
D E N A L I
NATIONAL PARK AND PRESERVE



BUSINESS PLAN

2000-2001

Your Land &
Its Resources
p.2

Defining
Denali's Future
p.8

Financial
Update
p.14

Financial Needs
& Solutions
p.28



Who we are

What we do

The Challenges we face.



CONTENTS

p.2 YOUR LAND AND ITS RESOURCES

WELCOME TO YOUR NATIONAL PARK	p.3
OUR MISSION	p.6
DENALI'S ASSETS & ATTRIBUTES	p.6

p.8 DEFINING DENALI'S FUTURE

GROWTH MANAGEMENT STRATEGY	p.9
<i>Visitation is doubling every 12 years. Additional investment is necessary to safeguard wilderness values for which the Park was created.</i>	

ANILCA: OPPORTUNITIES & CHALLENGES	p.12
<i>The 1980 Alaska National Interest Lands Conservation Act (ANILCA) tripled the park's acreage and created a legacy of new challenges for park management, including subsistence hunting, loosely defined rights for motorized and traditional activities, and inholder access.</i>	

OTHER DENALI PUBLICATIONS	p.35
<i>A listing of additional planning, environmental compliance, and financial documents that are available.</i>	

About this business plan...

Denali National Park and Preserve has published numerous reports detailing critical issues, planning, and financial operations. While these documents are readily available to the public, their length and complexity render them difficult for the layperson to understand. We provide this business plan to convey a concise, understandable portrait of Denali's operational health, challenges, and priorities.

This report will be updated regularly as a means of communicating our challenges and priorities to Congress and the American people.

To learn more about this report and the Business Plan Initiative, please see the last page of this document.

p.14 FINANCIAL UPDATE

FISCAL OUTLOOK	p.15
<i>The park budget has eroded steadily for nearly two decades, while visitation and maintenance needs have increased dramatically.</i>	

FINANCIAL ACCOUNTABILITY	p.16
<i>Financial transparency and accountability are necessary to rectify declining funding trends.</i>	

MAINTENANCE	p.19
<i>Denali's infrastructure has been sacrificed as a result of increasing visitation and a budget eroded by inflation.</i>	

RESOURCE PRESERVATION	p.23
<i>As visitation and environmental pressures continue to rise, so does the importance of research to enable informed, effective management.</i>	

VISITOR EXPERIENCE & ENJOYMENT	p.26
--------------------------------	------

MANAGEMENT & ADMINISTRATION	p.27
-----------------------------	------

p.28 FINANCIAL NEEDS & SOLUTIONS

Financial Strategy: Operations	p.29
--------------------------------	------

Financial Strategy: Managing Growth Through Investments	p.30
---	------

Financial Summary	p.33
-------------------	------

“We must clearly communicate to the public the challenges we face, our funding needs, and the reasons behind our financial decisions.”



Investing to Protect Wilderness

Many people do not recognize the breadth of issues that face a large national park. Our staff is involved with visitor services, law enforcement, education, resource management, facility and business planning, utilities and maintenance, and subsistence issues, to name a few.

This management challenge is compounded by the difficult balancing act of our legislative mandate: to preserve and to protect this unique and magnificent region, while also to provide for its enjoyment by the American people.

Today is one of the most challenging periods the park has faced since its founding over eighty years ago. An aging infrastructure, increasing operating costs, and burgeoning visitor numbers threaten to sacrifice the values for which your park was established.

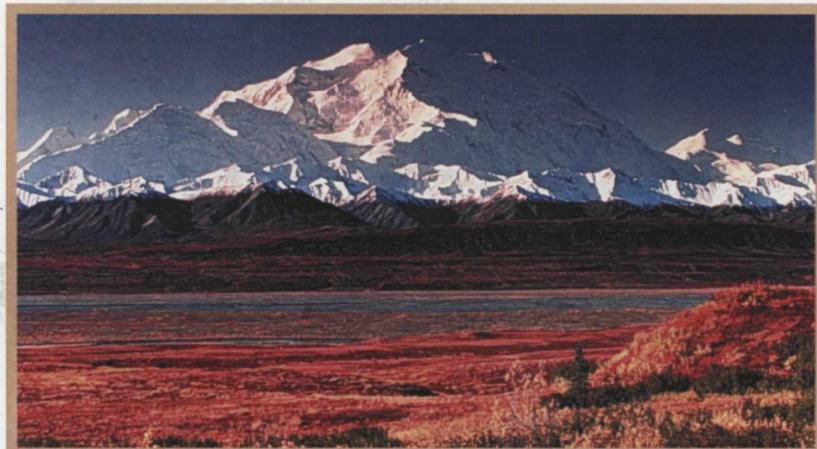
If we are to manage these resources responsibly, we must clearly communicate to the public the challenges we face, our funding needs, and the reasons behind our financial decisions. Together, we can help to ensure the lasting protection of one the world's last remaining wild places.

Thank you for taking a closer look at Denali.

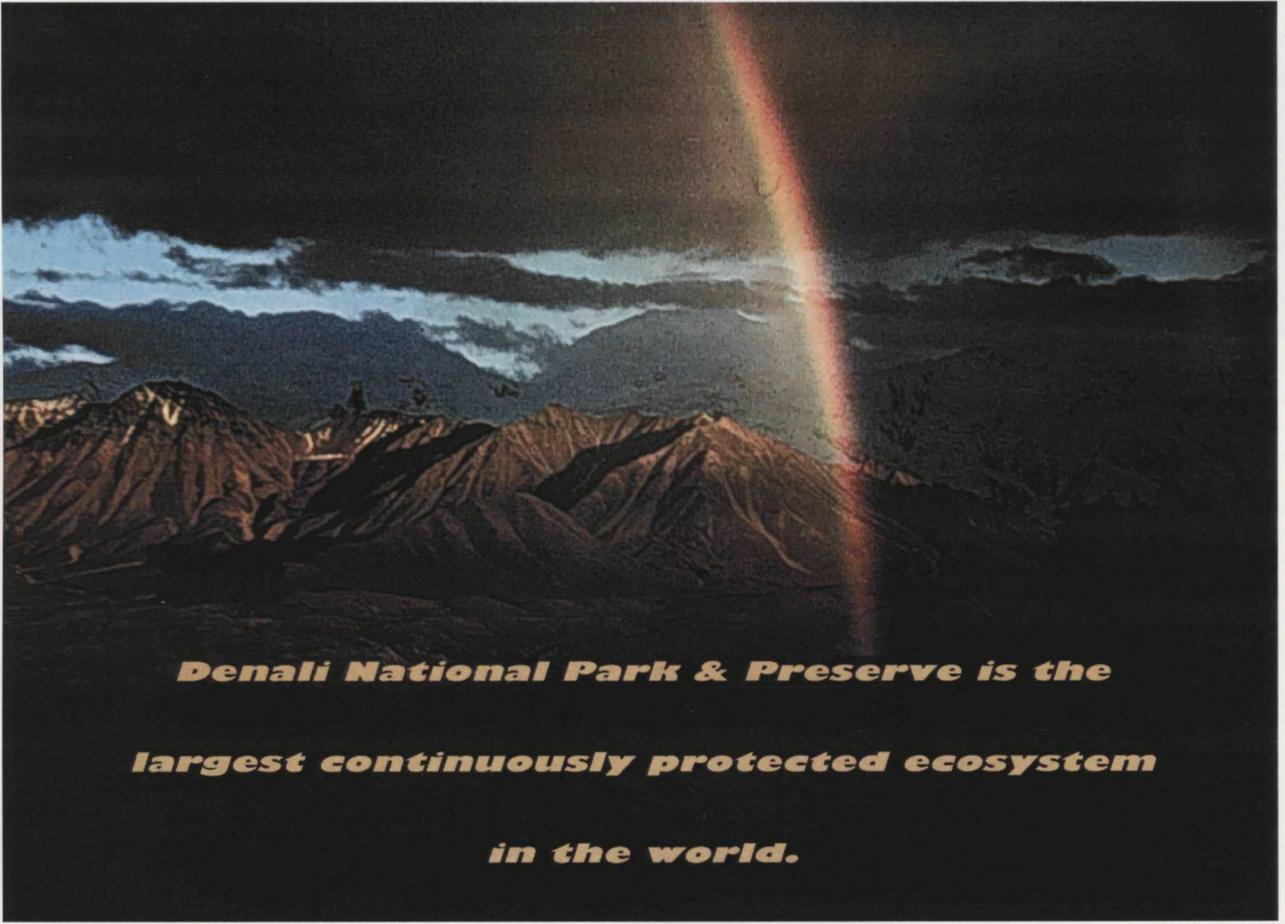


STEPHEN P. MARTIN,
Superintendent

—STEVE MARTIN
Superintendent



•MOUNT MCKINLEY.



***Denali National Park & Preserve is the
largest continuously protected ecosystem
in the world.***

YOUR LAND & ITS RESOURCES

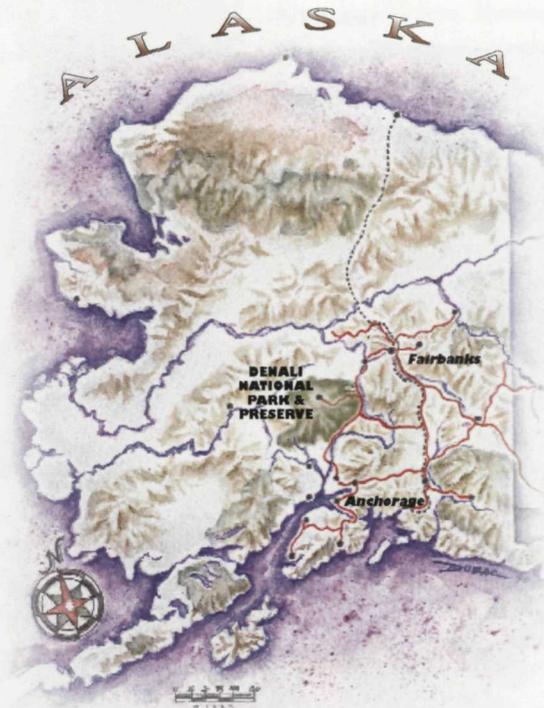
- Welcome to Your National Park
- Our Mission
- Denali's Assets and Attributes



W E L C O M E

to **Your** National Park

Denali National Park and Preserve protects resources of global significance. Denali is home to the tallest mountain in North America, and extends across six million acres of subarctic Alaska. These lands encompass one of the last remaining intact ecosystems in the world, and offer some of the best wildlife viewing opportunities in the Western Hemisphere. Successful management of park resources has made Denali the centerpiece of a booming Alaska tourism trade, and a focal point for conservation and research interests.

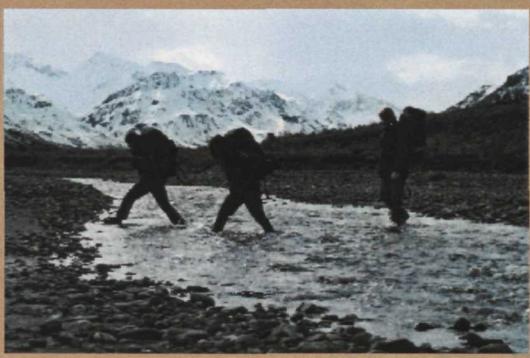


**Encompassing more than
six million acres,
Denali National Park is roughly the size
of New Hampshire.**

WELCOME to Your National Park



BLUEBERRY (*Vaccinium uliginosum*).
Denali's diverse assemblage of plant life
includes over 625 species of vascular plants.



BACKCOUNTRY HIKERS (*Exploratus intrepidus*).
Exploring Denali's pristine and trail-less
wilderness requires numerous crossings of frigid,
glacial streams.

Originally founded as Mount McKinley National Park in 1917, the park was created both to protect vast populations of wildlife and to establish tourism in the Alaska Territory. In 1980, Congress passed the Alaska National Interest Lands Conservation Act (ANILCA), nearly tripling the park's size to encompass migratory ranges more fully and to delineate park boundaries better.

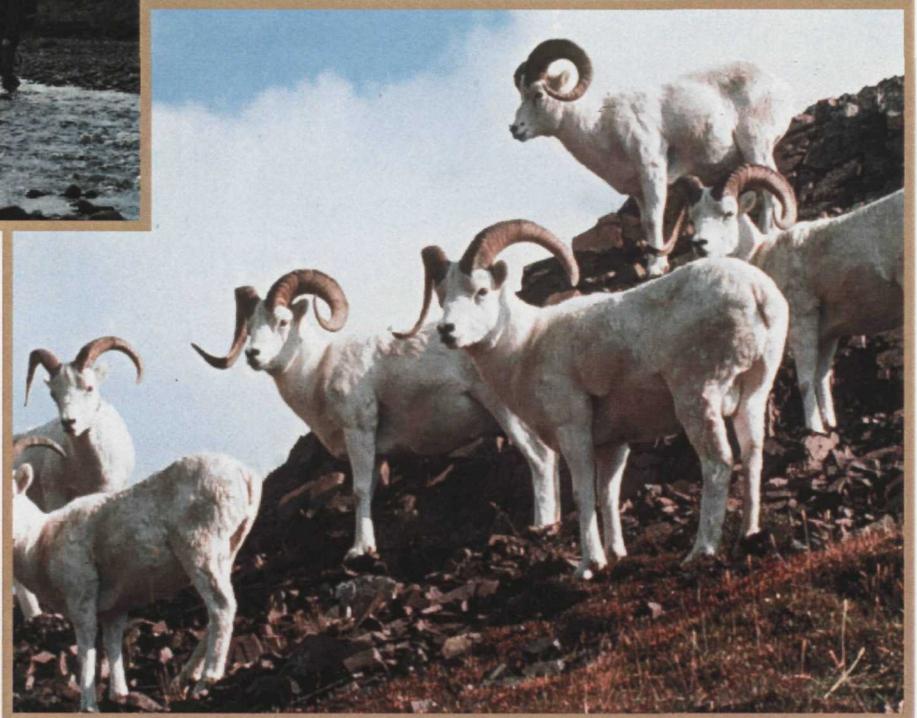
Denali's vast wilderness encompasses numerous ecosystems, ranging from flood-plain forests of white spruce and cottonwood to the tundra's soft, fragrant hills of labrador tea and blueberry. As a result of Denali's diversity of life and expansiveness, the park was proclaimed an International



MOOSE (*Alces alces*).

Biosphere Reserve under the United Nations' Man and the Biosphere program.

