

Twin Hills Community Comprehensive Plan 2019 Update



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Cover photo credits: Photos taken by Agnew Beck Consulting in October 2019. Left: View of Twin Hills Village from the Twin Hills School. Right: drawing by Trinity Kvamme.

Twin Hills Community Comprehensive Plan 2019 Update

Table of Contents

Acknowledgements	iv
Resolution from Governing Entities	v
1. Introduction	1
Project Area.....	1
History.....	2
Demographics.....	2
Purpose of the Plan.....	3
Planning Process.....	4
Relevant Planning Efforts	4
Community Vision and Values	5
Community Values	5
Summary of Goals and Priority Actions.....	5
Goals.....	5
Priority Actions	6
2. Land Use, Housing and Environment.....	8
Context.....	8
Land Use	8
Housing.....	8
Environment	9
Land Use, Housing and Environment Goals and Actions.....	10
3. Community Wellness, Culture and Education	11
Context.....	11
Community Wellness	11
Culture.....	11
Education.....	12
Community Wellness, Culture and Education Goals and Actions	14

4. Public Services and Facilities.....	15
Context.....	15
Water and Sewer	15
Solid Waste	15
Community Facilities	16
Public Safety, Fire and Emergency Services.....	16
Energy.....	16
Communications.....	18
Public Services and Facilities Goals and Actions.....	18
5. Transportation.....	20
Context.....	20
Air Transportation.....	20
Roads and Trails	20
Marine Transportation.....	21
Transportation Goals and Actions.....	21
6. Economy	22
Context.....	22
Income.....	22
Industries, Employment and Entrepreneurship	23
Economy Goals and Actions	26
7. Leadership.....	27
Context.....	27
Leadership and Governance	27
Leadership Goals and Actions	27
8. Implementation.....	29
Land Use Maps.....	29
Funding and Implementation Resources	33
Land Use	33
Housing.....	33
Environment	34
Community Wellness	35
Culture.....	36
Education.....	36
Water and Sewer	37

Solid Waste 37
Community Facilities 37
Public Safety, Fire and Emergency Services..... 38
Energy..... 39
Communications..... 40
Transportation..... 40
Economic Development 40
Leadership and Governance..... 41
Appendix: Local and Regional Contacts..... 42

Acknowledgements

The Twin Hills Community Comprehensive Plan Update is the result of a team effort from the Twin Hills Village Council members and staff, Twin Hills Native Corporation, and the residents of Twin Hills. This plan is the direct result of their contributions of time and knowledge of their community, and their desire for a healthy future.

Thank you to the Twin Hills Village Council for contributing door prizes at the October 3, 2019 community planning meeting.

This plan was funded by The Bristol Bay Economic Development Corporation (BBEDC).

Resolution from Governing Entities

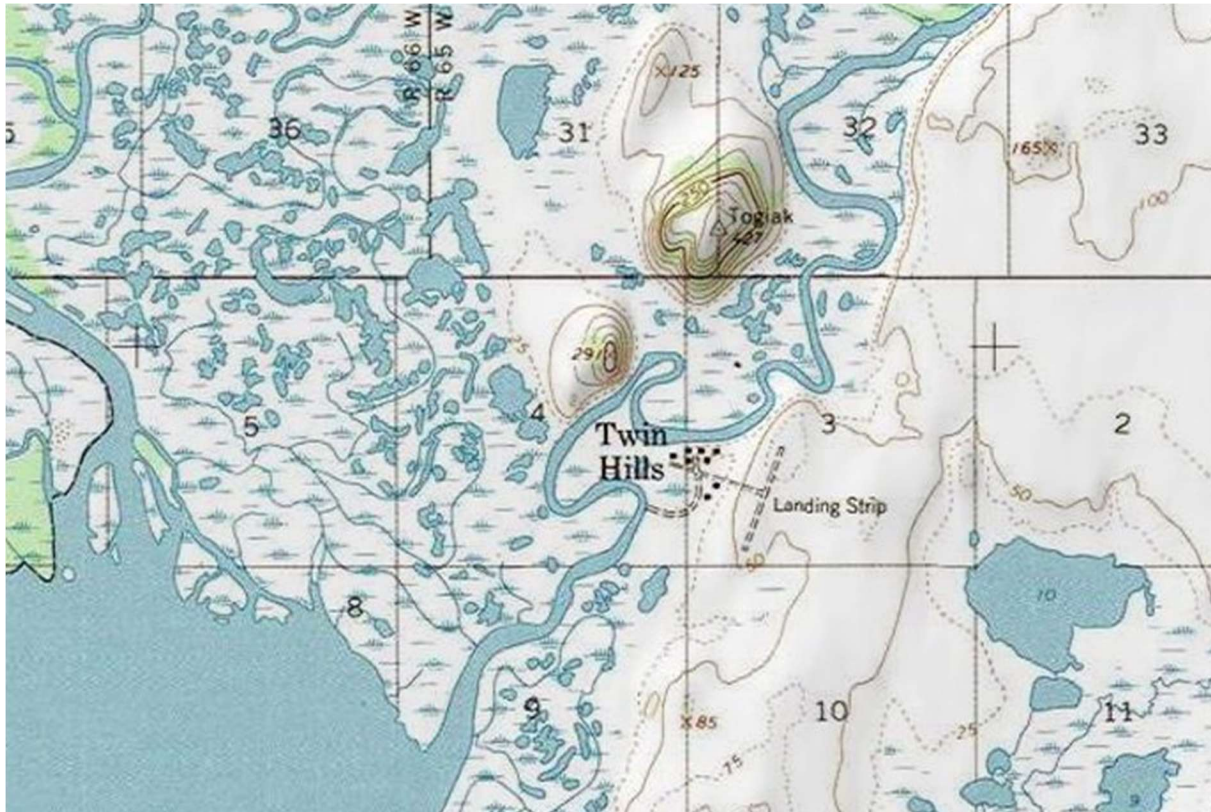
I. Introduction

Project Area

Twin Hills is located near the mouth of the Twin Hills River, a tributary of the Togiak River, 386 miles southwest of Anchorage in the Dillingham Census Area. Twin Hills is one of 11 small communities scattered along the northern side of Bristol Bay. It is located about 1.5 miles inland on the Twin Hills River, a tributary of the Togiak River. This tributary is navigable during high tides. A road connects Twin Hills with the cannery at Old Togiak; otherwise, access is limited to small aircraft and boats. The area encompasses 21.8 square miles of land and 0.3 square miles of water. The project area considered in this plan includes all lands commonly used by Twin Hills residents. Lands in common use represent a mix of ownership: by the Twin Hills Native Corporation, Twin Hills Village Council, private persons, and the state and federal government.

This study most closely considers the main village area, airport, roads and trails, outlying facilities and structures, and important areas for fishing, hunting, berry harvesting and other subsistence activities.

Figure I: Twin Hills Topography



Source: State of Alaska Department of Natural Resources. Alaska Mapper. Accessed 7/8/2019 from <http://dnr.alaska.gov>

History

Twin Hills was formed as a permanent settlement by a group of families originally from Togiak. After serious flooding in 1964, the original settlers of Twin Hills moved from Togiak to the East Fork of the Togiak River, under the protection of two hills, for which the village is named. Twin Hills is a traditional Yup'ik village. Many residents are bilingual Yup'ik and English speakers. Twin Hills is noted for its talented artists who create traditional works of Yup'ik art. A historic village site is located near the Twin Hills beachfront. The Yup'ik community name is Ingricuaq, which translates to “little hill.”

Demographics

The most current estimated population of Twin Hills is 96 (in 2018).¹ Over the past several years, Twin Hills has seen steady growth at a faster rate than the Dillingham Census Area and Alaska as a whole (Table 1). There is a fairly even balance of men (53 percent) and women (47 percent) in Twin Hills.²

Table 1: Population of Twin Hills, Dillingham Census Area, and Alaska (2010-2018)

Population	Twin Hills	Dillingham Census Area	Alaska
2010	74	4,847	710,231
2011	78	4,930	722,159
2012	82	4,978	730,603
2013	81	5,025	736,071
2014	85	5,063	736,423
2015	81	5,008	737,022
2016	83	4,958	739,676
2017	83	4,925	737,847
2018	96	5,021	736,239
change, 2010-2018	30%	4%	4%

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section. Accessed 7/3/2019 at: <http://live.laborstats.alaska.gov/pop/>. 2010 Census conducted in April; all other estimates done in July.

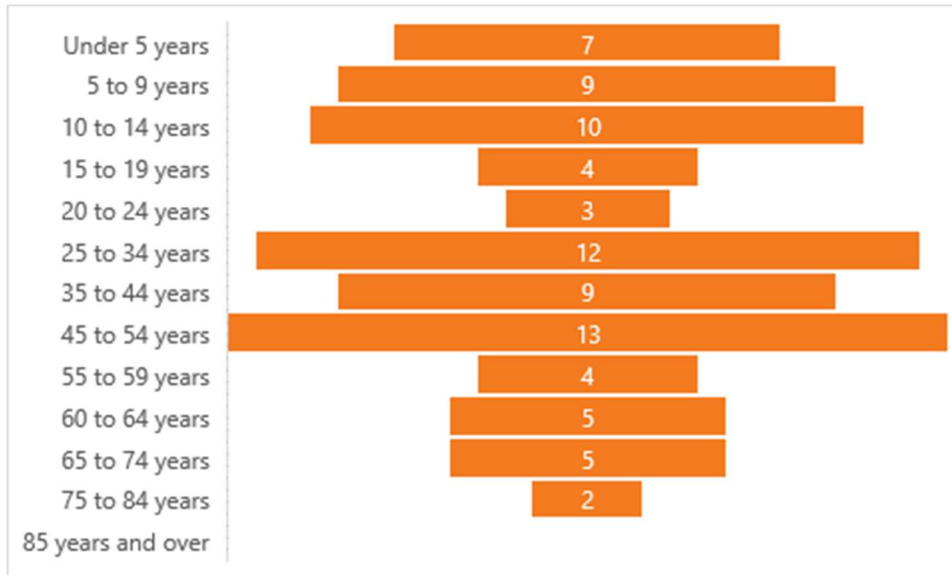
¹ State of Alaska Department of Labor and Workforce Development, Research and Analysis Section. Accessed 7/3/2019: <http://live.laborstats.alaska.gov/pop/>

² U.S. Census Bureau, American Community Survey 5-Year Estimates. Demographic and Housing Estimates 2013-2017. Accessed 7/3/2019: <http://factfinder.census.gov>

The United States (U.S.) Census Bureau estimates the average age of Twin Hills residents to be 30.9 years.³ Youth under age 18 make up an estimated 36 percent of the population, and eight percent of the population is over the age of 65.⁴

Twin Hills residents are predominantly Alaska Native (96.4 percent), with the remaining residents identifying as White or White and Alaska Native.⁵

Figure 2: Population Pyramid, 2013-2017 5-Year Estimates



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates. Demographic and Housing Estimates 2013-2017. Accessed 7/3/2019 at: <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

Purpose of the Plan

Villages, regional organizations and statewide entities all recognize the need for communities to clearly state their goals and visions for the future. Community planning is the process of coming together to agree on a future direction and gathering momentum to carry it forward. A united community, regardless of size or location, can achieve its goals through building consensus and clearly pursuing a direction that all community members support. This is the key to self-sufficiency and self-governance.

