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1.0 Welcome

Cloud Mountain Farm Center (CMFC) welcomes you to the 2023 growing season! We are excited to have you with us as we work to foster the establishment and growth of resilient farm businesses in Whatcom County. We hope that your time farming at Lawrence Rd. sets you on a path for success.

1.1 Purpose of the Farm Manual

The Farm Manual is the primary reference for policies, fees, guidelines, and expectations of use for the Lawrence Rd. site. The Farm Manual is a living document that evolves from year-to-year—as such, it is edited annually to reflect programmatic and land use changes. For questions, concerns, and suggestions, all participants and prospective farmers at this time are encouraged to reach out to the Cloud Mountain Farm Center Director.

1.2 What is a Farm Incubator Program?

A farm incubator program is a “land-based, multi-grower project that provides training and technical assistance to aspiring and beginning farmers.” Within programs there is tremendous diversity in who programs serve, what services they provide, and what specific beginning-farmer barriers they seek to address.

1.3 Cloud Mountain Farm Center Incubator Program Structure

The CMFC Incubator Farm Program hopes to support the growth of new farm businesses by making access to farmland, equipment, infrastructure, and community available to leasees at the Lawrence Rd. farm. These physical items are rented out reduced cost, generally at or below market rate, to ensure new growers can focus on the other aspects of their business development. Farmers at Lawrence Rd. can stay on site for up to five years, after that time CMFC staff is available to assist growers with negotiating secure land tenure for their next steps. It is recommended that farmers start working with CMFC staff on transition plans by year 3 to set financial benchmarks and build connections. By graduation from the site, farms continuing in production should have well established markets and sales accounts, efficient and effective production methods, a broad understanding of full farm operation, a well-established farm network, and a detailed business plan with robust financial records.

Land is also available to existing operations that meet at least two of the following criteria, at market rate:

- In first 5 years of business
- Engaged in on-farm education and workforce training
- Negatively impacted by natural disaster, adjacent land use, or other threat to production at operation's home farm
- Willing to work with incubator farmers in a mentorship role

CMFC recognizes the challenges new farmers face in starting small farm businesses. The Incubator Farm Program seeks to launch new farm businesses and support growing businesses by facilitating access to farmland, equipment, infrastructure, and continued education opportunities at CMFC. While there is certainly no guarantee of success with participation in the program, CMFC is committed to building a program that prepares farmers through the following:

Assist participants in developing successful stand-alone farm businesses.

- Farmers are provided with resources and opportunities to participate in regional and local business training programs
- Farmers work with CMFC staff to establish annual goals and benchmarks to achieve those goals
- Farmers are provided with mentorship resources throughout the farm community

Provide participants with on-farm infrastructure and technical assistance support (see manual for rates)

- Irrigation infrastructure up to the riser, with limited infrastructure available past the riser
- On-farm covered storage at Lawrence Rd.
- Dry pallet space in packing room at CMFC Goodwin Rd. site
- Cold storage at CMFC Goodwin Rd.
- Access to propagation space
- Processing room & associated value-added product certification assistance
- One on one support with technical and production issues from CMFC farm staff

Engage Incubator graduates within larger food & farm community

- Participants join a growing network of farmers and ag professionals who connect through ongoing outreach and educational opportunities through Cloud Mountain Farm Center
- Free access to CMFC community and grower-focused education workshops
- Free attendance at Sustainable Connections' annual Farm to Table Trade Meeting
- Regular opportunities to engage with regional and local business planning & networking, with incentives where available

1.4 Why a Farm Incubator?

CMFC's vision is that Whatcom County is home to healthy lands, waters, and people, with a diverse and resilient farm economy. We believe that farmland should stay farmland and be kept in production for regional food security, rural economic development, and to instill land stewardship in the next generation of farmers. We also recognize that access to secure land tenure in Whatcom County is cost prohibitive and difficult for new and beginning farmers—our incubator program is just one approach to reducing barriers to farm business establishment. One of the main objectives of the Lawrence Rd. Farm is to connect new growers with one another and with the wider local farm community to encourage collaboration, connection, and innovation.

1.5 Equity and Inclusion

At this time, it is a substantial limitation of our program that our support staff speak only English. We are actively looking for hiring and funding opportunities to bring in and retain bilingual staff better able to serve the entirety of local farmers. Farmers who prefer technical support and training in Spanish are encouraged to connect with [Viva Farms](#) at info@vivafarms.org.

