networks

HIP farmers are part of a cohort as well as a larger Headwaters Farm community that includes growers, their crew, program graduates, and HIP staff. As a collective, this community has vast knowledge of farming and farm business knowhow. In general, 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 is arguably what HIP does best.

Another aspect of network development is the HIP Mentor Program, where self-selecting established farmers at Headwaters are paired with newer incubator farmers.

3.4 Market Support

HIP 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, HIP provides many of the key vending items, including tents, weights, tables, signage, and a HIP display. In addition to bringing product and any remaining tabling supplies, HIP participants are responsible for the following:

- Sign and operate within the PFM use agreement.
- Represent EMSWCD and PFM in a professional manner.

What are HIP farmers saying about their mentors?

"My mentors were awesome at directing me to other farmers who had more experience with a given question - I wouldn't have known where to start asking without them."

"When I expressed a concern about asking too much of my mentors, they reminded me that they volunteered to be mentors and I shouldn't hesitate to ask questions - that was a helpful reminder."

"Mentors and mentees would benefit from talking at the outset about their preferred form of communication (text only, I don't check email often, etc.) and availability (contact me anytime, let's connect during farm hours, weekends are good, etc.)."



- 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 for the 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 2022, HIP will offer vending opportunities at the Beginning Farmer Booth to one or more HIP farmers. One of the regular participating farms will act as HIP Market Liaison, informing the PFM Market Manager what HIP farmers will be attending each week. [The Headwaters Farm Program Manager will work with HIP farmers to come up with the attendance plan.](#)

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

3.5 Additional Services

The following outlines the host of services at Headwaters Farm provided beyond what is listed above.

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.
- *Cooling room* – The middle room at the Headwaters Farm Office will have a window unity 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* – HIP provides KN95 masks to farmers when the Air Quality Index (AQI) for Orient, Oregon is above 100 on the [EPA's Airnow.com website](#).
- *COVID safety* – Sanitizer for hands and shared resources is strategically placed around the farm.
- *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 HIP coordinates 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 with the company, coordinating and accepting delivery, and supporting the break-down and sorting of pallets. Incubator farmers often organize a [Rain-Flo Irrigation](#) order for irrigation supplies and a potato seed order. Both of those happen in mid to late winter.

3.5.3 Bridge Funding for Caterpillar Tunnels

For the last few years HIP has helped incubator farmers who lack access to high tunnel space with financing for a Farmer's Friend caterpillar tunnel. Farmers choose the tunnel that best suits their needs and sign an agreement



outlining the repayment timeline, siting, and winter tunnel protection, among other details. Typically, the buy-back period is one year.

3.5.4 Spring Tillage

In the past EMSWCD has provided primary spring tillage using the 22ft John Deere disc pulled by the D4E Caterpillar crawler tractor. As the farm has filled-in and as a greater number of HIP farmers have overwintered crops and employed silage tarps, this has become increasingly challenging. As a result, EMSWCD staff still offers to disc fields in the spring, but only in areas that are at least a ¼ acre in size (~70ft for most plots) or where the D4E can be pulled straight through without needing turn-around. 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.

3.5.5 Compost Cost Share

Farmers are encouraged to use compost in their fields to improve organic matter, moisture retention, and biotic activity. To support this practice, EMSWCD will provide HIP farms with a \$12 credit for each yard of commercially sourced compost they apply to their field, up to a maximum of \$240 for each calendar year. Compost must be sourced from a reputable supplier, as determined by the Headwaters Farm Program Manager. To receive the credit, farmers submit their compost receipts at any point during the season after they've spread the material. The per-yard credit will be applied to the farm's next invoice. In the event of a scenario where the compost cost share creates a negative invoice balance, the invoice will be zero dollars and the remaining credit will roll-over into the next invoice.

3.5.6 Farm Dumpster

At least once per season HIP 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

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

- Repairing equipment and infrastructure
- Collecting trash across the farm in accordance with the trash schedule and paying for removal and recycling
- Performing daily sanitation of common touchpoints around the facilities
- Maintaining restrooms and stocking supplies
- Replenishing food safety supplies, like sanitizers and cleansers
- Quarterly cleaning of the farm office

3.5.8 Other Supports

Additional supports not listed above include:

- Unloading large deliveries with the forklift
- 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 myriad of 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 fellow contributors to farmer development. HIP



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
Clackamas Community College	Education; Small Farm School
Ecotrust	Ag of the Middle; Ag accelerator program
Friends of Family Farmers	Oregon Farm Link; Workshops
Natural Resource Conservation Services	Cost shares; Resource management plans
OSU Small Farms Program	Workshops; Small Farm School; General support services
Oregon Ag Trust	Protecting farmland for future generations
Oregon Food Bank	Pathways program
Oregon Tilth	Farmer development support services with Tanya Murry, Farm Viability Specialist
Outgrowing Hunger	Supports immigrant and refugee growers, including those in HIP
Rogue Farm Corps	Changing Hands Workshop, on-farm trainings, & Farm Launch
Xerces Society	Pollinator and beneficial insect habitat development
Zenger Farm	Entry-level farmer development program; urban grange; commercial kitchen

Partner organizations play an active role in helping to select new incubator farmers, providing educational services, and providing entry points for future HIP farmers. Over the past few years, many of these organizations have begun to work closely together to streamline services and ensure a wide range of opportunities for beginning farmers.





