



STRATEGIC PLAN: MISSION 2030!



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OUR PURPOSE



Lincoln Hills Cares exists to ensure that future generations continue to benefit from and add to the rich historical and unique environmental treasure that is Lincoln Hills, our home high in the mountains of Gilpin County, Colorado. The two arms of Lincoln Hills Cares, the Corporation and the Foundation, sustain the educational programming and cultural legacy of Lincoln Hills. As we strive to accomplish our vision and mission, we remember our Native American brothers and sisters, the Ute, Arapaho, and Cheyenne, who have stewarded this region for many generations. We are committed to honoring the legacy of the original stewards by protecting and preserving the land.

During the 1920s, Lincoln Hills was an exclusive retreat for Black Americans. The history of Lincoln Hills began in September 1925, when three Denver-area entrepreneurs, Edwin C. Regnier, Robert E. Ewalt, and Edmund J. McMahon, created Lincoln Hills, Inc., a summer development for middle-class Black Americans in northeastern Gilpin County, Colorado. The concept and promotion of Lincoln Hills was likely modeled after the similar, but much larger-scale, summer development for Black Americans at Idlewild, Michigan (known at that time as "Black Eden"). At the time of its founding, Lincoln Hills was the only mountain vacation resort west of the Mississippi River catering to Black Americans.

One of the most prominent lots on the resort was the Winks Lodge, owned by O. Wendell "Winks" Hamlet and his wife Naomi Hamlet. The lodge rented cabins and operated for 37 years, from 1928 to 1965. The lodge and the area attracted visitors from all over the country, including prominent figures such as Duke Ellington, Langston Hughes, Count Basie, and Zora Neale Hurston, among others. Another important development at Lincoln Hills was Camp Nizhoni, a YWCA girls' camp established in 1926 for Black American girls who were prohibited from attending other camps due to segregation.



EXECUTIVE SUMMARY

The current Lincoln Hills Cares Corporation (essentially the program side of LHC) was founded in 2015. The Lincoln Hills Foundation came along to support the programming shortly after, in 2016. Both arms of Lincoln Hills Cares have kept a sharp eye on the future while honoring the extraordinary legacy of Lincoln Hills, its founders, property, and cultural history. From its inception, our generous donors have enabled us to serve over 100,000 youth, young adults, and families in a quest to ensure that barriers to the outdoor experience and the many careers that will allow us to continue to enjoy the outdoors are irrevocably erased. Our trajectory is clear: the Lincoln Hills Cares Strategic Plan, Mission 2030! is the road map for the critical years leading into a new decade in which many more of our youth and families will take an active role in preserving nature and leading the way in environmental science, technology, engineering, and mathematics (E-STEM) careers. Now is the time to step boldly into the next chapter of the Lincoln Hills story, even as we honor the gift that is Lincoln Hills.

Recently, the Lincoln Hills Foundation has invested in a new outdoor classroom, dedicated posthumously to the former educator, coach, and Lincoln Hills CEO, Dr. Nathaniel Howard. This state-of-the-art classroom serves as a meeting place and educational venue for students, teachers, families, and many other groups with the shared vision of preserving both the history and the grandeur of the Lincoln Hills property. Thousands of lives have been enriched by the many programs and beautiful facilities that Lincoln Hills offers. Many recent developments, including the restoration and construction of lodging and educational/recreational facilities at Lincoln Hills, will enable us to expand our programs while remembering and honoring the historic significance of the property. As a place where Black Americans could enjoy the outdoors, and even invest in their little piece of heaven, during a time (pre-Civil Rights movement) when the country offered very few recreational areas that allowed people of color, Lincoln Hills was a safe refuge, west of the Mississippi, for social interaction and outdoor recreation that was not allowed during the segregated past.