One of every four tourists to Alaska visits Denali National Park. Approximately 400,000 visitors are forecast for the year 2000, representing nearly a ten-fold increase since 1971. Most come to enjoy Denali's pristine wilderness and abundant wildlife, including frequent



DALL SHEEP (*Ovis dalli*).
Protection of wildlife was a
primary objective of the
park's creation.

sightings of grizzly bears, caribou, moose, Dall sheep, and wolves. Three-quarters of these visitors will experience Denali traveling by bus along the 90-mile long Denali Park Road, which terminates in the historic gold mining district of Kantishna (*see map, page 11*).

Thousands of additional people camp in Denali's backcountry each summer, experiencing

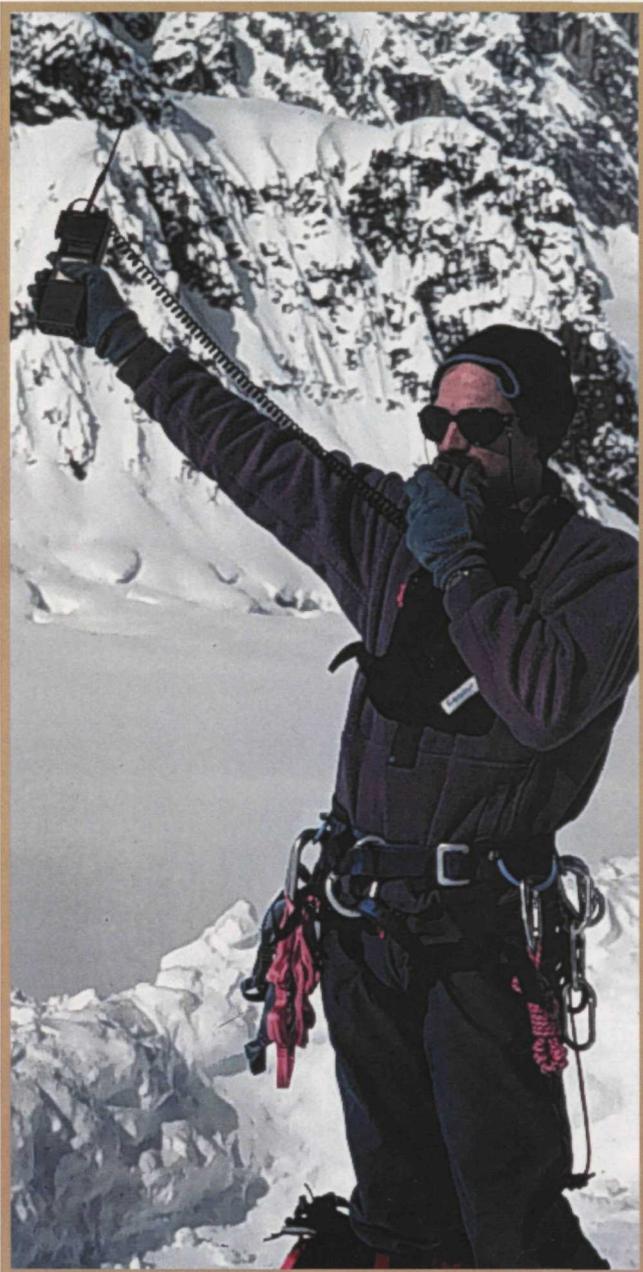
its stunning scenery, wildflowers, glacial river crossings, midnight sun, and wildlife.

Geographically, Mount McKinley dominates the park at 20,300 feet. McKinley is also called "Denali"—which means "The High One" in the language of Athabaskan Native Americans. Each year about 1,200 climbers attempt to scale Denali, with an average success rate of fifty percent.

The seasonal influx of visitors to Denali National Park is not merely a recent phenomenon. For thousands of years, Athabaskan Native Americans migrated to the region each summer to hunt its abundant wildlife. The right of rural Alaskans to continue this subsistence tradition is protected within the four million acres of the ANILCA Park and Preserve additions. Hunting within the two-million-acre core of the park is prohibited.

Ironically, the popularity that stems from decades of successful resource protection has increased pressure for development. Denali's unspoiled beauty and wilderness attract ever-larger crowds of admirers. The resulting demands on park infrastructure, wilderness management, and visitor services, coupled with the need for increased access, have created the greatest single challenge to Denali National Park since rangers first began patrolling its borders.

J.D. SWED, Park Ranger.
Denali's draw as the highest peak in North America creates unique challenges for resource and rescue staff.



W E L C O M E
to Your National Park

OUR MISSION



HARRY P. KARSTENS, ~1920.
First Park Superintendent

FOUNDING LEGISLATION

“...a public park for the benefit and enjoyment of the people... for recreation purposes by the public and for the preservation of animals, birds, and fish and for the preservation of the natural curiosities and scenic beauties thereof... said park shall be, and is hereby established as a game refuge.”

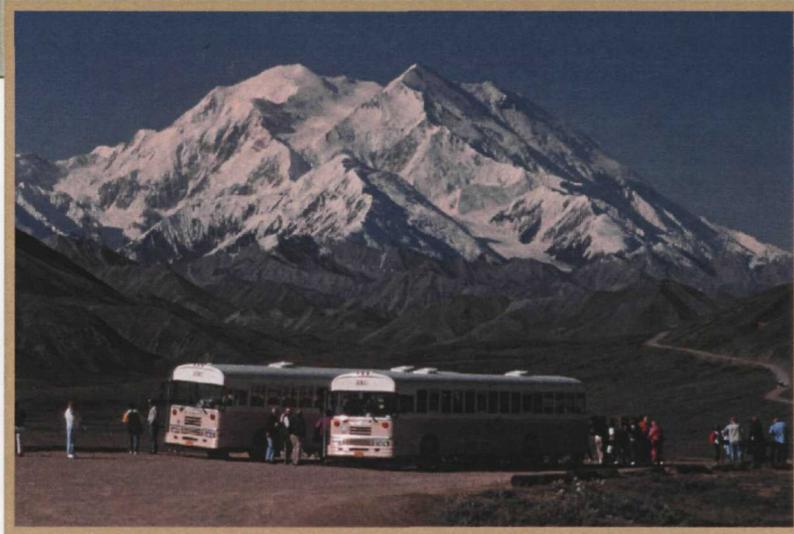
— “An Act To Establish the Mount McKinley National Park in the Territory of Alaska,” February 26, 1917

STATEMENT FOR MANAGEMENT

“Denali National Park and Preserve is a vast area that provides visitors of all abilities with opportunities for superlative, inspirational experiences in keeping with its legislative mandates...

“Over the long term, preservation of the wilderness and its continually evolving natural processes is essential to providing the opportunity for outstanding resource-based visitor experiences...”

—Statement for Management, 1995.



Tundra Wildlife Tour buses at Stony Hill Overlook, mile 61 of the Park Road.

ASSETS & ATTRIBUTES



DWARF FIREWEED (*Epilobium latifolium*)

NATURAL FEATURES

MOUNT MCKINLEY:	North America's tallest mountain, at 20,320 feet. Also named "Denali."
LANDMASS:	Six-million acres.
PLANT SPECIES:	625 vascular plant species currently identified.
WILDLIFE SPECIES:	203 (includes Dall sheep, caribou, moose, wolves, grizzly and black bear).

ASSETS & ATTRIBUTES (CONTINUED)

INFRASTRUCTURE

BUILDINGS	183
CAMPSITES	294 (includes eight campgrounds).
TRAILS	13 miles, numerous wheelchair opportunities. Additional trails planned.
PAVED ROAD	15 miles
GRAVEL ROAD	75 miles
PRIVATE VEHICLE USE	Permitted to Savage Bridge (mile 15).
PUBLIC SATISFACTION WITH MANDATORY BUS SYSTEM	99%



The Visitor Access Center, a ticketing and transportation facility.



An interpretive presentation at Savage Cabin.

CULTURAL & HISTORICAL FEATURES

HISTORIC STRUCTURES	144
PERCENTAGE IN "GOOD" CONDITION	20 %
ARCHAEOLOGICAL SITES	163

ON THE MOUNTAIN (1999)

MT. MCKINLEY CLIMBERS	1,183
CLIMBING SUCCESS RATE	43%
SEARCH AND RESCUE OPERATIONS	9
FATALITIES	0
DECLINE IN FATALITY RATE SINCE 1990	40%



Denali's status as North America's highest mountain attracts climbers from around the globe.



WOLF (Canis lupus).

PARK-WIDE (1999)

VISITATION	379,000 people
PERMANENT EMPLOYEES	88
SEASONAL EMPLOYEES	160
VOLUNTEER HOURS DONATED (see page 29)	23,460
OVERALL VISITOR SATISFACTION	95%



JIMMY TOHILL, OLD SOUTHBROUGH STUDIO

GRIZZLY BEAR (*Ursus arctos*).
Visitation on the Park Road is rapidly
approaching maximum capacity.

DEFINING DENALI'S FUTURE

- Growth Management Strategy
- ANILCA: Opportunities and Challenges



GROWTH MANAGEMENT STRATEGY

Spiralling Growth.

Visitation to Denali is doubling every 12 years. The vast majority of visitors come to experience the park's primary tourist attraction: wildlife and spectacular views along the Denali Park Road.

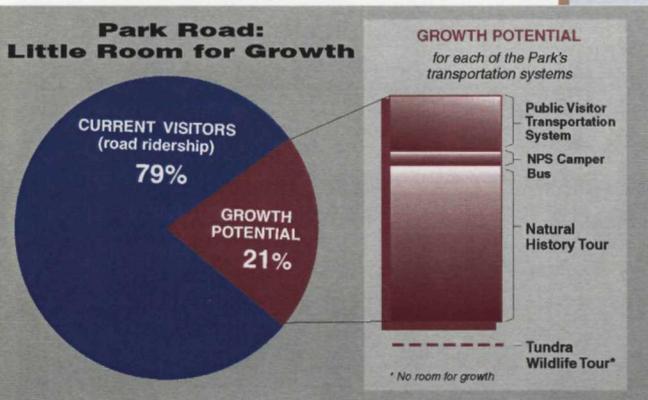
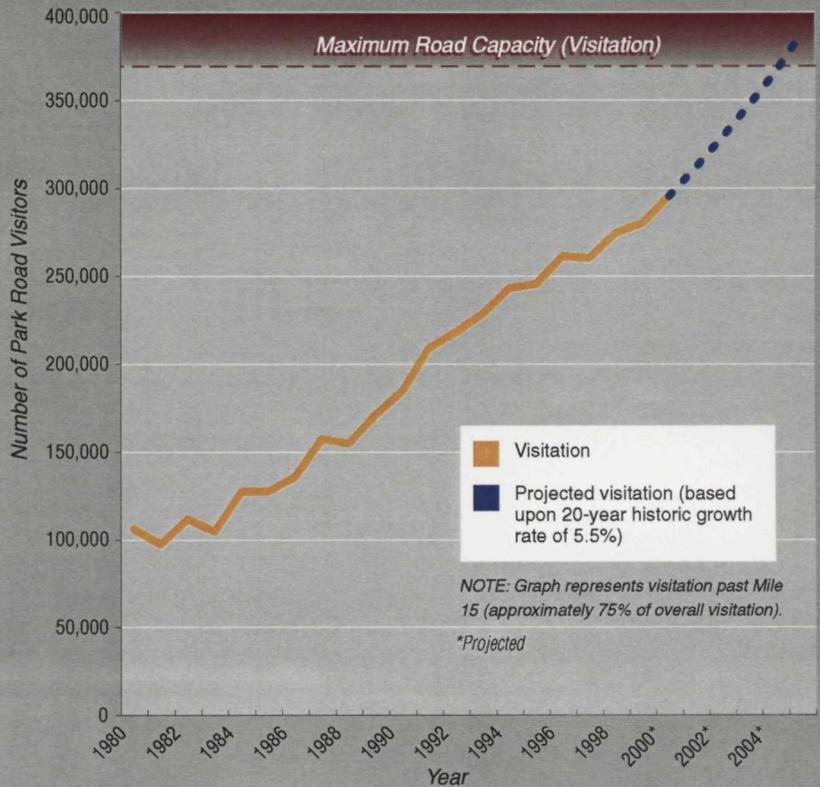
Limited Capacity.

An Environmental Assessment (EA) was conducted as part of the park's 1986 General Management Plan to determine maximum acceptable road traffic and impact levels. These capacities result not from the shortcomings of park road infrastructure, but according to the ability of the natural resource to endure human visitation without being sacrificed. The park has currently reached 79% of capacity. **Without additional visitor activities, the Park Road will reach its maximum carrying capacity by 2005.** The accompanying graphs show the growth potential of Denali's four bus systems, as well as a time horizon for reaching maximum capacity.

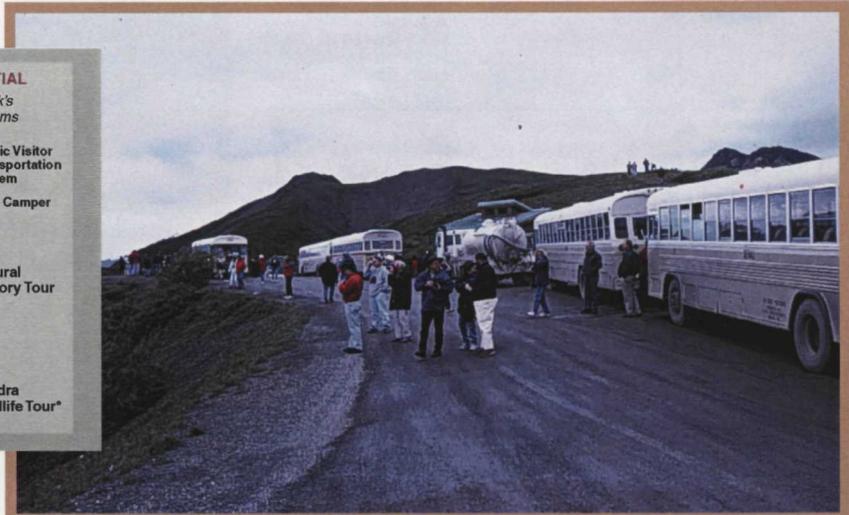
Without additional visitor activities, the Park Road will reach its maximum carrying capacity by 2005.

Visitation: Rapid Growth & Finite Capacity

Denali's booming visitation is quickly approaching capacity. Solutions are presented on page 11.



Park Road visitation capacity is determined by impacts to wildlife and the natural resource, not Park Road infrastructure.



The Park Road is currently at 79% of capacity.

Railroad Passengers

Most visitors either travel to or from Denali by train. The resulting, twice-daily influx of visitors exacerbates crowding and strains park facilities.



Restrictive train schedules increase crowding.

Daily overcrowding.