4.0 What EMSWCD Expects from Incubator Farmers

Guidelines have been put in place to promote equitable, efficient, and safe usage of Headwaters Farm. The goal of these guidelines is to improve the HIP experience, build community, and increase the likelihood of participant success. For the sake of clarity and organization, these guidelines have been broken into different categories: [community and culture](#), conservation farming, safety, incubator program, and Headwaters Farm.

4.1 Community and Culture Guidelines

Headwaters Farm is a space of collaboration, cooperation, and community building. Like any shared space with engrained high-stress and a steep learning curve, it is inevitable that conflict will sporadically arise. The following outlines the tools and approaches that are used to improve communication and resolve conflict.

4.1.1 Communication

Communication is a primary tool for building relationships, avoiding misunderstandings, and working through mistakes. The Headwaters Community is encouraged to use clear, direct, and positive communication within the community. Annual trainings, meetings, or discussions will be offered to help ensure everyone has the necessary communication skills and understanding. A Community Board has been provided in the barn to help farmers share their interests, knowledge, and preferred communication styles.

4.1.2 Conflict Resolution

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

- 1) *Sit with it* – pause long enough to evaluate the situation. Is it intentional? Is it unintentional? Was there 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 feeling* – 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 facilitate a conversation that resolves the conflict? If resolution still isn't achieved...
- 5) Bring in the Headwaters Farm Program Manager – they can support or seek others to aid a resolution.

4.1.3 Anonymous Feedback and Third-Party Facilitation

During the development of the Headwaters Farm Community Agreements, the need was identified for an anonymous feedback reporting system and a way for farmers and staff to request a skilled, neutral third-party to facilitate challenging conversations. Headwaters staff and HIP farmers will work together to develop these systems. For the 2022 calendar year, Chris Wallace Caldwell (Catalysis LLC) and Jamila Dozier (New Theory Consulting) will be the third-party facilitators.

4.1.4 Community Agreements

Below is the first iteration of the Headwaters Farm Community Agreements. These community agreements were developed through a process facilitated by Chris Wallace Caldwell (Catalysis LLC) and Jamila Dozier (New Theory Consulting). The agreements were created by farmers in the Headwaters Incubator Program through virtual meetings, an anonymous survey, and email feedback. The hope is that these agreements provide a foundation for clarifying what members of the HIP community need from each other as they work together in shared spaces. These agreements are a working 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.



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. (Note: this process needs to be developed).
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 (staff “roasts”)
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. (Note: needs to be developed but some ideas are here).
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 on time and space to hold the conversation.
6. We should have available an anonymous feedback system to address concerns, bias, discrimination, etc. (**Note:** [this process needs to be developed](#)).

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.



4.2 Conservation Farming Guidelines

EMSWCD utilizes the following land use guidelines to improve the overall quality of the farm—building soil, managing water, reducing weed pressure, and controlling pests—for current and future HIP 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>). The one exception is that HIP farmers may use the honeycomb Paper Chain Pots for the Paperpot Transplanter. It will be up to incubator farmers to



decide if they would like to pursue organic certification. ***Farmers are required to keep an Input Log of all products applied to their fields and crops.*** [A template is provided in the back of this document.](#) This log is to be shared with the Headwaters Farm Program Manager at the conclusion of each season.

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

EMSWCD Herbicide Applications

HIP staff may use of acetic acid (30% agricultural-grade vinegar), which is approved for organic use in non-production areas, around the farm to manage weeds in locations where hand and mechanical weeding are impractical.

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

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

4.2.2 Integrated Pest Management (IPM)

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

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. Compost is great for improving soil structure, adding organic matter, sequestering carbon, and jump-starting microbial activity, but is a poor source for quick nitrogen and can be high in phosphorus, which may have adverse environmental impacts when over-applied. *Any fertility inputs should be part of a broader nutrient management plan.* EMSWCD staff and various HIP partners can assist in forming this coordinated approach to soil fertility. ***Farmers are required to keep an Input Log of all products applied to their fields and crops*** (see [4.2.1 Organic Practices](#)). [A template Input Log can be found in the back of this document.](#) A copy of it will be requested at the end of the season.



Organic matter percentage is the best way to monitor overall soil fertility. The best way to improve organic matter is by adding compost, reducing or eliminating tillage, applying mulches, and growing green manures. EMSWCD staff are available to help determine what approaches to building organic matter are most appropriate for your application and budget.

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 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 mid-October (however better results are achieved by sowing in the second half of September). The recommended application rate is no less than 100lbs/acre legumes and 50lb/acre grains. The Headwaters Farm Program Manager will assess cover crop establishment at the conclusion of the calendar year. 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 HIP Invoice.

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 Crop Rotations and Blocking

There are two general levels of rotations to consider: fertility and pest. The Headwaters Farm Program Manager will be sensitive of individual investments (e.g., soil quality, perennials, reduced weed pressure) made to the land by each client and look to keep farmers producing on the same plot year after year. However, if a farmer is not able to rotate crops effectively and problems arise, they may need to be relocated to a new plot.