Over the past few years, Lincoln Hills Cares has not only invested in the physical property but, through its contacts with like-minded community partners, has begun to develop a set of patrons different from the purely educational community of students. Now, there is increasing interest in using the Lincoln Hills facilities and staff to conduct training, retreats, and other recreational and wellness-oriented activities. We see this as an important step in the preservation of this unique resource and its historical goal of investing in a community of people who may not otherwise have the opportunity to know the mountains and the possibilities that the founders so desired for the future. These investments have attracted new and diverse audiences. Notwithstanding its many achievements and successes, Lincoln Hills Cares has a few challenges ahead of it: (1) long-term financial sustainability, (2) a clear organizational vision and structure, and (3) broad representation and inclusion of diverse communities.

The Lincoln Hills Foundation began the strategic planning process to capitalize on the strengths of the organization while addressing growth opportunities. The current plan combines the overarching vision and missions of both the Foundation and the Corporation and outlines a series of strategic priorities that will shape a future beyond the current programming. The Lincoln Hills Cares Strategic Plan, Mission 2030! prioritizes its goals and objectives and reinforces the vision, mission, and values that will guide us into the next decade.



LINCOLN HILLS CARES PRIORITIES



FOUR PRIORITIES EMERGED FROM THE PLANNING PROCESS AND REFLECT THE LINCOLN HILLS CARES DESIRED OUTCOMES FOR THE COMING YEARS:

1. Establish the Lincoln Hills Cares Identity to Include the Foundation and the Corporation
2. Build Core Organizational and Financial Sustainability
3. Strengthen and Enhance High-Quality Programming
4. Promote Cultural Diversity Experiences for All Lincoln Hills Visitors and Patrons

The Foundation and Corporation boards and staff are committed to increasing philanthropy, tackling tough issues, and addressing any potential structural and programmatic challenges. Progress on the plan will be monitored quarterly, with course corrections made as necessary. The Board's commitment is to the financial health and community impact of our organization. The time is now for Lincoln Hills Cares to ensure its viability and relevance for future generations.

STEWARDED THE LAND, HISTORY, AND CULTURAL LEGACY OF LINCOLN HILLS WITH RESPECT AND CARE.



VISION: DIVERSIFYING THE OUTDOORS FOR GENERATIONS TO COME



TWO MISSIONS

THE CORPORATION

The Lincoln Hills Cares Corporation develops the next generation of young leaders through outdoor and environmental education, cultural history exploration, and workforce advancement. Our programs empower communities by providing equitable access to and opportunities for outdoor and environmental learning and action.

THE FOUNDATION

The Lincoln Hills Cares Foundation provides philanthropic support to develop the next generation of leaders through outdoor and environmental education, cultural history exploration, and workforce advancement.





VALUES AND BELIEFS



CORE VALUES REPRESENT THE LENS THROUGH WHICH ALL DECISIONS AND ACTIVITIES ARE VIEWED AND CONSIDERED.

Lincoln Hills Corporation and Lincoln Hills Cares Foundation are committed to the following core values:

EQUITY

Equity builds opportunity. We believe that breaking down barriers to provide access to outdoor experiences fosters interest in new concepts that otherwise may not have been accessible. Equity is the cornerstone of our values.

EDUCATION

Education connects us to the world. It is key to fostering interests in, passions for, and respect for the environment, and leads to the diversification of our environmental workforce.

COMMUNITY

Community is the result of valuing diverse perspectives and strengths and is the foundation for fostering stronger relationships among each other and with nature. Community has the answers, community is the solution.

NATURE

Nature provides opportunities for growth and healing by encouraging curiosity, exploration, risk-taking, and environmental stewardship. We use nature as a tool for youth development and youth as a resource for environmental stewardship.

RESPECT

Respect for ourselves, one another, the environment, and our community leads to positive community change, a greater appreciation for nature, and a willingness to get involved. Respect is critical for our relationships with ourselves, each other, and the planet.