Most park visitors are train passengers, relying upon either of two daily trains plying between Anchorage and Fairbanks. This results in two distinct waves of traffic upon the Park Road each day (see graph at right).

Because the park lacks alternative facilities or attractions to the Park Road, there is no effective means for dispersing tourists from their highly concentrated, train-determined schedules.

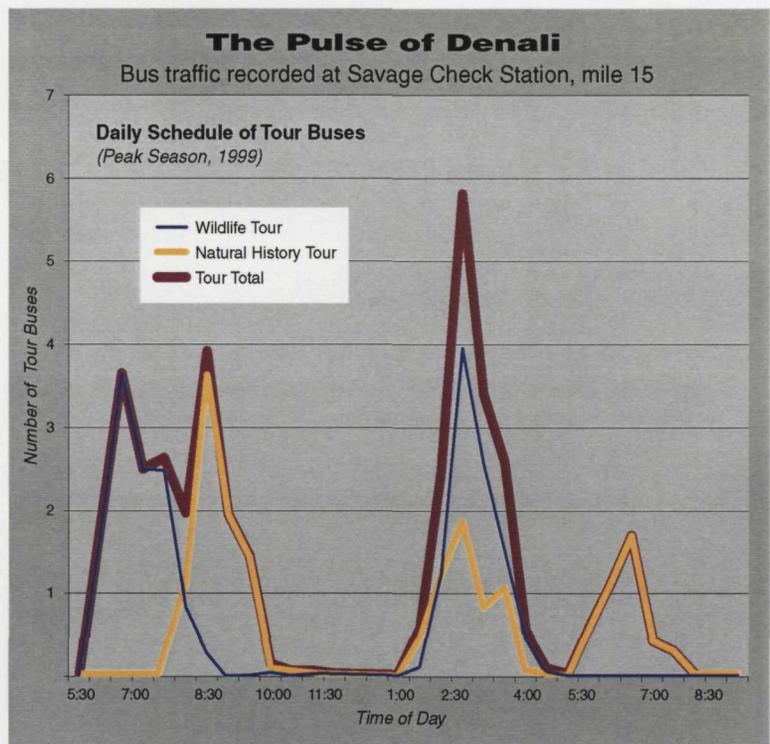
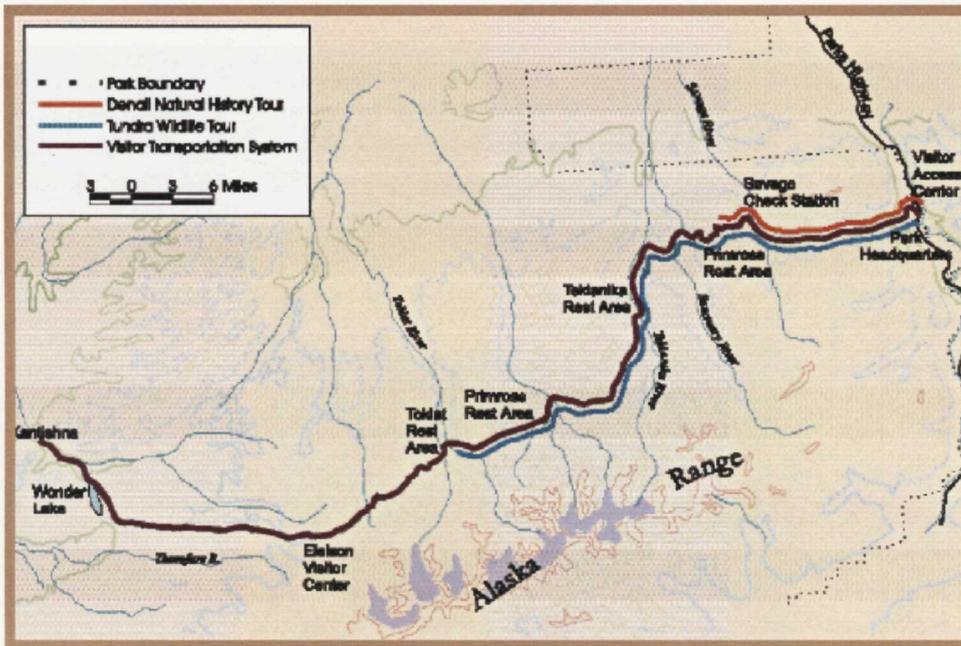


Chart reveals periods of crowding on the Park Road, and periods of low activity.



Park Road map, showing routes of Denali's three transportation systems.

SOLUTIONS (SHORT-TERM)

Create new visitor opportunities.

We must create alternative park experiences to the Denali Park Road before it reaches capacity. The 1997 Entrance Area and Road Corridor Development Concept Plan (also known as the "Frontcountry DCP") addresses this need by proposing a variety of new facilities and activities. These include: an interpretive visitor center with educational displays, additional hiking trails, waysides, and shuttle service to hiking and interpretive facilities at Savage River. These new experiences will permit a more balanced distribution of park visitors.

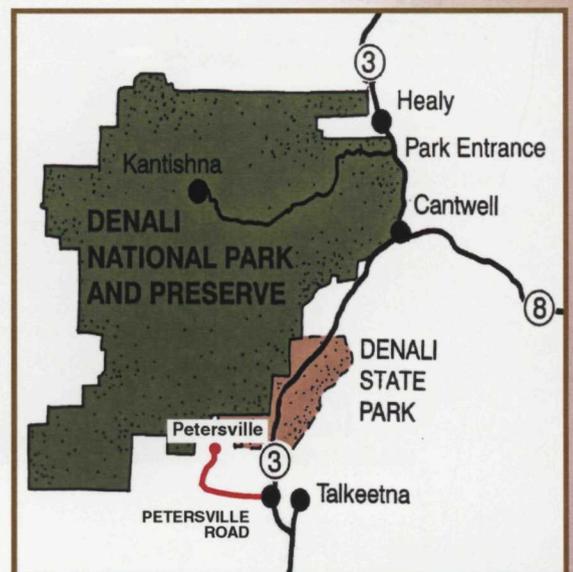
The total cost of these improvements is expected to cost over \$20 million. Current appropriations and anticipated contributions from concessions fees and other sources total \$13 million (see page 32).

SOLUTIONS (LONG-TERM)

Southside Development.

Tourism industry experts expect that travel to Denali will continue to increase. Ultimately, it is essential to develop alternative tourist destinations to Denali National Park and Preserve. The 1997 Denali Development Concept Plan—Southside calls for developing facilities in the Petersville area south of Denali National Park and Preserve. The area offers beautiful views of Mount McKinley and the Alaska Range, glaciers, streams, and much of the impressive array of wildlife for which the Denali Park Road is famous. This alternative visitor destination would be created through partnerships with the state, local communities, and native corporations.

Development in the Petersville Road area can provide an alternative visitor destination and ease pressure upon Denali's fragile ecosystem.



ANILCA: OPPORTUNITIES & CHALLENGES

In 1980, Congress passed the Alaska National Interest Lands Conservation Act (ANILCA). This law added more than four million acres of land to Mount McKinley National Park, creating Denali National Park and Preserve. While the land-mass of the park tripled in size, the breadth of its legislative mandate grew even larger. ANILCA also provided for subsistence use of resources, access for performing traditional activities and reaching inholdings, and uses such as sport hunting in the large preserve areas. The park's managerial role expanded to include significant new requirements for scientific research, natural and cultural resource management, education, and administration.

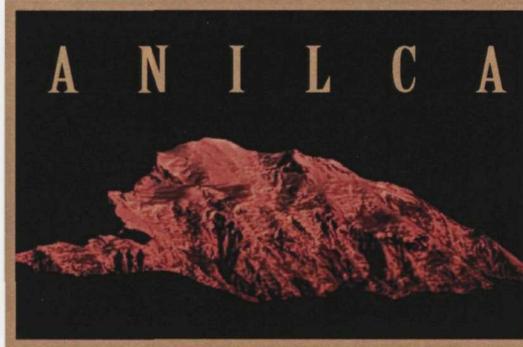
Subsistence.

ANILCA recognized the important connection between local subsistence use and the land. In the four million acres of park additions, the park manages activities by local rural residents, including hunting, trapping, and other uses. These uses are allowed as long as research shows wildlife

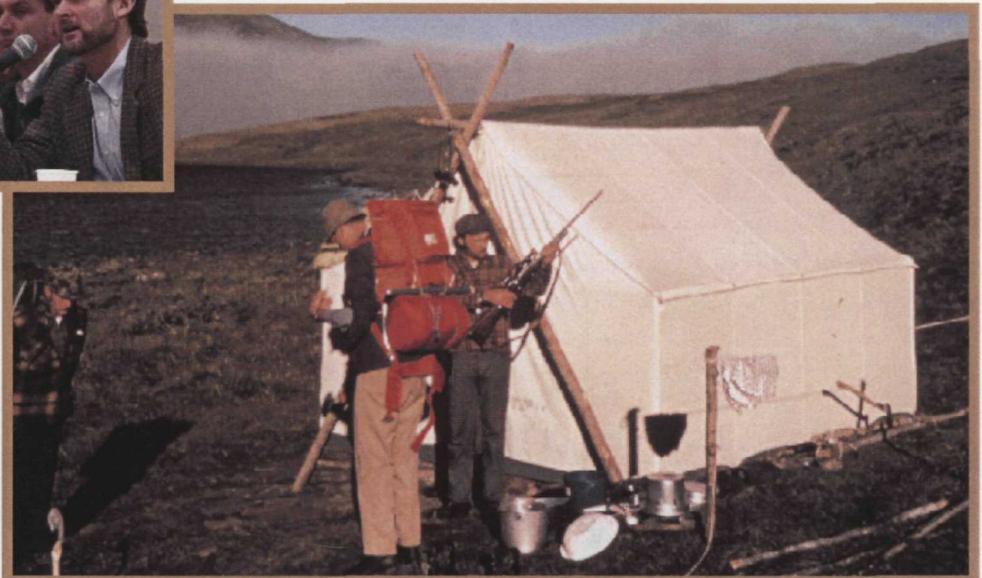
populations are natural and healthy and identifies no other problems.

Access.

ANILCA allows the use of snowmachines, airplanes, and motorboats in Denali for "traditional activities." Special access is also granted for travel to and from villages and home sites. The law provides for the regulation or prohibition of these uses for preservation of "resource values" of the areas. This access is very important to the utilitarian Alaskan lifestyle and requires sensitive understanding of both local values and park resources.



Superintendent Stephen P. Martin addresses a public meeting on ANILCA issues.



Hunting and trapping are important subsistence activities that are allowed under ANILCA, within Preserve additions.



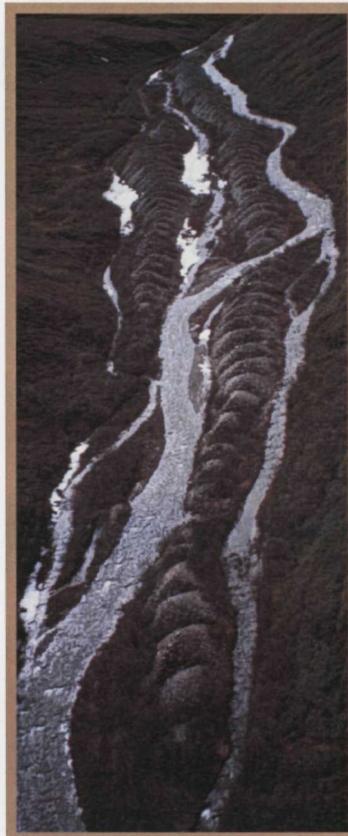
SNOWMOBILE USE AT BROAD PASS. Issues, like snowmachine use, are creating substantial new demands for resource monitoring and management.

Mining.

The expansion of the park incorporated a number of historic and current mining properties. Many mining claims have been abandoned by the claimants or purchased by the park since 1980. However, the park surrounds more than 3,000 acres of un-patented and 200 acres of patented land claims. With the assistance of the Alaska Congressional Delegation, much of this property will be purchased and become park land. These efforts have resulted in investment needs for reclamation, purchase of claims, administration of access, and consultation with miners.

Recreational Activities.

The addition of new recreational opportunities in park additions requires additional investments in resource monitoring and management.



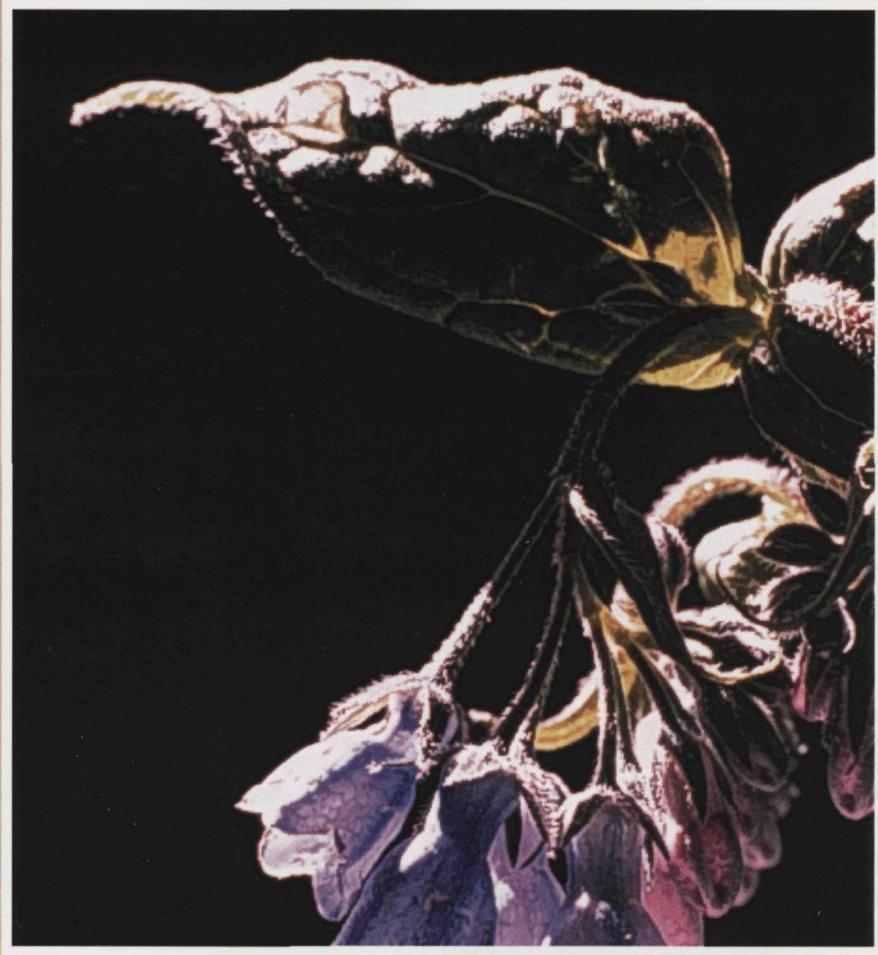
New Resources, New Needs.