Community goals can range from constructing facilities, such as housing or a community center, to expanding infrastructure, creating jobs, protecting subsistence areas and sustaining cultural traditions. By planning ahead, villages can act on new opportunities and prepare for challenges associated with economic, environmental, and demographic changes.

³ U.S. Census Bureau, American Community Survey 5-Year Estimates. Demographic and Housing Estimates 2013-2017. Accessed 7/3/2019: <http://factfinder.census.gov>

⁴ U.S. Census Bureau, American Community Survey 5-Year Estimates. Demographic and Housing Estimates 2013-2017. Accessed 7/3/2019: <http://factfinder.census.gov>

⁵ U.S. Census Bureau, American Community Survey 5-Year Estimates. Demographic and Housing Estimates 2013-2017. Accessed 7/3/2019: <http://factfinder.census.gov>

Title 29 of the Alaska State Statutes mandates that all organized municipalities have a comprehensive plan:

State Statute Sec. 29.40.030. Comprehensive plan

(a) The comprehensive plan is a compilation of policy statements, goals, standards, and maps for guiding the physical, social, and economic development, both private and public, of the first or second class borough, and may include, but is not limited to, the following:

- Statements of policies, goals, and standards;
- Land use plan;
- Community facilities plan;
- Transportation plan; and,
- Recommendations for implementing a comprehensive plan.

(b) With the recommendations of the planning commission, the assembly shall adopt by ordinance a comprehensive plan. The assembly shall, after receiving the recommendations of the planning commission, periodically undertake an overall review of the comprehensive plan and update the plan as necessary.

Because Twin Hills is part of an Unorganized Borough, a comprehensive plan is not mandated, but the plan is still very useful to help guide community development and to document community support for priority projects or programs in grant applications.

Planning Process

The Twin Hills Community Comprehensive Plan was developed by the community of Twin Hills to plan for the future and ensure that the village develops in a way that fits with residents’ values and ways of life. This 2019 update documents the accomplishments the community has made since the 2005 plan and identifies new priorities for future years. The following table summarizes the process to prepare this Comprehensive Plan update.

Date	Activity
July - August 2019	Research and prepare Community Context
August 1, 2019	Teleconference with Twin Hills to discuss achievements since the 2005 plan and current priorities
October 3, 2019	Public Meeting to update the plan
October 2019	Draft remaining sections of plan with community input from Public Meeting
Spring 2020	Review draft plan with Twin Hills Council
Spring 2020	Refine and finalize plan for adoption by Twin Hills Council

Relevant Planning Efforts

The 2019 Twin Hills Comprehensive Plan Update builds on the work of previous planning efforts including the 2019 Twin Hills Long Range Transportation Plan, the 2005 Twin Hills Comprehensive Plan, and the 2017 – 2021 Bristol Bay Comprehensive Economic Development Strategy (CEDS) Plan.

Community Vision and Values

At the October 3, 2019 community planning meeting, Twin Hills community members confirmed the following vision and values.

Community Values

- Family
- Strong Local Economy
- Subsistence
- Beautiful Area
- Clean Environment

Summary of Goals and Priority Actions

Goals

Land Use, Housing and Environment

- Preserve and protect subsistence resources.
- Manage future development so it does not overextend the village's resources or ability to maintain its buildings and transportation routes.
- Increase the availability of quality housing for all residents.
- Protect natural beauty, water and air quality; maintain a clean environment.

Community Wellness, Culture and Education

- Improve the health of all community members.
- Teach youth and adults traditional skills, language and knowledge.
- Provide excellent education opportunities close to home.

Public Facilities and Services

- Improve general community facilities and services to support community goals.
- Maintain an adequate water and sewer system to support existing and new housing construction.
- Manage waste to keep the community clean and protect the environment.
- Provide phone and Internet access for all residents.
- Reduce the costs of fuel and/or community reliance on fuel.
- Provide adequate public safety and emergency services to respond to current and future needs in Twin Hills.

Transportation

- Ensure good, safe transportation in and around the community.

Economy

- Increase the number of jobs and locally owned businesses.
- Increase residents' ability to obtain good jobs within the community.

Leadership

- Continue to fund community plans and priorities.
- Maintain good communication with local, regional, state and federal entities.
- Bring up youth leaders.

Priority Actions

- **Construct new homes.** In 2019, 5-10 additional houses are needed for people already living in Twin Hills, as well as for new residents the community hopes to attract. The new HUD house designs work well for community members who currently live in them. Lots have been surveyed for a new subdivision. Roads, water and sewer lines and electricity distribution have not yet been extended into the subdivision.
- **Provide more youth mentoring and Elder-youth opportunities for interaction. Encourage adults and Elders to act as role models for youth in ways that are healthy, safe and responsible.** Young people would appreciate more frequent talking circles with Elders, in which the Elders talk about what life was like in the old days. Youth expressed the need for encouragement and leadership opportunities.
- **Hold specific youth activities throughout the year.** Youth activities are needed throughout the year. One young person suggested painting murals on walls and doors throughout the community. Cultural activities with Elders, school and job preparation were also supported by youth participants at the community meeting.
- **Maintain the school enrollment and continue to support the Twin Hills School.** Enrollment at the Twin Hills School has been sustained and increased over the past several years. Youth expressed a desire for larger school facilities, including a basketball court with scoreboards. Students also emphasized a need to strengthen elementary and middle school curricula so they are better prepared academically when they transfer to larger schools, graduate and go on to higher levels of education. As a small school, with several grades and ages taught the same curriculum in a single class, students can fall behind in their grade level compared to larger schools with more separation between grade levels. Young people also expressed a strong interest in participating in the Alaska Native Science and Engineering Program (ANSEP).
- **Upgrade and maintain the Twin Hills airport facility.** Improvements are needed to the existing airstrip (the ground gets too soft). Community members also suggested building a crosswind airstrip (with an east-west orientation) to provide an alternate approach when strong winds prevent aircraft from landing on the existing airstrip with its north-south orientation.
- **Grow the number of jobs and/or local businesses in Twin Hills.** Potential jobs or local business ideas offered in 2019 include: local hiring at the gas station, open a coffee shop, open a Native foods restaurant, open a community store, and increase local fish processing and marketing. Tourism-related business activity could be expanded if regular air service can be provided directly from Anchorage and more residents have Operator of Uninspected Passenger Vessel (OUPV, commonly known as “six-pack”) licenses.
- **Create a community greenhouse to grow local crops.** Community members mentioned the Igiugig greenhouse as a model.
- **Create job training and skill-building opportunities for youth and adults. Mentor youth in job skill areas (e.g., engine repair, teaching, health-related fields) as well as subsistence.** Jobs and

training for young people are a priority. Community members also asked for resume writing support. Some of the Bristol Bay regional entities, such as the Bristol Bay Economic Development Corporation (BBEDC) and Bristol Bay Native Association (BBNA) provide internships, training, and jobs for Twin Hills residents. Community members also described internships available with oil companies. Students may need more encouragement to apply for these opportunities. Community meeting attendees reported that youth often want to stay home and prefer not to leave Twin Hills for school, training, or other opportunities.

2. Land Use, Housing and Environment

Context

Land Use

The health of the waters and lands surrounding Twin Hills are of primary importance to area residents. Twin Hills has a compact village site, with good access to hunting and fishing grounds. Much of the developable land in Twin Hills is not experiencing complications from erosion, inundation or other problems that some other areas of coastal and riverine Alaska are facing at this time. The Stinky Pond area (named because of the odors associated with natural decay that occurs at the site) is the only area in the village that ever floods. Future development is being managed to allow for needed growth without overextending the village's resources or ability to maintain its buildings and transportation routes.

Lands in the area around Twin Hills are generally owned by private individuals or businesses, Native Corporations, and government entities. The area surrounding Twin Hills is designated as the Togiak National Wildlife Refuge. Native Land Allotments may also exist within the Refuge and Corporation lands.

- **Federal lands:** Togiak National Wildlife Refuge
- **State lands:** Airport runway
- **Regional Corporation lands:** Bristol Bay Native Corporation (BBNC) is the regional land corporation.
- **Village Corporation lands:** The Twin Hills Native Corporation has a 12(a) Land Entitlement of 69,120 acres from the federal government and a 12(b) land entitlement of 820 acres reallocated from BBNC.

The Bristol Bay fishery also affects land use in and around Twin Hills, especially the nearby North Pacific Processors cannery and Togiak village. There are some hunting and fishing lodges in the area, with which the community has generally friendly relations. Twin Hills Native Corporation leases some of its land to two commercial guiding operations. In addition to bringing in revenue for the village, these leases provide some policing by the guiding services, which helps to prevent overuse, trespass and illegal hunting. Since the 2005 Comprehensive Plan, concerns about protecting historic sites have been addressed.

Housing

Additional housing is needed in Twin Hills to meet existing community needs and to retain people for needed jobs in the village. The average household size in Twin Hills is 2.55 (US Census Bureau).⁶ The 2010 Census identified 36 housing units in Twin Hills, 29 of which were occupied at the time (2010, U.S. Census Bureau). U.S. Census Bureau estimates report that the newest homes in the community were built from 2000-2009 (12 units); the remaining homes were built before the year 2000.⁷ More recent information from the community indicate that seven single family homes were built in Twin Hills in 2002. Since then, three additional homes

⁶ U.S. Census Bureau. 2010 Demographic Profile Data, Twin Hills CDP. Accessed 7/3/2019: <http://factfinder.census.gov>

⁷ U.S. Census Bureau, American Community Survey 5-Year Estimates. Demographic and Housing Estimates 2013-2017. Accessed 7/4/2019: <http://factfinder.census.gov>

were constructed using Bureau of Indian Affairs funds. A former teacher housing unit for the school was relocated and renovated to provide an additional unit of housing in 2016. Since the 2005 Comprehensive Plan, older housing stock has been (and continues to be) repaired if possible and demolished if beyond repair.

Housing is provided through the Bristol Bay Housing Authority (BBHA) and Bureau of Indian Affairs (BIA). Community members report that the new HUD house designs work well for those who are living in them. Lots have been surveyed for a new housing subdivision adjacent to the existing village. Roads, water and sewer lines, and electricity distribution have not yet been extended into the subdivision. Twin Hills was recently awarded \$125,000 from the Village Safe Water Program (State of Alaska Department of Environmental Conservation) for a water distribution study and \$272,000 from the U.S. Department of Agriculture (USDA) to design a new water distribution system.

There is no designated senior housing in Twin Hills. The Dillingham Census Area currently has 20 beds of senior housing to serve an area with 426 seniors.⁸ The Bristol Bay Housing Authority, in cooperation with the Village Council, can monitor the need for (and determine the feasibility of) senior housing.