LINCOLN HILLS CARES STRATEGIC PRIORITIES

1. Establish the Lincoln Hills Cares identity to include both the Foundation and the Corporation roles. The Foundation supports the Corporation as benefactor and programmer of relevant and inspirational youth-centered and family-based programs in the areas of Black American heritage and history, outdoor education, and cultural understanding among various races, ethnicities, cultures, and religions in a mountain environment.
2. Build core organizational capacity that ensures economic sustainability, empowered boards of directors, and an organization-wide culture that celebrates cultural diversity, investing in opportunities for all in the mountains and other outdoor spaces.
3. Strengthen and enhance innovative and relevant environmentally focused educational programs for underrepresented communities. High-quality programming will lead to expanded opportunities for today's youth to invest in their community and their future.
4. Promote inclusiveness by expanding opportunities for the public to engage in the Black American experience at Lincoln Hills.





ESTABLISH THE LINCOLN HILLS CARES IDENTITY TO INCLUDE THE FOUNDATION AND THE CORPORATION

Establish the Lincoln Hills Cares identity to include both the Foundation and the Corporation roles. The Foundation supports the Corporation as benefactor and programmer of relevant and inspirational youth-centered and family-based programs in the areas of Black American heritage and history, outdoor education, and cultural understanding among various races, ethnicities, cultures, and religions in a mountain environment.

STRATEGY

Foster appreciation of the uniqueness of the Lincoln Hills property and its importance to African American heritage and history.

ACTIVITY

- Develop a set of short videos featuring resident experts on the history and significance of Lincoln Hills to tell the story.
- Work with the History Colorado Center to ensure that Lincoln Hills becomes a permanent part of the collection.
- Work with the History Colorado Center to add Lincoln Hills to the roster of historical sites on the HCC website.
- Reinstate the former bus tour operations for visitors to Lincoln Hills.

STRATEGY

Rehabilitate and preserve Winks Lodge as a centerpiece of Lincoln Hills Cares' dual identity—honoring the historic legacy of Black American heritage.

ACTIVITY

- Complete the Lincoln Hills survey and nomination process to designate the historical site as a traditional cultural property (TCP)
- Complete full restoration of Winks Lodge to meet historic preservation standards while preparing the building for modern use.
- Position Winks Lodge as the flagship site that embodies the missions of both the Foundation (funding, preservation, and philanthropy) and the Corporation (programming, education, and community engagement).
- Integrate the voices of descendants, historians, and community partners in shaping interpretive experiences and programming.
- Establish Winks Lodge as a long-term, possible revenue-supporting asset that enhances the financial stability of both entities.

STRATEGY

Share the story of Lincoln Hills with pertinent organizations to increase awareness of the property and the role of the Foundation.

ACTIVITY

- Initiate an informational tour of speeches, presentations, visits, emails, and web-based presentations to increase awareness and appreciation of Lincoln Hills.
- Form a task force to initiate the Lincoln Hills Cares Foundation Mission 2030! Campaign.



ESTABLISH THE LINCOLN HILLS CARES IDENTITY TO INCLUDE THE FOUNDATION AND THE CORPORATION CONTINUED

STRATEGY

Develop marketing tools to spread the word about Lincoln Hills Cares and its many programs.

ACTIVITY

- Hire a marketing firm to develop a marketing plan that will focus on increasing awareness of Lincoln Hills as well as encouraging donations of time and capital.
- Develop print and online materials that are high-interest and user-friendly to inform potential donors and volunteers about Lincoln Hills Cares.
- Develop a line of high-end promotional “swag” that can be purchased on-site and online.

STRATEGY

In partnership with one of the local universities, identify a student of African American studies to intern with the ED of the Foundation to increase the profile of both Lincoln Hills Cares and the Foundation.

ACTIVITY

- Increase partnerships with local institutions of higher education.
- Reach out to HBCUs to increase awareness of Lincoln Hills and its historical significance as the “Martha’s Vineyard of the West.”
- Reach out to other African American historical sites and/or museums to form a connection and support each other. (i.e., the International African American Museum in Charleston, SC.)

STRATEGY

Continue to make physical improvements on the property and surrounding areas, including historical preservation.

ACTIVITY

- Improve signage on the property to help guests more easily than relying only on GPS.
- Design and construct additional trails.
- Enhance the mitigation and restoration of the property from an environmentally sustainability perspective.
- Expand and enhance the horsebarn area.