Blocking crops together with similar irrigation needs allows farmers to develop a practical Irrigation Strategy. EMSWCD staff can help farmers develop such approaches. They are now part of the water pricing system at Headwaters Farm (see irrigation section in [Section 6.5 Infrastructure & Costs](#)).

Each farm will **provide EMSWCD with a field map at the conclusion of each season** that illustrates what crops were grown where over the course of the season.

4.2.6 Soil Testing

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

Incubator farmers will be responsible for taking at least one soil sample for each rented growing space (individual plot or hoop house) in October before the rainy season begins. The exact deadline each season will be provided by the Headwaters Farm Program Manager at least two weeks in advance. The Headwaters Farm Incubator Manager will 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 \$50 per management zone** (individual plot or area that has different fertility plan or past use). This fee is to cover the cost of analysis and the time it takes staff to garner the sample(s).



4.2.7 Irrigation Water Usage

Incubator farmers will have access to a reasonable amount of water as judged by EMSWCD. The Headwaters Farm Program Manager and other EMSWCD staff can work with individual farmers on determining the appropriate amount of irrigation. Access to irrigation water is available in each field block. The charge for irrigation water is based on how long a participant has been in HIP ([\\$50 per year in the program](#)). However, those fees are waived for farmers who follow the Irrigation Strategy incentive detailed in the irrigation section in [6.5 Infrastructure & Costs](#).

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 as demand necessitates. Until irrigation scheduling is implemented, the irrigation water protocol entails farmers:

- 1) Understanding the gallon/minute impact of an irrigation set and its anticipated duration.
- 2) Checking the flow meter to determine if a proposed irrigation set will overwhelm pump capacity (110gpm max).
- 3) Noting irrigation set “in-progress” with magnet on the irrigation board or queuing-up to irrigate on the irrigation board at the well head (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.
- 5) Removing irrigation “in-progress” magnet when the irrigation set has concluded.

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. HIP 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 is 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](#)).

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

Timers

Irrigation timers pose a challenge at Headwaters Farm for several reasons:

- They don't consider watering conditions or current irrigation output.
- They may run at times when nobody is around to monitor the irrigation system and address issues.
- They keep the filters and pressure regulators under constant pressure if placed downstream of this hardware.

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 install a timer.
2. [Staff installs the timer](#) on the riser before the ball valve (upstream of the pressure regulator and filter).
3. Timers operate during non-peak irrigation hours, as deemed by the Headwaters Farm Program Manager.
4. The farmer posts their irrigation set times at the Irrigation Board at the well head.

The objectives with these guidelines are to ensure that investments are protected and that farmers are watering for need, not solely for convenience. Farmers using timers are responsible monitoring their system for leaks, breaks, and areas of excessive wetness. Farmers onsite at Headwaters Farm get watering priority over those using timers.



4.2.8 Problem Weeds and Management Incentives

The most common weed issues at Headwaters Farm are Canada thistle and yellow nutsedge, although there is increasing pressure from pig weed and crabgrass. EMSWCD works hard to reduce the pressure from these and other weeds and requires incubator farmer assistance to accomplish this. [In the past, HIP has offered financial incentives for proper weed management. However, due to limited staff capacity in 2022 HIP will take a one-year hiatus from weed assessments from June through September. Farmers are still expected to manage weeds to prevent invasives from spreading or annual weeds from going to seed. Effective weed management will be factored into future land requests.](#)

4.2.9 Plot Cleanliness

Production farmland requires a variety of resources that live in or around the field. Many of these items, like tarps, floating row cover, field film, drip irrigation, trellis, and sandbags, are often plastic and have a limited lifespan. 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 tarps) 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](#)).

4.2.10 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.](#)

4.2.11 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. HIP staff are available to offer an assessment on soil moisture and equipment usage.

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 will be 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 as needed.
- Eye and ear protection when operating machinery.
- 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 purchasing and using their own safety equipment and always having it available at the farm.



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

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

1. 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 20 minutes of Community Farm Hours for each trip.

Sanidate 5.0 is provided at both wash stations as a food surface disinfectant. If farmers want to use it as a food preservation tool (applying it to produce wash water), they are asked to purchase 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 [6.0 2022 Costs & Payment Schedule](#).

4.3.4 First Aid and Fire Extinguishers

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.

4.3.5 Coronavirus Safety and Policies

EMSWCD cares deeply about the health of our farmers, their workers, and HIP staff. As long as COVID-19 remains a health threat EMSWCD will follow the guidance of the Oregon Health Authority and other public health experts and adapt policies to keep the farm safe and comply with regulations. Changes or updates to COVID policies and procedures will be communicated to the HIP community as they are developed. [Current COVID safety policies will be posted on the Community Board in the barn.](#)

In addition to the posted COVID-19 safety guidelines, everyone at Headwaters Farm should follow common sense preventative practices:

- Wash hands regularly.
- Stay home if you have COVID symptoms.
- Sanitize shared tools and equipment and common touchpoints after each use.
- Get tested if you have been exposed.

