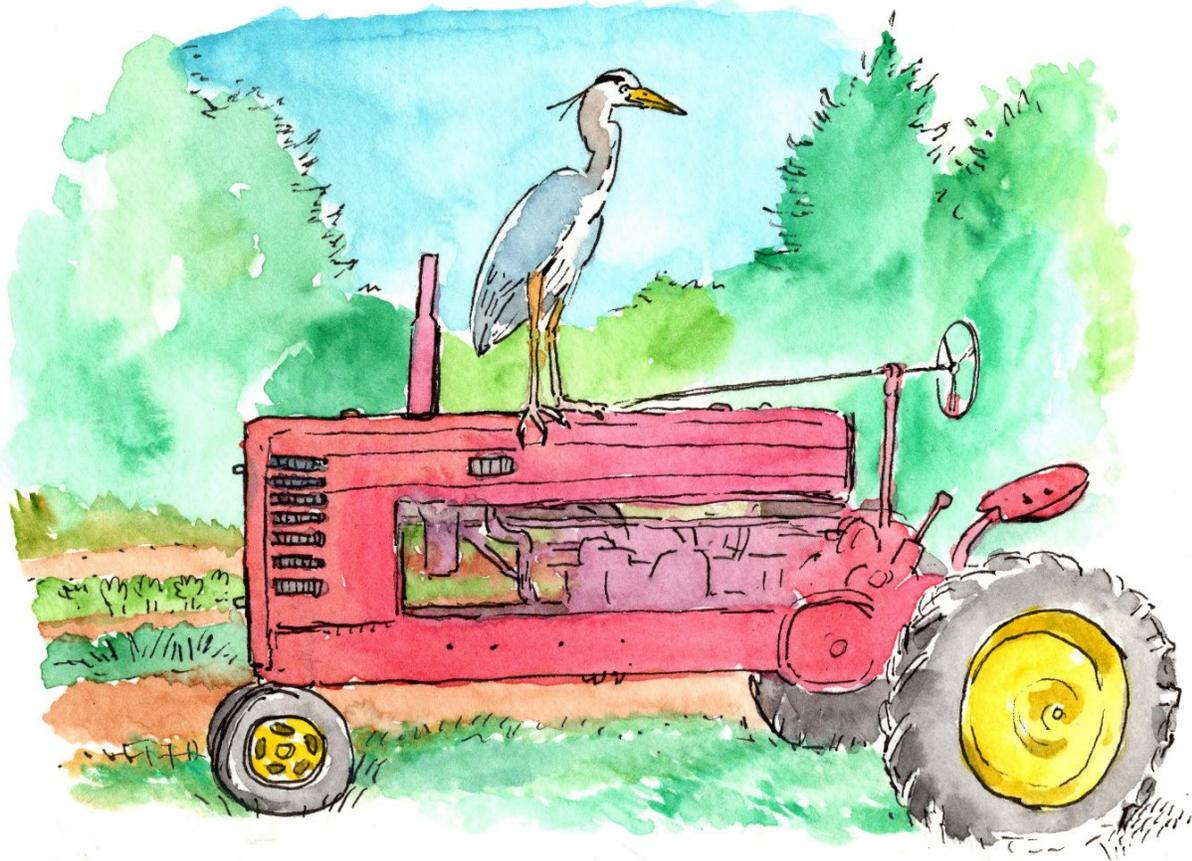


# 2024 Farmer's Manual



## Headwaters Incubator Program

*Cultivating Farms and Future Stewards*

East Multnomah Soil and Water Conservation District

1/8/2024



**2024 HIP Farmer's Manual**  
**East Multnomah Soil and Water Conservation District**  
**January 8<sup>th</sup>, 2024**

For more information about this manual or to receive a hardcopy, please use the contact information below.

All questions or comments pertaining to this document or the general operations of the Headwaters Incubator Program and Headwaters Farm should be directed to:

- Rowan Steele, Headwaters Farm Program Manager ([rowan@emswcd.org](mailto:rowan@emswcd.org) / 503.935.5355)

Emergency backup Headwaters Farm contact:

- Nick Pfeil, Headwaters Farm Operations Specialist ([nick@emswcd.org](mailto:nick@emswcd.org) / 971.347.6654)

*East Multnomah Soil and Water Conservation District*  
5211 N. Williams Ave., Portland, OR 97217  
Tel: 503-222-7645

Cover Art and spot illustrations are courtesy of Jon Wagner and may not be repurposed without EMSWCD's written consent.

At this time, 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.



*The East Multnomah Soil and Water Conservation District (EMSWCD) prohibits discrimination in all of its programs and activities on the basis of race, color, national origin, age, disability, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisals, or because all or part of an individual's income is derived from any public assistance program.*



# Table of Contents

- 1.0 Program Overview ..... 1**
  - 1.1 Purpose of Farmer’s Manual..... 1
  - 1.2 What is a Farm Incubator Program? ..... 1
  - 1.3 Headwaters Incubator Program – How Does it Work?..... 1
  - 1.4 Who We Are and Who We Work With ..... 2
  - 1.5 Why a Farm Incubator?..... 2
  - 1.6 About Headwaters Farm ..... 2
  - 1.7 Meet the Headwaters Staff..... 4
- 2.0 Headwaters Values, Priorities, and Objectives ..... 6**
  - 2.1 Equity and Inclusion ..... 6
    - 2.1.1 *Headwaters Farm Equity Commitments* ..... 6
  - 2.2 Conservation Agriculture ..... 7
  - 2.3 Education and Engagement ..... 7
  - 2.4 Farm Networks..... 7
  - 2.5 Farm Viability ..... 7
- 3.0 What Program Participants Should Expect from HIP ..... 8**
  - 3.1 Access to Affordable Farm Resources..... 8
  - 3.2 Access to Learning Opportunities ..... 8
    - 3.2.1 *Site, Safety, and Program*..... 9
    - 3.2.2 *Classes & Workshops* ..... 9
    - 3.2.3 *Farm Business and Operating Plan* ..... 9
    - 3.2.4 *Mentorship Program*..... 10
  - 3.3 Access to Farm Networks..... 10
  - 3.4 Market Support..... 10
  - 3.5 Additional Services ..... 11
    - 3.5.1 *Safe Working Environment* ..... 11
    - 3.5.2 *Bulk Purchasing*..... 11
    - 3.5.3 *Bridge Funding for Caterpillar Tunnels* ..... 11
    - 3.5.4 *Spring Tillage*..... 12
    - 3.5.5 *Compost Cost Share and Soil Biological Inputs* ..... 12
    - 3.5.6 *Farm Dumpster* ..... 12



