

2016 Farmer's Manual



Headwaters Incubator Program

Cultivating Farms and Future Stewards

East Multnomah Soil and Water Conservation District

12/16/2015



2016 HIP Farmer's Manual
East Multnomah Soil and Water Conservation District
December 16, 2015

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1.0 Welcome

East Multnomah Soil and Water Conservation District (EMSWCD) would like to welcome you, our client, to the 2016 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 farms and farmers and provide a host of resources to those within the District.

1.1 Purpose of Farmer's Manual

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

To assist returning farmers and those already familiar with previous editions of the *Farmer's Manual*, content updates and new policies to this version have been made in blue. Text color for general editing and other minor improvements remain in black. All farmers are encouraged to read the entire document. If there are questions, concerns, or suggestions, please bring those to the attention of the Headwaters Farm Program Manager.

1.2 Why a Farm Incubator?

The vision of EMSWCD is that our lands and waters are healthy and sustain farms, forests, wildlife, and communities. So, it shouldn't be surprising that EMSWCD has a stake in making sure good farmland is kept in production and that the next generation of farmers is prepared and capable of managing natural resources in a responsible manner.

1.3 About Headwaters Farm

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

One of the primary objectives of Headwaters Farm is to use the site to demonstrate the relationship between conservation and viable, productive agriculture. In light of this, the North Fork Johnson Creek has been put into EMSWCD's StreamCare program, which is in the process of restoring the riparian buffer and protecting onsite natural resources. This portion of Headwaters Farm is now the Dianna Pope Natural Area.

1.4 Conservation Agriculture

In addition to launching successful businesses, HIP exposes clients to the benefits of conservation agriculture, which for our working purposes can be defined as *modern agricultural practices that improve production while protecting or enhancing natural resources*.



Conservation agriculture can have positive impacts on natural resources and a farm’s bottom line. The EMSWCD looks forward to working with HIP clients and partners to demonstrate conservation agriculture, as well as using these practices to improve growing conditions at Headwaters Farm.

2.0 Learning Objectives

The EMSWCD will provide valuable agricultural experiences for clients. This may include workshops, classes, hands-on projects, farm tours, peer-to-peer teaching, or other structured activities. They will be distributed throughout the year with emphasis given to exposing farmers to key learning elements prior to seasonal need. Program participants will be expected to participate in all safety and equipment trainings, as well as attend workshops, classes, and tours. The Headwaters Farm Program Manager will work with participants to set up times that best accommodate everyone’s schedule.

2.1 Trainings

First-year HIP farmers will be given an orientation at the beginning of the season. This will cover the basics of farm operations and facilities etiquette. There will also be individual trainings on specific rented equipment. Those will be provided as needed. There will be several mandatory trainings each year. Training topics will be based on farmer need and instructor availability.

2.2 Classes & Workshops

EMSWCD will work with partners to provide access to a range of new farmer educational opportunities. While farm education isn’t the primary focus of HIP, EMSWCD recognizes mutually beneficial value in exposing participants to a range of topics relating to farm businesses, systems, and conservation. Each training is geared toward a specific HIP cohort, however, many will be open to all program participants and possibly the general public. The Headwaters Farm Program Manager will be respectful of participant’s time. The prospective learning goals for the upcoming season include:

Cohort	Learning Objectives
1 st Year Farmers	Headwaters Farm Operations and Amenities, Record Keeping, Irrigation, Post-Harvest Handling
2 nd Year Farmers	Tractor Training (optional), Nutrient Management, Farm Business Planning,
3 rd Year Farmers	Financial Planning, IPM, Transitioning Off
4 th Year Farmers	Transitioning Off, Loans, Farmer Resources