Expansion by ANILCA added areas with different climate zones, ecosystems, and cultural histories. These different areas significantly increase the complexity of understanding and managing the natural resources of the area.

Administrative Facilities.

ANILCA's tripling of park size created an entirely new administrative need for visitor care and resource management in the south side of the park. At Park Headquarters, ANILCA-related increases in staff size have created severe shortfalls in office space and park infrastructure.

MINING SCARS. With the assistance of the Alaska Congressional Delegation, inholdings of private land once used for mining are becoming park land.



BLUEBELLS
(Mertensia paniculata)

FINANCIAL UPDATE

- Fiscal Outlook
- Financial Accountability
- Maintenance
- Resource Preservation



FISCAL OUTLOOK



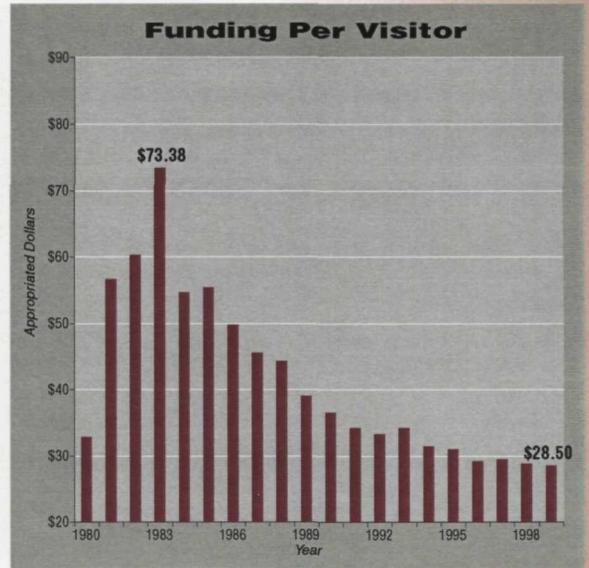
he number of visitors to Denali has increased sharply during the past 20 years, while the park's funding on a per-visitor basis has decreased markedly.

HISTORIC BUDGET ANALYSIS

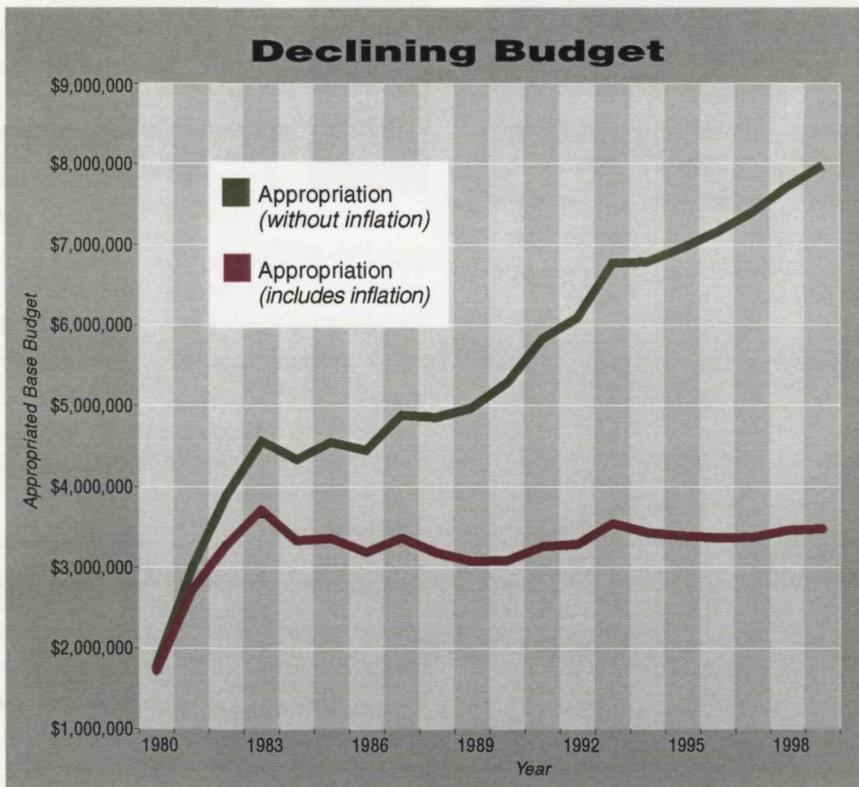
The park's inflation-adjusted base budget has decreased by seven percent since 1983. Over the same period, visitation has increased by more than 150 percent. Expenditures on a per-visitor basis fell by over 160 percent.

Results:

- Declining level of staff to assist and inform the public;
- Lack of necessary facilities;
- Severe backlog of maintenance projects;
- Additional resource management needs without adequate funding.

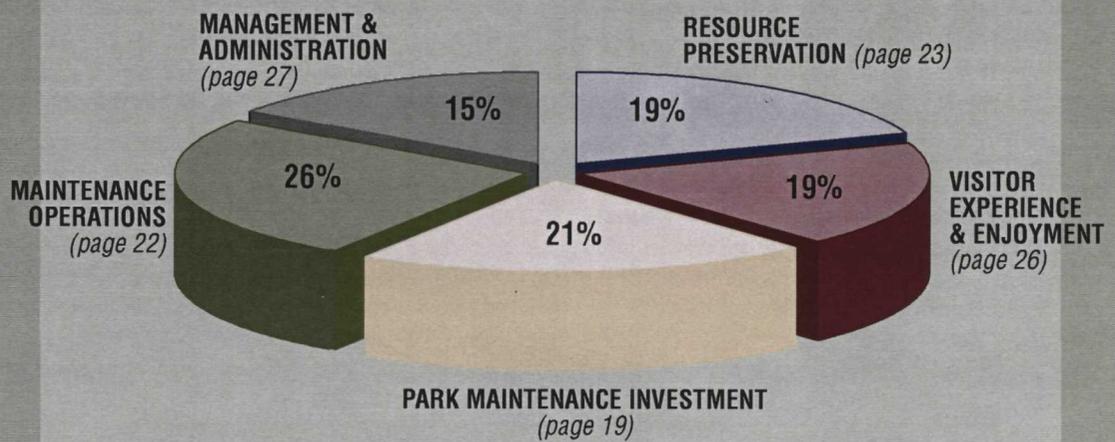


As visitation grows and the budget stagnates, fewer staff are available to interact with the public. Funding on a per-visitor basis is down 161% since 1983.

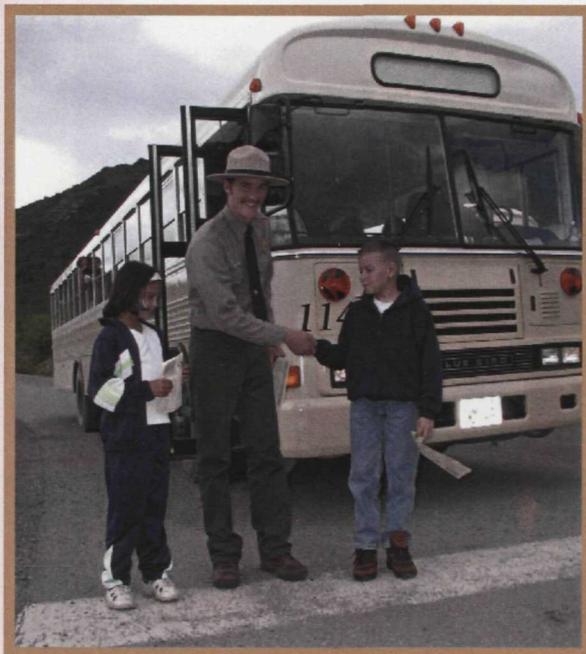


The operating budget has failed to keep pace with inflation, decreasing 7% since 1983.

Financial Expenditures, 1999



Financial Expenditures have been grouped into five "functional areas." These categories serve as the organizational basis for the following discussion of priorities, needs and shortfalls.



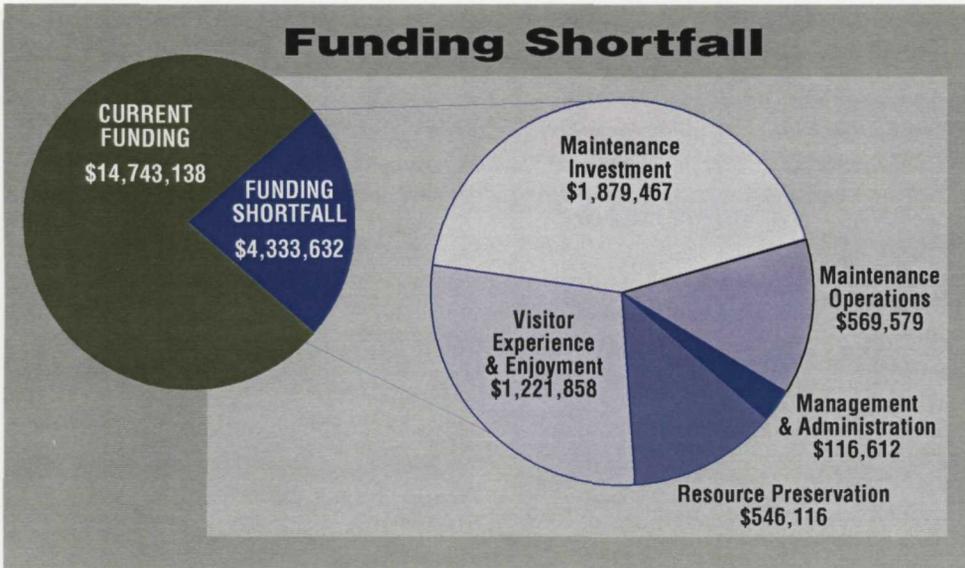
Due to staff shortfalls, activities like the Junior Ranger Program are less available to the public.

FINANCIAL ACCOUNTABILITY

A standardized financial tracking system has been developed by the Business Plan Initiative (BPI) to quantify current spending priorities. Tracking methodology has been assessed and approved by the consulting firm of Pricewaterhouse-Coopers, LLP.

Tracking Expenditures by Functional Use.

As part of the BPI, volunteer consultants tracked expenditures from all fund sources according to their purpose or "functional area." The proportion of expenditures attributable to each of the five functional areas is depicted in the pie chart above.



Fewer than 20 percent of Denali visitors have the opportunity to attend a Park Service interpretive program.

GPRA Compatibility.

The Government Performance and Results Act (GPRA) of 1993 directs federal agencies to use performance management as a tool for greater effectiveness and efficiency. The functional use accounts of the business planning initiative complement tracking requirements of NPS GPRA. Information on obtaining a copy of Denali's Annual Strategic Management Plan can be found on page 36.

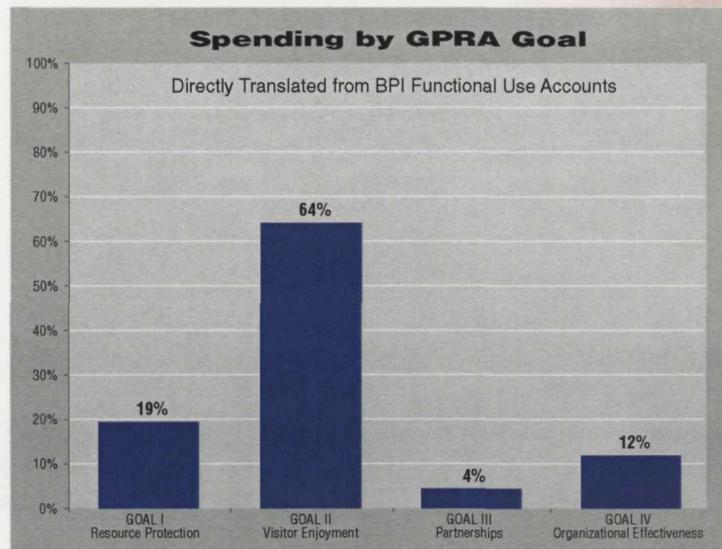
Funding & Staff Shortfalls.

A financial summary table detailing current budget and staff distributions, availability, and shortfalls can be found on page 18. A total budget shortfall of 23%, or approximately \$4.3 million, was determined. The accompanying graph, "Funding Shortfall," displays the relative magnitude of these deficits and how they are distributed among park operations.

Requests for additional base funding are presented in the Financial Strategies section on page 31.



Spending priorities as defined by the Government Performance and Results Act (GPRA). For a description of GPRA goals, see page 36.



Financial Summary: Operating Needs, Current Funding & Shortfall

In 1999, the Park operated on a total budget of \$14.7 million. These funds included Congressionally appropriated ONPS funding in the amount of \$8 million, other NPS nonrecurring project funds at \$5.1 million, \$640,000 in donations and grants, and \$1 million in Fee Demonstration Projects. (An overall summary of annual operating and project needs is presented on page 33.)