Environment

Twin Hills is generally a very pristine, clean place. Community members rely on food resources from local land and waters, and they are committed to protecting the quality of their natural environment. Residents frequently list good water, clean air, healthy animals and good berry picking as the area's environmental assets.

Residents are watchful of observed environmental changes in the area such as warmer temperatures, shorter winters, low snow and ice, and unusual wind patterns in recent years. Summer 2019 saw more salmon berries and fewer blackberries and blueberries in the area. Parasites have been found in fish caught in the area. Community members identified a number of environmental issues to address, including health of some animal populations, the encroachment of alders into berry picking areas, the lack of snow and river freeze-up, and reliance on fossil fuels for energy. Assistance from regional, state and federal entities may be necessary to deal with these issues.

Solid waste improvements have gone a long way toward protecting environmental health since the 2005 plan. A new landfill was completed (and the old landfill closed) in 2018. The Twin Hills Environmental Department created educational materials to help minimize pollution in the village. Cannery workers are now using dumpsters to clean up after themselves, which eliminated a community concern from the 2005 plan about the Cannery Road becoming a dumping ground. Twin Hills completed a Hazard Mitigation Plan in 2019, which will open the community to resources from FEMA to address potential environmental hazards. Current environmental priorities include continued efforts to improve sewage facilities and address fuel spills, pollution and waste from fishing and canning. Community members also expressed concern about mining and dumping into the water.

⁸ Alaska Housing Finance Corporation. 2018 Housing Assessment – Dillingham Census Area.

Land Use, Housing and Environment Goals and Actions

Goal: Preserve and protect subsistence resources.

Actions:

- Work with agencies, operators and organizations to ensure that subsistence needs are considered and protected when fishing and game management policies are written or changed.
- Review the Togiak Wildlife Refuge Management Plan. The 15-year update of the plan was completed in 2009; the next update will be in 2024.
- Maintain the involvement of Twin Hills village leadership in regional decision-making regarding resource development that will affect subsistence resources and environment.
- Work with all Native villages and organizations potentially affected by commercial fishing, mining, oil and gas development to protect village interests.
- Work with Twin Hills Native Corporation to ensure that important lands for subsistence are protected for future generations.

Goal: Manage future development so it does not overextend the village's resources or ability to maintain its buildings and transportation routes.

Actions:

- Continue to keep new development within an accessible distance of the main village; cluster community buildings and services in a central village area.
- Continue to locate water and sewer utility buildings to maximize their capacity to serve the entire village.
- Continue to locate waste and fuel facilities away from residential areas when possible, but not so far that road access and facility maintenance are difficult to keep up.
- Continue to use site plans and suitability analyses to support the development or re-development of land in and around the main village site.

Goal: Increase the availability of quality housing for all residents.

Actions:

- Continue to repair older existing housing stock as needed and to replace or demolish derelict houses. In 2019, two houses need running water.
- **Construct new homes for community members, as well as to attract and retain people from outside Twin Hills who are needed for critical local jobs and services.** In 2019, 5-10 additional houses are needed for people already living in Twin Hills, as well as for new residents the community hopes to attract.

Goal: Protect natural beauty, water and air quality; maintain a clean environment.

Actions:

- Continue to work with fishing operators to minimize pollution, as well as to protect air and water quality.
- Continue to use hazardous materials safety practices to prevent spills; work with fuel users in the area to maintain safe fueling practices.

3. Community Wellness, Culture and Education

Context

Community Wellness

The Bristol Bay Area Health Corporation (BBAHC) operates the health clinic, staffed by one health aide who provides primary health services. A new Twin Hills Health Clinic facility was constructed from 2006 to 2009. A sub-regional health facility in Togiak offers mid-level primary care services. Some community members go to Togiak for their health care needs if a health aide is not available in Twin Hills. Twin Hills is a dry community, meaning that the community bans the sale, importation and possession of alcohol.

Community-based support services are provided at a variety of levels for different wellness needs. Elder support services are provided mainly on a case-by-case basis by family and community members. Childcare for working parents is mostly provided by family members. Twin Hills School offers preschool and does not have a Head Start program. The Bristol Bay Native Association (BBNA)'s Social Services Department (Children and Family Services Division) provides services to Tribal members and Bristol Bay residents to promote and enhance family and community wellbeing. BBNA employs Tribal Children's Service Workers and Youth Activities Coordinators to provide child protection services and support tribal courts (the nearest is in Togiak). BBNA provides a variety of workforce development and financial assistance programs to tribal members throughout the region. Family support services are also offered at the Ikaiyurvik Family Resource Center in Togiak.

Culture

Twin Hills residents rely heavily on subsistence activities for various food sources. Seal, sea lion, walrus, salmon, variety of trout, herring, herring roe and kelp, blackfish, clams, moose, caribou, geese, ducks and various eggs from different species of birds are harvested. Berry picking of many varieties are common in their respective seasons. Subsistence activities occur all along the coastal areas where residents hunt for geese, ducks, sea birds and other marine life, traveling as far as Quinhagak to Kulukak. For land species, hunters may go as far as Koliganak to the lakes of Quinhagak. Moose, caribou, salmon, trout and other species are hunted in inland areas. An exchange relationship exists between Twin Hills, Togiak, Manokotak, and other Bristol Bay villages. Some residents of outlying villages visit Twin Hills to pick certain species of berries. Twin Hills residents may also fly to neighboring villages to pick other berry species. These are either used immediately or frozen for later use. Seal oil is sometime exchanged for cash or necessary food items that are unavailable locally.

Twin Hills youth very much appreciate participating in cultural activities with Elders, such as classes to learn traditional skills and crafts, or talking circles with Elders, in which the Elders talk about what life was like in the old days.

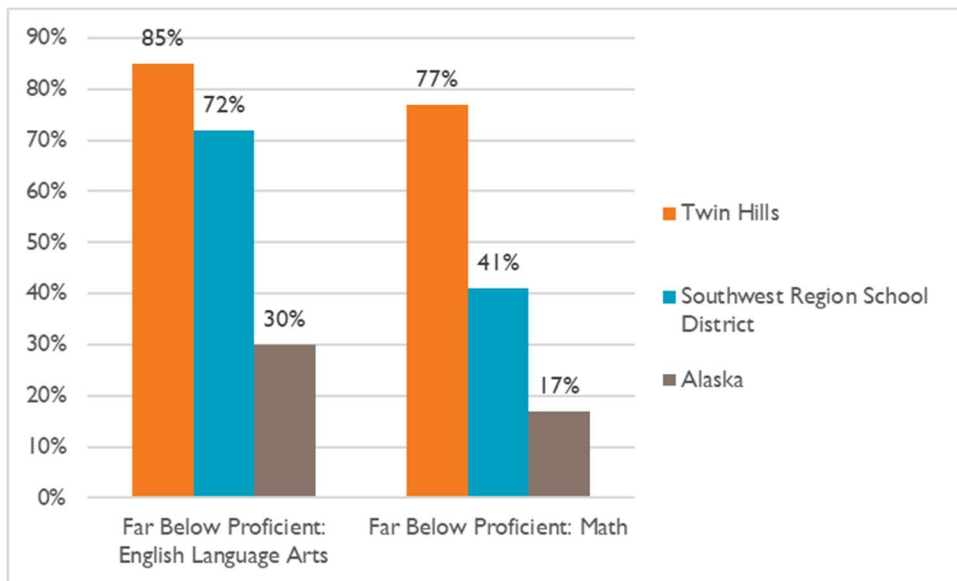
Education

Education is provided at the Twin Hills School for Preschool and Kindergarten through 12th grade students. The Twin Hills School is part of the Southwest Regional School District. As of October 1, 2018, there were 25 students enrolled in the school, including 17 students in Kindergarten through sixth grade and eight students in seventh through twelfth grades.⁹ High school was unavailable in Twin Hills before 2016; students had to leave the community for high school. In 2019, most students remain in Twin Hills for high school, but some choose other options, such as Mt. Edgecumbe High School in Sitka. The Twin Hills School has three teachers, one with a bachelor's degree and two with master's degrees.¹⁰

Academic performance at the Twin Hills School, as measured by the percentage of students far below proficiency in English and math, is lower than district and state averages (Figure 3). The 2017-2018 Performance Evaluation for Alaska's Schools (PEAKS) results indicate that 84.6 percent of Twin Hills students are far below proficient in English language arts and 76.9 percent of students are far below proficient in math.¹¹

Attendance rates have been found to directly correlate with academic achievement in many schools; children cannot learn if they are not present in class. Attendance at the Twin Hills School was 86.5 percent during the 2017-2018 school year, compared to an 88.6 percent attendance rate districtwide and a 92.9 percent attendance rate statewide.

Figure 3: PEAKS Scores: Far Below Proficiency - Twin Hills, Southwest Region School District and Alaska



Source: Alaska Department of Education and Early Development. Alaska's Public Schools: A Report Card to the Public, 2017-2018. Accessed 7/3/2019 from <https://education.alaska.gov/>.

⁹ Alaska Department of Education and Early Development. System for School Success, Twin Hills School Profile. Accessed 7/3/2019 from <https://education.alaska.gov/Reporting/Reports/SchoolProfile?schoolId=450120>.

¹⁰ Alaska Department of Education and Early Development. Alaska's Public Schools: A Report Card to the Public, 2017-2018 – Twin Hills School. Accessed 7/3/2019 from <https://education.alaska.gov/ReportCardToThePublic/Report/2017-2018/45/450120>.

¹¹ Alaska Department of Education and Early Development. Alaska's Public Schools: A Report Card to the Public, 2017-2018 – Twin Hills School. Accessed 7/3/2019 from <https://education.alaska.gov/ReportCardToThePublic/Report/2017-2018/45/450120>.

The Twin Hills School is a Title I School (a school with high percentages of children from low-income families) and receives Comprehensive Support. The Comprehensive Support designation is reserved for Title I schools that fall within the lowest five percent on the System for School Success accountability system index, which measures student performance across multiple domains. Comprehensive Support provides schools with access to additional resources for school improvement efforts.

Internet has been used for communications, research and distance learning at the Twin Hills School since 2005. Like many rural schools, Twin Hills would benefit from increased broadband speed. The Alaska School Broadband Audit found that 63 percent of schools in Southwestern Alaska do not meet the national standards for Internet access of 100 kbps per student and staff. Southwest region schools, on average, have the second slowest internet speed by region in the state, at around 55 kbps per student and staff member.¹²

Enrollment at the Twin Hills School has been sustained and increased over the past several years. Youth expressed a desire for larger school facilities, including a basketball court with scoreboards. Students also emphasized a need to strengthen elementary and middle school curricula so they are better prepared academically when they transfer to larger schools, graduate and go on to higher levels of education. Twin Hills youth explained that as a small school, several grades and ages are taught the same curriculum in the same classroom; older students often fall behind in their grade level compared to larger schools with more separation between grade levels. Young people also expressed a strong interest in participating in the Alaska Native Science and Engineering Program (ANSEP).