2.3 Farm Business Plan

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



2.4 Program Partners

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

Organization	Role
Natural Resource Conservation Services	Cost share; Resource management
Oregon State University Extensions Service	Growing Farms course; Workshops; General support
Friends of Family Farmers	Farmer offsite transitions (iFarm); Outreach and advocacy
Mercy Corps Northwest	Loans; Small business classes; Individual Development Accounts
Multnomah County	Linking incubator farmers with potential land lease options
Rogue Farm Corps	On-farm entry level farmer development program with strong educational component
Xerces Society	Pollinator and beneficial insect habitat development
Zenger Farm	Commercial kitchen; Access to local markets

3.0 Headwaters Farm and Headwaters Incubator Program Guidelines

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

3.1 Land Use Guidelines

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

3.1.1 Organic Practices

Incubator farmers will work within the standards set by the National Organic Program (NOP), meaning: no synthetic fertilizers, no Genetically Modified Organisms (GMO), and only OMRI-listed products or other sprays. It will be up to incubator farmers to decide if they would like to seek 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.](#)

3.1.2 Integrated Pest Management (IPM)

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

3.1.3 Soil Fertility

While EMSWCD will maintain a pH of 6.3 or higher, it will be the responsibility of incubator farmers to apply macro and micro nutrients. Since synthetic fertilizers are not allowed, clients should consider various plant- and animal-based options, which can be applied directly to the bed or plants. Compost is great for improving soil structure, adding organic matter, and infusing microbial activity, but it’s important to make sure that compost is purchased from a reputable source. It should also be noted that compost is *not* a good source of nitrogen, but can often be high in other macronutrients that may have adverse environmental impacts when over applied. *Any fertility inputs should be part of a*



broader nutrient management plan, which EMSWCD staff or various HIP partners are able to assist with. [Farmers are required to keep an Input Log of all products applied to their fields and crops.](#)

3.1.4 Cover Crop

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

3.1.5 Crop Rotations

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

3.1.6 Soil Testing

Incubator farmers will be responsible for taking at least one soil sample in October and paying for its analysis. This will be to help farmers monitor their usage of Nitrogen, Phosphorus, and other nutrients. This will also be used to develop and maintain a Nutrient Management Plan.

3.1.7 Water Usage

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

The use of irrigation timers is permitted, however, farms using them must provide EMSWCD with a simple written watering plan, including: number of lines, drip spacing, set length, number of zones (if applicable), inches of water per hour, and watering goals (for example, one inch of water per week from July to September). The objective with this guideline is to ensure that farmers are watering for need as opposed to solely for convenience.

[It is highly likely that at some point this season there will be a need to allocate dates and/or times in which farms can irrigate. This will be worked out when this threshold is reached. However, EMSWCD reserves the right to set an irrigation schedule as demand necessitates.](#)

Farmers are responsible for monitoring and repairing punctured, detached, or poorly connected drip tape.

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

3.1.8 Problem Weeds and Management Incentives

The most common weed issues at Headwaters Farm are Canada thistle and yellow nut sedge, although there is minor pressure from pig weed and volunteer brassicas. EMSWCD is committed to greatly reducing the pressure from all these weeds, but requires incubator farmer assistance to do so. To this end, farms that keep up on their thistle, nut sedge, pig



weed, and volunteer brassica weeding from June through September—as deemed by EMSWCD staff—*will be exempt from paying their corresponding \$50 land management fees*. This is a month-by-month assessment to incentivize continued weed management. Additionally, *EMSWCD will purchase winter cover crop seed for any HIP client who thoroughly manages these weeds in their plot throughout the growing season*. Participants who fail to keep up on proper weed management will not be eligible to receive these incentives. In flagrant cases of inadequate weed management farms may see repercussions in the form of fines or termination of their lease.