Program	Required Funds	Required Staff	Available Funds	Available Staff	Shortfall Staff	Shortfall Funds
RESOURCE PRESERVATION (page 23)						
Resource Management Information	\$ 782,778	7.0	\$ 782,778	7.0	-	\$ -
Natural Resource Monitoring	\$ 1,480,217	16.7	\$ 1,086,747	10.1	6.6	\$ 393,470
Natural Resource Compliance	\$ 284,138	2.3	\$ 243,716	1.5	0.8	\$ 40,422
Natural Resource Research	\$ 560,972	4.7	\$ 473,472	4.7	-	\$ 87,500
Cultural Resource Monitoring	\$ 222,470	1.9	\$ 211,220	1.9	-	\$ 11,250
Cultural Resource Compliance	\$ 38,053	0.5	\$ 24,579	0.3	0.3	\$ 13,474
Cultural Resource Research	\$ 48,946	0.4	\$ 48,946	0.4	-	\$ -
Subtotal	\$ 3,417,574	33.5	\$ 2,871,458	25.9	7.6	\$ 546,116
VISITOR EXPERIENCE & ENJOYMENT (page 26)						
Concessions Management	\$ 212,814	1.9	\$ 201,307	1.5	0.4	\$ 11,507
Communications	\$ 350,226	3.1	\$ 5,628	2.1	1.0	\$ 344,598
Community Outreach	\$ 173,178	3.8	\$ 122,259	2.5	1.3	\$ 50,919
Cooperating Association Coordination	\$ 7,695	0.1	\$ 7,695	0.1	-	\$ -
Environmental Education	\$ 166,452	3.8	\$ 24,939	0.7	3.2	\$ 141,513
Formal Interpretation	\$ 362,577	9.2	\$ 211,026	5.3	3.9	\$ 151,551
Informal Interpretation	\$ 132,017	3.6	\$ 62,093	1.9	1.8	\$ 69,924
Interpretive Media	\$ 174,053	2.8	\$ 109,019	1.5	1.3	\$ 65,034
Public Affairs	\$ 54,380	1.0	\$ 27,432	0.5	0.5	\$ 26,948
Special Park Uses	\$ 8,816	0.1	\$ 8,816	0.1	-	\$ -
Visitor Center Operations	\$ 369,765	12.6	\$ 314,706	11.0	1.5	\$ 55,059
Visitor Safety Services	\$ 1,885,676	59.9	\$ 1,625,424	56.4	3.6	\$ 260,252
Volunteers and Interns	\$ 56,126	1.3	\$ 11,573	0.3	1.0	\$ 44,553
Subtotal	\$ 3,953,775	103.1	\$ 2,731,917	83.7	19.4	\$ 1,221,858
MAINTENANCE INVESTMENT (page 19)						
Building Maintenance	\$ 975,955	20.0	\$ 357,118	4.2	15.8	\$ 618,837
Utility Maintenance	\$ 582,604	7.3	\$ 267,604	3.3	4.0	\$ 315,000
Road & Bridge Maintenance	\$ 1,631,458	12.3	\$ 811,719	7.7	4.6	\$ 819,739
Trail Maintenance	\$ 245,513	3.7	\$ 173,032	2.1	1.6	\$ 72,481
Campground Maintenance	\$ 132,285	1.1	\$ 78,875	2.0	(1.0)	\$ 53,410
Subtotal	\$ 3,567,815	44.2	\$ 1,688,348	19.3	25.0	\$ 1,879,467
MAINTENANCE OPERATIONS (page 22)						
Building Operations	\$ 1,275,450	23.3	\$ 1,266,145	6.3	17.0	\$ 9,305
Utility Operations	\$ 1,219,756	10.8	\$ 601,406	5.0	5.8	\$ 618,350
Road & Bridge Operations	\$ 2,808,484	8.3	\$ 2,877,912	11.5	(3.2)	\$ (69,428)
Trail Operations	\$ 118,232	2.8	\$ 173,032	3.1	(0.2)	\$ (54,800)
Campground Operations	\$ 345,801	4.3	\$ 279,649	3.2	1.1	\$ 66,152
Subtotal	\$ 5,767,723	49.6	\$ 5,198,144	29.0	20.6	\$ 569,579
MANAGEMENT & ADMINISTRATION (page 27)						
Administrative Support	\$ 562,030	12.1	\$ 489,735	10.1	2.0	\$ 72,295
Budget & Finance	\$ 286,529	4.5	\$ 286,529	4.5	-	\$ -
Employee Safety	\$ 52,145	0.9	\$ 39,054	0.4	0.5	\$ 13,091
Human Relations & Labor Relations	\$ 171,964	2.7	\$ 158,873	2.2	0.5	\$ 13,091
Property Management & Procurement	\$ 109,256	1.9	\$ 91,121	1.4	0.5	\$ 18,135
Resource Planning & Design	\$ 492,493	3.9	\$ 492,493	3.9	-	\$ -
Management and Leadership	\$ 695,466	6.2	\$ 695,466	6.2	-	\$ -
Subtotal	\$ 2,369,883	32.2	\$ 2,253,271	28.7	3.5	\$ 116,612
Total	\$ 19,076,770	262.6	\$ 14,743,138	186.6	76.0	\$ 4,333,632

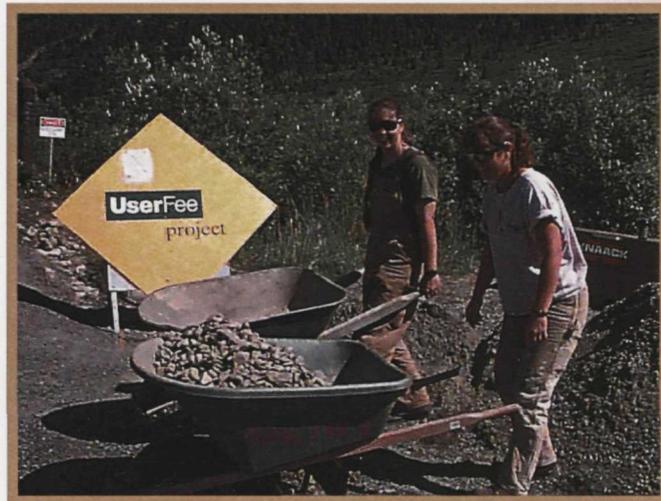
MAINTENANCE: INVESTMENT & OPERATIONS

Maintenance activities have been divided into two separate categories: MAINTENANCE INVESTMENT and MAINTENANCE OPERATIONS. Maintenance investment is defined as activities and purchases that prolong the life of assets, including roads, buildings, trails, and exhibits. Maintenance operations encompass routine, recurring activities and expenses necessary to keep the park functioning. Relative spending for these categories is presented in the chart, "Creation of a Maintenance Backlog."

MAINTENANCE: INVESTMENT

The repeated shortage of maintenance funding has resulted in the budgetary equivalent of crisis management: nearly all resources are expended upon immediate operational needs, while cost-effective investments in infrastructure (including roofs, utilities, and roads) are forsaken.

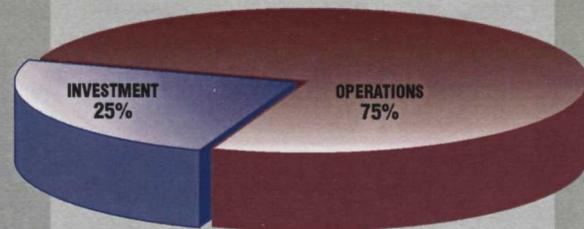
The resulting backlog of maintenance projects handicaps park operations. Over \$11 million has been requested through the budget process for the next four years alone. The **Recreation Fee Demonstration Program** annually provides approximately \$1.2 million in crucial funds for maintenance investment, but additional fund sources are needed. The Recreation Fee Demonstration program has



The Recreation Fee Demonstration Program provides approximately \$1.2 million in crucial funds for addressing basic maintenance investment needs. Additional fund sources are also needed.

Creation of a Maintenance Backlog

Funding shortfall forces neglect in asset maintenance.



helped to address some of these items, yet substantially more remain.

Insufficient funding prohibits adequate investment to maintain assets. The annual shortfall is approximately \$1.9 million.

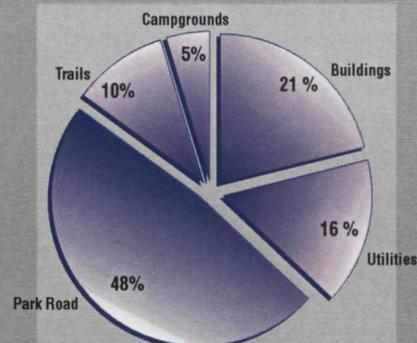
Maintenance Investment Needs.

A complete table of maintenance and facility investment needs is presented in the appendix. The annual investment shortfall is estimated



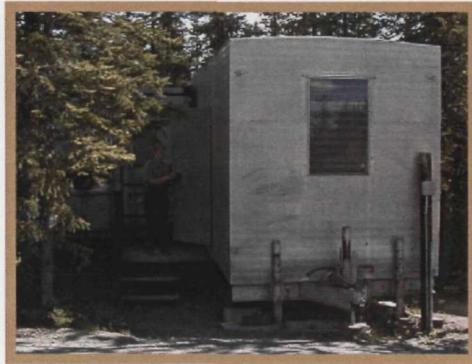
Decades of deferred maintenance has created a multi-million dollar need for Park Road restoration.

Maintenance Investment



Allocation of Maintenance Investment funds, 1999.

The Resource Preservation Annex, a.k.a. "the meat locker." Workplace overcrowding is one of the Park's most serious safety issues.



at approximately \$1.9 million. Key assets requiring investment are presented in the following paragraphs.

The Denali Park Road.

The westernmost 60 miles of the Denali Park Road remains essentially unchanged since its opening day in 1939. In many areas, the original road base remains intact. Meanwhile, increasing

bus traffic and heavier loads have caused significant degradation in many areas. Improvement projects include repair of problem segments, brushing to improve sight distance, and culvert replacement. The remoteness of the road, limited gravel availability, and a continuous need for tourist access make maintenance projects expensive and plagued with delays.

Buildings.

Facilities built from the 1930's Civilian Conservation Corps era through Mission '66 now require substantial rehabilitation. Furthermore, as staff levels increase, numerous facilities have been converted into office space. These include former residences, garages, and even a comfort station. Other employees work year-round in poorly insulated trailers. Workplace overcrowding is one of the most serious safety issues facing the park.

THE STEAM TEAM.

This vintage truck has been used to thaw culverts during spring road opening for over three decades. Breakdowns of aging equipment severely impact road maintenance operations.



Maintenance: Investment Backlog*

—Four-year Horizon—

Following are the requested maintenance projects for the next four years, representing less than half of the total maintenance backlog.

FY 2000	PROJECT	FUNDS ALLOCATED	FUND SOURCE
Building Maintenance	Upgrade Auto Shop	\$ 394,240	Repair/Rehab
Building Maintenance	Rehab Carpenter Shop	251,000	Repair/Rehab
Building Maintenance	Emergency Stabilization, Wonder Lake Ranger Station	140,000	CRPP (Cultural Resources Preservation Prog.)
Building Maintenance	Quigley Cabin and Shed Stabilization	102,500	CRPP (Cultural Resources Preservation Prog.)
Building Maintenance	Upgrade Auto Shop Ventilation	75,000	Title V
Building Maintenance	Install Oil Water Separator, Auto Shop	62,000	Title V
Building Maintenance	Rehab Wonder Lake Ranger Station Phase II	48,000	CRPP (Cultural Resources Preservation Prog.)
Building Maintenance	Relocate and Expand Curatorial Facility	30,000	CRPP (Cultural Resources Preservation Prog.)
Road Maintenance	Road Safety Improvements Phase II	490,000	Repair/Rehab
Road Maintenance	Process gravel, Toklat	25,000	FLHP (Federal Lands & Highways)
Road Maintenance	Process gravel, Kantishna	25,000	FLHP (Federal Lands & Highways)
Road Maintenance	Spot Safety Improvements	96,000	FLHP (Federal Lands & Highways)
Road Maintenance	Bridge Maintenance	86,000	Regular Cyclic
Trails Maintenance	Trails Brushing	25,000	Regular Cyclic
Utility Maintenance	Rehab C-Camp Septic System	172,480	Repair/Rehab
Utility Maintenance	Upgrade WLRs water system	74,000	Repair/Rehab
Utility Maintenance	Upgrade Solid Waste Facilities	20,000	Hazardous Material/Waste Reduction
Utility Maintenance	Waste Handling Riley Creek	20,000	Hazardous Material/Waste Reduction

FY 2001	PROJECT	FUNDS REQUESTED**	TARGET FUND SOURCE
Building Maintenance	Landscape Restoration at McKinley Park & Wonder Lake	\$ 325,000	Cultural Cyclic Maint.
Building Maintenance	Replace Carpenter/Resource Mgt. Bldg. Roofs	247,386	Repair/Rehab
Building Maintenance	Mt. McKinley Historic Patrol Cabin Phase I	100,800	CRPP (Cultural Resources Preservation Prog.)
Building Maintenance	Wonder Lake Ranger Station Stabilization	58,240	CRPP (Cultural Resources Preservation Prog.)
Road Maintenance	Rehab Grassy Pass section, Park Road	850,000	FLHP (Federal Lands & Highways)
Road Maintenance	Road Safety Improvements Phase III	485,000	Repair/Rehab
Road Maintenance	Correct eroded road section, East Fork	483,000	FLHP (Federal Lands & Highways)
Road Maintenance	Process gravel, Kantishna	250,000	FLHP (Federal Lands & Highways)
Utility Maintenance	Replace Furnaces and Appliances	250,000	Cyclic Maintenance
Utility Maintenance	Upgrade Aviation Fuel Systems	174,000	Hazardous Material/Fuel Mgt.
Utility Maintenance	Rehab HQs Water Storage Tank	83,776	Repair/Rehab

FY 2002	PROJECT	FUNDS REQUESTED**	TARGET FUND SOURCE
Building Maintenance	C-Camp Shower House Rehab	\$ 560,000	Housing Initiative
Building Maintenance	Rehab Historic Headquarters	172,480	Repair/Rehab
Building Maintenance	Rehab Wonder Lake Ranger Station Phase III	128,128	Repair/Rehab
Road Maintenance	Correct Safety Problems, Tatler Creek	583,000	FLHP (Federal Lands & Highways)
Road Maintenance	Correct Savage Area Parking Problems	275,000	FLHP (Federal Lands & Highways)
Road Maintenance	Overhaul of Vehicles/Equipment	112,000	Cyclic Maintenance
Road Maintenance	Phase I Roadside Brushing	90,000	Cyclic Maintenance
Road Maintenance	Phase III Parkwide Bridge Repairs	86,000	Cyclic Maintenance
Utility Maintenance	Rehab Headquarters Powerhouse	383,398	Repair/Rehab
Utility Maintenance	Rehab Water System Controls, Parkwide	136,998	Repair/Rehab