Anyone who receives a positive coronavirus test result must follow [current CDC quarantine guidelines](#). As of March 2022, the CDC guideline indicates a five-day isolation period, during which time that positive individual must stay away from Headwaters Farm. If a HIP farmer tests positive for COVID, they are encouraged reach out to HIP staff or fellow farmers who may be available to help them with basic farm activities during the isolation period (e.g., water starts or run an irrigation set).

EMSWCD reserves the right to ask for verification of clearance from the healthcare provider.

HIP staff or the Headwaters Caretaker disinfect common touchpoints around the farm each day. Staff also ensures that spray bottles of disinfectant are available in all restrooms and farm facilities.

4.3.6 Marginalized Community Safety

EMSWCD, the Headwaters staff, and HIP community understand that people from marginalized groups are at higher risk of verbal, physical, and emotional abuse. There is an active dialogue 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 HIP bullying policy (see [5.0 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 are other guidelines pertaining to HIP.

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 pertinent issues. Incubator farmers are encouraged to review the lease agreement and refer to it as needed. In some instances, the lease references sections of the Farmer's Manual. Determination of plot size and location will be by EMSWCD staff. Farmer plots may vary in size and location from year-to-year.

4.4.2 Insurance Coverage

All farmers are required to carry at least a million-dollar liability insurance policy that covers *both* general and product liability. Incubator farmers will provide EMSWCD with a Certificate of Liability Insurance that lists *East Multnomah Soil and Water Conservation District* as "additionally insured." Recommendations on 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. Meetings or virtual conversations may be set up to help facilitate open dialog and to develop schedules, determine protocols, resolve conflicts, build community, and improve the overall HIP experience.

It is customary for the incubator program to have an Annual Meeting to discuss the season and celebrate successes and community. This is also an opportunity to weigh in on upcoming changes and provide feedback. [Farm Hall meetings may also be scheduled during the season to bring growers together for community building and to generate discussion.](#)

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. These meetings are a requirement of the Program Participation Incentive (see [4.6 Program Responsibilities and Incentives](#)).

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

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 to be captured. This is a good practice to get into for tracking expenses and revenue, setting up farm plans and budgets, and preparing taxes. 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 HIP, they received Community Farm Hours (CFH). As part of the program, each farm is responsible for a



total of 10 person-hours toward the maintenance or betterment of Headwaters Farm or HIP during the calendar year. Some activities may be incentivized to encourage participation. Here are a few of the reoccurring Community Farm Hours tasks that incubator participants are encouraged to partake in:

Task	Community Farm Hours
Write a publishable blog post for EMSWCD website	6 hours
Empty wash station compost trailer at compost site	20 minutes or duration of activity
Official farm and program meetings	Duration of meeting
Weed pollinator habitat or around facilities	Duration of activity
Clean up in or around facilities	Duration of activity
Various farm projects	TBD or duration of activity
Mentorship to new HIP farmers (see 3.2.4 Mentorship Program)	Duration of activity
Social media tags (#HeadwatersFarm and #emswcd)	5 tags for 1 CFH
Attend or lead equity trainings	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 HIP and to assist the accumulation of incubator data, all incubator farmers are to complete an Annual Survey. EMSWCD requests that farmers submit the questionnaire with as much content as possible. 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 \(e.g., record keeping, setting prices, establishing markets\)](#)
- [Comfort level with various conservation farming practices \(e.g., establishing cover crops, maintaining soil health, managing stormwater\)](#)
- [The farm’s finances for the year](#)
- [Other thoughts worth sharing](#)

[Responding to the Annual Survey is part of the End of Year Responsibilities 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 Farm Program Manager’s 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 HIP equipment must be returned clean to its designated location at the conclusion of each use.** [A cleaning protocol sign will be posted at the container.](#)



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

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

4.4.8 Publicity

Each farmer is asked to provide a basic farm bio for the EMSWCD web page and may occasionally contribute to a Headwaters Farm blog or other EMSWCD-based outreach efforts. This is done to help build the visibility of the program but is also a method of joint advertising. Unless otherwise noted, HIP 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 incentives this, for every five tags a farm receives one Community Farm Hour.

4.4.9 Graduate Support and Expectations

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

- *Business and Production Training* – HIP graduates can attend trainings and workshops offered to current program participants. The Headwaters Farm Incubator Manager (and in some cases other EMSWCD staff) will also serve as a resource for specific feedback and discussion regarding their new site and developing farm business.
- *Access to Headwaters Farm Resources* – First priority for all resources (facilities and equipment) at Headwaters Farm goes to current program participants. However, program graduates may rent HIP resources if there is availability and, if applicable, a clear way to safely move the resources off-site. The rental charge for HIP graduates is 150% the current farmer rate. As the program matures and there are a greater number of graduates in the area this support service will be reevaluated.
- *Access to Market Opportunities* – HIP graduates may have the opportunity to utilize beginning farmer market opportunities developed by EMSWCD.
- *Access to Farmland* – To the extent possible, HIP will play an active role in helping incubator farmers secure access to viable farmland. This may be through non-EMSWCD channels (Oregon Farm Link, Outgrowing Hunger, or word of mouth) or possibly facilitated through EMSWCD's Land Legacy Program via long-term ground leases, lease-to-own arrangements, or a sale of land to graduates in fee. For any of these land access arrangements, it is possible that HIP farmers may need or want to use a formal or informal co-operative model with other farms.