CMFC welcomes growers of all kinds; our staff are dedicated to providing a safe, welcoming, and empowering space for all program participants, their employees, visitors, and staff. We take feedback very seriously and welcome open dialogue regarding equity in action and workplace culture, anonymous feedback can be submitted [here](#), or submitted directly to the CMFC Farm Director.

1.6 About Cloud Mountain Farm Center: Lawrence Rd. Site



The 20-acre CMFC incubator farm site is located in Everson, WA, approximately 13 miles northeast of Bellingham, and 2 miles south of the Center's main farm and facilities. The farm offers river bottom soil (Puyallup fine sandy loam), bordered on the south by Smith Creek and to the west by private

property and Nooksack River riparian area. The farm is divided by an east-west access road. Historically, the property was seed potato ground—the soil is exceptionally light with good drainage, and is reliably earlier than many neighboring farms. There is relatively heavy weed pressure since being converted to shared and organically managed ground; growers should be prepared for substantial control and prevention in season.

1.7 About Cloud Mountain Farm Center: Goodwin Rd. Site

Cloud Mountain Farm has been a Whatcom County food and nursery business since 1978. Over the years, it has explored a variety of farm systems in the unique Pacific Northwest climate, with a particular focus on perennial systems and high value annual systems. The Goodwin Rd. site, or main farm, is home to the retail nursery, nursery propagation greenhouses, and over 10 acres of orchards and vineyards dedicated to variety trials, innovative growing systems, research, and production for local markets. The main farm also serves as a local aggregation and drop site for the [Puget Sound Food Hub](#), [Twin Sisters Markets](#), as well as offering a WSDA certified processing facility for post-harvest packing and value-added products (see Appendix for fees and use). All farmers are encouraged to access CMFC resources

at main farm including [free attendance at](#) community and grower-focused educational workshops, as well as staff expertise in perennial and nursery crop production.

2.0 Education and Mentorship

CMFC is committed to helping participating farmers meet business benchmarks for success appropriate to each individual operation. Although CMFC will provide technical assistance and resource match-up to participating farmers, it is ultimately the responsibility of the farmer to seek out support and tailor resources to specific enterprises and learning needs. Year-to-year lease continuation is dependent on a participating farmer's efforts to meet established benchmarks and engage with learning opportunities.

2.1 Orientation

CMFC staff will provide first-year farm participants an orientation at the beginning of the season. This orientation will include an introduction to the overall organization, the available infrastructure to participating farmers, available equipment, and communal expectations. Protocol for individual equipment training will be provided, with staff sign-off required before operation.

In addition to the structured workshops, participating farmers are invited to educational offerings through the CMFC's Workshop Series; workshops are available at no cost to participants.

2.3 Educational & Business Development Offerings

Prior to 2017, CMFC did not offer formal learning opportunities for participants. Farmer feedback from those years and broader national program trends indicate that structured learning is important to the advancement of beginning farmers' skills and business success. Due to staffing and organizational changes, our *Food to Bank On* partnership with Sustainable Connections is on pause. CMFC Staff will pass along all relevant cohort-based and individual business development training opportunities to farmers as they are publicized. 2023 opportunities will be announced as they are available. The following organizations can help with business launch and development:

[Business Impact NW](#)

[Center for Inclusive Entrepreneurship](#)

[Northwest Agriculture Business Center](#)

CMFC believes that the best way for farmers to learn is by farming, and there is an expectation that those applying for ground at Lawrence Rd. have sufficient production knowledge to grow safely and successfully at the scale they are renting at. However, there is far more to business development than just crop production—CMFC will make every effort to provide valuable structured peer: peer and cohort-based learning experiences, and to share resources from Cloud Mountain production archives and experience.

2.4 Farm Business Plan

All accepted participants must have created and submitted a Farm Business Plan within one month of acceptance in to the incubator farm program. Our application process will help inform this document. This is expected to be a living document and guide that farmers revisit throughout the season. The value of a Farm Business Plan is that it helps the farm business identify needs and opportunities, and serves as

a crucial piece of information for potential grant seeking, financing, and other business development opportunities.