- *Canada thistle* — Ideal Canada thistle management involves killing shoots before they reach eight leaves. This is a vigorous plant and will resurface after cultivation. Continued weeding on a regular cycle (within every 21 days) will eventually exhaust the rhizome. Digging up larger portions of the roots—as opposed to cutting it at the soil surface—will increase the length of the weeding cycle. ***There is a zero tolerance policy on Canada thistle going to seed*** in, or directly adjacent to, their plot. It's preferable that plants are weeded at a young stage.
- *Nut sedge* — For nut sedge, the ideal practice is digging up the 'nuts' (which are actually tubers) and removing as much of the rhizome as possible. In most cases it's prudent to place nuts and rhizomes in a bag or bucket and dispose of them in municipal waste, although they will dry out and die after four days under strong sun. Thorough nut sedge weeding is particularly important early in the season, as the aggressiveness of the plant decreases with lesser amounts of moisture. If digging the nuts up isn't an option, then removing the foliage in less than 21 days will prevent further spreading. ***There is a zero tolerance policy on nut sedge going to seed*** in, or directly adjacent to a farmer's plot. This will be strictly enforced.
- *Pig weed* — Pig weed is an annual that is a standard farm problem weed. It is uncommon at Headwaters Farm, but prevalent on the neighbor's property directly to the west. Because of this, it is important that HIP farmers work diligently to keep this from ever becoming an issue on incubator plots.
- *Volunteer brassicas* — The most common volunteer brassica is radish, although others do exist. As an annual, brassica management involves killing the plant prior to it setting seed. For the purposes of the EMSWCD's financial incentives, brassicas should be weeded before or during flower formation.

In extreme cases, EMSWCD may hire a crew to assist incubator farmers in managing the perennial invasive weeds at key junctures of the season. However, farmers should not count on this service and should work diligently to eliminate weeds as they appear.

Given that invoices for 2016 will be given quarterly (see section 5.2 2015 Fee Breakdown and Payment Schedule), the entire Land Management Fee will be payable in the final quarter. This allows the summer incentive to be applied in part or full, depending on a farms ability to keep up on invasive weeds during the summer months.

3.2 Safety Guidelines

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



3.2.1 Safety Gear

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

3.2.2 Wash Station Cleanliness and Safety Protocol

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. To this end, *only crops should be put on cleaning surfaces* (spray tables and dunk tanks).

Wash Station **clean-up protocol** includes:

1. Clean washing surface (dunk tank/spray table/barrel washer) after use.
2. Spray washing surface with Sanidate 5.0 (provided by EMSWCD) and leave on to dry.
3. Leave dunk tank upside down to drain.
4. Sweep up any debris on the ground that you have created.
5. Empty food waste container in designated location.
6. Clean out the gutter if you are the last user of the day (if no one else is washing produce when you finish, assume you are the last user of the day);

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

There will be no produce storage in the wash station. Any produce left overnight in the wash station will be composted.

Each farm will have a specific space in or near the wash station for stacking clean food storage bins. It is recommended that farmers have separate containers for harvest (field use) and packing (storage and transport).

3.2.3 Safety Trainings

Some equipment requires training prior to rental or farmer use. Information on which tools or pieces of equipment fall in this category can be found in section 5.0 *2016 Costs & Payment Schedule*.

3.2.4 First Aid and Fire Extinguishers

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

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

Fire extinguishers can be found in:

Facility	Fire Extinguisher Location
Office	Hanging on the wall in the back of the meeting room
Barn (2)	One near the sliding door to the wash station; one on the western wall near the chop saw
Container	Upon entering the container
Fork lift	Attached to the forklift in the barn



3.3 Incubator Program Guidelines

The following are other guidelines pertaining to HIP.

3.3.1 Lease Agreement

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

3.3.2 Insurance Coverage

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

3.3.3 Meetings

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

3.3.4 Record Keeping

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

3.3.5 Community Farm Hours

As part of the program, each farm is responsible for a total of 12 person-hours toward the maintenance or betterment of the incubator property and its facilities during the calendar year. This includes occasionally writing blog posts for the EMSWCD website. This time could be front- or back-loaded in the season. See the *Community Farm Hour Tracking Log* toward the back of this document.