HIP will continue to be connected to program graduates through an annual survey. This will be similar to the 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, however, hardcopies can be mailed or delivered if that is preferable.

EMSWCD seeks ways to keep close connections between graduates and HIP. This includes workshops, farm tours, consulting services, or other engagement opportunities.

4.5 Headwaters Farm Guidelines

The following guidelines are to ensure that Headwaters Farm remains useable and accessible to all HIP 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 prophouse—must be done in a farm’s leased area or within a pre-agreed spot. Weed management and mowing of any storage area will be the responsibility of the farmer.

EMSWCD recognizes the need for farmers to have ample and diverse storage options. To balance farmer storage needs with general farm operations and management, farmers are asked to utilize a variety of storage locations. See the table below for an overview of Headwaters Farm storage facilities and appropriate usage.

Facility	Storage For...	Fee	Notes
Barn	Farm materials, tools, and other resources; processed, contained produce	Y	<ul style="list-style-type: none"> 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, trailers, delivered bulk materials (compost, straw, etc.), large, 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 made with HIP staff. 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. The human-door needs to secure if left open. It has been damaged in the past by flapping in the wind. Any rotting items must be removed immediately.



4.5.2 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 HIP farmers from early-February to mid-March. 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 does 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.

4.5.3 Structures

Unless given explicit approval from the Headwaters Farm Program Manager, incubator farmers are prohibited from constructing or erecting structures of any kind at Headwaters Farm. This includes, but is not limited to, greenhouses, 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.

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

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, HIP staff can help farmers secure caterpillar tunnels upon request.



4.5.4 Compost

Farmers can compost in their rented plots, either in piles or, preferably, incorporating debris into the soil as a green manure. EMSWCD has an aerated compost system that processes local feedstocks and plant waste primarily from the hoophouses and wash stations. The management of this facility is done by EMSWCD staff. Interested HIP farmers should enquire with EMSWCD staff about system design, function, and management. Finished compost will be applied in fallowed fields. Please do not intentionally add invasive weeds to the compost pile. Those are best left in grassy areas around your leased land.



4.5.5 Driving, Parking, and Roadway Access

Please park only in designated locations around the facilities (see *Figure 3 – Facilities Parking Map*) 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 includes up to the yellow line. Anyone driving at Headwaters Farm must have a valid driver’s license. There is no driving on the fields. The speed-limit anywhere on the farm is 10 mph, unless otherwise posted. This is strictly enforced. [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 3 – 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 lease specific plots of land—as noted in individual’s lease agreement—but 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 [6.0 2022 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 floating row cover and plastic, t-posts, and other items that could be confused for someone else’s).
- 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 person items in spaces for everyone without first getting permission from the Headwaters Farm Program Manager.

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	Office Room (very limited)
Equipment Shed (excluding shop)	Hardening-Off Tables

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 remain closed at all times (with exceptions for moving items in/out) unless the EMSWCD-provided thermometer on the eastern side of the prothouse reads above the temperature 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 [4.5.2 Food Storage & Curing](#) for details.



Barn – Guidelines for shared storage space:

- 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 HIP staff.
- Do not store food in the barn without first consulting HIP 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.



Root Washing Station – The new root station is designed to provide year-round washing of soil-laden 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.

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.

Office – The farm office has shared spaces as well as a couple private office rooms rented by farmers. The shared spaces include the front meeting room, the kitchen, the computer and printing area, the middle office, the patio, and the restroom. These spaces are for everyone's use and must be kept free of individual farm belongings. If you have specific space or storage needs, please discuss those with the Headwaters Farm Program Manager.



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 [1.6 About Headwaters Farm](#). 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

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

Like all working lands, Headwaters Farm has a host of normal farm hazards that can be especially dangerous to children. These include but are not limited to operation of heavy equipment, vehicular traffic, harmful chemicals and products, uneven ground, wildlife, sharp or hot objects, and potentially dangerous tools and machinery. Headwaters Farm also hosts the Dianna Pope Natural Area and other environmentally sensitive spaces like pollinator habitats and hedgerows that need to be protected from negative human impacts. In addition, there are items and places around Headwaters Farm, like private property or land and facilities leased by other program participants, which necessitate security and respect.

Due to these factors, it is important that children are supervised by an adult while at Headwaters Farm, and that parents or guardians help enforce the farm rules as well as the additional more stringent rules that pertain to youth under the age of 15 (EMSWCD's definition of a child) 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 HIP Farmer Workshops, Gatherings, and Events

Some HIP farms benefit from hosting gatherings 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-HIP farmer/employee attendees requires:

- Prior approval from the Headwaters Farm Program Manager at least two weeks before the event.
- Noting the details of the event in a written strategy for parking and other applicable visitor and crowd management necessities.
- At least two emails to other HIP farmers: one several weeks 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 and abide by the Visitors Policy listed in [5.0 Headwaters Farm Conduct](#).

Gatherings beyond 30 non-HIP farmer/employee 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).