2.5 Mentorship

CMFC believes farmer mentorship is an important component to farm success and community development. As part of the program, farmers are encouraged to build a relationship with an established farmer who can offer mentorship throughout the program. In addition, farmers returning with the program are encouraged to offer mentorship to new farmers. Mentors could be found within the incubator program, through CMFC, or more broadly in the local farming community. The Farm Director will work with participants to help establish mentorship connections.

3.0 Land Stewardship

The tenants of ecological farming – fertility, cover cropping, IPM, crop rotation, and water management – are imperative to sustainable food production systems. CMFC expects each farmer to develop and implement plans around these core concepts for both the success of current farmers, as well as those who are to follow.

3.1 Organic Requirements

All incubator farmers and lessees will work within the standards set by the National Organic Program (NOP), meaning: no synthetic fertilizers, no genetically modified organisms, attention to organic seed sourcing, and only OMRI or WSDA-listed materials as inputs and sprays. All farmers are expected to keep detailed records regarding seed and input sourcing—please be mindful particularly in seed sourcing; if non-certified seed is used please make sure that any and all seed is untreated.

Formal organic certification is not required, though assistance with WSDA Organic certification is available through CMFC. Prior farmers have been certified by WSDA, Real Organic Project, or opted out of formal certification—many routes are available. All incubator farmers leasing land at the site are required to keep, and make available, input records and crop maps. See provided templates.

3.2 Soil Health

Soil tests offer a guide for managing macro and micronutrients, as well as a historical look at changes and fluctuations. Farmers are responsible for taking an annual soil test of their farm plot and having the analysis done by a reputable lab, ideally a local one. Results are to be made available to CMFC staff; consultation on recommended inputs based on soil tests is available. Farmers are responsible for maintaining their pH and nutrient needs.

3.3 Cover Crop

Cover crops can offer huge benefits to the farmer including building soil, suppressing weeds, increasing fertility, and promoting beneficial insects. Participating farmers are expected to plant cover crops by the last week of October on those portions of the field that are no longer in production. Over-wintered crops are the exception for farmers continuing their leases in to the following year. If for some reason this is not possible, it's the responsibility of the farmer to discuss an alternative plan with CMFC staff before October 1.

3.4 Crop Rotations

Crop rotations are used for both fertility management as well as pest and disease management. Farmers are expected to keep a current plot map that notes crop family and timing of planting. Successive plantings, within years and across years, are to be planned with a crop family rotation strategy. CMFC will be sensitive to individual investments (i.e. soil quality, weed control, perennial crop planting) made to each plot by farmers and make every effort to have farmers producing on the same plot year after year. However, if a farmer is unable to rotate crops they may be relocated.

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

3.5 Water Usage

Each 1-acre field will be equipped with a 2" water main, 1 electronic valve and access to timed irrigation scheduling at the main pump. Each farmer is responsible for irrigation equipment, set-up, and maintenance for those parts after the 2" connection. Irrigation design was established for medium to large water volume (up to 100 gpm) at any one time but does not accommodate low flow scenarios. This needs to be taken into consideration when designing irrigation zones. Previous and current incubators are generally great guides for systems that work well. Given the multi-producer environment, there is a need to collaborate on irrigation scheduling, which will be established at the beginning of the irrigation season.

3.6 Weed & Pest Management

The major weeds at the CMFC incubator site are chickweed, pigweed and volunteer brassicas. CMFC is committed to reducing the weed seed bank at the incubator site, both for the success of current farmers as well as those to come. In addition, Whatcom County has a significant number of acres devoted to brassica seed production that can be impacted by rogue brassica weeds going to flower. Inadequate weed management may result in non-renewal of a lease. Furthermore, CMFC reserves the right to manage farmer's weeds, including turning in crops, if they are unresponsive to requests for weed management.

Pest management on an organic site is a shared responsibility. To reduce pest damage across farm, CFMC highly encourages and may require cultural pest management measures such as row cover over early brassicas; farmers are encouraged to work with and talk to one another about pest issues observed on their respective plots. Farmers are encouraged to be familiar with [local noxious weeds](#), and notify all site users if new or invasive weeds are identified on site.

To incentivize good weed management, incubator farms that properly manage volunteer brassicas, thistle, pigweed, and chickweed will have **\$50 removed from their Participation Fee for each month the incentive is achieved. This is a potential savings of \$200.** In flagrant cases of inadequate weed management that jeopardize other farmers' success or turnover to future growers, farms may see repercussions in relocation, fines, or termination of lease.