3.3.6 End of Season Responsibilities

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

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

To help the continued improvement of HIP and to assist the accumulation of incubator data, all incubator farmers are asked to participate in an annual one-on-one end of season meeting and to fill out a questionnaire. Farmers are free to



fill in only the data they are comfortable in sharing. However, EMSWCD requests that all farmers submit the questionnaire with as much content as possible. All responses will be entirely anonymous and noting articulated in the questionnaire will be held against the participant.

3.3.7 Equipment & Infrastructure Availability

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

The walk-in cooler will be unavailable to HIP clients from mid-January to early March. Check with Headwaters Farm Program Manager for exact dates.

The bottom heat system in the prothouse will be turned on no earlier than March 1st. A later date may be necessary if there is low demand.

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

3.3.8 Publicity

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

3.4 Headwaters Farm Guidelines

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

3.4.1 Storage and Management Access

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

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



Facility	Storage For...	Fee	Notes
Barn	Farm resources that aren't needed regularly; processed, contained produce	Y	<ul style="list-style-type: none"> A rolling staircase is available for access to higher pallet rack shelves All stored items must be kept within the footprint of the pallet rack shelves to allow for forklift and staircase access to higher shelves Any items stored in the barn outside of a farm's rented pallet racking space must first receive approval from the Headwaters Farm Program Manager
Cubbies	Small, personal, non-valuable items	N	<ul style="list-style-type: none"> Each farm has a tote container outside the barn for storage
Walk In Coolers	Cold storage crops	Y	<ul style="list-style-type: none"> The large cooler is kept at 36 degrees and the small at 50 degrees Any rotting items must be removed immediately
Above Cooler	Bundled drip tape and new rolls of floating row cover	N	<ul style="list-style-type: none"> Please keep the condenser free from obstruction Label anything that is stored above the coolers
Wash Station	Clean bins	N	<ul style="list-style-type: none"> Limited options currently exist for bin storage, so overflow may occur on rented barn shelves or in a TBD location
Prophouse	Propagation supplies & materials (soil, trays, etc.)	N	<ul style="list-style-type: none"> Please locate propagation supplies under rented prophouse table(s) All items within the propagation house will be removed during the winter and sanitized before being welcomed back in
Container	Tools and other field items that require regular and convenient access	Y	<ul style="list-style-type: none"> The container is also home to rentable items Anyone who opens the container is required to close and lock it once they are done, unless they get verbal confirmation from another farmer who assumes the responsibility
Field	Implements, delivered bulk resources (compost, straw, etc.),	N	<ul style="list-style-type: none"> Field storage must be done in a farmer's rented plot, <u>unless</u> agreements have been made with the Headwaters Farm Program Manager Farmers are responsible for managing grass and weeds if exceptions are made and storage occurs outside of a farm's rented space
Curing Shed	Curing crops and processed produce that does not require cold storage	?	<ul style="list-style-type: none"> This facility doesn't yet exist, but plans exist to have it build before need dictates in 2016.

3.4.2 Structures

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



3.4.3 Compost

Farmers should compost in their rented plots, either in piles or incorporating debris into the soil as a green manure. Vegetative waste generated in the wash station should be taken to a designated location which will be determined at the onset of the season.

3.4.4 Food Storage & Curing

The EMSWCD recognizes a need for additional curing and food storage areas and are actively working toward viable long term solutions. This will include the addition of a curing shed and another walk in cooler.

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

Farmers are responsible for monitoring and removing any rotting items from storage (most importantly the cooler) and curing areas.

3.4.5 Driving, Parking, and Roadway Access

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

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

3.4.6 Spring Tillage

EMSWCD will provide primarily spring tillage, but, like any farm operation, timing will be weather dependent. Breaking the ground in spring will not happen until the soil is sufficiently dried down. Final tillage will be done with the Till an’ Bedder—a non-rototilling bed making implement. If farmers want a finer finish, they will need to accomplish that with the BCS or tractor (see section 5.4 *Equipment & Costs*). Fall tillage to prep for cover crops is the client’s responsibility.