4.5.13 HIP Farmer Employees and Labor

HIP 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 by the Headwaters Farm Program Manager as a "Farm Manager." In that instance a Farm Manager can lead crews, work on the plot, or used shared facilities and resources without the HIP farmer onsite. Program participants who bring labor onto Headwaters Farm are responsible for ensuring they operate within the guidelines and etiquette 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 HIP tools or equipment under the supervision of a HIP 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 HIP employee/helper or require additional steps to utilize HIP tools or equipment. If HIP employees, helpers, or guests damage HIP resources, the cost(s) to fix the problem will be passed along to that HIP 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 or 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, 30yd to 40yd 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	When	Notes
Office	Twice Weekly	Tuesday & Friday	Trash, recycling, compost included
Compost toilet stalls (x2)	Weekly	Tuesday	
ADA Porta Potty	Weekly	Tuesday	
Field Porta Potty	Weekly	Friday	Trash located outside of the stall
Shade structure	Weekly	Friday	Metal trash w/ lid; food/container friendly
Container (outside)	Monthly	1 st Friday	No food trash or food containers
Barn	Monthly	1 st Friday	Please take larger items directly to the dumpster
Equipment Shed	Monthly	1 st Friday	Small trash mostly for towels used to check tractor oil
Farm Dumpster	Monthly	Friday on the 2 nd full week of the month	No field waste (e.g., reemay, driptape, plastic) larger than a 5g bucket. Those types of field waste should be staged at the field, ideally in a super-sack, and then brought to the large, 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.

4.6 Program Responsibilities and Incentives

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

All HIP farmers are responsible for paying a **\$400 Program Participation Fee** in the 4th quarter invoice. The cost is intended to offset a portion of the program’s costs as well as encourage program participation. Recognizing that HIP requirements may at times be onerous, EMSWCD has implemented the following incentives:

- End of Year Responsibilities (\$200 incentive)
- Good Stewardship (\$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
	Take Soil Sample	10/15		Section 4.2.6
	Attend EoY Check-In	12/31		Section 4.4.3
	Fill out Annual Survey	12/31		Section 4.4.6
	Provide EMSWCD Field Map	12/31		Section 4.4.4
	Provide EMSWCD Input Log	12/31		Section 4.4.4
	Attend Annual Meeting	12/31		Section 4.4.3
	Complete CFH requirement and provide CFH Log	12/31		Section 4.4.5
<i>Good Stewardship</i>	Establish cover crops	12/31	\$200	Section 4.2.4
	Repair irrigation system leaks	10/15		Section 4.2.7
	Time tillage and tractor work with adequately dry soil	12/31		Section 4.2.11
	Clean plot	12/31		Section 4.2.9

Farms that meet these criteria will receive the full incentive. Farms that fail to achieve some of the above criteria 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.



4.7 Facility Management Decision Making

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





5.0 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 — HIP farmers and staff have different roles, lived experiences, goals, personalities, triggers, needs, and approaches. Please show compassion toward everyone in the HIP 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 respectful of Headwaters Farm neighbors and any concerns they may have. Incubator farmers will be cordial ambassadors of the program and EMSWCD both on the farm and within the surrounding community.

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

Farm Access — Farmers have access to the fields at Headwaters Farm seven days a week during daylight hours. Access to the barn and its surrounding facilities are available from 5am until 11pm. Farmers may request after-hours access from the Headwaters Farm Program Manager if specific needs arise. Farmers will not enter another farmer's plot without permission.

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



Tools/Equipment — Farmers are responsible for the HIP tools and equipment that they or their 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.

Failure to clean and/or return hand tools after use has historically been a problem at Headwaters Farm. Current farmers have indicated a desire to observe and remind each other of proper tool usage and upkeep.

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

Pets — Headwaters Farm is a no-pet zone, except for registered service animals. If 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.

Visitors — Farmers are responsible for any person they bring to Headwaters Farm. This includes employees, volunteers, guests, buyers, students, contractors (e.g., deliveries), specialists, visitors, or anyone else associated with the farm or farmer(s). Everyone at Headwaters Farm is required to abide by the same guidelines as HIP 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 HIP participant or EMSWCD staff. Visitors include anyone at Headwaters Farm who is not an incubator farmer, part of a HIP farm's labor crew, a contractor, or EMSWCD staff.

Children — Children should always be accompanied and supervised by a guardian. See section [4.5.10 Children at Headwaters Farm](#) for more information.

Smoking —Headwaters Farm is a smoke-free space. Please go off-farm to smoke or vape.





6.0 2022 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 2022 growing season. Contact the Headwaters Farm Program Manager if there are questions pertaining to rentable items and their associated costs.

6.1 Program Amenities and Associated Costs

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

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

6.2 2022 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 section 4.6 Program Responsibilities and Incentives)	<ul style="list-style-type: none"> • Primary spring tillage (as space & weather permits) • Access to wash stations • Cubby outside of the barn • Beginning pH of 6.0 or higher • Riser to connect to irrigation system • Access to farm office and wifi
Participation Fee	\$400/year		Property maintenance & upkeep
Equipment Fees	varies		See 6.4 Equipment, Costs, & Usage below
Infrastructure Fees	varies		See 6.5 Infrastructure & Costs below
Service Fees	varies		See 6.6 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. For example, if *Farmer X* racks-up \$100 in equipment rental fees and \$200 in land lease fees from July - September, *Farmer X* will receive that bill in October. The full balance will be due within 30 days (see Section 1.H, *Penalties* in the lease). *Farmers who use space will pay for the entire billing cycle, regardless of how long or often the space is being utilized.*

6.3 Graduated Land Cost-Structure

Land will be leased in 2022 at \$750/acre/year. This will include several amenities (see [6.2 2022 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.