3.7 Bio Security and Livestock

The majority of growers at Lawrence Rd. have been diversified mixed vegetable operations and specialty cut flowers. However, to encourage diverse and resilient farm business, the Farm Incubator is open to navigating safety, biosecurity, and containment for operations that involve livestock. Risk assessment

and biosecurity planning, as well as impacts on neighboring/existing farms will be farm-specific and coordinated with CMFC Staff at the time of program acceptance.

4.0 Safety

“Safety is a frame of mind, so concentrate on it all the time.” CMFC is committed to providing a safe working environment and we ask that all participating farmers give special consideration to the safety of themselves, other community farmers, and potential visitors. Please communicate to CMFC staff if you encounter an unsafe situation so it can be quickly corrected.

4.1 Safety Gear

Participating farmers are expected to use sound judgment about basic safety including appropriate clothing, footwear, ear and eye protection, and knowledge about tool use. CMFC will provide safety training for tractors and implements prior to use; authorization by CMFC staff is required to operate any shared mechanized equipment.

Ear protection is provided on each tractor and is required for operation. Both a first aid kit and fire extinguisher are located in the barn.

Farmers are responsible for safely handling and applying any inputs, such as OMRI listed pesticides. Please read and adhere to product labels before mixing or applying substances to crops.

4.2 Food Safety

Food safety is a critical aspect of agricultural systems. Each farmer is expected to be aware of proper food safety requirements for their specific products. Furthermore, farmers need to be diligent in minimizing contaminant risk in communal spaces, such as cold storage and wash/pack facilities. If a farmer chooses to use cold storage facilities at the main farm, CMFC will provide the established SOP's.

Additionally, CMFC hosts a WSDA licensed processing center that is available, for a fee, to incubator farmers. If used, farmers are responsible for contacting WSDA to create and review SOP's specific to their product.

4.3 Wash Station

The incubator farm has available basic wash/pack facilities. This includes sinks and wire tables adjacent to the barn. In order to reduce bottlenecks, a schedule of access will be developed at the beginning of the season if needed. This space, as well as all communal spaces, need to be maintained (ex. remove trash, store boxes, remove produce) so that all farmers can effectively access.

5.0 Site Use Requirements

5.1 Lease Agreement

Currently, CMFC offers year-to-year leases, which run February or March to the following January each year, which can be renewed for up to five years. At the end of five years, CMFC will assist the grower with assessing off-site opportunities to continue to build their farm business. Annual lease renewal is dependent on compliance with guidelines, land stewardship and overall good standing with CMFC. An additional lease contract will be provided. Determination of plot size and location will be at the discretion of CMFC staff; plot sizes available may vary in size and location year to year.

5.2 Insurance

All farmers are required to carry personal liability insurance to the amount of \$500,000 naming Cloud Mountain Farm Center as additionally insured. Please provide the Center with a copy by March 1 of each year. Farmers who anticipate selling via farmers' markets may streamline their insurance via [Campbell Risk Management](#), or work locally with [Country Financial](#). Additional cost-effective options may be recommended by current or previous incubator farmers.

5.3 Legal Compliance

All farm activities on CMFC property must adhere to local, state and federal regulations. Each farmer is responsible for maintaining compliance and reporting activities as is requested by governmental agencies.

5.4 Record Keeping

Record keeping provides a wealth of knowledge and organization for the business owner. It is also crucial for proper land use, certifications and the benefit of future farmers who use the land. Participants are expected to keep records relevant to their businesses, especially production and financial records, and make available to CMFC at the end of year review. It is beneficial to establish record keeping templates and practices before data starts coming in. CMFC staff will offer assistance in identifying important data and an efficient means of collecting it.

5.5 Publicity

CMFC and participating farmers are in a unique working relationship. In a two-fold effort CMFC uses farmer stories to increase program visibility as well promote budding farm businesses. Farmers are expected to provide CMFC with a brief farm business bio and allow CMFC to use photos containing their farm-related workings.