3.4.7 Common Areas

Incubator farmers will lease specific plots of land—as noted in individual’s lease agreement—but will also have access to various other areas on the farm. This will either be through renting or open access. Both of these types of common areas will have protocols for renting, payment, standard care, maintenance, etiquette, and safety. Rental and payment information can be found in this document, whereas details pertaining to usage and safety will be clearly displayed within each common area as appropriate.

Open Access Common Areas	Rental-Based Common Areas
Office	Propagation Greenhouse
Wash Station	Walk-in Cooler
Roadways, Parking	Storage Facilities
Shade Structure	Curing Facility (<i>Construction planned for 2016</i>)

3.4.8 Dianna Pope Natural Area

Headwaters Farm is fortunate to have a 15-acre natural area surrounding the North Fork Johnson Creek (See map of Headwaters Farm toward the back of this document). Due to this special designation and the robust ecosystem services



provided by the riparian buffer, specific management practices are in place. As it relates to HIP, incubator farmers and their guests must stay out of this area and there is no dumping of any materials, organic or otherwise, within the natural area.

3.5 Program Participation Incentive

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

- **End of Year Responsibilities** (see section 3.3.6):
 - Sow cover crop in non-production areas by October 1st
 - Clean plots by October 31st
 - Fill out and submit an End of Year Questionnaire by December 31st
 - Provide EMSWCD with a Field Map by December 31st
 - Provide EMSWCD with a completed Input Log by December 31st
 - Attend a one-on-one End of Year Meeting with the Headwaters Farm Program Manager
- **Community Farm Hours**
 - Achieve and document 12 Community Farm Hours as per section 3.3.5.
- **Stewardship**
 - Manage weeds throughout the season in accordance with section 3.1.8 *Problem Weeds and Management Incentives*
 - Time tillage and cultivations when the soil is adequately dry
 - Repair tears, breaks, disconnections, or other problems with a farm's irrigation system.
- **Attend trainings, workshops, classes, and meetings**
 - Life and other obligations can sometimes make it difficult to get to all scheduled HIP activities, however, at a minimum participants should inform the Headwaters Farm Program Manager of their intended absence.
- **Respect the Program**
 - Work cooperatively with other HIP participants and staff
 - Keep facilities and shared items clean and functional

Farms that achieve everything on this checklist will receive a **one-year rate reduction on their land rental fees the following season**. That means a second year farmer would be billed at 25% of the market value for land at Headwaters Farm (\$600/acre/year) which is afforded to first-year farmers. Another example is instead of paying the full market value for fourth-year participant farms, they would only be billed at 75% of that market value (a third year farms rate). (See section 5 *Costs & Payment Schedule*).



4.0 Headwaters Farm Conduct

The following guidelines are necessary to ensure a good experience for all incubator farmers, EMSWCD staff, neighbors, and the surrounding community.

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

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

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

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

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

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

Some rental items will require trainings prior to use. These include:

- Tractors
- Tractor implements
- BCS
- Flame weeders
- Backpack sprayer



Farmers are not allowed to use the above listed rental tools or equipment until they are cleared to do so by the Headwaters Farm Program Manager. A clipboard is associated with each rental item which program participants use to document their usage and issues that may arise.

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

Recycling will be broken into two categories: agricultural recycling and common recycling. Agricultural recycling pertains primarily to plastics that are only taken by specific facilities. These include: drip tape, poly pots and trays, floating row cover, and plastic mulch. Large bags will be provided for the storage and sorting of these items. EMSWCD staff will take one trip to the recycling facility in Brooks, Oregon annually to dispose of these recyclables.

Common recycling, that which can be recycled by most municipalities, can be placed into the 60 gallon rolling container near the cubbies in the wash station. A glass container will be located there as well. These two containers will receive weekly curbside pickup. Please sort recycling as needed and follow general recycling guidelines. Questions about what can be recycled can be directed to the Headwaters Farm Program Manager.

Note: waxed cardboard is not recyclable and must be disposed of in the trash. Due to this its use is discouraged.