3.5.7 Farm and Equipment Maintenance and Upkeep ..... 12

3.5.8 Other Supports ..... 12

3.6 Program Partners and Farmer Development Community ..... 12

**4.0 What EMSWCD Expects from Incubator Farmers ..... 14**

4.1 Community and Culture Guidelines and Tools ..... 14

4.1.1 Communication ..... 14

4.1.2 Conflict Resolution ..... 14

4.1.3 Anonymous Feedback and Third-Party Facilitation ..... 14

4.1.4 Community Agreements..... 15

4.1.5 Decision Making ..... 17

4.1.6 Communication Methods..... 17

4.1.7 HIP Farmer Committees ..... 18

4.1.8 Translation and Interpretation..... 18

4.2 Conservation Farming Guidelines ..... 18

4.2.1 Organic Practices ..... 19

4.2.2 Integrated Pest Management (IPM) ..... 19

4.2.3 Soil Fertility..... 19

4.2.4 Cover Crop..... 20

4.2.5 Crop Rotations, Blocking, and Field Maps..... 20

4.2.6 Soil Testing ..... 20

4.2.7 Irrigation Water Usage ..... 21

4.2.8 Problem Weeds and Management Expectations..... 22

4.2.9 Plot Cleanliness ..... 23

4.2.10 Livestock and Animal Welfare..... 23

4.2.11 Timing Tillage ..... 23

4.2.12 Invasive Species Production at Headwaters Farm ..... 23

4.3 Safety Guidelines ..... 23

4.3.1 Safety Gear..... 24

4.3.2 Wash Station Cleanliness and Food Safety ..... 24

4.3.3 Safety Trainings..... 25

4.3.4 First Aid, Fire Extinguishers, and AEDs..... 25

4.3.5 Coronavirus Safety and Policies ..... 25



4.3.6 *Marginalized Community Safety*..... 26

4.4 Incubator Program Guidelines ..... 26

4.4.1 *Lease Agreement*..... 26

4.4.2 *Insurance Coverage*..... 26

4.4.3 *Meetings, Gatherings, & Participation* ..... 26

4.4.4 *Record Keeping* ..... 27

4.4.5 *Community Farm Hours* ..... 28

4.4.6 *Annual Survey*..... 28

4.4.7 *Equipment & Infrastructure Availability* ..... 29

4.4.8 *Publicity*..... 29

4.4.9 *Graduate Support and Expectations* ..... 29

4.4.10 *Farm Development Benchmarks and Farmer Support Professionals*..... 30

4.4.11 *Soil Ambassador Program*..... 31

4.5 Headwaters Farm Guidelines ..... 32

4.5.1 *Staging and Storing Resources*..... 32

4.5.2 *Trailers at Headwaters*..... 33

4.5.3 *Food Storage & Curing* ..... 34

4.5.4 *Structures* ..... 34

4.5.5 *Compost and Field Debris*..... 35

4.5.6 *Driving, Parking, and Roadway Access* ..... 36

4.5.7 *Common Areas*..... 36

4.5.8 *Facility Guidelines* ..... 37

4.5.9 *Dianna Pope Natural Area* ..... 38

4.5.10 *Children at Headwaters Farm* ..... 39

4.5.11 *HIP Farmer Workshops, Gatherings, You-picks, and Events* ..... 39

4.5.12 *On-Farm Sales and Pick-Up*..... 40

4.5.13 *HIP Farmer Employees and Labor* ..... 40

4.5.14 *Deliveries*..... 40

4.5.15 *Trash and Recycling*..... 40

4.6 Program Responsibilities and Incentives ..... 41

4.7 Shared Resource Management..... 43

**5.0 Headwaters Farm Conduct.....44**



**6.0 2024 Costs & Payment Schedule .....46**

6.1 Program Amenities and Associated Costs..... 46

6.2 2024 Fee Breakdown and Payment Schedule..... 46

6.3 Graduated Land Cost-Structure ..... 46

6.4 Equipment, Costs, and Usage ..... 47

6.5 Infrastructure & Costs..... 49

6.6 Services & Costs ..... 53

6.7 Payment Standing and Hardships ..... 54

**7.0 Indemnification and Violation Recourse.....55**

7.1 Adaptive Management ..... 55

7.2 Access to Headwaters Farm ..... 55

7.3 Fines ..... 55

**Headwaters Farm Plot Map ..... I**

**Community Farm Hour Tracking Log ..... I**

**Irrigation Log ..... II**

**Input Tracking Sheet ..... II**

**Agreement to Participate..... IV**

**Authorization for Photo Release ..... V**





## 1.0 Program Overview

East Multnomah Soil and Water Conservation District (EMSWCD) would like to welcome you to the 2024 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 conservation-focused farm businesses and provide farm- and farmer-related services to those in our district.

### 1.1 Purpose of Farmer's Manual

The *Farmer's Manual* is designed as a first-stop reference for HIP offerings, policies, costs, guidelines, and expectations. It is also intended to be a resource for the type of information you should be considering as you launch your fledgling business. The Farmer's Manual is a living document that evolves from year-to-year.

It is always recommended that current and prospective incubator farmers review the entire document and direct questions, concerns, and suggestions to the Headwaters Farm Program Manager. [Any content updates from last year's Farmer's Manual can be found in this blue text color.](#) [Links within this document or to outside websites are in this dark red text color.](#)

### 1.2 What is a Farm Incubator Program?

There are many farm incubator programs across North America. 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 wide 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 vast range of incubator programs, each with unique approaches, goals, and challenges.

Most 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 2024, HIP will host around ten farm businesses. These businesses include mixed vegetable operations and farms producing cut flowers, medicinal and culinary herbs, and native plants.](#)

### 1.3 Headwaters Incubator Program – How Does it Work?

The Headwaters Incubator Program seeks to jump-start new farm businesses by reducing barriers related to accessing farmland, farming know-how, farmer networks, and market outlets. The core of HIP's services revolve around making land, 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 rate at or below market value. Farmers in HIP can stay at Headwaters Farm for up to five years. Graduates leave the program and transition their farm businesses to another site where they continue to run their farm 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.



## 1.4 Who We Are and Who We Work With

The East Multnomah Soil and Water Conservation District is a public, tax funded entity that helps people care for soil and water. We operate in a service area that includes Multnomah County, Oregon east of the Willamette River. Our services—most of which are free—are designed for anyone who lives, works, or plays in this area. For information on EMSWCD's programing or to learn more about the organization, visit [emswcd.org](https://emswcd.org).

The Headwaters Incubator Program seeks to uplift experienced and skilled 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 and supportive community. **The experience requirements for incubator participants are a minimum of three years of commercial farming and/or farm training program with at least one of these seasons in a management role.** Farm management comes in many forms and can include supervising field crews or overseeing farm systems, like propagation, cultivation, and harvest. Ultimately, these are the experiences and skills that make it easier to successfully launch a farm business and put farmers in a position to capitalize on the resources and services offered through HIP.

HIP is a business incubator and designed to support the launch of successful commercial farms. While there is clearly a space for non-profit farms within the farmer development community, HIP is not currently the program to uplift these entities.

## 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 and good stewardship 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 people who identify as white. 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 an ornamental 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 nursery plants had left the land depleted with problematic erosion, soil compaction, invasive weeds, and general poor soil health. The legacy of some of these challenges persists to this day, while others have been remedied using conservation agriculture practices like cover cropping, using organic inputs, 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 farm businesses that will eventually move off Headwaters Farm as more robust, established farms serving their markets and communities.

One of the main objectives of Headwaters Farm is 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.*



At Headwaters Farm you can expect to see a range of beginning farm businesses, numerous demonstration projects, farmer, partner, and constituent-oriented events that EMSWCD hosts, and other activities. Headwaters Farm is a



resource for many and a tool that EMSWCD uses to generate interest and attention to conservation agriculture, the challenges of land access, and the need for farmland protection.

## **1.7 Meet the Headwaters Staff**

Headwaters Farm and the Headwaters Incubator Program are primarily managed by three (2.5 Full Time Equivalencies) EMSWCD employees: the Headwaters Farm Program Manager (1.0 FTE), the Headwaters Farm Operations Specialist(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 run 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. 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 production 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 2024**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Rowan</b>	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
<b>Nick</b>	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
<b>Scot</b>	Off	On farm: 6:00am – 2:00pm	On farm: 6:00am – 2:00pm	Off farm: not accessible	Variable: 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 often vary from week-to-week and throughout the season for a wide range of reasons. Any significant 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, especially around caring for soil and water. But conservation can't happen without community. For EMSWCD to successfully realize its vision, there must be a broad coalition of natural resource stewards helping to protect and improve our lands and waters that sustain farms, forests, wildlife, and communities. EMSWCD is actively working to break away from white supremacy culture and center equity throughout all programs and services. For HIP, much of this work involves examining program policies, bolstering support services for underserved farmers, focusing on relationship building, and expanding the concept of what constitutes successful farm models.

### 2.1 Equity and Inclusion

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

#### 2.1.1 Headwaters Farm Equity Commitments

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

- Having living, farmer-District co-created community agreements (see [4.1.4 Community Agreements](#))
- Supporting a healthy farm culture and community through a:
  - Mentorship program for newer growers (see [3.2.4 Mentorship Program](#))
  - Meet-the-Community board
  - Farmer engagement opportunities
- 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 to provide neutral, third-party facilitation for support enacting the Headwaters Community Agreements
- Offering an anonymous feedback reporting system (see [4.1.3 Anonymous Feedback and Third-Party Facilitation](#))
- Providing clarity and transparency on EMSWCD offerings and HIP program expectations and decision making (see [4.1.5 Decision Making](#))

## 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](#). EMSWCD looks forward to working with HIP program participants and partners to educate about, and implement, 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 one-on-one supports hosted by HIP staff or program partners. A more detailed depiction of educational opportunities can be found in section [3.2 Access to Learning Opportunities](#).

## 2.4 Farm Networks

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

## 2.5 Farm Viability

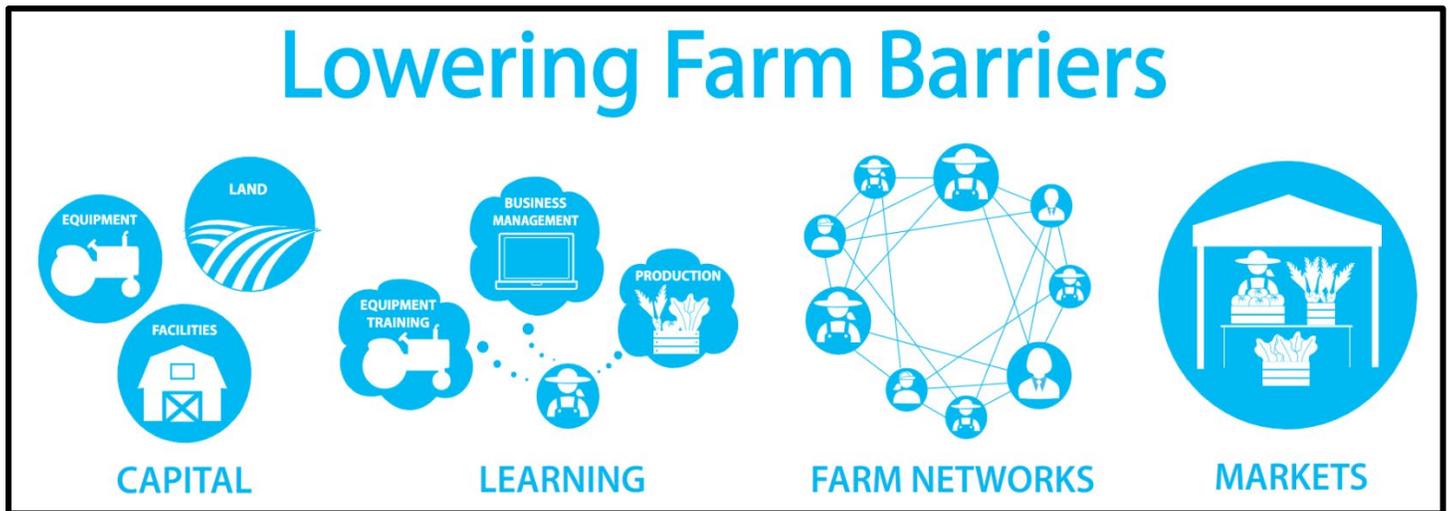
A farm's lasting power is tied to many factors, including farmer health and business adaptability and profitability. HIP seeks to graduate incubator farmers who have achieved, and can maintain, the following elements of their business:

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



### 3.0 What Program Participants 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 many 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 the services and supports an incubator farmer should expect while participating in HIP.