5.6. Community Farm Hours

In 2023, we will trial utilizing Community Farm Hours for the ongoing maintenance & betterment of Lawrence Rd. This is intended to foster collaboration and investment in shared space, as well as encourage individual farmers to leverage their unique skills for the benefit of the whole. Community Farm Hours can be part of your weekly activities, concentrated in single projects, or front or back loaded during the season. Each farm is responsible for 12 person-hours; a log will be kept adjacent to the tractor log for the duration of the season. **Completion of a full 12 hours qualifies a farm for up to \$200 off their Participation Fee.**

Task	Community Farm Hours
Write a publishable blog post for the CMFC website/social media	4 hours
Deep clean barn & organize work bench	Duration of activity
Mow common areas	Duration of activity
Take out trash/recycling	20 minutes
Sweep & clean propagation space	Duration of activity
Compost system or break area improvement	Duration of activity, x2 if done in collaboration with another farm; CMFC to provide up to \$450 in materials per project (2 projects max)
Lead Community Workshop	2 hours

5.7 Putting the Farm to Sleep

At the end of each season, farmers are responsible for cleaning up working areas and fields, including temporary structures, irrigation, tools, or other farming infrastructure. Additionally, farmers are expected to sow cover crop as stated in the Cover Crop section. End of Year Reviews will be conducted in Nov/Dec.

5.8 Community Conduct

Land use at Lawrence Rd. requires collaboration from and respect of all farmers and staff. CMFC greatly values the need for a safe learning and operating environment at Lawrence Rd., with priority for incubator farmers in their first five years of business. CMFC supports a diverse environment inclusive of all individuals, regardless of race, color, religion, creed, sex, sexual orientation, gender identity, national origin, ancestry, age, veteran status, disability unrelated to job requirements, genetic information, military service, or other protected status. With that in mind, weapons are not permitted at the farm and aggressive or disrespectful behavior will not be tolerated. Farmers serve as ambassadors of the program and are asked to respectfully represent CMFC at the farm and beyond. In the event of an issue/conflict between participating farmers and/or CMFC staff arises and involves infrastructure/equipment that CMFC manages, CMFC asks that the grievance be documented and submitted to CMFC staff for review. CMFC will review and assess needed action.

6.0 Farm Guidelines

CMFC aims to provide a supportive environment for all users; the following guidelines are to ensure that Lawrence Rd. remains useable and accessible to all farmers.

6.1 Equipment & Field Storage

Barn storage may be inadequate for all of the supplies and equipment needed for farmers to operate efficiently. Staging of equipment, materials, bulk amendments and other resources must be done within a farm's leased area or in a pre-approved space adjacent to the leased plot. Storage cannot impede the use of shared spaces. Tunnels, greenhouses, the propagation area, and the wash-pack area *are not* storage areas; implements, trailers, and large equipment should be stored adjacent to the farmer's plot or along the east fence line.

6.2 Structures

Construction of caterpillar (3-season) tunnels, greenhouses, shade structures, or livestock structures must be approved by CMFC staff ahead of installation and include a management plan for end of lease deconstruction/removal. 3-season cat tunnel hoops & pneumatic post driver are available for annual rent from CMFC, see Fees and Incentives. Farmers are responsible for sourcing their own poly.

Construction of non-production buildings (sheds, tool storage, retail space etc.) is not permitted on site; pop-up tents may be used, but must be anchored with appropriate tent weights and left up no more than 24 hours.

6.3 Driving, Parking, and Road Access

Please park only in graveled areas around the barn and in areas that don't obstruct tractor, human, or vehicle travel. Parking outside the wash-pack station is permitted for loading and unloading; please do not impede parking spaces for the Lawrence Rd. home tenants.

Vehicles are allowed on field edges during dry seasons only—please do not drive personal vehicles over wet access roads. Utilize tractors for start and end of season transport, harvest, etc.

6.4 Facilities & Common Areas

Incubator farmers have sole discretion over the use of their leased land, however there are many shared areas on the farm accessed on a free and fee basis. All common areas will have protocols posted for usage, maintenance, etiquette and safety.