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

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

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

Pets — Clients are not allowed to bring pets to Headwaters Farm.

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

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

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



5.0 2016 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 2016 growing season.

5.1 Program Amenities and Associated Costs

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

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

5.2 2015 Fee Breakdown and Payment Schedule

	Fee	Payment Schedule	Fee Includes
Land Lease	\$600/acre/yr Adjustments made for year in program (see below)	Invoices will be sent out quarterly (April, July, October, and January). Each invoice will include 25% of the land lease. Fees for equipment and infrastructure rental and services accrued during their respective invoice period will also be included. The Land Management Fee will be due in full during the final quarter (see section 3.1.8 Problem Weeds and Management Incentives)	<ul style="list-style-type: none"> • Primary spring tillage (as weather permits) • Access to wash station • Cubby outside of the barn • pH at or above 6.3 • Main line and water for drip irrigation • Access to farm office
Land Management Fee	\$200/year		<ul style="list-style-type: none"> • Property maintenance & upkeep • Various investments or improvements
Equipment Fees	varies		See Equipment & Costs below
Infrastructure Fees	varies		See Infrastructure & Costs below
Service Fees	varies		See Service Costs below

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

For items that are rented on a month-to-month basis (e.g., walk in cooler, propagation tables), the rule of thumb is: use it once, pay for the entire month.

5.3 Graduated Land Cost-Structure

Land will be leased in 2016 at \$600/acre/year. This will include a number of amenities (see 5.2 2016 Fee Breakdown and Payment Schedule table above for a complete list). Land costs will incrementally increase each year a participant is in the program. The first year a participant is in the program, land rent will be charged at a quarter of market value (i.e., 25% of \$600/acre/year, or \$150/acre/year) and increase an additional 25% each season. By the fourth—and final—year of the program clients will be paying full market value for their land. This graduated cost structure only applies to land. Charges for equipment, infrastructure, and services will be set at a fixed annual rate.



5.4 Equipment & Costs

Handtools/Wheelbarrows/Wheel hoe — \$40/year for each year a farmer is in the program

Basic handtools (shovels, hoes, rakes, forks), wheelbarrows, and a wheel hoe will be available without any training or clearance needed.

Flame Weeders — Farmers pay for their own propane and tank

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

Farmers must be trained on either tool prior to operation.

Backpack Sprayer — \$4/hour

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

Farmers must be trained to use tool prior to operation

BCS Walk-Behind Tiller — \$8/hour

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

Farmers must be trained to use tool prior to operation.

New Holland Tractors — \$20/hour

There are two New Holland tractors:

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

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

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

Farms that have been granted access in previous years may pass on the safety training but must satisfy the training and test requirements for the tractor(s) they wish to operate.

All tractors must be returned clean. Inquire with the Headwaters Farm Program Manager regarding the appropriate location for tractor cleaning.



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

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

Farmers must be trained on either tractor prior to operation.

Tractor Implements — \$10/hour

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

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

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

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

Implement	Tractor Requirements	Appropriate Use
Middlebuster	Cat 1 Three Point	Cutting furrows/digging potatoes
Rototiller — 5'	Cat 1 Three Point/40hp/PTO	Bed prep/turning in crops
Rotary Mower — 6'	Cat 1 Three Point/30hp/PTO	Mowing field periphery, cover crops (not field crops)
Chain Harrow — 8'	Cat 1 Three Point	Removing trash/setting seed
Subsoiler — 3, 20" shanks	Cat 1 Three Point/40hp	Breaking dry hardpan
Bedder Layer Combo — 5" raised bed with ~bed top at 28"; single line drip	Cat 1 Three Point/40hp	Shaping bed, laying mulch, laying drip tape
Broadcast Spreader — 300lb capacity	Cat 1 Three Point/PTO	Spreading of granular fertilizer or seed
Disc Harrow — 9'	Cat 2 Three Point	Discing of fields

5.5 Infrastructure & Costs

Irrigation — \$0.50/hand-line/hour (for overhead watering only); **water for drip irrigation is free!**

The irrigation system is configured to accommodate both drip irrigation and overhead watering. It is the goal of EMSWCD to promote and encourage the use of conservation practices, which is why water for drip irrigation is provided for free if incubator farmers purchase their own laterals and drip-tape.