Secondary and Higher Education

The nearest university campus to Twin Hills is located in Dillingham at the University of Alaska, Fairbanks, Bristol Bay Campus. This campus offers distance learning and on-site instruction for postsecondary students in a range of academic and vocational disciplines. The Southwest Alaska Vocational and Education Center (SAVEC) located in King Salmon offers an array of workforce development and vocational courses; student lodging is available for multi-day courses.

¹² Alaska School Broadband Audit (2015). Accessed 7/3/2019 from http://www.connectak.org/sites/default/files/connected-nation/alaska_school_broadband_audit_report_final.pdf.

Community Wellness, Culture and Education Goals and Actions

Goal: Improve the health of all community members.

Actions:

- Start and maintain a Wellness Team as a forum to discuss current issues facing the community and how to solve them together, using available resources.
- Designate an Elders' advocate.
- Consider future options for a Senior Center or other facility to provide direct senior services. Provide in-home Elder care and hospice services, as well as assistance with basic tasks like moving furniture and health checks.
- Address bereavement issues.
- **Provide more youth mentoring and Elder-youth opportunities for interaction. Encourage adults and Elders to act as role models for youth in ways that are healthy, safe and responsible.**

Goal: Teach youth and adults traditional skills, language and knowledge.

Actions:

- **Hold youth activities throughout the year for fun and learning, including cultural activities with Elders, school and job preparation activities.**
- Use the school to continue to involve the community in youth and community activities (e.g., sewing class offered at the Twin Hills Village Council Building).
- Use distance learning with satellite TV/video to maintain a connection with Togiak.

Goal: Provide excellent education opportunities close to home.

Actions:

- **Maintain the school enrollment and continue to support the Twin Hills School.**
- Continue to use the Internet for distance learning.

4. Public Services and Facilities

Context

Water and Sewer

Piped water and sewer systems were installed in Twin Hills in 1977. Water is drawn using a submersible pump and is treated and stored in a 60,000-gallon steel tank. The gravity sewage system feeds to a disposal lagoon on the far west side of town. There are four certified water and wastewater operators in Twin Hills. Three of the operators have certificates for untreated small water systems. Two of the operators have certification for the wastewater lagoon.

In 2019, of 31 occupied homes, nineteen have piped services and complete plumbing. Two homes have well and septic, and two homes have no plumbing, water or wastewater. According to U.S. Census Bureau, of 30 occupied housing units, 16 units (53.3 percent) lack complete plumbing facilities, and 13 units (43.3 percent) lack complete kitchen facilities.¹³ The school operates its own water and wastewater system. A coin-operated washeteria is available.

The Alaska Native Tribal Health Consortium (ANTHC) completed energy efficiency improvements to the Twin Hills water and sewer system in 2018. Current water and sewer upgrades are being done in phases. Twin Hills was recently awarded \$125,000 from the Village Safe Water Program (State of Alaska Department of Environmental Conservation) for a water distribution study and \$272,000 from the U.S. Department of Agriculture (USDA) to design a new water distribution system. ANTHC completed a preliminary engineering report (PER) for replacing the community water system (including the water tank) in March 2019; it was approved by the State of Alaska Department of Environmental Conservation Village Safe Water Division as of May 1, 2019. Twin Hills submitted an application to fund the system improvements in July 2019 and has begun to set aside funds for the replacement project.

Solid Waste

A burn box was purchased in 2009 and continues to be used to reduce waste and extend the life of the landfill. In 2018, the Twin Hills Village Council submitted a permit application to the Alaska Department of Environmental Conservation for the operation of a new Class II Community Solid Waste Landfill. The site is now active with a current permit. The landfill site includes an area fill landfill, a burn unit, solid waste disposal cells, a salvage area to reclaim reusable goods for recycling and a hazardous waste collection building.¹⁴ The new landfill is located an appropriate distance from the center of the village and new housing development.

Backhaul is now being coordinated for recyclable and hazardous waste by the Twin Hills Environmental Department. The Twin Hills Environmental Department has also provided education that has been successful in helping to increase recycling, reduce waste, and safely dispose of hazardous waste in the

¹³ U.S. Census Bureau, American Community Survey 5-Year Estimates. Demographic and Housing Estimates 2013-2017. Accessed 7/4/2019: <http://factfinder.census.gov>

¹⁴ State of Alaska. Public Notice – Twin Hills Village Council – Twin Hills Beach Road Landfill. Accessed 7/4/2019 from <https://aws.state.ak.us/OnlinePublicNotices/Notices/View.aspx?id=191469>

community. Practices to prevent Cannery Road from becoming a dumping area (an action from the 2005 Twin Hills Comprehensive Plan) are no longer needed because cannery workers are now using dumpsters.

Community Facilities

Community gathering space continues to be a priority in Twin Hills. The School and Village Council Building are used for most community events and activities. Twin Hills School is one of the most used and most important public facilities in the community. It is not only a place for learning; it also provides the community with meeting space, a large kitchen, library, internet access and exercise area. The school gymnasium is always available for community use.

Community discussions emphasized the need for physical spaces for children and youth, such as a second playground to supplement the school playground or space in a larger community center. The village applied for Denali Commission funding for a multi-use facility that included a new health clinic and community space in the mid-2000s; only the clinic was funded. Community members continue to prioritize construction of a new community gathering space that may also house activities such as arts and crafts, classes in subsistence and traditional skills, youth activities, a library with Internet access/café, Elder activities and senior services.

Public Safety, Fire and Emergency Services

Twin Hills is classified as an isolated village in EMS Region 2I in the Bristol Bay Region. Emergency Services have limited air and river access. Emergency medical service is provided by a health aide. There is a volunteer fire department in Twin Hills. Safety issues are addressed by a Village Public Safety Officer (VPSO) or the Alaska State Troopers, who travel to Twin Hills from Togiak or Dillingham. In 2019, no public safety officers are stationed in Twin Hills; residents rely on the VPSO stationed in Togiak.

Energy

Fuel

The Village Council tank farm was updated since 2005 to include a gas station, two 25,000-gallon tanks for heating fuel and a 6,000-gallon tank for gas. The School has a 20,000-gallon tank, and Togiak Fisheries, Inc. has a tank with a (last known) capacity of 127,500 gallons. As of August 2018, the retail price for diesel was \$5.50 per gallon and the retail price for propane was \$10.59 per gallon.¹⁵

Electricity

The Twin Hills Village Council is the community's electric utility provider. The current residential rate for electricity is \$0.5089 per kilowatt-hour and the power source for the community is a diesel generator.¹⁶ Twin Hills participates in the Power Cost Equalization (PCE) Program, which helps to offset higher energy costs in rural Alaska, when compared to urban areas.

¹⁵ Alaska Energy Data Gateway, developed by the Institute of Social and Economic Research, University of Alaska Anchorage, is supported by the U.S. Department of Energy (DOE), Office of Science, Basic Energy Sciences (BES), under EPSCoR Award # DE-SC0004903 (database and web application development), and by Alaska Energy Authority (Renewable Energy Fund data management and reporting). Database and web hosting is provided by the Institute of Social and Economic Research, University of Alaska Anchorage. Accessed 7/8/2019 from <https://akenergygateway.alaska.edu>

¹⁶ Alaska Department of Commerce, Community, and Economic Development. Division of Community and Regional Affairs Community Database. Accessed 7/4/2019 from <https://dcra-cdo-dcced.opendata.arcgis.com/>

In 2019, the Alaska Energy Authority (AEA) is managing construction of an electric intertie between Togiak and Twin Hills. The intertie includes upgrades and an extension to Twin Hills' electricity distribution system. Once the electric intertie to Togiak is complete, electricity will be provided by the Alaska Village Electric Cooperative (AVEC). With the new electric intertie, Twin Hills and Togiak will share (rather than duplicate) some services, and the cost of electricity in Twin Hills is expected to decrease.

Table 2: Twin Hills Electricity, 2013

Twin Hills Electricity	Residential Customers	Commercial Customers	Other Customers
Number	28	4	8
Sales (MWh)	105	96	55
Revenue	\$88,000	\$81,000	\$46,000

Source: Alaska Energy Data Gateway, developed by the Institute of Social and Economic Research, University of Alaska Anchorage, is supported by the U.S. Department of Energy (DOE), Office of Science, Basic Energy Sciences (BES), under EPSCoR Award # DE-SC0004903 (database and web application development), and by Alaska Energy Authority (Renewable Energy Fund data management and reporting). Database and web hosting is provided by the Institute of Social and Economic Research, University of Alaska Anchorage. Accessed 7/8/2019 from <https://akenergygateway.alaska.edu>

Renewable Energy and Energy Efficiency

Increasing energy efficiency and the use of renewable energy in Twin Hills is important to the community. In 2013, the Twin Hills electric power plant burned 30,497 gallons of distillate fuel oil and emitted 309 metric tons of CO₂. There are no renewable energy systems in Twin Hills as of 2019, and none of the homes in Twin Hills are identified as energy efficient. The Alaska Energy Authority's 2015 regional energy plan for Bristol Bay identified Twin Hills as a community that is highly likely to benefit from energy efficiency upgrades and included six goals for the Twin Hills community:

1. Install a heat recovery system.
2. Obtain new low maintenance generators.
3. Add solar arrays to homes and community buildings.
4. Develop an alternative method for fuel delivery due to the low water level of the river.
5. Upkeep road pads built on tundra and moss.
6. Add community facilities to the PCE program.¹⁷

The Alaska Native Tribal Health Consortium (ANTHC) conducted an energy audit of the community's water treatment plant in 2014. Energy efficiency improvements have been implemented since 2015.¹⁸ New LED streetlights were installed around the main village area for safe winter travel in 2018.

Twin Hills Village Council representatives report more wind activity in Twin Hills than there was ten years ago, suggesting that wind energy may be more of a possibility than before. The community is also open to considering solar power.

¹⁷ Bristol Bay Regional Energy Plan, Phase II – Stakeholder Engagement, December 2015.

¹⁸ Southwest Alaska Energy. Projects. Accessed 7/8/2019 from <http://www.southwestakenergy.org/>

Communications

United Utilities provides telephone service and wireless Internet. GCI provides cellular phone and Internet service in Twin Hills. Internet service in Twin Hills is expensive; most families do not have private Internet connections in homes. Internet access is currently available in the Twin Hills Village Council building and at the school, where it has been used for distance learning since 2005. Community members report issues with Internet connectivity.

The Twin Hills Village Council contracts with the United States Postal Service; residents have had their own post office boxes since approximately 2017.

Public Services and Facilities Goals and Actions

Goal: Improve general community facilities and services to support community goals.

Actions:

- When it benefits both communities, continue to work with the City of Togiak and Togiak Traditional Council to share, rather than duplicate, services.
- Increase the Village Council building's capacity to house community services and provide community gathering space.
- Plan, fund and construct a multi-purpose facility/community center that provides more options for the community to gather, as well as for youth when the school is unavailable.
- Build a second playground for when the school playground is unavailable.
- Continue to improve facilities that allow teenagers to attend high school classes remotely.

Goal: Maintain an adequate water and sewer system to support existing and new housing construction.