6.4 Equipment, Costs, and Usage

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	\$5/hr	Quarterly	Farmers provide their own propane – <u>Training Required</u>
Backpack Sprayer	\$5/hr	Quarterly	Only NOP-compliant sprays – <u>Training Required</u>
String Trimmer	\$5/hr	Quarterly	HIP provides string and batteries – <u>Training Required</u>
BCS Walk-Behind Tiller	\$10/hr	Quarterly	<u>Training Required</u>
New Holland Tractors	\$25/hr	Quarterly	Includes implement costs – <u>Training Required</u>
Tractor Implements	\$15/hr	Quarterly	For individuals with tractors – <u>Training Required</u>

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

Basic handtools (shovels, hoes, rakes, forks, 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. These components are the responsibility of the farmers and can be sourced from various online suppliers.

Flame Weeders — \$5/hour and farmers pay for 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 — \$5/hour

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 — \$5/hour

The Makita cordless string trimmer is 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 HIP charging station near the workbench. The standard operating procedure must always be followed. HIP provides the stringline.

Farmers must be trained to use tool prior to operation

BCS Walk-Behind Tiller — \$10/hour



Headwaters Farm has two BCS 749 gas walk-behind tractors. *BCS A* has a power harrow attached as the default implement and *BCS B* has a flail mower as its default implement. 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.

New Holland Tractors — \$25/hour

There are two New Holland tractors:

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

Both machines are available to HIP participants in at least their second year of the program or first year farmers that have at least three years of prior farm tractor experience. Prior to accessing the tractors all operators must:

1. Attend the Tractor Safety Course (offered once each spring),
2. Take a one-on-one tractor training with the Headwaters Farm Program Manager (for each machine the farmer wishes to operate), and,
3. Pass a tractor test (for each machine the farmer wishes to operate).

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. Staff reserves the right to require continued pre-operation check-ins for any tractors or implements.

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.

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. Demonstrate an understanding of the appropriate and safe application of each implement to be used

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

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



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

6.5 Infrastructure & Costs

Infrastructure Costs Quick Reference Table

Item	Cost	Billing Schedule	Notes
Irrigation	\$100/year in HIP	Annually	Incentive exists for receiving free irrigation water
Cooler	\$5/ft 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
Field Storage	\$40/section	Annually	Storage section within container
Barn Storage	\$50/shelf	Annually	Items must be kept within the footprint of racking
Office Space	Free	N/A	Included in land fees
Office Room	\$200/year	Quarterly	Renting one of the private rooms in the Headwaters office. This space is very limited.
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



Irrigation — *\$50 for each year a farmer is in HIP with incentive opportunities to reduce this cost*

HIP 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. However, an Irrigation Incentive has been established to provide HIP farmers with free irrigation water if they achieve all of the following criteria:

- Purchase, install, and use an irrigation system of drip irrigation and/or micro-overhead (under 10gpm output per 150ft of sprinkler lines)
- Effectively using the Irrigation Board to communicate your irrigation sets and needs with other farmers
- Provide the Headwaters Farm Program Manager with a written irrigation plan detailing:
 1. Estimated irrigation goals for the growing season (how many inches of water you plan to put down each week)
 2. How long each set will need to run to meet this goal

Irrigation plans can be emailed to the Headwaters Farm Program Manager or tracked on paper and provided at any point during the season.

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 HIP 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. See [4.5.8 Facilities Guidelines](#) for full germ chamber and propagation protocol.

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. 2022 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.

Field 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 shrinkwrap or strapping as necessary for loose items on pallets above ground level. A rolling staircase is available to provide access to higher shelves. Bundled and labeled drip tape and headers can be stored for free on top of the cooler 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. *Other items or pallets left on the barn floor for more than one week will be assessed a \$5/month fee.* HIP staff can help farmers stage pallets at shelves above ground-level.

Common Office Space — *Free access to all HIP farmers and their crew*

All participants have access to the office, which is a heated space 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.

Private Office Room — \$200 for a room per year.

There is very limited space in the Headwaters office for individual farms to have personal space. Rooms will be offered to businesses with specific office needs.

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 HIP 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 March 1st. Given the application and turnover cycle, first year HIP farmers are not eligible for hoophouse space. 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 March, 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 April 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.

6.6 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 \$25/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 HIP participants will be given a barn and container key. Lost keys require time and resources on EMSWCD’s part and compromise the security of the facilities. Due to this, farmers are strongly encouraged to ensure their key is kept in a secure location.

Bounced Check – \$10/check

Any check submitted to EMSWCD that results in insufficient funds, will cost the farm \$10 and require another check to be submitted.

6.7 Payment Standing and Hardships

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

6.8 Graduate Access to Farm Facilities

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



7.0 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).