Wash Station — cost included in land fees

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

Cooler — \$8/4' x 3' shelf space/month

Walk-in cooler space will be available to incubator farmers. Unlike last year, space will be leased by the half-shelf. It is anticipated that additional cooler space will be needed during the peak of the season. EMSWCD will strive to



accommodate all farmers by ensuring sufficient cooler access. Pricing for any added cooler options will be made as the need arises, but will be based off of current rates. Farmers are expected to keep the coolers free of rotting produce.

Propagation House Tables — \$5/44" x 12' table space/month; add \$5/month for each heating mat (provided by farmer) Tables in the 'prophouse' are intended for packing, seeding, and staging seeding trays. An automated watering system with ~16" risers is used to keep starts hydrated. The space below tables is intended 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. There will also be an early spring goal of getting hardening-off tables built outside the prophouse.

Bottom Heat Table — \$10/5' of table/month

The bottom heat table will be available to farmers once sufficient demand arises (~20% of the table is rented). This will not happen before March. The bottom heat system is intended to provide protection and stimulate growth of frost sensitive plants.

Germination Station — [cost included with the rental of propagation tables](#)

The 'germ chamber' is a free standing shelf that has been wrapped in greenhouse plastic. At the bottom of the shelf is a bucket of water that is heated. The entire system is set with a thermostat to stay around 75 degrees with high humidity. This creates an ideal environment for seed germination. It will be important that farmers use store-bought potting soil that is sterile, to avoid issues with mold. Farmers will be responsible for coordinating the rolling up of sides on days with strong sun. When used correctly, flats should be removed from the chamber once germination has begun in earnest. This is typically within 3-4 days.

Field Storage — \$8/month/unit in container; varying costs for other storage options around the farm

Storage space close to the fields will be in a 40' shipping container. The amount of space available will be based on the number of farmers who choose to utilize it. Each farmer will be provided a small space outside the barn for personal belongings. Field storage outside the container will be limited to specific areas near the riser at each plot. For more information see section 3.4.1 *Storage and Management Access*.

Erecting a personal storage facility larger than the footprint of a single pallet is not allowed. Those that have built such a structure in previous seasons will be charged a rate equal to one shelving unit in the shipping container.

Barn Storage — \$5/month/shelf in the barn

There is new pallet racking in the barn. The shelves are available to rent by farmers. Storage and usage of the pallet racks must be done in a safe manner. Please be careful when using higher shelves and make sure that items are stored in a secure fashion. A rolling staircase is available to provide access to higher shelves.

Bundled and labeled drip tape and headers can be stored for free on top of the cooler as long as the condenser is free from obstructions.