#### 3.1 Access to Affordable Farm Resources

At its core, HIP is designed to help experienced farmers gain 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 only pay for equipment and infrastructure that they use, and breaks costs out across the course of the year. See [6.0 2024 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, workshops, and one-on-one support. Based on the varying needs of incubator farmers and their feedback over the years, HIP has mostly shifted away from offering in-house workshop-based education. Instead, much of the workshop and classroom learning offered to incubator farmers is facilitated by partner organizations with existing training programs. For 2024, HIP farmers will have free or reduced-cost access to these learning opportunities:

- [Business Impact Northwest’s Root To Rise Farm Business Accelerator](#)
- Rogue Farm Corps’ Changing Hands workshop series



- Rogue Farm Corps’ on-farm education series for interns and apprentices
- Rogue Farm Corps’ Farm Launch business planning 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 [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 participants are exposed to and are comfortable with the following topics before they graduate:

Headwaters-Specific Trainings	Business	Production
New Farmer Orientation	Record Keeping and Financials	Nutrient Management
<a href="#">On-Boarding</a>	Loans, Grants, and Financing	Irrigation Management
Safety Training	Land Access	Integrated Pest Management
	Business Planning	Post-Harvest Handling
	Bookkeeping	Equipment/Tool Trainings
	Marketing	Farm Ergonomics

### 3.2.1 Site, Safety, and Program

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 addition to orientation, starting in 2024, first-year incubator farmers will receive extended on-boarding support. This involves monthly check-ins with staff to discuss notable upcoming events and activities (e.g., spring tillage, risers going out, cover crop and soil sample deadlines). This is also a great opportunity for new farmers to get their questions answered.

### 3.2.2 Classes & Workshops

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

### 3.2.3 Farm Business and Operating Plan

All accepted participants have created and submitted an application that details the key elements of a farm business plan. This plan is a living document that farmers will 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 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 2024, 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. [Business plan support and resources can also be provided by Maya Rose at Business Impact Northwest.](#)

### 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

Mentors receive Community Farm Hours for time they spend helping 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 together is arguably what HIP does best.

Another aspect of network development is the HIP Mentor Program, where established farmers at Headwaters, who are eager to help, 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.
- Meet with Market Staff for a ten-minute check-in before the market opens and communicate with staff throughout the market as necessary.

### 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.).”*



- Set-up and tear-down the booth before and after each market.
- Bring appropriate amounts and denominations of change and a cash box.
- Pay booth fee to PFM, by end of each scheduled market day.
- Maintain and demonstrate proof of insurance.
- Display a farm sign no bigger than 11in x 17in or smaller than 8.5in x 11in.

For 2024, 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 if demand exceeds booth space.

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 and professionally recharged as needed.
- *Cooling room* – The middle meeting 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](https://www.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 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, HIP staff still offer a couple passes of field discing in the spring, but only in areas that are at least a ¼ acre of contiguous land (~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 and Soil Biological Inputs**

For a variety of reasons, EMSWCD will no longer be offering compost cost shares. Instead, farmers who participate in the Soil Ambassador Program ([4.4.11 Soil Ambassador Program](#)) with Jen Aron will receive access to biological inoculants from the Headwaters vermiculture pile and/or the Johnson Su compost system. The advantage to these inputs over commercial compost is that they are verified sources of vibrant soil biology, easy to apply, and free. As supplies of these inoculants increase, they will become available to all HIP farmers.

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

### **3.5.8 Other Supports**

Additional supports not listed above include:

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

## **3.6 Program Partners and Farmer Development Community**

Alone, no farmer development program can solve the challenges related to land access, limited farm development opportunities, fractured farm communities, or inaccessible markets. This work must be done in concert with the many local and regional public, private, and nonprofit entities who work on issues pertaining to land and resource management, public health, conservation, education, community development, social justice, and much more. As one of the many players in this work, EMSWCD greatly values its partners and those contributing to farmer development. 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
Blue Raven Farm	Education; one-on-one production supports
<a href="#">Business Impact Northwest</a>	<a href="#">One-on-one farmer business development supports; business accelerator</a>
<a href="#">Clackamas Community College</a>	Education; Small Farm School
<a href="#">Ecotrust</a>	Ag accelerator program
<a href="#">Friends of Family Farmers</a>	Oregon Farm Link; Navigator program
<a href="#">Natural Resource Conservation Services</a>	Cost shares; Resource management plans
<a href="#">OSU Small Farms Program</a>	Workshops; Small Farm School; General support services
<a href="#">Oregon Ag Trust</a>	Protecting farmland for future generations; workshops
<a href="#">Oregon Food Bank</a>	Pathways program
Oregon Community Food System Network	Farm viability services
<a href="#">Outgrowing Hunger</a>	Supports immigrant and refugee growers
<a href="#">Rogue Farm Corps</a>	Changing Hands Workshop, Farm Launch, technical assistance; classes
<a href="#">Xerces Society</a>	Pollinator and beneficial insect habitat development
<a href="#">Zenger Farm</a>	Entry-level farmer development program; urban grange; commercial kitchen

Partner organizations play an active role in supporting farmers, providing educational services, and providing entry points for future incubators. Many of these organizations 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 that are outlined in this section: community and culture, conservation farming, safety, incubator program, and Headwaters Farm.

### 4.1 Community and Culture Guidelines and Tools

Headwaters Farm is a space of collaboration, cooperation, and community building. Like any shared space with inherent stressors and learning curves, 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. [As requested](#), trainings, meetings, and/or discussions will be offered to help ensure everyone has the necessary communication skills and understanding. The Community Board in the barn is to help farmers share their interests, knowledge, and preferred communication styles.

#### 4.1.2 Conflict Resolution

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

#### 4.1.3 Anonymous Feedback and Third-Party Facilitation

The anonymous HIP feedback reporting system was requested by farmers as part of developing the Community Agreements. It is intended to serve as a tool for offering any form of feedback or making a report in a safe and secure manner. This is also for requesting support from a neutral third-party facilitator to help implement the Community Agreements. For 2024, those facilitator services will be provided by Catalysis LLC, who facilitated the co-creation of those agreements with HIP farmers and staff. This feedback form goes directly to EMSWCD's Executive Director, [unless the feedback is regarding the Executive Director, in which case it goes directly to Chris Wallace Caldwell of Catalysis LLC](#). These forms are never seen by HIP staff.

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





#### 4.1.4 Community Agreements

Below is the Headwaters Farm Community Agreements. These community agreements were developed in 2021 through a process facilitated by Chris Wallace Caldwell (Catalysis LLC) and Jamila Dozier (New Theory Consulting). The agreements were created by farmers in HIP through virtual meetings, an anonymous survey, and email feedback. The intention 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.

If interest exists, a committee of self-selecting HIP farmers will be convened to draft recommendations for how the community agreements can be improved, both for clarity and effective application.

### Headwaters Farm Community Agreements

#### Relational Agreements – *How we are in relationship with one another*

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

*Possible Methods:*

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

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

*Possible Methods:*

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

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

*Possible Methods:*

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



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

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

*Possible Methods (these are just possible ideas):*

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

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

*Possible Methods:*

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

***Suggestions for how we implement our living Community Agreements:***

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





### 4.1.5 Decision Making

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

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

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

For topics that require the HIP community to make a decision, that will be done through the following process:

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

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

### 4.1.6 Communication Methods

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



A Situation When...	In Person	Phone	Email	Text	Other
Immediate on-farm needs arise (e.g., irrigation issue)	X	X		X	
Harm has occurred or there is active conflict	X	X			Anonymous feedback report
Reporting a farm hazard or urgent issue to staff	X	X		X	
Tools or equipment is broken but there aren’t immediate safety concerns			X		Fill out a broken item report
Requesting resources (e.g., more space in cooler)			X		
Requesting a HIP policy exemption			X		
Providing program or other feedback	X	X	X	X	Anonymous feedback report

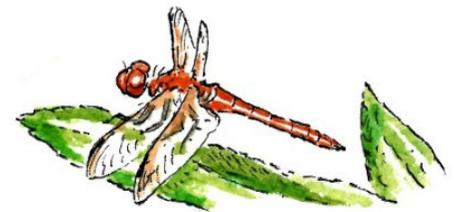
**4.1.7 HIP Farmer Committees**

Incubator farmers play an active role in helping to shape Headwaters Farm and HIP. One way that can happen is for farmers to participate in HIP committees. In 2024 farmers can engage in the following committees:

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

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

1. Have used the BCS at Headwaters for at least two years
2. Have attended one of staff’s BCS maintenance trainings
3. Be able to answer several BCS maintenance and upkeep questions
4. Be able to complete Step 3 of the BCS training test



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

**4.1.8 Translation and Interpretation**

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

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

**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>). 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 or contractors may use organic or non-organic herbicides to manage weeds in non-production areas (e.g., graveled roadways or parking lots), fallowed fields, or in the Dianna Pope Natural Area.