BUILD CORE ORGANIZATIONAL AND FINANCIAL SUSTAINABILITY

Build core organizational capacity that ensures economic sustainability, empowered boards of directors, and an organization-wide culture that celebrates cultural diversity, investing in opportunities for all in the mountains and other outdoor spaces.

STRATEGY

Build a fully staffed, high-performing board that practices strong governance, fulfills its fiduciary and ambassadorial responsibilities, and actively supports fundraising and community engagement.

ACTIVITY

- Determine and Fill Optimal Board Size
 - Assess the ideal number of board seats based on organizational needs and bylaws.
 - Launch targeted outreach—through existing board members, partners, and community leaders—to identify and recruit qualified candidates.
- Equip All Board Members for Success
 - Provide clear, consistent information to ensure every member understands their ambassadorial, fiduciary, and fundraising responsibilities.
 - Share tools, talking points, and updates so they can confidently represent Lincoln Hills Cares in the community.
- Strengthen Governance Practices
 - Conduct a governance survey to assess current knowledge, gaps, and training needs.
 - Offer policy, compliance, and governance training based on the survey results, facilitated by the CEO or an external expert.
- Support and Activate Board Engagement
 - Encourage board members to participate in outreach to expand the board and build community relationships.
 - Establish a simple tracking system to monitor board engagement in recruitment, fundraising, and ambassadorial activities.
 - Invite interested non-board members to serve on committees to develop a pipeline of new members.
 - Provide board members with regular updates on education and other programs, including the CEO's progress on a 90-day plan.

STRATEGY

Implement a comprehensive fundraising strategy, program, and platforms

ACTIVITY

- ED and DD with Board input, Lincoln Hills Cares staff will continue to enhance and follow the fundraising plan to include strategies for sustaining current funding and future funding, while diversifying revenue streams, including annual and corporate giving, foundation relations and grants, major gifts, and planned giving.
- The ED and DD, with assistance from Lincoln Hills and Foundation staff and boards, will plan a recurring annual fundraising event.



BUILD CORE ORGANIZATIONAL AND FINANCIAL SUSTAINABILITY CONTINUED

STRATEGY

Diversify funding streams.

ACTIVITY

- Create user-friendly avenues for potential donors to donate to the programs supported by the Foundation.

STRATEGY

Pursue branding and marketing strategies.

ACTIVITY

- Hire a marketing firm or a marketing consultant to assist with creating marketing materials to use to pursue funders and advertise for the organization.
- The ED, with assistance from a marketing firm, will develop a marketing plan for attracting and sustaining new funding sources or partner with a local university to create an internship for a student to design a marketing plan as a class project.
- Improve and expand social media presence (Facebook, Instagram, LinkedIn, YouTube).

STRATEGY

Implement a culture of philanthropy and donor-centric stewardship / donor retention initiatives.

ACTIVITY

- The annual Foundation appreciation event could coincide with a separate annual event or be held at a different time/location.

STRATEGY

Create an endowment fund to provide ongoing financial support for programs and operations that align with the mission and goals of the organization. or is the goal to increase unrestricted funding with a reserve fund?

ACTIVITY

- Establish the purpose of the endowment and its usage.
- Attract donors who are inclined to give when an organization has an endowment.
- Seek out ways to raise funds through an event.



STRENGTHEN AND ENHANCE HIGH-QUALITY PROGRAMMING

Strengthen and enhance innovative and relevant environmentally focused educational programs for underrepresented communities. High-quality programming will lead to expanded opportunities for today's youth to invest in their community and their future.

STRATEGY

Create and facilitate programs that develop outdoor skills and environmental stewardship values that will lead youth to pursue interests and careers in outdoor and environmental disciplines.