General rules for shared space:

- Label everything with your farm's name (or consider using a specific color to tag/paint your property). CMFC property is tagged with John Deere green; these tools are usable by all incubator farmers, but must be returned to the CMFC bay.
- Remove all dead/unused pots and flats and never leave product to rot
- Do not move or handle another farmer's belongings without explicit permission. If something is in the way or otherwise problematic, please reach out to that farmer to resolve.
- Leave accessible walking paths through the barn

6.5 Using Onsite Field Equipment

- Scheduling of Equipment
 - CMFC staff will provide a calendar in the barn to help organize equipment use of shared equipment.
 - Priority is determined by signing up on the calendar.
 - Scheduling is done in half day blocks. You can sign up for morning (before noon) or afternoon.
 - You may only sign up for one block per day at a time. If it is apparent on your scheduled day of use that no other farmers have signed up you may use the equipment all day.
 - If you sign up for a piece of equipment on the calendar it is expected that you carry through on your plan. Consistent failure to do so will be addressed on a case-by-case basis.
 - A key box in the barn holds both tractor keys – please return to box after use.
- Equipment Use and Maintenance
 - CMFC staff are responsible for equipment maintenance
 - Adjacent to key storage is a clipboard to document equipment use. Any time you use a tractor or implement you are required to document the use; **please record the actual tractor hours from the meter.**
 - If equipment is not functioning as expected or there are signs of needed maintenance (noises, smells, etc) it is required that you cease use and report the issue to the Operations Manager ASAP.
 - If equipment breaks during your use it is required that you report this ASAP to the Operations Manager. Everyone breaks things, it's a fact of farming—in a shared

environment it is paramount that issues are addressed as they occur to keep equipment functioning, farmers safe, and communication open.

- After using equipment, remove debris, disconnect implements, and place alongside other implement tools.
 - You may leave an implement connected if the next user has communicated to you that they will be using the same implement.
- If using equipment with manure or other materials that could contaminate fields, please wash tools and document.
- During rainy weather, tractors should be housed in the barn or under cover.

Failure to participate in the scheduling of equipment or maintenance of equipment as outlined will place your continued use of shared equipment in jeopardy. Any decision to limit or end a farmers use of shared equipment will require consensus from the operations manager and the farm director. CMFC is expected to adhere to the same guidelines as incubators. If an incubator farmer does not believe that CMFC is upholding their end of the agreement they can report this to the Farm Director.

6.6 Using Offsite Field Equipment

Equipment brought onto the property should be power-washed, sanitized and free of soil from other farms to minimize the potential for cross contamination of soil borne disease, such as club root. Please document your cleaning procedure and make available to farmers who may use that equipment.

6.7 Available Onsite Equipment

Equipment	Requirements	Appropriate Use
Kubota – 20hp, 4x4	Cat I implements	Use with rototiller, drop seeder, mower.
Branson 50 – 50hp, 4x4 w/loader	Cat I implements	Bed prep, mowing, cultivation, general loader use.
Chisel Plow – 5 shanks w/roller, 68” working width	Cat II	Opening up ground as part of bed prep
Taylor 7’ rototiller	Cat II w/PTO	Final bed prep
5’ Rotary mower	Cat I	W/Kubota or Branson, mowing crops, field edges
5’ Drop Seeder	Cat I	Ground driven drop seeder for cover crop
6’ 3-point disc	Cat I/II (does not work with Kubota)	Discing fields, specifically turnover of beds
Manure Spreader	Pull with PTO	Spreading amendments
2 bottom plow	Cat I (only works with Branson 50)	Periodic turning ground
Buckeye mulch layer/bed shaper	Cat I (only works w/Branson 50)	Final bed prep, laying plastic mulch
5’ Taylor rototiller	Cat I (Kubota or Branson 50)	Final bed prep
Flame weeder	Branson 50	Bed prep for finely seeded crops

**This is not an exhaustive list – other equipment from the main farm may be available upon request, and the equipment list will be updated as equipment become available.*

Tractors and walk-behind equipment are available to farm incubator participants in at least their second year of the program OR who have at least three years of prior farm tractor experience and who:

- Attends the Tractor Safety Course (offered once each spring)
- Has received one-on-one training with CMFC for each machine the farmer wishes to operate, and,
- Passes a tractor test for each machine the farmer wishes to operate.

Farms that have completed tractor training in previous years may pass on the Tractor Safety Course, but must annually renew the training and testing requirements for the tractor(s) they wish to operate.

6.8 Infrastructure at Lawrence Rd.

The incubator farm site has a barn which houses equipment and (5) rentable storage bays. If utilized, the storage bays are intended to house farm-related equipment and tools.