In these instances, the following conditions will be met:

- Farmers notified at least 24 hours in advance
- Herbicide will be applied by a licensed applicator
- No herbicides will be applied outside of a defined management zones
- Suitable environmental conditions (wind speeds under 12mph and dry weather)
- Application will be carried out to target problem plants
- Non-organic approved herbicide use will be limited to:
  - Garlon or Element 3A (triclopyr amine, EPA Reg. #62719-37)
  - Rodeo, Accord, or equivalent (glyphosate, EPA Reg. #62719-324)
  - Dual Magnum (S-metolachlor, EPA Reg. #100-816)
- Mixing of herbicides will be done within the natural area and well removed from fields and food processing, including the Headwaters Office.

### 4.2.2 Integrated Pest Management (IPM)

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. [Incubator farmers will create a basic IPM plan and utilize it by the end of the third year in the program.](#) [Plan development support is provided in addition to an optional template.](#)

### 4.2.3 Soil Fertility

EMSWCD will ensure that when farmers receive access to new cropland that it has a pH of 6.0 or higher. It will be the responsibility of incubator farmers to maintain a satisfactory pH and to apply any needed nutrients. Since synthetic fertilizers are not allowed (see [4.2.1 Organic Practices](#)), farmers should consider various plant- and animal-based amendments. [If desired, incubator farmers can source these inputs through the spring fertilizer bulk purchase with Marion Ag.](#) Since biologically active commercial compost is not readily available, EMSWCD is discouraging incubator farmers from using compost for fertility or as a primary soil health benefit. Instead, farmers in the Soil Ambassador Program will have access to biological inoculants from the Headwaters vermiculture pile and/or Johnson Su compost



system. These are not only verified sources of good soil biology, but are also much easier to apply and provided for free. Once there is an abundance of inoculants, they will be available to all growers at Headwaters.

HIP farmers will develop and utilize a Nutrient Management Plan by the end of their second season. This plan will detail the longer-term soil building initiatives being taken as well as the immediate fertilizer and amendment inputs needed to ensure healthy crops. Plan development support is provided to all farmers in addition to an optional template.

#### 4.2.4 Cover Crop

Covers crops are the primary tool for protecting soil, suppressing weeds, and adding organic matter throughout Headwaters Farm. To this end, **Farmers are expected to establish a winter cover crop of legumes and cereal grains OR leave a dense, frost-killed summer cover in all rented areas not in winter production or under plastic (e.g., silage tarps or caterpillar tunnels).** In a normal season, that means sowing cover crops by early-October (however better results are achieved by sowing in the second half of September). **The recommended broadcast application rate is no less than 20lb/acre cereal grains and 80lb/acre legumes, by weight (with at least a 1:4 carbon-to-nitrogen ratio).** The Headwaters Farm Program Manager will assess cover crop establishment at the conclusion of the fiscal year. A good stand of cover throughout a farmer's rented land is part of the Good Stewardship incentive that is realized in the 4<sup>th</sup> 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, Blocking, and Field Maps

There are two general levels of rotations to consider: fertility and pest. Technical assistance is available to farmers who seek help in developing a crop plan that takes these considerations into account.

Blocking crops together with similar needs (cultivation schedules, irrigation and fertility needs, days to maturity, etc.) is a key part of creating effective management systems and helps farmers grow healthy crops while keeping labor costs down.

Each farm will **provide EMSWCD with a field map at the conclusion of each season.** The field map must clearly illustrate what crops were grown, and where, over the course of the season. If a farmer is not able to rotate crops effectively and problems arise—or are anticipated—the grower may need to be moved to a new plot.

#### 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 \$75 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 take the sample(s).



Historically, A&L Laboratories has processed all Headwaters Farm samples. Given several factors, EMSWCD will find an alternative lab for soil sampling analysis in 2024.

#### 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).

#### Irrigation Process

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

**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](#)).

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

#### 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 possible 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. **The farmer provides the timer (must have two-inch female pipe thread (FPT) inlets and be battery powered)**
3. Staff installs the timer on the riser upstream of the pressure regulator and filter
4. Timers operate during non-peak irrigation hours, as deemed by the HIP community
5. 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.

### **Irrigation Strategy**

All farmers are expected to have and utilize a documented irrigation strategy by the conclusion of their first season in the program. [A template will be provided and Jen Aron, or EMSWCD staff, will be available to provide technical assistance to farmers needing help to develop their strategy.](#)

### **Soil Moisture Monitoring**

There are two soil moisture probes at Headwaters Farm that measure and track soil moisture and help farmers determine when and how long to irrigate. They are permanent fixtures at one point throughout the season. If a farmer is interested in utilizing one or more soil moisture probes in their field, they should contact the Headwaters Farm Program Manager by the beginning of the irrigation season.

### **4.2.8 Problem Weeds and Management Expectations**

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

- Offering weed management tools to farmers for free (Power Ox, flame weeder, backpack sprayer, hand tools, and string trimmers)
- Establishing longer fallows between farmers (likely 2-3 years, but will be based on weed pressure)
- Increased use of intensive, irrigated summer cover crops
- Trialing pastured pig management of nutsedge
- Potentially trialing chemical management of nutsedge in fallowed fields
- Experimenting with nutrient balancing and soil biology improvements for weed control measures
- Requiring all farmers to create a weed management plan (see below)
- Seeking to offer weed management crews for farmers to utilize; targeting the month of July
- Incentivizing effective weed management – ***free cover crop seed for effective management through the main growing season (June through September), as determined by the Headwaters Farm Program Manager***
- Emergency staff mowing of beds/fields where weed proliferation is resulting in crop failure (farmers will be notified beforehand and, if they prefer not to have EMSWCD mow, can either immediately address the weeds themselves prior to seeding or request, and are granted, an exemption)

### **Weed Management Expectation**

Everyone at Headwaters (farmers, HIP staff, EMSWCD's Board) are expected to do their part to effectively manage weeds. The standard that farmers are being held to is that they are not allowing weed pressure to get worse. ***This means not letting weeds go to seed by employing proactive and systematic approaches to weed management.*** This includes utilizing tarps and field plastic, flame weeding, cultivating, mulching, establishing dense cover crops, among other practices, all of which will be outlined in a farm's Weed Management Plan. All farmers should seek to address weeds at tread-stage to minimize labor and competition with crops. HIP will work with farmers to ensure they have the tools and information needed to successfully address weeds and have better cropping outcomes.



A Weed Management Plan template will be provided, and technical assistance offered, to all farmers. This support will cover the development of the plan as well as follow-ups to ensure that the tools and techniques are working. Adjustments can be made to the plan as needed.

Failure to keep weeds from going to seed may result in non-renewal of the lease or a reduction in rented space in subsequent seasons.

The most common weeds at Headwaters Farm are Canada thistle, yellow nutsedge, pig weed and lambs quarter, crabgrass, Johnson grass, and smart weed. These weeds must never be allowed to set seed. When possible, Canada thistle and yellow nutsedge should be dug- or chiseled-up and not rototilled.

#### **Using Pigs to Manage Nutsedge**

During the summer of 2024 EMSWCD will be trialing pastured hogs as a management strategy for nutsedge. EMSWCD recognizes the possible food safety and crop damage risk this comes with and has developed a detailed agreement with the livestock manager for ensuring these risks are mitigated to the fullest extent. However, if the hogs breach their containment and damage or contaminate Headwaters Farmers' crops, EMSWCD will compensate farmers for any losses.

#### **4.2.9 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 31<sup>st</sup>. 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.

#### **4.2.12 Invasive Species Production at Headwaters Farm**

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

### **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. Any urgent safety issue that impacts the HIP community will be shared out via email with details on staff's plan to address the problem and a timeline for required actions. Detailed and current information about farm safety topics is available on the Safety Board in the barn.

#### 4.3.1 Safety Gear

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

- Appropriate clothing (sturdy, protective, not too loose, and good coverage; raingear as needed).
- Proper footwear (no open-toe shoes or bare feet; boots preferred).
- Gloves 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. The following outlines food safety protocols in different areas of the farm.

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

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

Other wash station food safety guidelines include:

- Do not wash vegetable waste or sediment from the gutter into the catch basin.
- Wash hands, and only hands, in designated handwash stations before handling food.
- No produce storage in the wash station. Any produce left overnight in the wash station will be composted.
- Only crops are to be placed on food contact surfaces.
- No bin washing within the wash station. Bins are washed at the Bin Wash Stations.
- Clean, dry bins can be stored in the curing shed or barn shelving.
- Farmers must have separate containers for harvest (field use) and packing (storage and transport).
- All farms who use the wash station should occasionally take the compost trailer to the main compost pile.

*Farmers can allocate 60 minutes of Community Farm Hours for each trip.*

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



### 4.3.3 Safety Trainings

Some equipment requires training prior to rental or farmer use. Information on which tools or pieces of equipment fall in this category can be found in section [6.0 2024 Costs & Payment Schedule](#).

### 4.3.4 First Aid, Fire Extinguishers, and AEDs

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

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

Fire extinguishers can be found in:

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

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

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

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

### 4.3.5 Coronavirus Safety and Policies

EMSWCD cares deeply about the health of our farmers, their workers, farm visitors, and HIP staff. For matters related to COVID, EMSWCD will continue to follow the guidance of the Oregon Health Authority and the Center for Disease Control (CDC). [Changes or updates to these COVID policies and procedures will be communicated to the HIP community as they are developed. Any policy changes will be posted on the Safety 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](#).
- Wear a mask, as appropriate.