Actions:

- Complete a Utilities Master Plan.
- Continue to upgrade the Twin Hills water and sewer system.
- Obtain the right-of-way, land lease or land ownership needed to provide access across private land to a village pumphouse that is used to access two new wells.
- Install plumbing in houses that do not have running water; connect the houses to the village water system (two houses in 2019).
- Extend water and sewer services to the new subdivision lots.
- Develop a Quality Assurance Project (QAP); provide technician training for water quality monitoring and system maintenance.
- Strengthen the Village Council's ability to collect payment for water and sewer.

Goal: Manage waste to keep the community clean and protect the environment.

Actions:

- Maintain adequate facilities and methods for community waste disposal, including the landfill, dumpsters, burn box, recycling and hazardous waste storage and backhaul.

Goal: Provide phone and Internet access for all residents.

Actions:

- Increase community Internet access for communication, education and economic development.
- Configure the current UUI Broadband connection to share Internet access in the village.
- Provide training on Internet use and system maintenance.

Goal: Reduce the costs of fuel and/or community reliance on fuel.

Actions:

- Manage the village propane supply so it can produce revenue for the village; for example, by selling propane to Togiak and Twin Hills residents. Although this idea is supported, there may be fewer customers in future: the school changed from propane to electric (so would not be a major customer), and Togiak might provide their own propane supply.
- Consider hydroelectric, wind or other alternative energy sources. Twin Hills community members support integrating wind turbine(s) into the Togiak-Twin Hills grid that will be created with the construction of an electric intertie (scheduled to be completed in Fall of 2020). The intertie project includes upgrades to the Togiak power generation facilities to accommodate wind energy in future.
- Train villagers to maintain new energy generation systems.

Goal: Provide adequate public safety and emergency services to respond to current and future needs in Twin Hills.

Actions:

- Work with BBNA to hire a VPSO for Twin Hills.

5. Transportation

Context

Airplanes, barges, skiffs, fishing boats, ATVs and snow machines provide most of the transportation in Twin Hills and surrounding areas. There are few cars and trucks in the village. Construction of roads and other transportation facilities are generally paid for by outside entities such as the Alaska Department of Transportation and Public Facilities (ADOT&PF) and the U.S. Department of the Interior, Bureau of Indian Affairs (BIA). Maintenance costs for roads and trails are borne mainly by the village. Due to the nature of these funding sources, it is sometimes difficult or requires a lengthy wait to see desired projects realized. Maintenance can be costly; several important roads and trails are several miles in length and require regular upkeep, especially in winter months. As an unincorporated community, the Twin Hills Village Council is unable to collect taxes. Twin Hills receives Bureau of Indian Affairs self-determination funds and State revenue sharing funds to maintain roads and trails.¹⁹ Twin Hills also participates in the Bristol Bay Native Association's Tribal Transportation Program.

Air Transportation

The Alaska Department of Transportation and Public Facilities owns and operates a gravel runway in Twin Hills. The most recent Airport Layout Plan for the Twin Hills airport (A63) was in 2009. Most cargo is delivered by air. Air carriers serving Twin Hills received \$233,103 in Subsidized Essential Air Service (EAS) funds in 2018. Grant Aviation, Alaska Island Air, and Copuchiak Aviation are the primary air carriers serving Twin Hills. There are daily scheduled flights in and out of Twin Hills to Togiak and Dillingham. However, weather can disrupt scheduled air service.

Roads and Trails

There are approximately 14.4 miles of roads and trails within Twin Hills.²⁰ A snow machine trail connects Twin Hills and Togiak in the winter months. Since the 2005 Comprehensive Plan, a beach access route has been added to the Twin Hills road and trail system, and a landfill access road was constructed in 2018. New LED streetlights were installed around the main village area for safe winter travel in 2018.

A Long-Range Transportation Plan was completed in 2002. The Twin Hills Village Council identified top priority road projects as part of an updated Long-Range Transportation Plan for the Bristol Bay Native Association Comprehensive Economic Development Strategy (CEDS) 2017-2021 plan as follows²¹:

1. Improve road surface and drainage structures on Aurora Street (R1006 Section 10).
2. Improve road surface, drainage structures, and any additional improvements needed on Beach Road (R1013 Section 10).
3. Construct and maintain Landfill Road (R1015 Section 10) to provide access to the new landfill.

¹⁹ Bristol Environmental and Engineering Services Corporation. (2002). Final Long-Range Transportation Plan – Phase II.

²⁰ Bristol Environmental and Engineering Services Corporation. (2002). Final Long-Range Transportation Plan – Phase II.

²¹ Bristol Bay Native Association Economic Development Program (2019). Bristol Bay Comprehensive Economic Development Strategy 2017-2021, 2019 Update.

4. Improve road surface and drainage structures on the following routes:
 - a. Northern Lights Avenue (R1002 Section 10);
 - b. Sharp Street (R1003 Section 10);
 - c. Salmon Street (R1004 Section 10);
 - d. Twin Hills Road (R1005 Sections 10 and 20);
 - e. Unnamed Road (R1007 Section 10); and
 - f. Church Road (R1008 Section 10).

Marine Transportation

The Twin Hills River traditionally provides access to important fishing and subsistence areas. As the channel has slowed and filled over the years, access is sometimes impeded. For the barge to travel up the Twin Hills River, a high tide is needed. Though this is still the usual method for receiving supplies, occasionally supplies must be barged to the mouth of the river and brought by skiff to shore, then into the village by ATV or snow machine. Twin Hills has a boat landing area, but no docking facilities. Recent improvements to the slope of the boat launch site have made it easier for community members to launch their boats. The community would like to explore constructing a concrete boat ramp.

Transportation Goals and Actions

Goal: Ensure good, safe transportation in and around the community.

Actions:

- Build a new boat ramp and boatyard; expand the boat landing area.
- Complete upgrades to village roads and extend the Twin Hills road system into the new subdivision.
- Procure a rock crusher for road construction.
- Maintain roads and trails in and around the village.
- **Upgrade and maintain the Twin Hills airport facility.** Improvements are needed to the existing airstrip (the ground gets too soft).
- **Build a crosswind airstrip** (with an east-west orientation) to provide an alternate approach when strong winds prevent aircraft from landing on the existing airstrip with its north-south orientation.
- Consider building a road to Togiak and a bridge across the Togiak River.

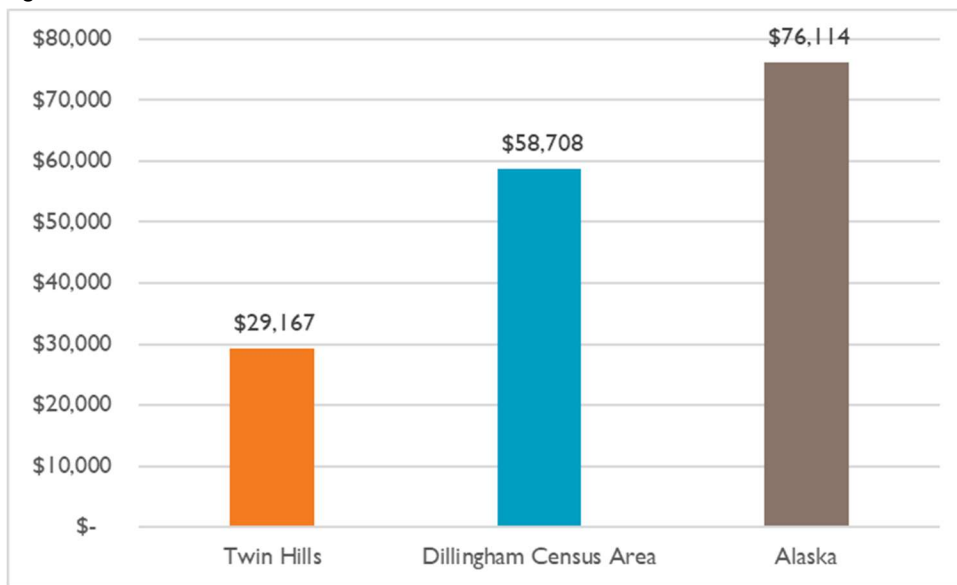
6. Economy

Context

Income

The median household income in Twin Hills is \$29,167, less than half of the median household income in Alaska as a whole. Nearly a third (31.3 percent) of Twin Hills residents have an annual income below the U.S. national poverty level, compared to just 10.2 percent of Alaska as a whole. Forty-three percent of children under age 18 live in homes with incomes below the poverty level.²²

Figure 2: Median Household Income



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2013-2017. Accessed 7/4/2019 from https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_5YR_DP03&src=pt

²² U.S. Census Bureau, American Community Survey 5-Year Estimates, 2013-2017. Accessed 7/4/2019: <http://factfinder.census.gov>

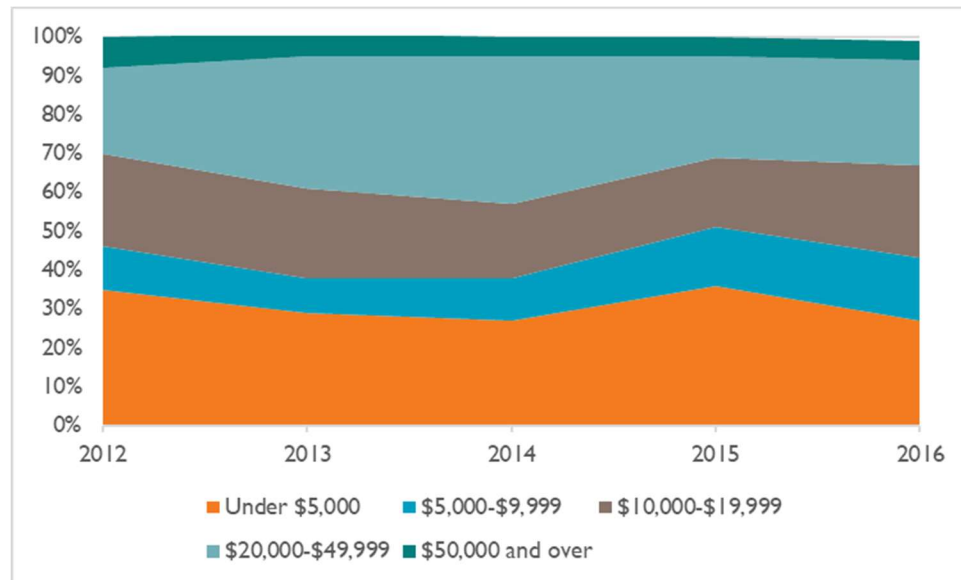
Table 3: Income and Poverty

Indicator	Twin Hills	Dillingham Census Area	Alaska
Median Household Income	\$29,167	\$58,708	\$76,114
Per Capita Income	\$14,330	\$24,647	\$35,065
People below poverty	31.3%	16.6%	10.2%
Families below poverty	35.3%	14.6%	6.9%
People under 18 below poverty	43.3%	24.2%	14.1%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2013-2017. Accessed 7/4/2019 from <https://factfinder.census.gov>

The distribution of wages by income level maintained a similar distribution from 2012 to 2016, the most recent years for which data is available.