On the south side of the barn, propagation space is available. To ensure clear and equitable use of the propagation space, each farmer is entitled to one 3' x 5' marked space on the propagation benches, this is included in the cost of the land lease. Early season crop planning should help each farmer anticipate additional bench use and timing. Fees may be waived for all use if incubator farms are able to self-regulate equitable shared use.

On the north side of the barn is a wash/pack space with basic washbasins, tables, and access to water. Produce is not to be stored in the wash/pack.

Porta potty service is contracted year round, which is adequate for 10 workers on a 40hr/wk work schedule. In 2023 this service is updated to a handicap ADA compliant unit; a disposal unit will be available for menstrual products & trash. This is included in the land use fee. Farmers requiring labor above and beyond this service are responsible for providing additional accommodations.

6.9 Trash & Recycling

CMFC provides a dumpster container for general farm use; this is shared with the home tenants and can become overloaded. Trash generated at Lawrence Rd. can be disposed of in this dumpster—if the container is being used for trash from other sources (home, other farm sites), the container will be locked or the cost passed on to incubator farmers. Large debris, metal scrap, or other substantial materials can be combined for dump runs or scrapping; contact the Operations Manager for timing.

Nooksack Valley Disposal & Recycling is our local county recycler; they facilitate the recycling of standard glass, plastics, paper, and metal so long as said products are sorted. This pick up is bi-weekly on Wednesdays; the schedule will be posted by the white board. It is the responsibility of incubator farmers to rotate through taking recycling out as it fills in the barn. Recycling must be separated and cardboard flattened/bundled for pick up.

6.10 Deliveries

Farmers must be present to receive deliveries at Lawrence Rd. If a forklift is needed to unload, farmers should contact CMFC Goodwin staff as early as possible and coordinate delivery and subsequent farmer pickup from Goodwin Rd. CMFC does not guarantee staff to always be on site to assist with unload, and will only store incubator pallets and deliveries under cover for 48 hours.

6.11 Incubator Farmer Workshops, Gatherings, and Events

Some incubator farms may choose to host workshops/gatherings/tours at their plot. CMFC highly encourages farmers to reach out to their customers and facilitate such events. To navigate public access on a shared farm, any group gathering at Lawrence Rd. in which there will be more than 10 non-farmer/employee attendees requires:

- Approval from the CMFC Farm Director
- Including the details of said event in the Farm's Business plan or a written protocol for parking and other applicable visitor management necessities
- Posting the event and details on the shared whiteboard in the barn no less than 2 weeks ahead of the event; the host farm should note any possible impacts to farm operations and proposed remedies to those impacts
- Ensuring that parking and field access to does not impede access to normal business operations for other farmers

Incubator farmers are encouraged to host workshops in areas of their expertise at Lawrence Rd., and at Goodwin Rd. Main Farm, where they receive priority for leading Community Education Workshops. See the CMFC website for details and resources in late fall 2022.

6.12 Incubator Farmer Employees and Labor

Farmers who bring labor on to the Lawrence Rd. site (hired, volunteer, or other) are responsible for ensuring that they operate within the guidelines of shared site use. It is recommended that regular employees review this Manual at the start of the season; a hard copy is always stored on the workbench.

Incubator farm temporary employees and helpers may only operate equipment owned by the incubator farm; full season hires must coordinate equipment training with the farmer and CMFC staff.

7.0 Fees and Incentives

Starting a farm on a shared property requires additional time investment and consideration on the part of incubator farmers. Additionally, CMFC works to ensure that incubator farmers are exposed to resources and practices that will make them better farmers.

7.1 Community Incentive

In order to improve capacity for site management and contribute to a cohesive and invested farming cohort, in 2023 CMFC will assess a \$500 community participation fee due in the 4th quarter. This fee is fully to partly waived depending on incubator adherence to the following parameters.

To promote community-oriented site use and responsible land management, incentives are attached to expectations for good stewardship, land management, and end of year responsibilities. These incentives are valued at \$500; failure to meet the parameters of these incentives will result in 4th quarter fees assessed to cover the additional staff time required for site management.