[Anyone who receives a positive coronavirus test result must follow current CDC quarantine guidelines. As of November 2023, the CDC notes a minimum five-day isolation period for individuals who test positive. Use the CDC quarantine guidelines to determine when to end isolation.](#)



If a HIP farmer is sick—from any illness—and unable to be at the farm, they are encouraged reach out to HIP staff or fellow farmers who may be available to help them with basic farm activities (e.g., water starts or run irrigation).

### **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 desire within the Headwaters community to outline a plan to mitigate harm caused by racism, homophobia, transphobia, able-ism, xenophobia and sexism. Care will be taken to provide extra safety for individuals and groups at higher risk. That effort starts with the 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 topics. 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. The annual lease cycle starts on April 1<sup>st</sup> and runs through March 31<sup>st</sup> of the subsequent year.

### **4.4.2 Insurance Coverage**

All farmers are required to carry at least a million-dollar general liability insurance policy. Growers with higher-risk enterprises like sprouts or certain value-added products are strongly encouraged to also carry product liability. Incubator farmers will provide EMSWCD with a Certificate of Liability Insurance that lists *East Multnomah Soil and Water Conservation District* as "additionally insured." Recommendations on the most cost-effective plans can be made by current or previous incubator farmers.

### **4.4.3 Meetings, Gatherings, & Participation**

As in all situations with shared space and facilities, it is critical that incubator participants communicate effectively and work with a cooperative spirit. 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. The Farm Hall, Annual Meeting, and Mid-Season and End of Year Check Ins are expectations of the Program Participation Incentive (see [4.6 Program Responsibilities and Incentives](#)) as well as ideal settings to discuss a range of HIP topics.

### **HIP Community Gatherings**

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

### **One-On-One Meetings with Farmers and Staff**

The Headwaters Farm Program Manager will meet with each farm for both a Mid-Season and End-of-Season Check-In. These meetings are designed to gauge the progress of a farm, acquire program and site feedback, and to provide farm guidance and direction.



## One-On-One Meetings with Farmers and Service Providers

There are two types of expected meetings between farmers and service providers: production support meetings and business development meetings. These include:

### Production Support Meetings with Service Providers

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

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

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

### Business Development Meetings with Service Providers

Although this service is available to all HIP farmers, first, second, and third year incubator farmers are expected to meet with Maya Rose, Food and Farm Business Coach and Trainer for Business Impact Northwest, for two annual meetings: an initial session and end of year follow up. However, Maya is available throughout the season to help farmers on a wide range of business development topics. HIP farmers can also elect to have multiple meetings with another professional business development service provider with similar offerings OR, can choose to attend the Root to Rise Farm Business Accelerator. These services are to help incubator farmers identify and address key business development needs, including HIP farmer benchmarks (see 4.4.10 Farm Development Benchmarks and Farmer Support Professionals). **Farmers who attend the two meetings OR the farm business accelerator and who are current on their Farm Development Benchmarks will receive free soil samples for the year.**

## Farmer Meetings and Gatherings

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

### **4.4.4 Record Keeping**

Keeping accurate records of pertinent farm activities is an important farm business skill. Program participants are expected to keep records pertaining to yield, finances, and successes/failures, and provide requested data to EMSWCD at the end of each season. The Headwaters Farm Program Manager can meet with farmers to help determine what records are to be captured. Most of the critical record keeping needs will be identified during one-on-one farm business development services offered to all HIP farmers. Producing various records at the conclusion of the season is a



requirement of the Program Participation Incentive (see [4.6 Program Responsibilities and Incentives](#)). These include a Field Map and Input Log. A template [Input Log](#) can be found at the back of this document.

#### 4.4.5 Community Farm Hours

Farmers have played a key role in helping to develop Headwaters Farm and improve the incubator program. As farmers contributed to 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
Empty wash station compost trailer at compost site	1 hour
Participate on a HIP farmer committee	Duration of meetings and associated work
Weed pollinator habitat or around facilities	Duration of activity
Clean up in or around facilities	Duration of activity
Various farm projects – ask Operations Assistant	TBD or duration of activity
Mentorship to new HIP farmers (see <a href="#">3.2.4 Mentorship Program</a> )	Duration of activity
Social media tags (#HeadwatersFarm and #emswcd)	5 tags for 1 CFH
Attend or lead equity trainings or activities	Duration of activity

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

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

#### 4.4.6 Annual Survey

To help the continued improvement of 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 to share

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



#### 4.4.7 Equipment & Infrastructure Availability

All shared equipment is available on a first-come-first-serve basis, although in special circumstances the Headwaters 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.

Keeping the BCS walk-behind tractors operational has been an ongoing challenge at Headwaters Farm. To reduce the amount of down time and maintenance costs, the following measures are being taken:

- Basic weekly servicing by staff during the growing season (April through October).
- Twice annual deeper servicing by staff
- Development of a farmer-led BCS Committee who can help newer users operate the BCS in a manner that is safe for the equipment and the farmer (see [4.1.7 HIP Farmer Committees](#))
- More-involved BCS training and clearance protocol, as outlined in the BCS section of [6.4 Equipment, Costs, and Usage](#)

#### 4.4.8 Publicity

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 (see [4.4.5 Community Farm Hours](#)).

#### 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.

- *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 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. This would depend on HIP farmer needs as well as Portland Farmers Market Manager approval.
- *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 other efforts to protect farmland. 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.

#### **4.4.10 Farm Development Benchmarks and Farmer Support Professionals**

EMSWCD is excited to offer HIP farmers one-on-one business development, viability, and production support throughout their time in the incubator program. These valuable resources are met with the expectation that incubator farms are achieving specific milestones necessary for a successful and legal farm business. [The services are intentionally front loaded with critical, foundational business needs. Later in the program, the benchmarks shift to help farmers better understand their cost of production and develop tools that they can utilize post-incubator program. EMSWCD's conservation ag goals—the production skills and practices we believe farmers must understand and be able to implement in their operation to have a positive impact on soil and water resources—are listed in the first three years of the program.](#)

The support services are offered by:

- Jen Aron, Farm educator and owner/operator of Blue Raven Farm – Providing individualized solutions and support for production challenges and irrigation strategies, IPM, weed management, and nutrient management plans.
- [Maya Rose – Food and Farm Business Coach and Trainer, Business Impact Northwest and organizer of the Root to Rise Farm Business Accelerator](#)
- Tanya Murry, [Northwest Rocky Mountain Regional Food Business Center State Coordinator for Oregon, Oregon Community Food System Network](#) – Providing resources for cash flow, sales and market plan with yield alignment, and cost of production system development and data analysis.
- [Rational Unicorn – Legal services for those entering into partnership agreements.](#)
- HIP/EMSWCD Staff – Various providers who can offering information on conservation farming practices, resources, and systems.

[Tanya Murry is in a new position this year and her availability to offer support to incubator farmers is unknown. Because of this, any benchmark that requires her support, or that has “TBD” listed in the Support Person column, will be a recommendation this year and not a program requirement.](#)



Here are the HIP farm development benchmarks:

HIP Year	Benchmark	Support Person	Notes
1 <sup>st</sup>	Incorporate the business	Maya Rose	Recommended as an LLC
	Procure farm insurance	Maya Rose	<a href="#">4.4.2 Insurance Coverage</a>
	Create a chart of accounts and establish a bookkeeping system	Maya Rose	
	<a href="#">File a Schedule F</a>	Maya Rose	
	Set up a business email	Maya Rose	
	Set up a business bank account	Maya Rose	
	Get a business credit and/or debit card	Maya Rose	
	<a href="#">Establish a Partnership Agreement (if applicable)</a>	Rational Unicorn	Template provided along with free legal services
	Create an Irrigation Water Strategy	Jen Aron	Template provided
	<a href="#">Create a Weed Management Plan</a>	Jen Aron	Template provided
	Generate \$1,000 worth of sales	HIP Staff	
2 <sup>nd</sup>	Make a crop plan with sales and yield alignment	Tanya Murry	
	Cash flow planning and budget development	Tanya Murry	
	Establish a web presence	TBD	<a href="#">Social media and/or website</a>
	Maintain market outlet(s)	HIP Staff	
	Create a Nutrient Management Plan	Staff or Jen Aron	Template provided
3 <sup>rd</sup>	Determine cost of production for one crop with Know Your Cost To Grow (KYCTG) record keeping	Tanya Murry	<a href="#">4.4.4 Record Keeping</a>
	<a href="#">Update/craft basic business plan</a>	Maya Rose	
	Create an Integrated Pest Management Plan	Jen Aron	Template provided
4 <sup>th</sup>	Continue with KYCTG	Tanya Murry	
5 <sup>th</sup>	<a href="#">Finalized Annual Operations Plan</a>	TBD	Template provided

Farms that don’t successfully reach these benchmarks will be at risk of not having their lease renewed. Some latitude will be offered current farmers in their 4<sup>th</sup> or 5<sup>th</sup> year of HIP who are missing various benchmarks from earlier in the program. However, the farmer must be actively working toward completing the tasks listed above. HIP staff will follow up with farmers about these benchmarks at the Mid-Season Check In and then request deliverables at the End of Year Meeting.

#### 4.4.11 Soil Ambassador Program

HIP is excited to offer the new Soil Ambassador Program for farmers interested in learning more about soil health and improving production conditions in their plot(s). This offering is an extension of the Farm Consults that involves weekly on-farm meetings with Jen Aron lasting at least 30-minutes during the shoulder months and 15-minutes during the main season. In addition to covering the normal Farm Consult topics, the Soil Ambassador check ins will also include a deep examination of current soil health conditions and detailed steps for improving overall soil health, crop health, and yield. Farmers who are engaged in the Soil Ambassador Program will have access to, and support in applying, the biological inoculant being produced at Headwaters in the vermiculture pile and Johnson Su compost system.