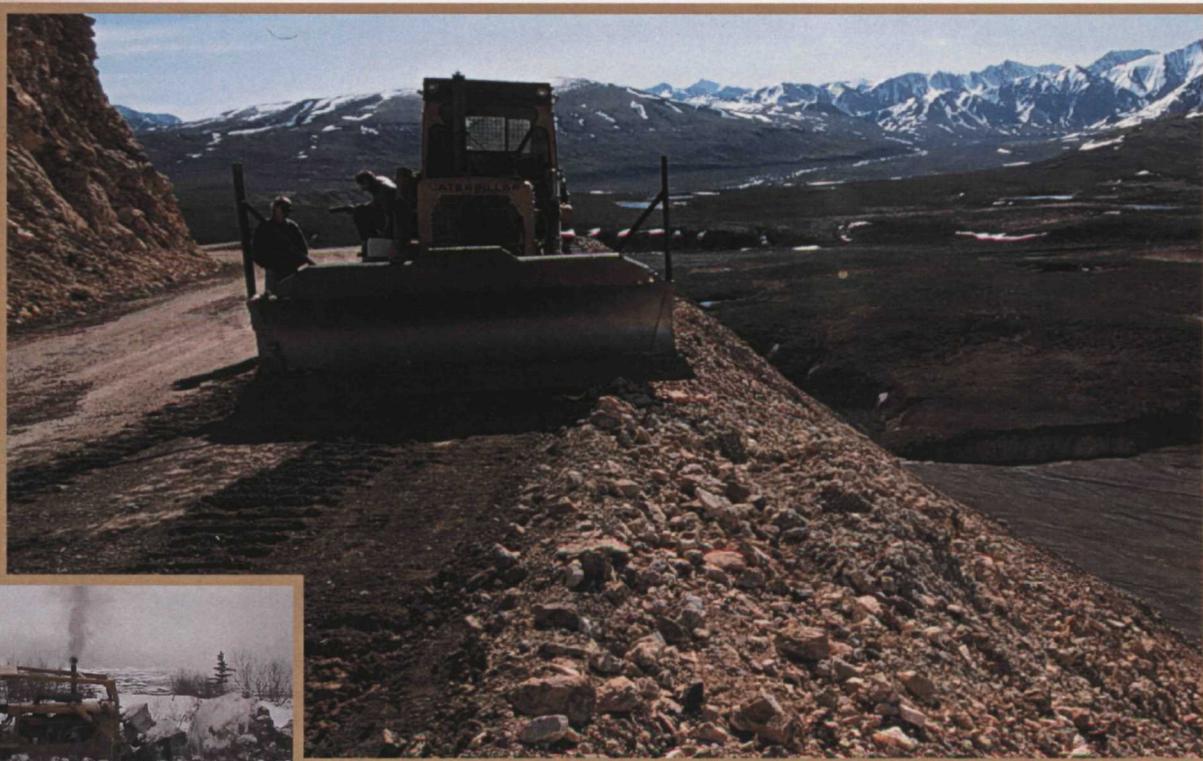
FY 2003	PROJECT	FUNDS REQUESTED**	TARGET FUND SOURCE
Building Maintenance	Emergency Bank Stabilization Along Toklat River	\$ 439,999	Repair/Rehab
Building Maintenance	Rehab Housing for Roof, Electrical, Asbestos	300,000	Repair/Rehab
Building Maintenance	Rehab Historic Apartment Interiors	273,997	Repair/Rehab
Building Maintenance	Rehab Headquarters Septic System	235,558	Repair/Rehab
Building Maintenance	Rehab Seasonal Housing Recreation Hall	186,278	Repair/Rehab
Building Maintenance	Rehab Interiors, Correct Code Deficiencies in three Housing Units	166,566	Repair/Rehab
Building Maintenance	Mt. McKinley Historic Patrol Cabin Phase II	100,800	CRPP (Cultural Resources Preservation Prog.)
Building Maintenance	Rehab Building 103, Ranger Cache	95,200	CRPP (Cultural Resources Preservation Prog.)
Building Maintenance	Lower East Fork Patrol Cabin	56,000	CRPP (Cultural Resources Preservation Prog.)
Road Maintenance	Correct Subgrade Drainage, Sanctuary Area	500,000	FLHP (Federal Lands & Highways)
Utility Maintenance	Replace Portable Toilets at Savage Rest	176,422	Repair/Rehab
Utility Maintenance	Rehab Savage and Teklanika Water Systems	54,208	Repair/Rehab

FOUR YEAR REQUESTED TOTAL \$11,005,454

* Due to unlisted backlog projects and overlap with cultural resource renovation, this number is not identical to the maintenance investment estimate presented on page 18.

** Funding has not yet been secured for years 2001-2003.

The average age of the park's heavy machinery is 14 years. The resultant lack of reliability, coupled with Denali's remote location, can cripple road operations.



In 2000, spring road clearing lasted ten weeks and cost over \$200,000. Purchase of a rotary plow would reduce operating costs and the potential of road opening delays.

Vehicle Fleet.

The vehicle and equipment fleet used by all maintenance operations has lapsed beyond its appropriate replacement schedule, decreasing reliability and worker safety. As a result, the park has been forced to lease vehicles at an annual cost of approximately \$380,000 per year. The park has documented a backlog of vehicle and equipment replacement needs totaling \$3.5 million.

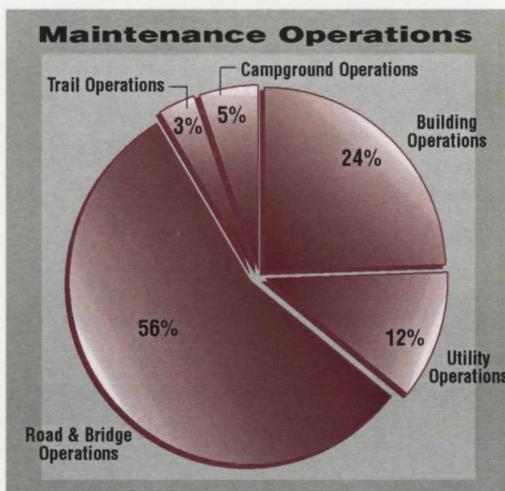
Increased demand by the tourism industry to extend the operating season has increased the need for snow removal equipment. In 2000, heavy snow nearly paralyzed the park's modestly equipped road opening operation. Progress averaged less than 1.5 miles per day, cost over \$200,000 and impeded lodging operations of Kantishna inholders. To remedy this situation, the park seeks to purchase a rotary snowplow. (Price: ~\$400 thousand.)

MAINTENANCE OPERATIONS

Maintenance operations include routine, recurring activities and expenses necessary to keep the park functioning.

Park Road.

The Park Road was originally designed to carry moderate numbers of light vehicles. This summer, more than 100 buses will traverse the road daily. The combination of larger vehicles, frequent use, and the road's high organic and clay content creates havoc during spring road opening and periods of heavy rain.



The cost of keeping the Park Road open consumes more than 50% of the park's maintenance operations budget.

Campground Operations.

The park is considering outsourcing of campground maintenance and operations with the 2002 concessions contract. Similar programs have been successful at reducing park expenditures and improving site amenities at both Yellowstone and Crater Lake national parks.

Utility Operations.

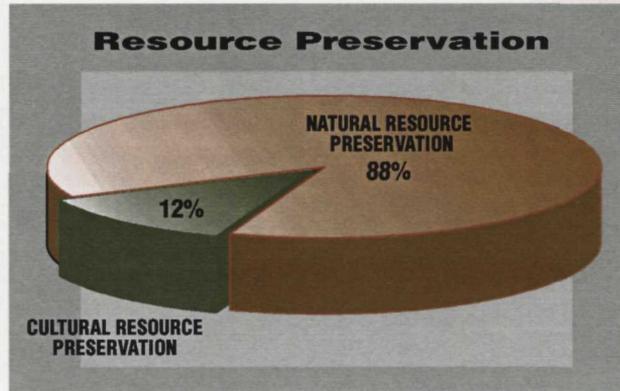
Remoteness and extreme cold temperatures increase Denali's utility costs. Heating, water, and sewer costs are relatively high in the subarctic. An aging infrastructure further adds to the cost of keeping utilities functional.

Budget Shortfall.

An operational maintenance shortfall of over \$500,000 is presented in the Financial Summary Table on page 18. Requests for increased base funding to cover unmet facility operations needs are presented in the section, "Operational Funding Increase Requests," located on page 31.

RESOURCE PRESERVATION

Denali National Park and Preserve is managed as a naturally functioning ecological unit. The park provides a visitor experience that emphasizes interaction with the natural world on its own terms. Denali National Park has had limited exposure to

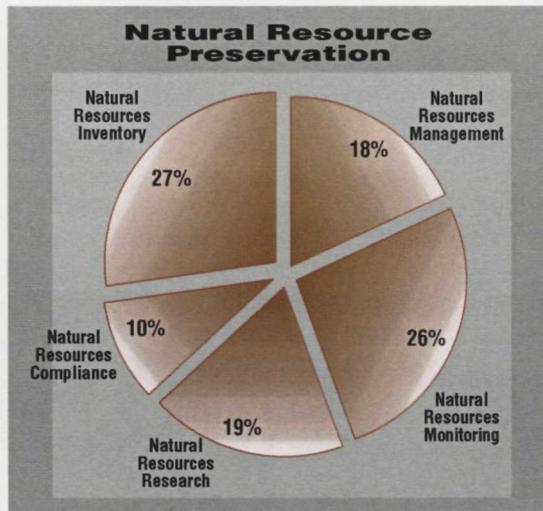
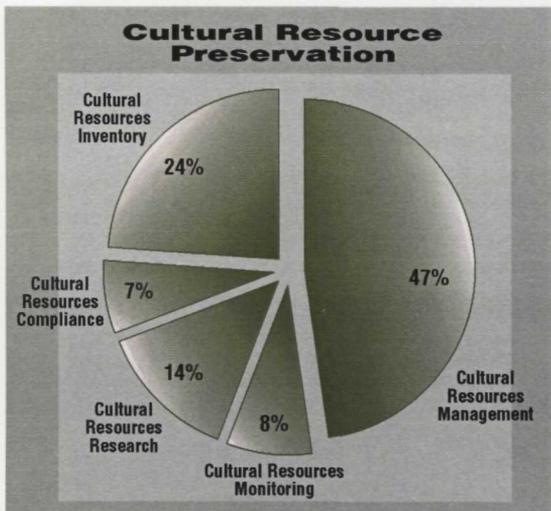


Spending on natural resource preservation is seven times greater than spending on cultural resource preservation.

prehistoric and historic human influences. Important cultural resources are preserved and interpreted. The accompanying graph, "Resource Preservation," portrays the allocation of resource preservation funds between natural and cultural resources.

Inventory & Research.

Scientific understanding of park ecosystems and ecological processes is incomplete and far less developed than similar sites in the contiguous 48 states. An aggressive, interagency program is underway to document the presence and abundance of species, the dynamics of wildlife populations, air and water quality, changes in glacier conditions, and climatic influences. In 1992, Denali launched a Long-term Ecological Monitoring (LTEM) program to document the health of the ecosystem.

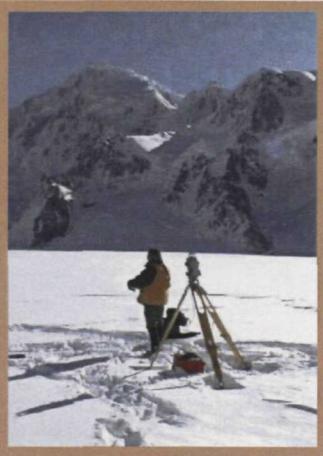


Charts depict the level of spending in various resource preservation categories.



Monitoring.

The NPS mission of conserving parks unimpaired requires the ability to detect and document resource changes, and to understand the forces driving those changes. The park's Long-term Ecological Monitoring program supports this mission by collecting broadly based, scientifically sound information on the status and trends of the physical and biological resources of the park's ecosystem. The importance of LTEM is further amplified by Denali's mandated subsistence program, whereby managed hunting is permitted in the park's ANILCA additions.



Mitigation & Management.

While most of Denali is free from human influence, disturbances are present. Substantial restoration has been required as a result of placer mining in the Kantishna Hills. Tourism development can create additional impacts,

including ground disturbance, wildlife behavior modification, consumption of resources such as gravel and firewood, and exotic plant invasion.

Compliance.

In its current state of high visitation growth, regulatory compliance activity is costly and extensive. Compliance activities such as performing Environmental Assessments (EAs) and Environmental Impact Statements (EISs) cost hundreds of thousands of dollars annually.

Investment Needs.

A backlog of more than \$3 million in resource projects necessary for informed preservation and management decisions is presented on page 25. Additional recurring operational needs are included in the section, "Operational Funding Increase Requests," on page 31.



The many faces of resource monitoring.

Proposed development of the Southside area required extensive research into area bear populations.

Resource Preservation: Investment Backlog*

— Four-year Horizon —

Following are the requested resource preservation projects for the next four years.

FY 2000	PROJECT	FUNDS ALLOCATED	FUND SOURCE
Cultural Resource Management	Preservation of the Historic Quigley Cabin and shed	\$ 107,500	CRPP (Cultural Res. Preserv. Prog.)
Cultural Resource Management	Reduce Museum Cataloging Backlog	27,000	Backlog
Cultural Resource Research	Administrative History	67,000	CRPP (Cultural Res. Preserv. Prog.)
Cultural Resource Research	Oral Histories	56,000	CRPP (Cultural Res. Preserv. Prog.)
Cultural Resource Research	Cultural Resource Themes	25,000	CRPP (Cultural Res. Preserv. Prog.)
Natural Resource Inventory	Soils Inventory and Mapping	170,000	Inventory
Natural Resource Management	Assess and Mitigate Human Impacts in Arctic Areas	110,000	Concessions Franchise Fees
Natural Resource Management	Southside Resource Studies	80,000	NRPP (Natural Res. Preserv. Prog.)
Natural Resource Management	Caribou Creek Reclamation	51,000	NRPP-Disturbed Lands
Natural Resource Management	Floodplain Delineation - Park Road Corridor	21,000	Water Resources

FY 2001	PROJECT	FUNDS REQUESTED**	TARGET FUND SOURCE
Natural Resource Inventory	Geologic Mapping of McKinley Quadrangle	\$ 235,000	USGS (U.S. Geological Survey)
Natural Resource Inventory	Vascular Plant/Vertebrate Inventory	200,000	Inventory
Natural Resource Inventory	Soils Inventory and Mapping	170,000	Inventory
Natural Resource Inventory	Survey of Subarctic Lakes and Ponds	100,000	USGS (U.S. Geological Survey)
Natural Resource Management	Southside Resource Studies	90,000	NRPP (Natural Res. Preserv. Prog.)
Natural Resource Management	Caribou Creek Reclamation	82,000	NRPP-Disturbed Lands
Natural Resource Monitoring	Natural Resources Monitoring	50,000	Monitoring - Network

FY 2002	PROJECT	FUNDS REQUESTED**	TARGET FUND SOURCE
Cultural Resource Inventory	Kantishna Mining District Cultural Landscape Report	\$ 50,000	CRPP (Cultural Res. Preserv. Prog.)
Cultural Resource Management	National Register Nominations	28,000	CRPP (Cultural Res. Preserv. Prog.)
Cultural Resource Research	Historic America Building Survey of Stampede Mine	70,000	CRPP (Cultural Res. Preserv. Prog.)
Natural Resource Inventory	Vascular Plant/Vertebrate Inventory	200,000	Inventory
Natural Resource Inventory	Soils Inventory and Mapping	170,000	Inventory
Natural Resource Management	Glacier Creek Reclamation	150,000	NRPP-Disturbed Lands
Natural Resource Management	Southside Resource Studies	90,000	NRPP (Natural Res. Preserv. Prog.)
Natural Resource Management	Caribou Creek Reclamation	67,000	NRPP-Disturbed Lands
Natural Resource Monitoring	Natural Resources Monitoring	75,000	Monitoring - Network
Natural Resource Research	Resource Information Synthesis	62,000	NRPP (Natural Res. Preserv. Prog.)