Figure 5: Percentage of Workers by Wage Range, 2012 - 2016



Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section. Accessed 7/8/2019 from <http://live.laborstats.alaska.gov>

Industries, Employment and Entrepreneurship

Local Industries

There are four primary industries in Twin Hills: (1) Manufacturing, (2) Educational and Health Services, (3) State Government and (4) Local Government.²³ Most jobs in Twin Hills are at the school, health clinic, Twin Hills Village Council (providing community services), in fishing and at the cannery, at the Twin Hills Native Corporation, and in aviation support for the State and/or local air carriers. There are few businesses

²³ Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section. Last updated September 2016. Accessed 7/4/2019 from <http://live.laborstats.alaska.gov>.

operating in Twin Hills. The Village Council sells propane, stove oil and gasoline to Twin Hills and Togiak residents.

Table 4: Workers by Industry in Twin Hills

Industry	Percent of Total Employed	Number of Workers
Manufacturing	13.5	5
Educational and Health Services	8.1	3
State government	2.7	1
Local government	75.7	28

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section. Last updated September 2016. Accessed 7/4/2019 from <http://live.laborstats.alaska.gov>.

Some tourism business has occurred off and on in recent years. Generally, there has not been a big draw for tourism in Twin Hills. Tourism-related business activity could be expanded if regular air service can be provided directly from Anchorage and more residents have Operator of Uninspected Passenger Vessel (OUPV, commonly known as “six-pack”) licenses. Local tourism could benefit from cooperative marketing and service-partnerships with established tourism businesses and regional attractions (e.g., Walrus Islands). Marketing to Europe and other international tourism markets with a focus on eco-tourism would be a strategic approach to attract new people to visit the area.

Employment

The Alaska Department of Labor and Workforce Development identified 55 residents over the age of 16 in Twin Hills in 2016, with 37 individuals employed. Teacher Assistant was the top occupation: six residents identified this as their job. Community members report that people desire more job opportunities. However, residents do not always have the skills or training needed to obtain and maintain the jobs that are available.

Job training and job creation for Twin Hills young people is a community priority. Community members also asked for resume writing support. Some of the Bristol Bay regional entities, such as the Bristol Bay Economic Development Corporation (BBEDC) and Bristol Bay Native Association (BBNA) provide internships, training, and jobs. Community members also described internships available with oil companies. Students may need more encouragement to apply for these opportunities. Community meeting attendees reported that youth often want to stay home and prefer not to leave Twin Hills for school, training, or other opportunities. Some students go to job fairs (organized by the schools) that draw from 17 regional communities.

Fisheries

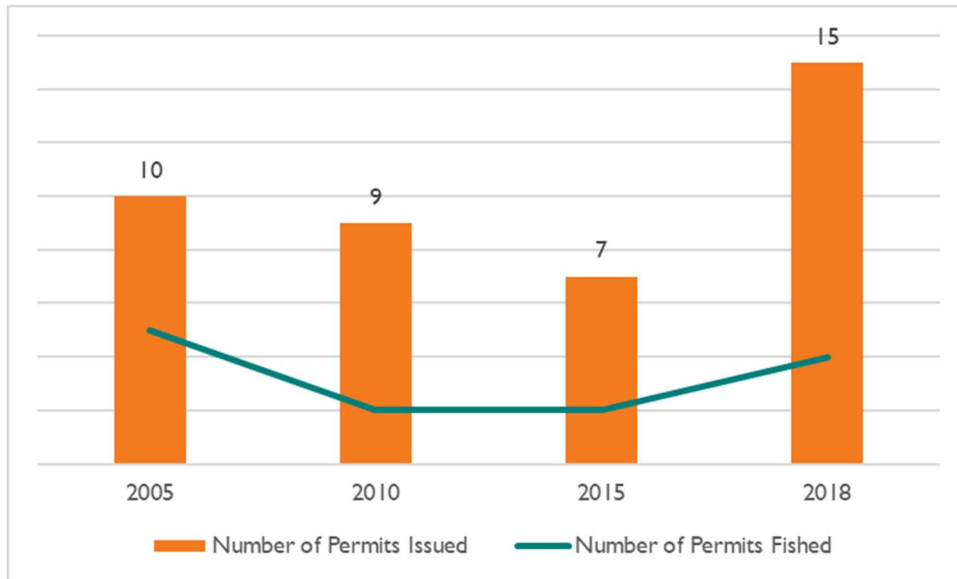
Commercial fishing provides opportunities for employment and entrepreneurship. Twin Hills community members have a long history of participation in commercial fishing. Nine community members currently hold 13 commercial fishing permits spread among the herring and salmon fisheries; some crew members live in Twin Hills, as well. Historically, community members have also held halibut permits, but there are no current halibut permit holders in Twin Hills.

According to the Alaska Department of Fish and Game,²⁴ subsistence fishing for salmon usually begins the latter part of May and may last well into October for Twin Hills residents. In general, residents who fish the

²⁴ Alaska Department of Fish and Game (revised February 1991), Technical Paper No. 203.

bay are also commercial fishermen, while residents who fish the river, particularly during the months of June through August, are Elders, their young helpers, and those villagers not involved directly in the commercial harvest of salmon. In 2019, 15 fishing permits were issued to 11 Twin Hills residents; only four of the permits were fished. A summary of fishing permits is below (Figure 6).

Figure 6: Fishery Permits Issued and Fished



Source: Alaska Commercial Fisheries Entry Commission. Permit and Fishing Activity by Year, State, Census Area or City. Accessed 8/21/2019 from <https://www.cfec.state.ak.us/>.

Small Businesses

There are three businesses in Twin Hills with active business licenses: Togiak Fisheries, Twin Hills Native Corporation, and Toby Enterprize.²⁵

1. **Togiak Fisheries:** The seafood plant is owned and operated by North Pacific Seafoods and operates from June to August. The plant employs 120 people at peak season with starting pay at \$10.87 per hour. The plant is six miles from Twin Hills and can be accessed by four-wheel drive vehicle.²⁶
2. **Twin Hills Native Corporation:** The corporation manages area lands and stock market investments.
3. **Toby Enterprize:** This business provides transportation, warehousing, and other support services for air transportation.²⁷

Carvings by Twin Hills artists are sold from time to time at the Togiak Trading Post and Togiak store. Twin Hills has no community store. Most people travel to Togiak or Dillingham to purchase groceries. The community would like to have a local store, but past business ventures have been difficult to keep open.

²⁵ Alaska Department of Commerce, Community, and Economic Development. Division of Community and Regional Affairs Community Database. Accessed 7/4/2019 from <https://dcra-cdo-dcced.opendata.arcgis.com/>

²⁶ North Pacific Seafoods. Togiak Fisheries. Accessed 7/4/2019 from <http://www.northpacificseafoods.com/togiak-fisheries.html>

²⁷ Alaska Department of Commerce, Community, and Economic Development. Division of Corporations, Business and Professional Licensing.

Economy Goals and Actions

Goal: Increase the number of jobs and locally owned businesses.

Actions:

- **Grow the number of jobs and/or local businesses in Twin Hills.** Potential jobs or local business ideas offered in 2019 include: local hiring at the gas station, open a coffee shop, open a Native foods restaurant, and other ideas listed below.
- Open a community store or other local general goods supplier.
- **Create a community greenhouse to grow local crops.** Community members mentioned the Igiugig greenhouse as a model.
- Identify feasible ways to increase village-based fish processing and marketing.
- Use the Internet and work with existing artist organizations to market and sell Twin Hills art and crafts.
- Support residents interested in tourism businesses.

Goal: Increase residents' ability to obtain good jobs within the community.

Actions:

- **Connect youth and adults with relevant job training and skill-building opportunities.**
- **Mentor youth in job skill areas (e.g., engine repair, teaching, health-related fields) as well as subsistence.**
- Provide resume writing support for community members.
- Ensure that all residents have an education level adequate to apply for most jobs (i.e., at least a high school diploma or GED).
- Set wages that are high enough to give people an incentive to apply for them.
- Increase non-labor job opportunities, which are more attractive to some people.
- Make allowances for subsistence commitments and needs.

7. Leadership

Context

Leadership and Governance

Twin Hills has a strong record of planning for and achieving community goals. The Twin Hills Comprehensive Plan and other plans have been used to prioritize community and capital projects, identify funding opportunities, and prepare grant applications to fund them. Maintaining positive relationships and effective communication among other governance and public service organizations (e.g., Togiak, other nearby villages, the school) as well as potential and current funding institutions is important to Twin Hills' future health. Local and regional contacts for governance and public service providers are included in the appendices.

Youth Leadership

Positive service, educational, mentorship and internship opportunities continue to be offered to young people. Youth are encouraged to participate in community planning meetings, share their priorities for the community, and talk about the issues directly affecting them. Several young people actively participated at the October 3, 2019 planning meeting and provided input into the goals and actions in the 2019 community plan update. Each year, Twin Hills sends delegates to the Annual Elders and Youth Conference. Young people would appreciate more frequent talking circles with Elders, in which the Elders talk about what life was like in the old days. Youth expressed the need for continued encouragement and leadership opportunities.

Leadership Goals and Actions

Goal: Continue to fund community plans and priorities.

Actions:

- Maintain a strong grant writer and adequate Village Council staff in the village.
- Train others in grant writing and management.
- Use the Comprehensive Plan and other plans to prioritize community and capital projects, identify and prepare grant applications to fund them.

Goal: Maintain good communication with local, regional, state and federal entities.

Actions:

- Continue the strong partnership among the school, Village Council and community.
- Support the Twin Hills Village Council to act on behalf of the community, especially in issues of land use, housing and facility planning, environmental planning and economic development.
- Maintain good relations with Togiak and nearby communities.
- Write letters and maintain communication with legislators and other decision-makers.

Goal: Bring up youth leaders.