While the real incentive is with increased production and higher quality crops, farmers who make themselves available for at least 85% of the weekly meetings from March through November, and who attend at least five of the six soil



health workshops offered by Jen Aron, will receive a free Haney test and plant tissue analysis. Participation in three years of the Soil Ambassador Program will earn farmers a soil health kit, consisting of a penetrometer, refractometer, soil probe, water infiltration ring, and cover crop sampling square (farmers already in their 4<sup>th</sup> or 5<sup>th</sup> year will receive the kit if they participate for the remainder of their time in HIP).

## 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 location that is identified in the farm’s lease. 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 the complexity of the site management, farmers are asked to utilize storage spaces in the following ways:

Facility	Storage For...	Fee	Notes
Barn	Farm materials, tools, and other resources; processed, contained produce	Y	<ul style="list-style-type: none"> <li>A rolling staircase is available for access to higher shelves.</li> <li>All stored items must be kept within the footprint of the pallet rack shelves.</li> </ul>
Cubbies	Small, personal, non-valuable items	N	<ul style="list-style-type: none"> <li>Each farm has a tote container outside the barn for storage.</li> </ul>
Walk-In Coolers	Cold storage crops	Y	<ul style="list-style-type: none"> <li>Coolers are kept at 36° unless farmers leasing that space come to consensus on a different temperature setting.</li> <li>Any rotting items must be removed immediately.</li> </ul>
Above Coolers	Bundled drip tape and new rolls of floating row cover	N	<ul style="list-style-type: none"> <li>Please keep the condenser free from obstruction.</li> <li>Label anything that is stored above the coolers.</li> </ul>
Prophouse	Propagation supplies & materials (soil, trays, etc.)	N	<ul style="list-style-type: none"> <li>Please locate propagation supplies under rented table(s).</li> <li>All items within the propagation house need to be removed during the winter and sanitized before reintroduction.</li> </ul>
Container	Tools and other field items that require regular and convenient access	Y	<ul style="list-style-type: none"> <li>The container is also home to rentable items, like hand tools.</li> <li>Anyone who opens the container is required to close and lock it once they are done, unless they get verbal confirmation from another farmer assuming the responsibility.</li> </ul>
Field	Implements, delivered bulk materials (compost, straw, etc.), heavy or bulky weather-tolerant items (t-posts, sandbags, etc.)	N	<ul style="list-style-type: none"> <li>Field storage must be done in a farmer’s rented plot unless agreements have been codified in the farm’s lease.</li> <li>Farmers are responsible for managing grass and weeds around field-stored items if mowing is inaccessible.</li> <li>Field-stored items should be placed on a pallet whenever possible.</li> </ul>
Curing Shed	Curing crops and processed produce that does not require cold storage; clean bins and packing boxes	Y	<ul style="list-style-type: none"> <li>Floor space below racks is allocated to pallet boxes.</li> <li>Farmers will rent shelf columns. If all shelves are not needed farmers can barter with others who require more space.</li> <li>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.</li> <li>The human-door needs to secure if left open. It has been damaged in the past by flapping in the wind.</li> <li>Any rotting items must be removed immediately.</li> </ul>



Equipment Shed	Depending on space and availability, farmers may be able to keep equipment staged overwinter.	N	<ul style="list-style-type: none"> <li>• Talk with the Headwaters Farm Operations Specialist to determine if this option is available.</li> </ul>
----------------	---	---	---

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

**4.5.2 Trailers at Headwaters**

Trailers are a normal farm tool and one that can be particularly useful in situations where farmers lack long-term land tenure or have the need for highly mobile operations. Headwaters Farm also has specific trailer considerations that relate to the multi-user farm dynamic as well as a heightened need to ensure land-use regulation compliance. The following trailer policy has been crafted in attempt to meet both farmer and EMSWCD’s needs.

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

- *Trailer size* – the trailer bed (not including the tongue or gate) is under 20ft in length.
- *Trailer staging* – the trailer is stored overnight in a location identified in a farmer's lease or in a common farmer trailer parking location (see below).
- *Trailer use* – the trailer must have:
  - Clear application for farm usage (as determined by the Headwaters Farm Program Manager)
  - No bed or other overnight accommodations
  - No flammable category 1, 2, or 3 liquids stored inside unless they are contained in a flammable cabinet that meets OSHA standards

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

The common trailer parking location is in the large implement staging area on the north side of Field 5. If that proves to be an insufficient amount of space, then EMSWCD will consider adding a second location.



**Figure 3 – Trailer Staging Location**

Unless a farm receives an exemption, trailers should be staged overnight to the north of Field 5, which is highlighted by the yellow dashed box.

**4.5.3 Food Storage & Curing**

There are several places where food is stored at the farm: coolers, curing shed, and barn.

- **Coolers** — there are two coolers: one inside the barn and one outside. They are both be set at 36° unless all farmers

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

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

- **Curing Shed** — this space is designed to hold products that 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.**

**4.5.4 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. [To eliminate the risk of damage from wind, ice, and snow, EMSWCD recommends that the plastic be removed from caterpillar tunnels at the conclusion of the growing season, unless in overwinter production.](#)

#### **4.5.5 Compost and Field Debris**

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.



### 4.5.6 Driving, Parking, and Roadway Access

Please park only in designated locations around the facilities (see *Figure 4 – 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 4 – Facilities Parking Map**  
*Parking in loading zones should be limited to the duration of the activity. Please keep roadways clear of parked vehicles.*

### 4.5.7 Common Areas

Incubator farmers will 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 2024 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, etc.).
- Remove all rotting product and put it into the compost trailer or compost pile.
- Don’t enter another farm’s space or impact their rented areas.
- Don’t move or handle another farmer’s belongings without prior explicit permission. If something is in the way, out of place, or otherwise problematic, please reach out to that farmer or inform staff.
- Don’t leave personal items in spaces for everyone without first getting permission from HIP staff.

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

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



### 4.5.8 Facility Guidelines

Important usage protocols for the main facilities include:

**Propagation Houses** – Guidelines for shared propagation space:

- All trays and other plant containers must be sanitized at the onset of the season.
- Farmers are responsible for weeding under their propagation tables and around the aisles.
- Use the germination chamber whiteboard when moving trays in/out of the germination chamber.
- All trays going into the germination chamber must be labeled with the farm name and date sown. Trays without details clearly visible will be removed from the germination chamber.
- Only store-bought soil mixes, inputs, or germination mediums can go into the germination chamber.
- The prothouse doors must 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 [4.5.3 Food Storage & Curing](#) for details.

**Barn** – Guidelines for shared storage space:

- Except for reasonable amounts of fertilizer and potting soil (as determined by the Headwaters Farm Program Manager) the barn floor must remain open and all shelves accessible with the rolling staircase and forklift. That means keeping stored items within the footprint of the pallet rack.
- A thorough cleaning of the barn is conducted during the winter months.
- Canopies can be set up in the barn to dry but must not be left for over 24 hours.
- Canopies are to be stored on rented shelves or spaces designated by 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.*

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

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

**Root Washing Station** – The 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.

**Office** – The farm office is a shared space, include the front meeting room, the kitchen, three office, the computer and printing area, the middle office, the patio, and the restroom. These spaces are for everyone's use and must be kept clean and free of individual farm belongings. If you have specific space or storage needs, please discuss those with the Headwaters Farm Program Manager. [EMSWCD is actively working on replacing this office.](#)



#### 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, You-picks, and Events**

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

- Prior approval from the Headwaters Farm Program Manager at least two weeks before the event.
- Creation of a simple workshop, gathering, you-pick, or event plan that is signed by all parties.
- 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). Bigger or re-occurring on-farm sales, like you-picks, will require a written and signed plan (see 4.5.11 *HIP Farmer Workshops, Gatherings, You-picks, and Events*).

#### **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, in writing, by the Headwaters Farm Program Manager as a "Farm Manager." An approved 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, 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	Tues & Fri	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 <sup>st</sup> Friday	No food trash or food containers
Barn	Monthly	1 <sup>st</sup> Friday	Please take larger items directly to the dumpster
Equipment Shed	Monthly	1 <sup>st</sup> Friday	Small trash mostly for towels used to check tractor oil
Farm Dumpster	Twice-Monthly	1 <sup>st</sup> full-week Thurs & two weeks after	No field waste (e.g., reemay, driptape, plastic) larger than a 5g bucket. Those should be staged at the field and then brought to the 30yd rented dumpster when that is available

EMSWCD facilitates monthly recycling of standard glass, plastics, paper, and metals. *Agricultural plastics not processed by Portland-area recycling facilities (e.g., drip tape, silage tarps, floating row cover, poly pots and trays, field film) are not recyclable and go to the landfill.* Questions about what can be recycled onsite can be directed to the Facilities Manager. Note: waxed cardboard is *not* recyclable and must be disposed of in the trash. Single-use plastic liners can be employed to lengthen the lifespan of waxed cardboard boxes, however, neither option reduces waste as much as rigid, reusable food-grade plastic delivery vessels.