7.1 Adaptive Management

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

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

7.2 Access to Headwaters Farm

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

7.3 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:

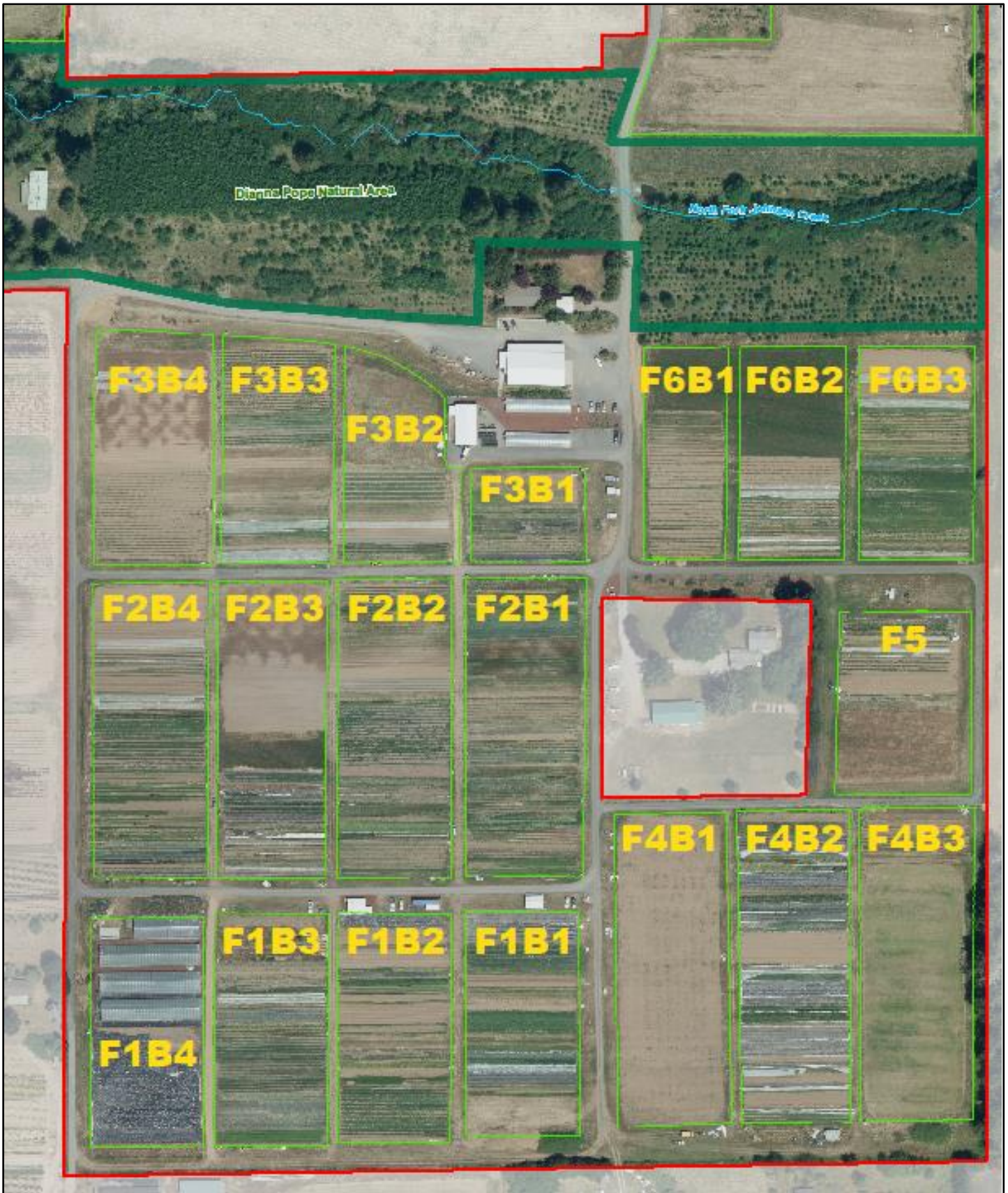
- *1st Violation* — Written notice of offense and required remedy and deadline (if one exists).
- *2nd Violation* — \$100 fine and written notice for repeat offence *or* failure to remedy previous violation in an appropriate or timely manner.
- *3rd Violation* — Additional \$150 fine and possible termination 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 one's plot after receiving written notice to do so). Approval of the Executive Director will be required before fines are imposed and client farmers may appeal a fine to the ED and/or the Chair of the EMSWCD Board. Information about the offense, citation of the violated provision in the Farmer's Manual, and an explanation of the appeal process will be provided in writing along with a clear warning of the consequences should the situation not be remedied and/or should it be repeated in the future.



Headwaters Farm Plot Map





Agreement to Participate

All members of _____ (insert farm name),
have reviewed the Farmer's Manual and agree to participate in the Headwaters Farm Incubator Program for the 2022
season.

Farmer Print Name / Date

Farmer Signature

Farmer Print Name / Date

Farmer Signature

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Farmer Print Name / Date

Farmer Signature

EMSWCD Staff Print Name / Date

EMSWCD Staff Signature



Authorization for Photo Release

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