Actions:

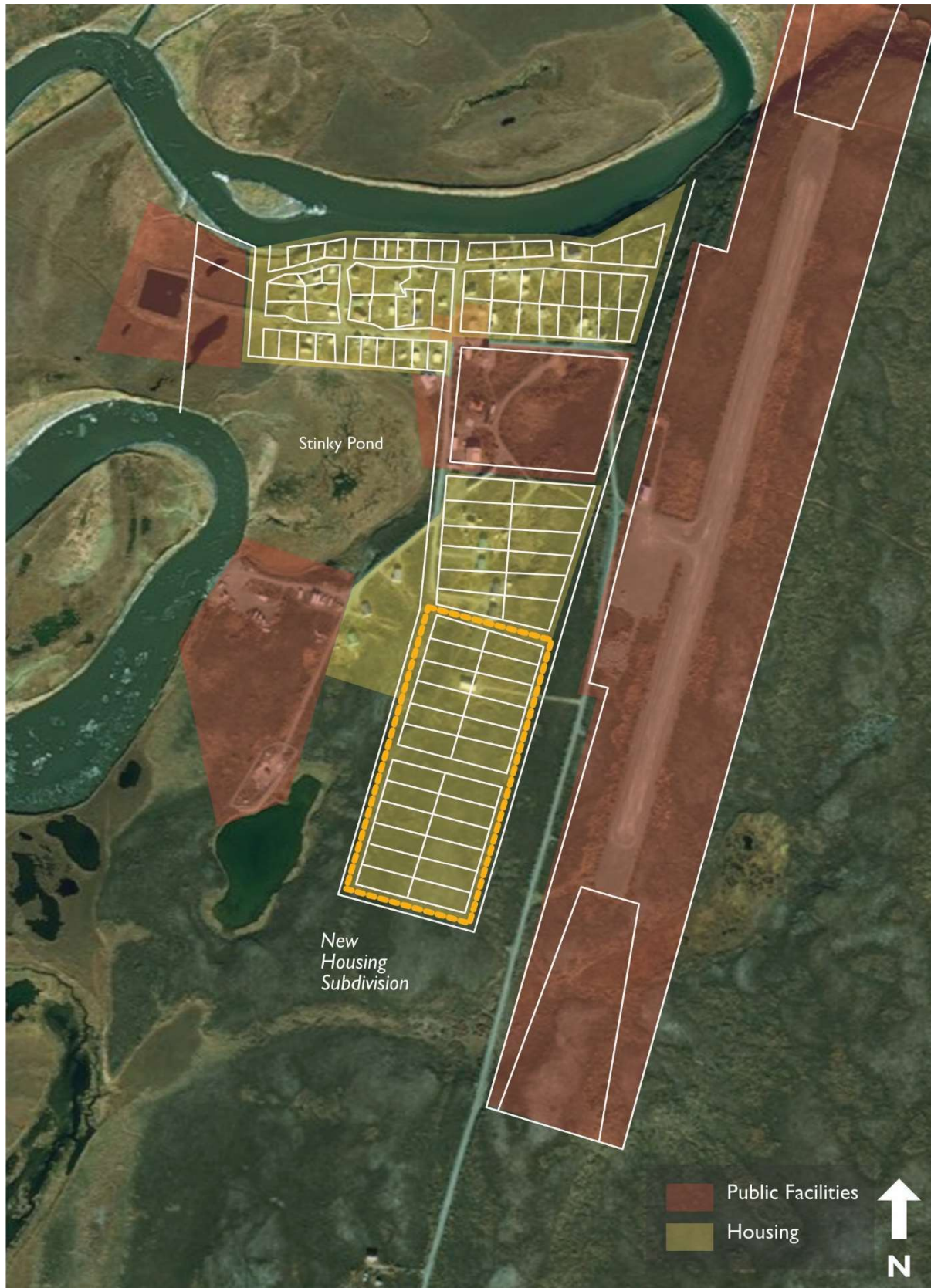
- Encourage youth participation in community-wide decisions.
- Ask youth about their priorities for the community and the issues directly affecting them.
- Participate in youth mentoring and Elder-youth activities.
- Continue to promote positive service and educational opportunities for youth.

8. Implementation

Land Use Maps

The maps on the following pages are from the Department of Commerce, Community and Economic Development Community Maps Program and were annotated by Agnew::Beck Consulting for planning purposes. Land use (residential, commercial or public facility) is indicated by the color of each building. Annotations are meant to clarify the geography associated with goals, objectives and actions included in the plan.

Twin Hills Land Use Map



Twin Hills Transportation Map



Twin Hills Public Facilities Map



Funding and Implementation Resources

A selection of potential funding sources that could support the strategies and actions included in this plan are listed below.

Land Use

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
National Endowment for the Arts	NEA provides some grants to communities for planning and community development projects. www.arts.gov/grants		

Housing

Housing is provided through the Bristol Bay Housing Authority (BBHA) and Bureau of Indian Affairs (BIA). BBHA is a regional entity, with a mission is “to eliminate substandard housing conditions through the development of local capacities that will provide safe, decent and affordable housing opportunities for the Native population of Bristol Bay.” Its resources are distributed among the twenty-two villages that have designated BBHA as their Tribally Designated Housing Entity, including Twin Hills.

Funding for most housing in Twin Hills passes through BBHA from the Department of Housing and Urban Development (HUD) as governed by the terms of the Native American Housing Assistance and Self Determination Act (NAHASDA). The two programs authorized for Indian tribes under NAHASDA are the Indian Housing Block Grant (IHBG), which is a formula-based grant program, and the Title VI Loan Guarantee which provides financing guarantees to Indian tribes for private market loans to develop affordable housing. Additional resources that may help with new housing, repairs, weatherization and energy efficiency improvements are listed below.

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
BIA Housing Improvement Program	www.bia.gov/bia/ois/dhs/housing-improvement-program Funds home repair, renovation, replacement and new housing for American Indians and Alaska Native (AI/AN) individuals and families who have no immediate resource for standard housing.	New housing, repairs, energy-efficiency upgrades, weatherization	Tribe
US Department of Housing and Urban Development (HUD)	HUD grant application programs might be helpful. Monitor Federal funding programs 1-4 times each year for updates. • HUD grants: www.hud.gov/i_want_to/apply_for_a_grant • HUD Alaska: www.hud.gov/states/alaska		
Alaska Housing Finance Corporation	AHFC resources: https://www.ahfc.us/buy/resources		
NeighborWorks Alaska	Provides home loans and homeownership support in Alaska, also partnering with TDHAs to build housing: www.nwalaska.org/		

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
USDA Rural Development	<ul style="list-style-type: none"> Alaska Rural Homeownership Resource Guide 2017: www.frbsf.org/community-development/files/alaska-rural-homeownership-guide.pdf US Department of Agriculture – Rural Development grants: www.rd.usda.gov/programs-services Summary of USDA-RD programs in Alaska: www.rd.usda.gov/files/AK_ProgramMatrix.pdf 		

Environment

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
US Coast Guard	Funding and guidance for spill response: www.uscg.mil/Mariners/National-Pollution-Funds-Center/Response/	Emergency response + Hazard Mitigation	
EPA: Hazards, solid waste, environmental protection	<ul style="list-style-type: none"> EPA Grants: www.epa.gov/grants EPA Region 10 (Alaska) Grants: www.epa.gov/grants/grants-your-region-information-specific-epa-region-10 EPA in Alaska: www.epa.gov/aboutepa/epa-alaska EPA Environmental Protection in Indian Country: www.epa.gov/tribal 	Environmental change, education and stewardship	
Region 10 Indian General Assistance Program	www.epa.gov/tribal/region-10-tribal-environmental-gap-funding Because the program focuses on planning and piloting projects and programming, IGAP funds are a good resource to use as a match for other funding for related projects and programs.	Environmental change, education and stewardship	Tribe
US Fish and Wildlife Service Grants	www.fws.gov/grants/	Environmental change, education and stewardship	
National Fish and Wildlife Foundation	www.nfwf.org	Environmental change, education and stewardship	
NOAA Grants	<ul style="list-style-type: none"> Office for Coastal Management: http://coast.noaa.gov/funding/ Office of Education: www.noaa.gov/office-education/grants Climate Program Office: http://cpo.noaa.gov/Grants Alaska Program Office: http://alaskafisheries.noaa.gov/grants 	Environmental change, education and stewardship	
Northern Arizona University Climate Change Resources	http://www7.nau.edu/itep/main/tcc/resources/funding	Environmental change, education and stewardship	
University of Oregon	Tribal Climate Change Guide (funding opportunities) http://tribalclimateguide.uoregon.edu/	Environmental change, education and stewardship	

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
Alaska Climate Change Impact Mitigation Program	www.commerce.alaska.gov/web/dcra/PlanningLandManagement/ACCIMP.aspx	Environmental change, education and stewardship	
Alaska Conservation Foundation	http://alaskaconservation.org/grant-opportunities/	Environmental change, education and stewardship	
USDA Natural Resource Conservation Service	www.nrcs.usda.gov/wps/portal/nrcs/ak/home/	Environmental change, education and stewardship	

Community Wellness

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
Alaska Community Foundation Health and Wellness Fund	Supports health and wellness programs and initiatives throughout the state with an emphasis on preventative wellness activities that promote healthy lifestyles. https://alaskacf.org/blog/funds/health-and-wellness-fund/	Community Wellness Programming	
Rural Health Information (RHI) Hub	A national clearinghouse for research and funding opportunities related to healthcare and population health in rural communities. Funding opportunities can be filtered by state. https://www.ruralhealthinfo.org/states/alaska/funding	Community Wellness Programming	
National Indian Health Board Funding and Opportunities	www.nihb.org/tribal_resources/fundingopt.php	Community Wellness Programming	
Seeds of Native Health	http://seedsofnativehealth.org	Community Wellness Programming	
Aetna Foundation	www.aetna-foundation.org/	Community Wellness Programming	
USDA National Institute of Food and Agriculture Health and Wellness Program	http://nifa.usda.gov/program/health-and-wellness	Community Wellness Programming	

Culture

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
Native Languages of the Americas	www.native-languages.org/grants.htm Native American Language Grants	Cultural and Community Resources	Anyone with an eligible project (see grant information)
US Department of Education Native American and Alaska Native Children in School Program	http://www2.ed.gov/programs/naancs/applicant.html Supports teaching, learning and studying Native American languages.	Cultural and Community Resources	Schools primarily for Native American/ Alaska Native students, tribes
The Administration for Native Americans	www.acf.hhs.gov/ana/programs/native-language-preservation-maintenance	Cultural and Community Resources	
The Endangered Language Fund	www.endangeredlanguagefund.org/general-resources.html	Cultural and Community Resources	
National Endowment for the Arts	www.arts.gov/grants		
National Endowment for the Humanities	www.neh.gov/grants	Cultural and Community Resources	
Bristol Bay Native Corporation	Bristol Bay Native Corporation started a website for Alaska Native artists to sell their artwork, http://alaskanative.life/#section-about .	Artist Websites	
Etsy	www.etsy.com	Artist Websites	

Education

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
Alaska Department of Education and Early Development Facilities	http://education.alaska.gov/Facilities	School Facilities	
	The school should be able to help students search for scholarships, especially with online access to scholarship databases.	Scholarships and Grants	
US Department of Education Grants and Scholarships	www2.ed.gov/fund/grants-apply.html?src=pn	Scholarships and Grants	
US Department of Labor	www.grants.gov/web/grants/learn-grants/grant-making-agencies/department-of-labor.html	Scholarships and Grants	
Bureau of Indian Education	www.bie.edu/ParentsStudents/Grants/	Scholarships and Grants	

Water and Sewer

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
Alaska Rural Utility Collaborative (ARUC) at ANTHC	Provides support for increasing payment for water and sewer http://anthc.org/what-we-do/tribal-utility-support/alaska-rural-utility-collaborative-aruc/	increasing payment for water and sewer	
Alaska Water and Sewer Challenge (AWSC)	The Alaska Department of Environmental Conservation (ADEC) Division of Water supported the development and testing of prototype systems for alternatives to piped water and sewer systems that can work well in Arctic Alaska. http://dec.alaska.gov/water/water-sewer-challenge/	Alternatives to piped water and sewer if needed.	