FY 2003	PROJECT	FUNDS REQUESTED**	TARGET FUND SOURCE
Cultural Resource Inventory	Early Human Site Modeling to Aid Archeological Inventory	\$ 75,000	CRPP (Cultural Res. Preserv. Prog.)
Cultural Resource Management	National Register Nominations	30,000	CRPP (Cultural Res. Preserv. Prog.)
Natural Resource Inventory	Vascular Plant/Vertebrate Inventory	100,000	Inventory
Natural Resource Management	Glacier Creek Reclamation	150,000	NRPP-Disturbed Lands
Natural Resource Monitoring	Natural Resources Monitoring	75,000	Monitoring - Network

FOUR YEAR REQUESTED TOTAL \$ 3,033,500

*Some required investments in historic buildings have also been listed in the table, "Maintenance: Investment Backlog" (page 21).

** Funding has not been secured for years 2001-2003.

Denali's current Visitor Access Center offers bus and campground reservations, but little opportunity for learning. The Park seeks funding for an educational visitor center.

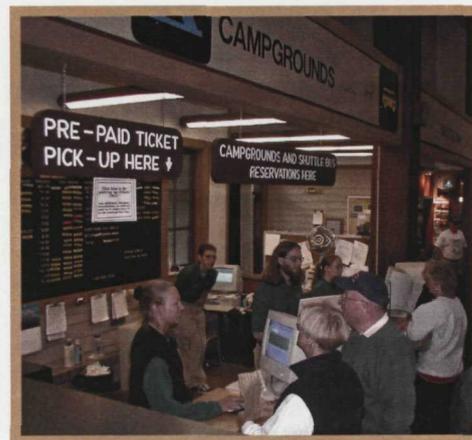
VISITOR EXPERIENCE & ENJOYMENT

Whether visitors choose to experience the park's natural and cultural resources while taking bus tours, hiking, skiing, or in other ways, Denali maintains a variety of programs to provide visitors with safe and enjoyable experiences.

Visitor Safety Services.

Greater than 50 percent of Denali's Visitor Experience and Enjoyment expenditures are related to visitor safety services. The Park's 6.2 million acres demand a complex course of law enforcement, emergency medical, search and rescue, and mountaineering management programs. The annual cost of Denali's mountain safety program alone amounts to almost \$500,000 (nearly \$500 per climber). These costs would be considerably higher if it were not for cooperative partnerships with the United States Armed Services, concessionaires, and other federal, state and local organizations.

Mountain climbing support and rescue operations can cost over \$500,000 per year.



Interpretation.

Interpretation refers to facilitating an understanding of park resources by the public. Educational displays, historical programs, and naturalist presentations are among Denali's interpretive programs. As one of the world's few remaining intact ecosystems, Denali provides an unrivaled setting for resource education and exciting interpretive opportunities.

Fewer than 20 percent of park visitors attend any Park Service interpretive program. As presented on page 16, park expenditures on a per visitor basis have plummeted over 160 percent since 1983.



Percentage of budget expenditures, by activity, 1999.

Lacking any substantial interpretive or educational facility, Denali's current visitor center serves mainly as a ticketing and transportation center. Plans are underway to increase public education by constructing an interpretive visitor center, auditorium/theatre and exhibit space.

Complete funding for this proposed \$12 million facility has not been appropriated. The park's funding plan is presented on page 32.

MANAGEMENT & ADMINISTRATION

Visitation growth and the additional requirements created by ANILCA have substantially increased park management responsibilities.

Unique Challenges.

Denali National Park faces many unique challenges. As described in the "ANILCA" section, many of the laws governing the park have not been tested since ANILCA was passed in 1980. This means that park management and solicitors must interpret contentious issues such as road limits, inholding access, and snowmobile use.



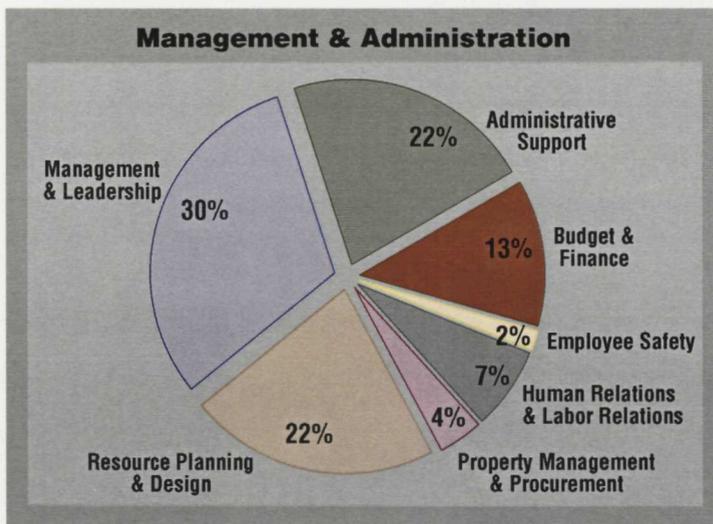
NPS interpretive programs are attended by less than 20% of park visitors.

Growth Challenges.

Denali's high visitation growth rate creates an additional difficulty for park management. As described in "Growth Management Strategy" (page 9), Denali has completed an ambitious frontcountry management plan to provide visitor experiences that are an alternative to the Denali Park Road tour.

Another plan currently underway, the Backcountry Management Plan, will determine appropriate backcountry activities and levels of use. This plan will address snowmobile use, aircraft overflights and landings, and other issues.

As one of world's few remaining intact ecosystems, Denali provides an unrivaled setting for resource education.



Percentage of budget expenditures, by activity, 1999.



MIKE GANESKIN

GREAT HORNED OWL (*Bubo virginianus*).

FINANCIAL NEEDS & SOLUTIONS

- Financial Strategy: Operations
- Financial Strategy: Managing Growth Through Investments
- Financial Summary



FINANCIAL STRATEGY: OPERATIONS & INVESTMENT

T

he means for meeting Denali's financial challenges have been divided into two sections: operations (recurring expenses) and investment.

FINANCIAL STRATEGY: OPERATIONS

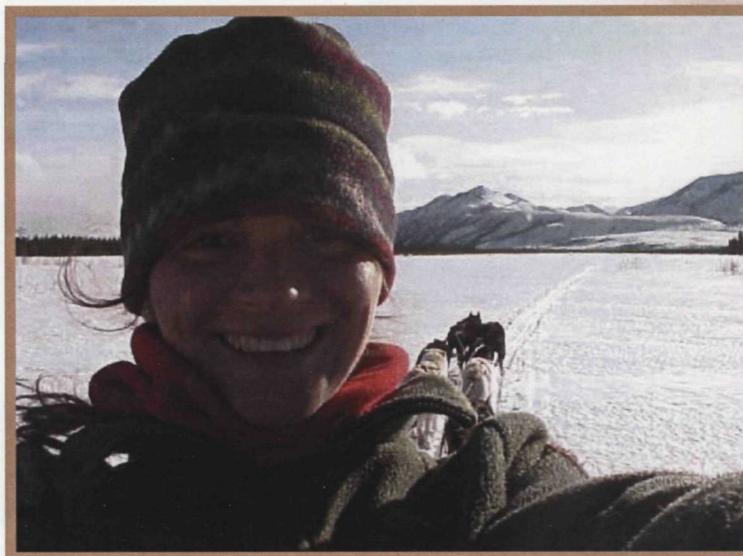
The following section highlights the many types of programs, support, and requests for additional funding that are necessary for meeting Denali's current operational needs. Strategies for funding new facilities are described in the following section, "Financial Strategy: Special Projects."

The Volunteer Program.

In 1999, Denali received over 23,460 hours of donated time, equivalent to 20 percent of the summer seasonal workforce. A severe shortage of office space and housing prohibits further expansion of this program.

Outsourcing.

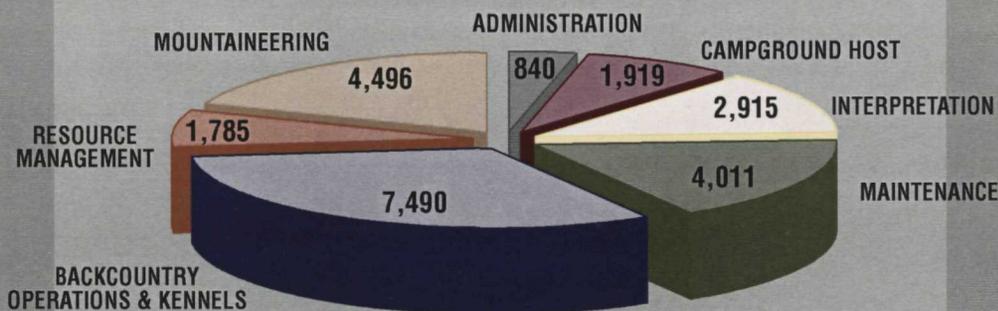
Denali was an outsourcing pioneer beginning with its highly successful conversion of the Visitor Transportation System to a concessioner



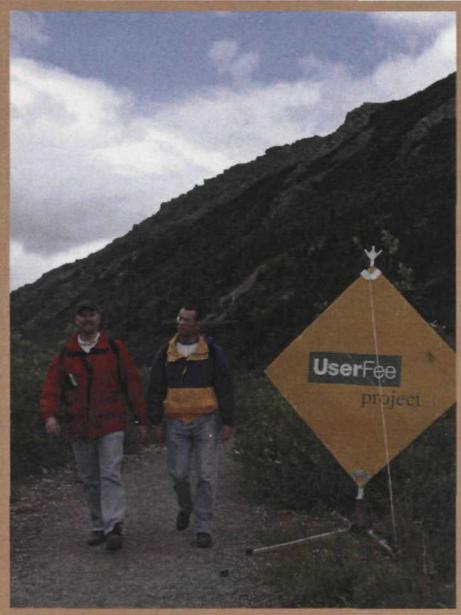
Volunteer Ranger, Larissa Yocum, patrols remote areas by dogsled. (Self-portrait, taken at Teklanika Lake.)

operation in 1994. Current plans for additional outsourcing include operational upkeep and maintenance of campgrounds.

Volunteer Hours—By Duty, 1999



Volunteers provide essential support to nearly all park operations. Denali receives over 23,000 donated hours every year. Estimated value: \$200,000.



The Recreational Fee Demonstration Program annually provides \$1.2 million in essential funding for projects like this trail at Savage River.

Operational Funding Increase Requests.

Denali's top six requests for operational funding increases are presented in the accompanying table, "OFS Funding Requests," on page 31.

Recreation Fee Demonstration Program.

Proceeds from visitor entrance fees have provided a crucial source of funds for maintenance backlog and other projects. Approximately \$1.2 million per year is expected annually. Projects have included trails, dust abatement on the Park Road, facility maintenance, and road safety.

Educational Visitor Center.

Unlike Denali's current Visitor Access Center, which serves primarily as a transportation and ticketing facility, this building will serve as an informative introduction to the park, its resources, and visitor opportunities.

Science Learning Center.

The Center will provide a more in-depth opportunity to learn about Denali and other northern Alaska parks. It will serve as a bridge between the scientific community, park visitors, local Alaskan residents, and students of all ages.

Railroad Depot & Road Realignment.

The Alaska Railroad (AKRR) is planning extensive improvements to its park depot facilities. The expansion will require realignment of the Park Road, as well as removal of the park's aging mercantile store.

Camper Services.

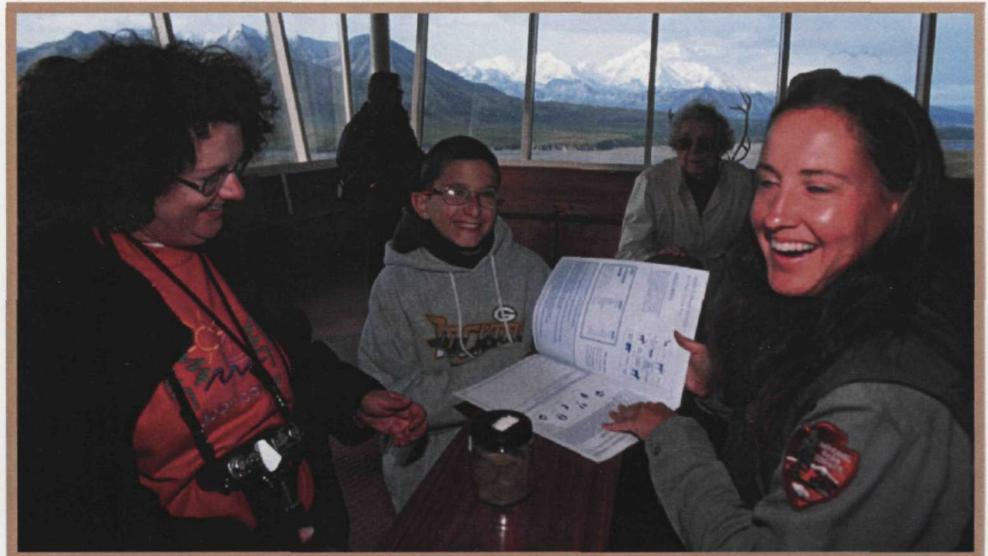
This project includes the park's first permanent shower facilities, as well as a store for visitor convenience items.

Road Corridor Improvements.

These include an interpretive overlook, permanent restroom facilities that will serve over 100,000 visitors annually, and road improvements for the park entrance area.

FINANCIAL STRATEGY: MANAGING GROWTH THROUGH INVESTMENT

As part of its Frontcountry Development Plan, the park is commencing numerous projects to both improve visitor experience as well as to mitigate pressure on the Park Road.



Funding is sought for Denali's first educational visitor center. Current facilities allow for very limited learning opportunities.

Funding Increase Requests (OFS)

Manage New Facilities

\$645,000

Provides for expansion of staff to manage a full visitor center with interpretive programs. Includes additional cost of operating the Riley Creek Powerhouse and utility infrastructure following the impending closure of the Park Hotel.

Increase Operational Maintenance of Roads, Trails, and Campgrounds

\$525,000

Greatly increased use of Park Road, trails, and campground facilities has increased demands for regular maintenance. Dust palliatives will be applied to 77 miles of gravel road, additional frontcountry trails will be maintained, and resource degradation will be corrected.