### 4.6 Program Responsibilities and Incentives

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

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

- Program 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	<a href="#">Section 4.4.3</a>
	Attend EoY Check-In	12/31		<a href="#">Section 4.4.3</a>
	Fill out Annual Survey	12/31		<a href="#">Section 4.4.6</a>
	Provide EMSWCD Field Map	2/28		<a href="#">Section 4.4.4</a>
	Provide EMSWCD Input Log	2/28		<a href="#">Section 4.4.4</a>
	Complete CFH requirement and provide a CFH Log	2/28		<a href="#">Section 4.4.5</a>
<i>Good Stewardship</i>	Take Soil Sample(s)	10/15	\$200	<a href="#">Section 4.2.6</a>
	Repair irrigation system leaks	10/15		<a href="#">Section 4.2.7</a>
	Establish cover crops	12/31		<a href="#">Section 4.2.4</a>
	Time tillage and tractor work with adequate soil moisture	12/31		<a href="#">Section 4.2.11</a>
	Clean plot	12/31		<a href="#">Section 4.2.9</a>

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.

In addition to the Program Responsibilities and Good Stewardship incentives, HIP now offers the following benefits:

- **Free irrigation water** – for farmers who attend 85% or more of their Farm Consults with Jen Aron from March through November ([see 4.4.3 Meetings, Gatherings, & Participation – one on one meetings between farmers and service providers](#)) and who are current on production-related Farm Development Benchmarks ([see 4.4.10 Farm Development Benchmarks and Farmer Support Professionals](#)).
- **Free soil sample** – for farmers who meet with Maya Rose—or another professional farm business service providers—for two farm business consultations (one at the beginning and end of the season) *OR* who attend the [Root to Rise Farm Business Accelerator](#) ([see 4.4.3 Meetings, Gatherings, & Participation – one on one meetings between farmers and service providers](#)) and who are current on all business-related Farm Development Benchmarks ([see 4.4.10 Farm Development Benchmarks and Farmer Support Professionals](#)).
- **Free cover crop** – for farmers who keep up with weed management expectations during the main growing seasons (June through September), which includes creating a Weed Management Plan, following it and adapting as needed, and ensuring weeds are not setting seeds. Ultimately, the goal is for the weed pressure to not be getting worse ([see 4.2.8 Problem Weeds and Management Expectations](#)).
- **Free Haney test and plant tissue analysis** – for farmers who are working with Jen Aron in the Soil Ambassador Program.
- **Free soil health kit** – for farmers who participate in the Soil Ambassador Program ([see 4.4.11 Soil Ambassador Program](#)) for three or more years (or for current HIP farmers in years four and beyond who continue with the program until they graduate).

## 4.7 Shared Resource Management

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

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





## 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 considerate of Headwaters Farm neighbors and their concerns. 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 burning or recreational fires are permitted at Headwaters Farm. BBQ grills and gas stoves are allowed when set up in a safe area and monitored closely.



**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 there are extenuating circumstances and bringing a pet is unavoidable, please keep the pet confined inside a vehicle. There are various dog parks locally for pet exercise and bathroom breaks.

**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, hoopouses, 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.

**Camping** — There is no camping or any other type of overnight accommodations at Headwaters Farm.





## 6.0 2024 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 2024 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 2024 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 <a href="#">section 4.6 Program Responsibilities and Incentives</a> )	<ul style="list-style-type: none"> <li>• Access to farmland</li> <li>• Primary spring tillage (as space &amp; weather permits)</li> <li>• Access to wash stations</li> <li>• Beginning pH of 6.0 or higher</li> <li>• Other farm and program amenities</li> </ul>
Participation Fee	\$400/year		Property maintenance & upkeep
Equipment Fees	varies		See <a href="#">6.4 Equipment, Costs, &amp; Usage</a> below
Infrastructure Fees	varies		See <a href="#">6.5 Infrastructure &amp; Costs</a> below
Service Fees	varies		See <a href="#">6.6 Services &amp; Costs</a> below

Invoices are emailed quarterly at the onset of each invoicing month (April, July, October, and January). Farmers have 30-days upon receipt of the invoice to make payment, after which point the invoice is considered late (see Section 1.H, *Penalties* in the lease). Farmers who use space will pay for the entire billing cycle, regardless of how long or often the space is being utilized.

### 6.3 Graduated Land Cost-Structure

Land will be leased in 2024 at \$750/acre/year. This will include several amenities (see [6.2 2024 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	Free	N/A	Farmers provide their own propane – <i>Training Required</i>
Backpack Sprayer	Free	N/A	Only NOP-compliant sprays – <i>Training Required</i>
String Trimmer	Free	N/A	HIP provides string and batteries – <i>Training Required</i>
Power Ox	Free	N/A	HIP provides gas – <i>Training Required</i>
BCS Walk-Behind Tiller	\$10/hr	Quarterly	HIP Provides gas – <i>Training Required</i>
New Holland Tractors	\$20/hr	Quarterly	Includes implement costs – <i>Training Required</i>
Tractor Implements	\$15/hr	Quarterly	For individuals with tractors – <i>Training Required</i>

Shared weeding tools are now being offered at no cost to farmers. Trainings and checking in/out will still be required for the flame weeder, backpack sprayer, string trimmer, and Power Ox.

### **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** — free; farmers provide their own propane and tank

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

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

### **Backpack Sprayer** — free

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

**Farmers must be trained to use tool prior to operation**

### **String Trimmer** — free

The Makita cordless string 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**



### **Power Ox — free**

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

**Farmers must be trained to use tool prior to operation**

### **BCS Walk-Behind Tiller — \$10/hour**

Headwaters Farm has 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, which includes:**

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

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

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

### **Tractors — \$20/hour**

There are two New Holland tractors:

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

**It is also likely that EMSWCD will have a barrowed, or purchased, e-tractor at some points in 2024.**

All tractors 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 HIP staff (for each machine the farmer wishes to operate)
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. Typically, farmers will require multiple trainings before they are cleared to use a specific implement.

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



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

The standard operating procedure must always be followed. Each farmer is required to provide and utilize their own safety equipment when operating these machines. Fuel and implement use are included in the rental.

**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
606NT No-Till Drill — 6.5ft	Draft/50hp	Sows cover crops and other crops without tillage

## 6.5 Infrastructure & Costs

Infrastructure Costs Quick Reference Table

Item	Cost	Billing Schedule	Notes
Irrigation	\$50/year in HIP	Annually	Must be drip or micro-overhead
Cooler	\$5/ft <sup>2</sup>	Annually	Section increments are 12ft <sup>2</sup> or 15ft <sup>2</sup>
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; <b>requires training</b>



Hardening-Off Tables	\$5/6ft section	Annually	Outdoor tables between the props and curing shed
Container Storage	\$40/section	Annually	Storage section within container
Barn Storage	\$50/shelf	Annually	Items must be kept within the footprint of racking
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
Walk-in Herb Drier	Free	N/A	Drying herbs and flowers prior to processing

**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. [Unless approved by the Headwaters Farm Program Manager prior to use](#), irrigation must be done with drip irrigation and/or micro-overhead (no more than 1.5gpm output at 30psi). Nelson Windfighters and Senninger Wobblers both have sprinkler heads and nozzles that operate under low pressure, have good throw, and meet the micro-flow targets. [There is an incentive to get free irrigation water \(see 4.6 Program Responsibilities and Incentives\)](#).

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

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

**Wash Station** — 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 prophouse 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 prophouse 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 prophouses. The Headwaters Farm Program Manager reserves the right to limit the total number of heat mats in a prophouse or operated by any farmer.



**Bottom Heat Table** — \$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. 2024 is the first year that hardening off tables are being allocated so there might be reason to update the protocol if issues arise. See the Hardening-Off Section in [4.5.8 Facilities Guidelines](#) for more information.

**Container Storage** — \$40/section in container/year

Storage space close to the fields will be in a 40’ shipping container. Field storage outside the container will be limited to specific areas inside or near each plot. For more information see section [4.5.1 Staging and Storing Resources](#). Erecting a personal storage facility larger is not allowed without permission from the Headwaters Farm Program Manager. For farmers that have been given clearance to construct their own storage facility, the cost to keep that structure will be \$100/year.

**Barn Storage** — \$50/shelf in the barn/year and \$5/month/pallet for barn floor space

There are over 50 shelves in the barn that can be rented to farmers. Storage and usage of the pallet racks must be done in a safe manner. Use shrink-wrap or strapping as necessary for loose items on pallets above ground level. A rolling staircase is available to provide access to higher shelves. Bundled and labeled drip tape and headers can be stored for free on top of the cooler if the condenser is free from obstructions.

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

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

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

All participants have access to the office, which is a heated space (with cooling room for hot periods) that includes a restroom, basic kitchen (fridge, microwave, sink), shared work and meeting spaces, and a reservable common-use private room. Wi-fi and a computer station are also provided. Electricity will be available for all items deemed to be a negligible cost—e.g., charging a phone, camera, or laptop—as determined by EMSWCD.

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



There are four hoopouses 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 hoopouse will be allocated annually based on the following criteria:

1. *Crop plan* – what does farmer intend to grow in the hoopouse and how appropriate is the crop in that space?
2. *Business plan* – how well do the intended crop(s) and use of the hoopouse 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 hoopouse, are they current in their payments, and have they engaged at an appropriate level with HIP programming and structure?

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

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

Hoopouses 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 hoopouses. Farmers are responsible for maintaining weeds both within and adjacent to their hoopouse. Vegetable waste and weeds are not to be thrown onto the mulched area around the hoopouse facilities.