Solid Waste

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
Backhaul Alaska	Starting in 2019, Backhaul Alaska will coordinate the hauling of hazardous waste out of rural Alaska communities: www.backhaulalaska.org		
Total Reclaim	Total Reclaim offers resources for backhaul: www.totalreclaim.com/recycling-services/backhaul-rural-alaska/		

Community Facilities

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
Alaska Public Library Construction Grant	Funds construction of a new public library or major expansion/renovations to an existing public library. A match or 50% or more of the total project cost is required. www.commerce.alaska.gov/web/dcra/GrantsSection/LibraryConstructionGrantProgram.aspx	Public library construction	Municipalities, Native Village Councils, or an incorporated non-profit entity in the unorganized borough
HUD Indian Community Development Block Grants (ICDBG)	https://www.hud.gov/program_offices/public_indian_housing/ih/grants/icdbg A good resource to use as a match for other funding for related projects and programs by or in partnership with the tribe.	Various community-purpose buildings	Tribe
USDA-Rural Development Community Facilities Loan and Grant Programs	www.rd.usda.gov/programs-services/all-programs/community-facilities-programs A low-interest loan could be used to fill funding gaps if there is confidence that it can be repaid.	Various community-purpose buildings	Tribe or community-based non-profit corporations

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
DCCED Designated Legislative Grants	www.commerce.alaska.gov/web/dcra/GrantsSection/DLGrants.aspx Although the State of Alaska has reduced funding for this program in recent years, a smaller amount of funding could be requested as matching funds to secure commitments from other funders.	Various community-purpose buildings	Tribe, community organizations
Rasmuson Foundation Tier 1 and 2 Grants	www.rasmuson.org/grants/ Funds capital projects and technology upgrades in community facilities. If no Rasmuson grant history, start small (Tier 1, up to \$25,000) for a smaller community need like a health facility transport van, a playground upgrade, etc. The Tier 2 grants (\$25,000+) are for capital projects of strategic importance or innovative nature that address issues of broad community or statewide significance.	Various projects	Non-profit 501(c)3 organizations based in Alaska, tribe
Youth.gov	Youth.gov provides searchable links to Federal funding sources for youth-oriented programs. http://youth.gov/funding-search/federal-funding-sources	Youth Center	
Youth Service America	Youth Service America provides links to private grants and resources for youth-oriented programs. http://ysa.org/grants/	Youth Center	

Public Safety, Fire and Emergency Services

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
U.S. Department of Justice, Office of Justice	Provides a number of grant opportunities: http://ojp.gov/funding/Explore/CurrentFundingOpportunities.htm	VPSO	
US Department of Justice, Community Oriented Policing Services (COPS)	Funding opportunities for local and tribal law enforcement activities: http://cops.usdoj.gov/grants	VPSO	
FEMA Training	FEMA provides free training for disaster and emergency response. http://training.fema.gov/ Contact: Ramona VanCleve, FEMA Tribal Liason Office: (907) 271-4302 Mobile: (425) 949- 2040 ramona.vanclave@fema.dhs.gov	Emergency response	
Alaska Division of Homeland Security and Emergency Management	The State also provides emergency response, hazard mitigation and preparedness assistance and resources: www.ready.alaska.gov/	Emergency response	

Energy

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
Denali Commission	Providing power plant operator training: www.denali.gov/currentprojects/	power plant operator training	
Alaska Housing Finance Corporation (AHFC) Weatherization Programs	Awards grants to non-profit organizations to improve the energy efficiency of low-income homes statewide. These programs also provide for training and technical assistance in housing energy efficiency.	Weatherization and Energy Efficiency Upgrades	
Cold Climate Housing Research Center (CCHRC)	CCHRC focuses on developing solutions for energy-efficient Arctic homes. CCHRC provides many resources on its system design and construction projects and worked with Hooper Bay on a successful home energy assessment and assessor-training project. www.cchrc.org/	Weatherization and Energy Efficiency Upgrades	
Southwest Alaska Municipal Conference (SWAMC) Energy Network	Helps Southwest communities develop energy projects and build human capacity to tackle energy issues. Resources include energy audits, a database of funding and technical assistance opportunities and an energy toolbox with links to community energy planning and project development resources. http://www.southwestakenergy.org/	Energy Projects	
AVEC Solar Energy Information	AVEC provides information about solar energy. Customers must work with AVEC to get an approved application before purchasing solar equipment and connecting to the grid. http://avec.org/about/solar-energy/	Renewable Energy	
Alaska State Legislature House Bill 374	House Bill 374 (passed as of May 2018) allows utilities to enter into “on-bill financing agreements” with customers that allow customers to borrow money to buy renewable energy systems or energy efficiency devices, then pay back the cash as part of their monthly utility bills. The bill is intended to create a way for utilities and customers to finance upgrades that will be effective enough to lower customers’ bills for heat or electricity, even after factoring in the monthly cost of repaying the loans. AVEC may be able to use this mechanism to work with the communities it serves to make energy efficiency improvements and install more renewable energy systems. www.akleg.gov/basis/Bill/Detail/30?Root=HB%20374	Renewable Energy	

Communications

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
USDA Rural Development Community Connect Grants	Funds broadband in eligible rural areas of the United States. Monitor the program 1-4 times each year if not accepting applications; USDA may re-open funding opportunities. www.rd.usda.gov/programs-services/community-connect-grants	Broadband (if existing speeds are lower than eligibility cutoff)	Rural areas that lack any existing broadband speed of at least 10 Mbps downstream and 1 Mbps upstream.

Transportation

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
State of Alaska Safe Routes to School Reimbursable Grant Program	Program funds projects that make it safer for children in grades K-8 to walk and bike safety to school. Monitor the program 1-4 times each year if not accepting applications; ADOT may re-open funding opportunities. www.dot.state.ak.us/stwdplng/saferoutes/ Alaska Safe Routes to School Online Guidebook: www.dot.state.ak.us/stwdplng/saferoutes/assets/SRTSGuidebook.pdf	Trail improvements for students to get to school	Alaska communities

Economic Development

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
Chan Zuckerberg Initiative, The Rockefeller Foundation	www.rockefellerfoundation.org/our-work/initiatives/communities-thrive-challenge/ Foundation funding for organizations working to expand economic opportunity for low-income and financially insecure people and communities in the United States, with an emphasis on small cities, rural areas, and places with high rates of poverty	Workforce development, job creation, stable community development projects	For-profit and nonprofit organizations and tribes
University of Alaska Southeast (UAS) online courses	www.uas.alaska.edu/sitka/courses/online.html	Business Education and Workforce Development Resources	
University of Alaska Fairbanks (UAF) online courses	http://elearning.uaf.edu/	Business Education and Workforce Development Resources	
UAF College of Rural and Community Development	www.uaf.edu/rural/	Business Education and Workforce Development Resources	
UAF Bristol Bay Campus	Main campus in Dillingham with satellite centers in Unalaska, St. Paul, King Salmon, New Stuyahok and Togiak. https://www.uaf.edu/bbc/about/	Business Education and Workforce Development Resources	

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
BBNA Workforce Development	employment and training resources available for region residents: https://www.bbna.com/our-programs/workforce-development/employment-training/	Business Education and Workforce Development Resources	
Alaska Small Business Development Center	Provides workshops and other support for entrepreneurs: http://aksbdc.org/	Business Education and Workforce Development Resources	
Bristol Bay Fly Fishing and Guide Academy	A place-based river education course that fosters sustainable outdoor employment opportunities for Bristol Bay young people. https://bristolbayriveracademy.org/	Business Education and Workforce Development Resources	
The Alaska Community Tourism Handbook	Although several years old, provides helpful general information about how to develop local tourism. www.commerce.alaska.gov/web/Portals/6/pub/TourismResearch/TrainBusiness/ruraltourismhandbook.pdf (State of Alaska Division of Commerce, Community and Economic Development, Department of Community and Economic Development)	Community-Based Tourism	
Bristol Bay Regional Branding and Marketing Plan (2006)	Although several years old, this report provides information about the challenges and opportunities of tourism in the Bristol Bay region. https://www.commerce.alaska.gov/web/Portals/6/pub/TourismResearch/Archive/DART/DART_BB_MarketingPlan.pdf	Community-Based Tourism	
American Indian Alaska Native Tourism Association (AIANTA)	AIANTA supports growth of tourism that honors American Indian, Alaska Native and Native Hawaiian tourism that honors traditions and values. www.aianta.org/	Community-Based Tourism	Tribes

Leadership and Governance

Opportunity Name	Description	Applicable Project(s)	Eligibility and Application Information
BBEDC Grant Writing Assistance Program	BBEDC offers grant writing assistance to member communities: http://www.bbcdc.com/?page_id=210	Grant writing and management	Twin Hills is a BBEDC member community.
First Nations Development Institute	A private foundation that awards grants in a variety of categories: http://firstnations.org/grantmaking	Grant writing and management	Tribes
Grants.gov	Portal for Federal grant opportunities: www.grants.gov	Grant writing and management	Depends on grant opportunity

Appendix: Local and Regional Contacts

Twin Hills Local Contacts	
Tribe	Twin Hills Village P.O. Box 4061 Twin Hills, AK 99576 Phone: (907) 525-4821
Village Corporation	Twin Hills Native Corporation P.O. Box 4064 Twin Hills, AK 99576 Phone: (907) 525-4327
Healthcare	Twin Hills Clinic Phone: (907) 525-4326
Public Safety	State of Alaska: Alaska State Troopers Fire Department: Volunteer Fire
School	Twin Hills School (Southwest Region School District) P.O. Box 4046 Twin Hills, AK 99576 Phone: (907) 525-4215 Website: https://www.swrsd.org/Page/97
Twin Hills Regional Contacts	
Community Development Quota Organization	Bristol Bay Economic Development Corporation P.O. Box 1464 Dillingham, AK 99576 Phone: (907) 842-4370 Website: www.bbcdc.com
Health Corporation	Bristol Bay Area Health Corporation P.O. Box 130 Dillingham, AK 99576 Phone: (907) 842-5201 Website: www.bbahc.org
Native Corporation	Bristol Bay Native Corporation 111 West 16 th Avenue Suite 400 Anchorage, AK 99501 Phone: (907) 278-3602 Website: www.bbnc.net
Native Association	Bristol Bay Native Association P.O. Box 310 Dillingham, AK 99576 Phone: (907) 842-5257 Website: www.bbna.com
Regional Housing Authority	Bristol Bay Housing Authority P.O. Box 50 Dillingham, AK 99576 Phone: (907) 842-5956 Website: www.alaska.net/~bristol/
School District	Southwest Region School District P.O. Box 90 Dillingham, AK 99576 Phone: (907) 842-5287 Website: www.swrsd.org

Workforce Development**Southwest Alaska Vocational and Education Center (SAVEC)**

P.O. Box 615
King Salmon, AK 99613
Phone: (907) 246-4600
Website: www.savec.org

Environmental Consortium**Nushagak-Mulchatna Watershed Council**

c/o Bristol Bay Heritage Land Trust
P.O. Box 1388
Dillingham, AK 99576
Phone: (907) 842-2832
Email: BBHeritageLT@nushtel.com
Website: <http://www.bristolbaylandtrust.org/nushagak-mulchatna-watershed-council/>