Promote Exceptional Science-based Park Management

\$500,000

Increasing visitation pressures are compounding the need for scientific research to assist in resource management issues. This program will improve data collection and dissemination to park managers and the public.

Address Growing South Side/Frontcountry Operations

\$491,000

Provides for the operation of a new discovery center/science center. Includes new rest stops, trails, overlooks and interpretive signage to ensure visitor safety and education. Meets "Natural Resource Challenge" goals.

Manage Winter Activities Mitigate Safety & Resource Concerns

\$461,000

Accommodate growth in winter recreation activities, air tours, glacier landings. Includes coordination of field data, specialized studies, GIS data digitization, winter visitor information, concessions, increased air patrols.

Safety Program and Maintenance Operations

\$450,000

Establishes a safety program to address ongoing code requirements, provide adequate maintenance, and address the increasing number of system failures in the parks 42 structures and 25,000 feet of utility lines.

Enhance Computer/Telephone Capabilities

\$380,000

As staff size and demands for telecommunications increase, additional expenditures are necessary to maintain adequate communications service. Updates include dedicated T-1 service, portable phones for emergency communications and associated support staff.

Natural Resources Restoration & Monitoring

\$395,000

Provides ecological restoration to mitigate impacts from mining, construction. This will improve the long-term ecological monitoring program to focus on issues including road dust suppression, effects of increased park access.

This table lists requests for increased operational funding, as submitted to the NPS Operations Formulation System (OFS). These requests have been incorporated into the financial summary table on page 18.

**As the Park Road nears capacity,
time is running out
for creating alternative visitor experiences.**

CONSTRUCTION FUNDING STRATEGY

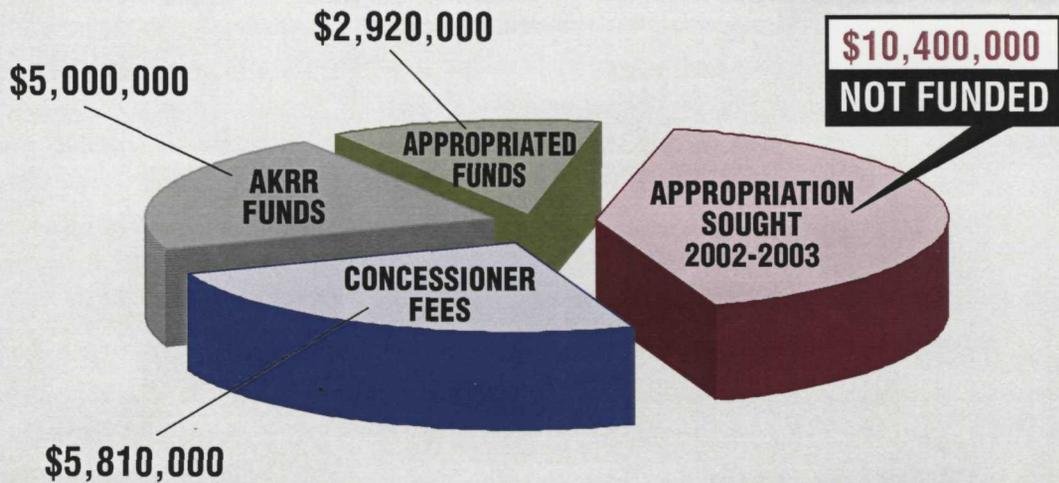
The park is leveraging its relationships with multiple partners to raise funds for construction projects. Fund sources for each project are described below and depicted in the accompanying charts.

Nearly 25% of the funding required to implement the Frontcountry Development Plan will be raised by collection of over \$5 million in concessions franchise fees. The Alaska Railroad will provide an additional 20% (\$5 million). Over forty percent of required funding (\$10.4 million) has not been secured.



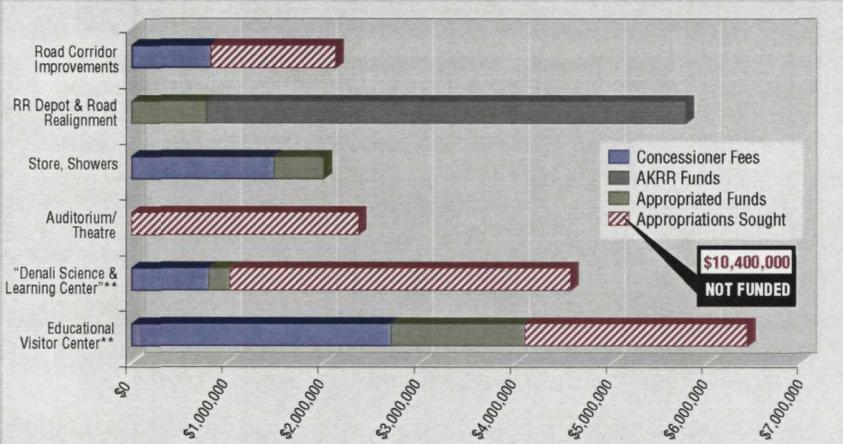
Viewing wildlife from Toklat Rest Stop.

Investment Fund Sources



Nearly half of required funding has been received from concessioner fees and the Alaska Railroad. An additional appropriation of \$10.4 million is needed for completion.

Funding Strategy: Frontcountry Development*



Multiple partnerships and fund sources are being tapped to implement the Frontcountry Development Plan. Areas in red indicate additional funding required.

* Dollar totals are approximate.
 ** Includes exhibit design and construction.

FINANCIAL SUMMARY

Denali's financial need is most easily portrayed in terms of operating

shortfalls (page 18) and construction projects (page 32). The following tables summarize Denali's total financial need for the years 2001 through 2003.

Annual Operating Shortfall

All Fund Sources (page 18)

	2001	2002*	2003*
Resource Preservation	3,520,101	3,625,704	3,734,475
Visitor Experience and Enjoyment	4,072,388	4,194,560	4,320,397
Maintenance Investment**	3,674,849	3,785,095	3,898,648
Maintenance Operations	5,940,755	6,118,977	6,302,547
Management and Administration	2,440,979	2,514,209	2,589,635
Total, Recurring Need	19,649,073	20,238,545	20,845,702
Recurring Funds Available	15,038,001	15,338,761	15,645,536
Annual Operating Shortfall	\$4,611,072	\$4,899,785	\$5,200,166

* Based upon continued availability of all fund sources, including Fee Demos. Inflation rate of annual funding need assumed to be 3% per annum. Additional staff required in 2004.

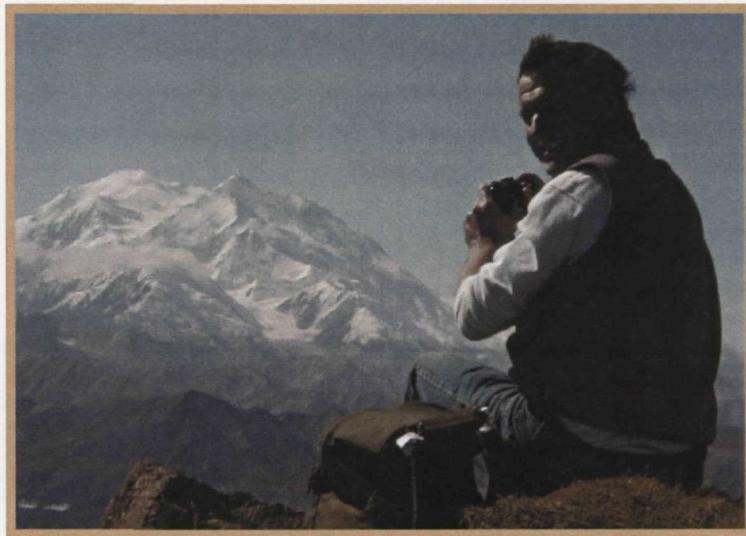
** An itemized listing of maintenance investment projects is presented on page 21.

The Bottom Line

Annual Operating Shortfall	\$4,611,072	\$4,899,785	\$5,200,166
Construction Appropriations Sought	—	\$7,750,000	\$2,650,000
TOTAL SHORTFALLS	\$4,611,072	\$12,649,785	\$7,850,166



Courtesy of Alaska State Library, Skinner Foundation Collection. All rights reserved, Alaska State Library—PCA 44-5-16



***Only through wise management and investment
can we ensure the continued preservation
of Denali National Park and Preserve for
all future generations.***



PUBLICATIONS

F

ollowing is a list of Denali National Park and Preserve planning, financial, and Environmental Impact Statement (EIS) documents that are currently available. To request a copy of any of these documents, please contact the Office of the Superintendent at (907)683-9581. Many of these documents can also be obtained from our website: <http://www.nps.gov/denalpressplan.htm>

By order of release date:

- (2000) ENVIRONMENTAL ASSESSMENT FOR PERMANENT CLOSURE OF THE FORMER MT. MCKINLEY NATIONAL PARK TO SNOWMACHINE USE
- (1999) ENVIRONMENTAL ASSESSMENT—
PROPOSED EXPANSION OF THE ALASKA RAILROAD DEPOT
- (1998) RESOURCE MANAGEMENT PLAN
- (1997) NORTH ACCESS FEASIBILITY STUDY
- (1997) STRATEGIC PLAN - IMPLEMENTATION OF THE GOVERNMENT PERFORMANCE AND RESULTS ACT (*updated, 2000*)
- (1997) FINAL ENTRANCE AREA AND ROAD CORRIDOR DEVELOPMENT CONCEPT PLAN
- (1996) FINAL DEVELOPMENT CONCEPT PLAN AND ENVIRONMENTAL IMPACT STATEMENT - SOUTH SIDE DENALI NATIONAL PARK AND PRESERVE
- (1995) STATEMENT FOR MANAGEMENT
- (1994) ALTERNATIVE TRANSPORTATION MODES FEASIBILITY STUDY
- (1990) FINAL ENVIRONMENTAL IMPACT STATEMENT —
CUMULATIVE IMPACTS OF MINING
- (1986) GENERAL MANAGEMENT PLAN/LAND PROTECTION PLAN/WILDERNESS SUITABILITY REVIEW (*modified by subsequent planning documents*)

To request an electronic copy of this document,
please e-mail your query to:

Denali_info@nps.gov or call
Office of the Superintendent, (907)683-9581

GOVERNMENT PERFORMANCE AND RESULTS ACT (GPRA) GOALS

As part of the Government Performance and Results Act, the National Park Service has instituted a goal, expenditure and effectiveness tracking system. The tracking system used in this report is compatible with those GPRA accounts (page 17). The following GPRA accounting explanation is included here as background information.

A copy of Denali's Annual Strategic Management Plan, outlining park priorities and performance goals, can be obtained by contacting the park. Ordering information can be found on page 35.

I. PRESERVE PARK RESOURCES:

Includes results in the efforts to restore disturbed lands, and manage exotic species. Threatened and endangered species are identified, protected and restored. Cultural artifacts are collected, catalogued, and maintained.

**II. PROVIDE FOR THE PUBLIC ENJOYMENT
AND VISITOR EXPERIENCE OF PARKS:**

Sets performance goals for visitor safety and satisfaction. This includes the efforts of the park's Environmental Education program and Interpretation Programs to promote visitor understanding and appreciation.

**III. STRENGTHEN AND PRESERVE NATURAL AND CULTURAL
RESOURCES AND ENHANCE RECREATIONAL OPPORTUNITIES
MANAGED BY PARTNERS:**

Tracks the effectiveness of conservation assistance and community satisfaction efforts as a result of partnership arrangements. This also promotes the maintaining of recreational properties assisted by the Land and Water Conservation Fund and other similar federal programs.

IV. ENSURE ORGANIZATIONAL EFFECTIVENESS:

Mandates the use of current management practices in park operations, systems, and technologies to accomplish its mission. This includes administrative functions, as well as park initiatives such as workforce diversity, employee safety, and the infrastructure to accept grants, donations, and volunteers.

**GPRA on the GO: National Park Service Performance Management, Version 2.3, and March 1999.*

D E N A L I
NATIONAL PARK AND PRESERVE



BUSINESS PLAN

2000-2001



"Increasing efficiency through partnerships."

Over 2,000 hours of volunteer and intern labor were donated to this project. It was designed and published at a cost of less than \$5,000 to the U.S. Government, with additional funds donated by the Alaska Natural History Association (ANHA) and the National Parks Conservation Association (NPCA).

Special thanks to Kennan Ward for generously donating copyrighted photographs for this Business Plan. For more information: www.kennanward.net/

NICK HARDIGG
Project Coordinator
Lead Author, Editor

JAN TIMMONS
Text Editor

DEBRA DUBAC
Layout & Design



This business plan is the result of an initiative undertaken through a creative public/private partnership between the National Park Service and the National Parks and Conservation Association (NPCA), with the generous support of the following philanthropies:

THE HENRY P. KENDALL FOUNDATION
THE ROY A. HUNT FOUNDATION
WALTER & ELISE HAAS FUND
COMPTON FOUNDATION, INC.
VIRA I. HEINZ ENDOWMENT

Called the "NATIONAL PARKS BUSINESS PLAN INITIATIVE" (NPBPI), the program placed graduate students from top business and public policy schools at more than a dozen National Parks. The following graduate students contributed to this project at Denali:

NICK HARDIGG
School of Management, Yale University

JAMES LEVY
*School of Forestry & Environmental Studies,
Yale University*

CHARLES MEADOWS
Kennedy School of Government, Harvard University

MARTIN MUENDEL
Tuck School of Business, Dartmouth University

Recruiting assistance was provided by the MBA-Nonprofit Connection, dedicated to improving management in the nonprofit and public sectors (telephone: 650-323-9639).

This program would not have been possible without the invaluable assistance of:

CHARLES TAYLOR
*Santa Monica Mountains
National Recreational Area*

Additional support provided by:

PHIL VOORHEES
Senior Director, Park Funding & Management, NPCA

DON STRIKER
Superintendent, Fort Clatsop National Memorial

TOM DALE
Accounting Operations Center, WASO

MARCUS S. HATHAWAY
Budget Analyst, WASO

For more information about the National Parks Business Plan Initiative please contact:

TOM DALE
NPS ACCOUNTING OPERATIONS CENTER
2180 Fox Mill Road, Suite 201
Herndon, VA 20171
e-mail: Tom_Dale@nps.gov
telephone: (703) 487-9316



OFFICE OF THE SUPERINTENDENT
DENALI NATIONAL PARK & PRESERVE
P.O. Box 9
DENALI PARK, ALASKA
99755

*To request an electronic
copy of this document,
please e-mail
your query to:*

*Denali_Superintendent@nps.gov
or call:*

*Office of the Superintendent
(907) 683-9581*