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

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



The middle and western pallet racking will be rented by the column and include four sections (floor level for pallet boxes and three shelves for curing or stored produce). The eastern rack does not have space for pallet boxes and therefore is designed solely for contained produce. If there is need for additional pallet box storage in the curing shed, the rate will be \$5 per bin, as space allows.

**Bin Washing and Drying – Cost included in land fees**

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

**Tuff Shed – Free for those using the auxiliary wash**

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

**Walk-In Herb Drier – Free in 2024 for those who are commercially growing herbs or dried flowers**

HIP has converted a cargo trailer into a walk-in dehydrator. This will be available to HIP farmers on a first-come, first-serve basis during the 2024 growing season. HIP staff will work with farmers using the herb drier to develop practical approaches to space sharing, cleaning, communication, and other necessary elements of an SOP. The drier is free to HIP farmers who are using it for the commercial production of herbs and flowers during the 2024 season while the SOP is being developed. There might be a cost for the herb drier in future seasons.

## 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 \$20/hr
Lost Keys	\$20/event	Quarterly	
Bounced Check	\$10/event	Quarterly	

**Custom Tractor Work – \$30/hour**

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

**Lost Keys – \$20/key**

All 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.

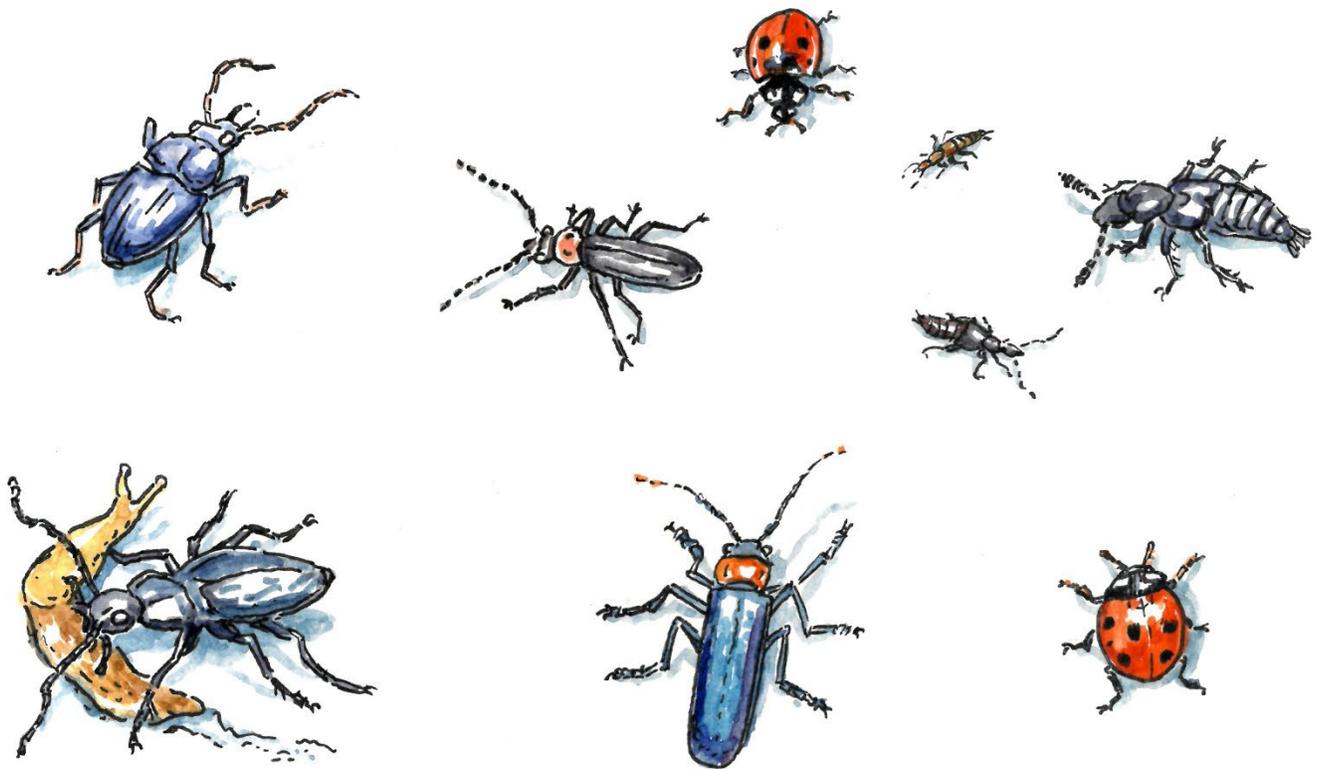
**Bounced Check – \$10/check**

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





## 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

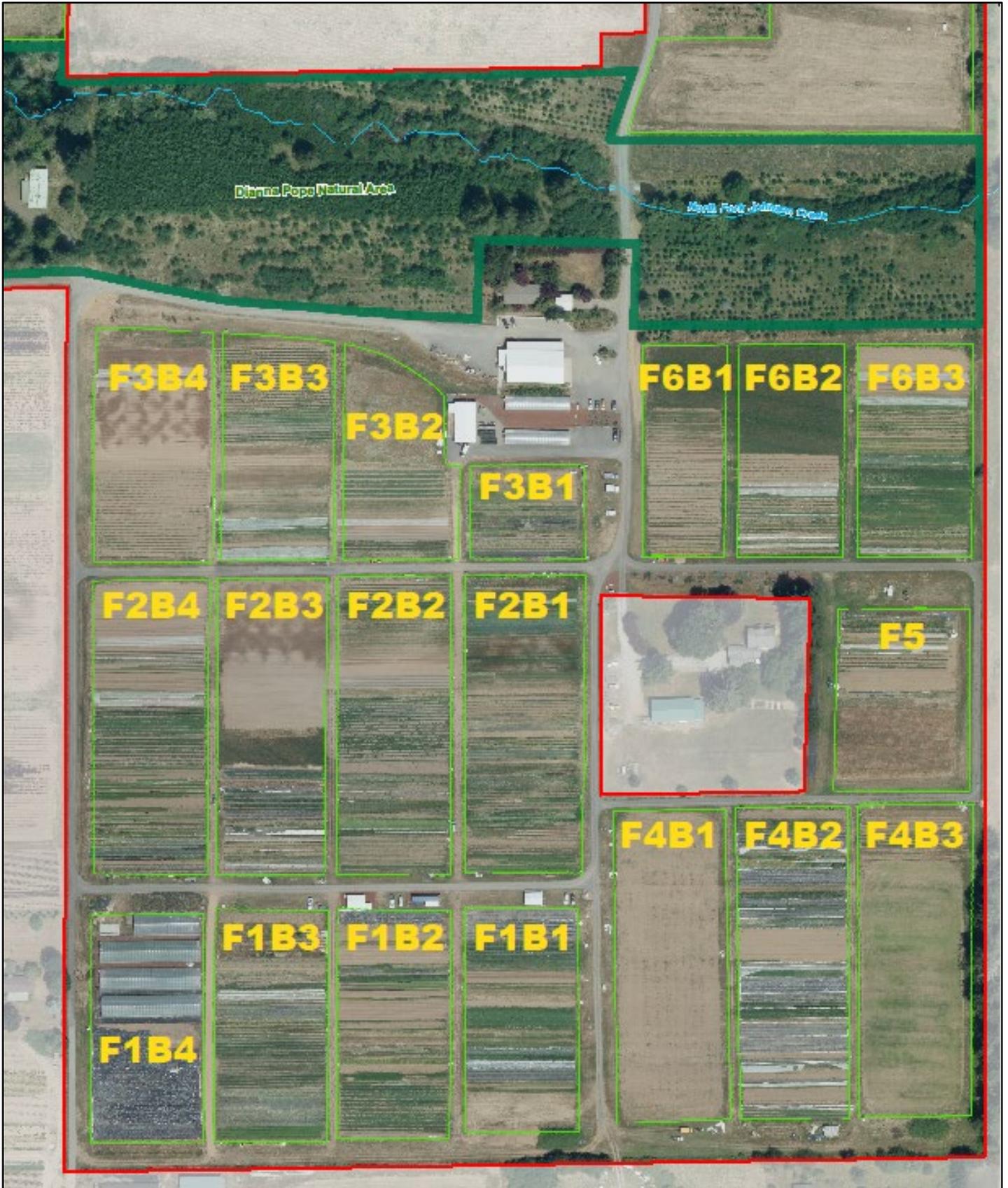
EMSWCD reserves the right to assess fines to farmers who violate guidelines contained in this Farmer's Manual. Fines will be submitted to program participants in writing with an explanation on why the fine was incurred. Bills for the fine must be payable within the subsequent invoice. Violations will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

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

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

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

# Headwaters Farm Plot Map







# Input Tracking Sheet

**Farm:**

**Date:**

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

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

## Fertilizers & Amendments

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

## Potting Soil & Seedling Mixes

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



# 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 2024  
season.

---

**Farmer Print Name / Date**

---

**Farmer Signature**

---

**Farmer Print Name / Date**

---

**Farmer Signature**

---

**Farmer Print Name / Date**

---

**Farmer Signature**

---

**Farmer Print Name / Date**

---

**Farmer Signature**

---

**EMSWCD Staff Print Name / Date**

---

**EMSWCD Staff Signature**

# Authorization for Photo Release

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

---

**Farmer Print Name / Date**

---

**Farmer Signature**

---

**Farmer Print Name / Date**

---

**Farmer Signature**

---

**Farmer Print Name / Date**

---

**Farmer Signature**

---

**Farmer Print Name / Date**

---

**Farmer Signature**