In 2023, CMFC will implement the following incentives:

- End of year responsibilities (up to \$100)

- Weed management (up to \$200)
- Good stewardship (up to \$200)

This table illustrates the specific tasks and deadlines required to receive these incentives:

Task	Activity	Due Date		Details
<i>Good stewardship</i>			\$200	
	12 Community Farm Hours provided on CFH log	11/1		
	Clean up all loose plastic and trash	11/1		
	Improve or maintain plot's organic matter over 4%	10/1		
<i>Weed management</i>			\$200	
	Keep up on problem/invasive weeds; few weeds going to seed in season & no impact on neighboring farms	11/1		
End of Year Responsibilities			\$100	
	Sow cover crop at adequate rate for coverage	10/31		
	Soil testing	11/1		
	Fill out program questionnaire	12/31		
	Provide CMFC with field map	12/31		
	Provide CMFC with input log	12/31		

Farms that do not achieve the above criteria will be provided an explanation in writing of what disqualified them from the incentive(s), and suggestions for future management.

7.2 Fee Breakdown and Payment Schedule

Item	Fee	Payment Schedule	Fee Includes
Land Lease	\$550 Year 1	Invoices will be sent quarterly (April, July, October, and January). Each invoice will include 25% of the land lease. Fees for equipment and infrastructure rental accrued during their invoice period will also be included. Annual payment items (below) will be paid in full during the first quarter of use. The Participation Fee will be due at the end of the 4 th quarter.	<ul style="list-style-type: none"> • Primary tillage in spring • Access to wash-pack • Irrigation up to the riser • Access to barn & CMFC tools/supplies • 3' x 5' propagation space in prop house
	\$650 Year 2		
	\$750 Year 3		
	\$800 Year 4		
	\$800 Year 5		

Community Incentive	\$500/year (part to fully waived, see details in section 7.0)		<ul style="list-style-type: none"> Property maintenance & upkeep Staff time
Equipment Fees	Varies		See Equipment Costs below
Infrastructure Fees	Varies		See Infrastructure Costs below
Service Fees	Varies		See Service Costs below
Fines	Varies		See Fines below

7.3 Equipment Costs

Item	Cost
Tractor (Diesel included)	\$30/hr
Custom Tractor Work	\$45/hr
PTO Implements	\$15/hr
Non-PTO implements	\$10/hr

7.4 Infrastructure Costs

Barn Storage 10' x 13'	\$100/year
Loft storage	\$75/year
Greenhouse 96' (May-December)	\$280 (full)/year
Greenhouse 148' (January-December)	\$530 (full)/year
Cat tunnel skeleton 20' x 100'	\$200/year (farmer responsible for sourcing greenhouse poly)
Additional Propagation 3' x 5'	\$10/month
Cold storage (May-Dec)	\$20/month/pallet
Dry storage (Max 1 pallet)	\$15/month/bin
Processing Room	\$40/day R&D for 2 days, then \$15/hr

7.5 Service Costs & Fines

Lost Keys	\$20/event
Bounced Check	\$10/event
Equipment abuse (e.g. wrong top link pin causing mechanical damage)	\$50/event
Dump Run	Staff time plus cost of disposal

8.0 Indemnifications and Recourse

CMFC is committed to doing everything within reason to ensure proper function of equipment and infrastructure at the incubator farm. However, in the event of unforeseen circumstances that create lapses in service, CMFC will not be held accountable for losses.

8.1 Feedback Loops

Given the highly dynamic nature of farming, unanticipated circumstances will arise. The only way to quickly address issues is with full cooperation and communication of all participants. CMFC will work to overcome challenges so that the cohort can best function. This will undoubtedly require patience and flexibility on everyone's behalf.

Contacts for the Incubator are:

- Tim Poole, CMFC Operations Manager

-Elizabeth Hayes, CMFC Farm Director

8.2 Good Standing

Continued access to CMFC facilities and participation in the program is based on being in good standing with the program. This includes adhering to the Lease, punctual payment and or communication about alternatives, policies laid out in this Program Manual, progressing towards goals and expectations, and working collaboratively with other program participants and CMFC staff.

8.3 Program Accountability

Our mission is to serve beginning farmers, so we want to ensure that the needs of farmers are being met by staff. A survey on your experience at Lawrence Rd. will be sent at the end of the season; please use this opportunity to reflect on successes, failures, and suggestions for improvement, as these results are shared with program managers, directors, and in preparation for seeking funding. If you feel that needs are not being met in a timely manner, report this to the Farm Director in writing so that it can be addressed.