Office Space — cost included in land fees

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



5.6 Services & Costs

Custom Tractor Work — \$30/hour

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

Lost Keys — \$20/key

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

Bounced Check — \$10/check

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

5.7 Payment Standing and Hardships

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



6.0 Indemnification and Violation Recourse

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

6.1 Adaptive Management

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

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

6.2 Access to Headwaters Farm

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

6.3 Fines

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

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

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

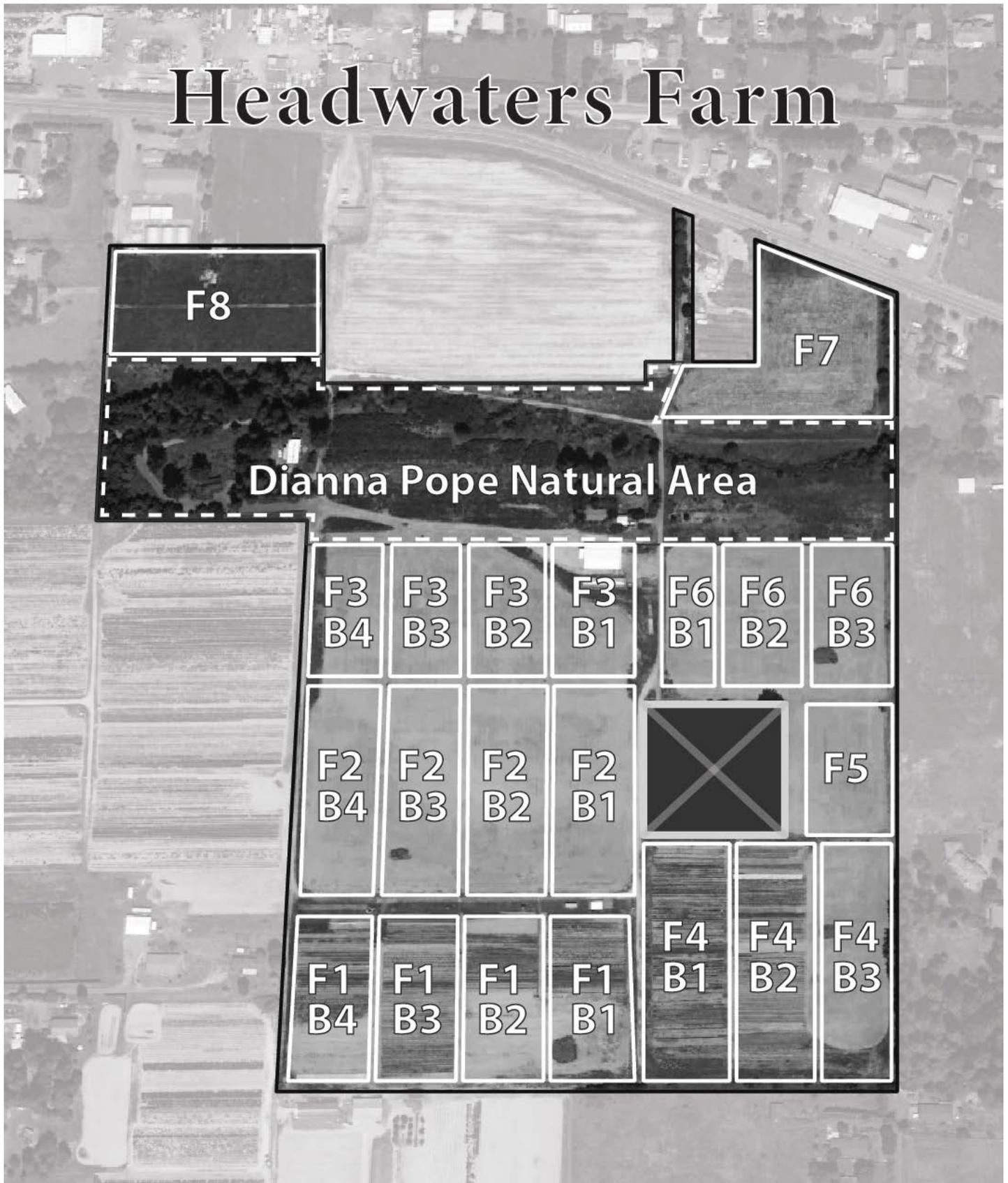
Violations will be categorical, meaning that each violation will be independent of the next unless it is the same type of infraction (e.g., repeated speeding on the farm), or directly related to a past offence (e.g., failing to clean up one's plot after receiving written notice to do so). Approval of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



Notes:



Headwaters Farm Map





2016 HIP Farmer's Manual

East Multnomah Soil and Water Conservation District



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 2016 season.

Farmer Print Name / Date

EMSWCD Staff Print Name / Date

Farmer Signature

Farmer Signature

Farmer Signature

Farmer Signature

EMSWCD Staff Signature



2016 HIP Farmer's Manual

East Multnomah Soil and Water Conservation District



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