ACTIVITY

- Develop innovative and relevant programs that align with environmental literacy and NGSS standards.
- In partnership with school districts and other community organizations, develop and facilitate outdoor and environmental science programming in K-12 classrooms and out-of-school programs, including at our mountain education campus.
- In partnership with community members, design and facilitate gardening programs with a focus on sustainable practices.
- Develop and enhance the equestrian program, including the revitalization of the Nizhoni summer camp with integrated horseback and trail riding opportunities.
- Define the E-STEM FWD Program to enhance knowledge and skill transfer for post-secondary and workforce readiness and career exploration.
- Establish daytime and extended stay opportunities for youth and adults to promote environmental literacy, stewardship, and a love of the outdoors.

STRATEGY

Provide space and opportunity for connections and collaborations with outside and other learning organizations.

ACTIVITY

- Provide training for teachers and other leaders of outdoor education, urban education, and E-STEM, both at the Lincoln Hills property and off-site.
- Provide space at the mountain education campus for retreats and other gatherings to partner groups of adult teachers and leaders.
- Provide training for youth in financial literacy and 21st-century skills to become college and career-ready.
- Reach out to the HBCUs and other similar organizations to offer retreat/gathering opportunities that could include activities in the outdoors.
- Provide opportunities for collaboration among area schools to address needed environmentally-based programming for youth.



STRENGTHEN AND ENHANCE HIGH-QUALITY PROGRAMMING CONTINUED

STRATEGY

Design and Facilitate activities for youth and families to develop responsible environmental practices and encourage personal health and well-being.

ACTIVITY

- Work with partner organizations to provide guidance on sustainable environmental practices and stewardship in urban communities as well as at Lincoln Hills.
- Provide outdoor and environmental education programs to youth in after-school programs in a school district.
- Develop marketing materials highlighting programs and services, including guidelines for the usage of the Dr. Nathaniel Howard Outdoor Classroom.
- Develop family-based activities to be held at the mountain education campus and in the community throughout the year.
- Develop and facilitate camp clinics with youth and families to provide knowledge, skills, and resources so that they will feel prepared and confident for future outdoor experiences.





PROMOTE INCLUSIVITY AND CULTURAL DIVERSITY

Promote inclusiveness by expanding opportunities for the public to engage in the Black American experience at Lincoln Hills.

STRATEGY

Work with the Lincoln Hills staff to provide barrier-free access to all educational areas of the property.

ACTIVITY

- Work to provide access to the trail for nature walks, etc.
- Complete current efforts to ensure accessibility to facilities on the Lincoln Hills property.
- Explore partnerships with organizations like Wilderness on Wheels.

STRATEGY

Identify and Expand programs and participants, tours, lectures, etc., to include diverse groups who could benefit from the Lincoln Hills experience.

ACTIVITY

- The ED and staff will contact leaders of various Denver area organizations to offer information and programs/presentations on Lincoln Hills and its historical significance to the area.
- Host tours for specialized groups and the general public.
- Host retreats for community groups and organizations.
- Reach out to the HBCUs and other similar organizations to offer retreat/gathering opportunities that could include activities in the outdoors.

STRATEGY

Support families of culturally diverse children with outdoor recreation skills and experiences.

ACTIVITY

- Develop a program of summer activities for families to learn about the outdoors, recreate, and appreciate the unique value of Lincoln Hills.
- Reach out to families and youth through youth organizations, religious groups, schools, etc., to engage families as well as youth in outdoor education and recreation.
- Develop a year-round schedule of engaging and fun family activities and promote attendance through existing and future contacts.





APPENDIX A: LINCOLN HILLS CARES BOARD MEMBERS AND MANAGEMENT 2025-2026



LINCOLN HILLS CARES CORPORATION BOARD

Beale Tejada, Board President
Alton Dillard, Board Member
Erika Massaquoi, Board member
Peter Parker, Secretary
Allan Smith, Board Member
Sid Wilson, Board member

LINCOLN HILLS CARES FOUNDATION BOARD

Alton Dillard, Board President
Anthony Campos, Secretary
Leslie Herod, Treasurer
Letty Locolari, Board Member
Steve O'Dorisio, Board Member
Allan Smith, Board Member

LINCOLN HILLS CARES CORPORATION AND FOUNDATION STAFF

Dr. Jeanette R. Patterson, LHCC Executive Director
J.R. Lapierre, LHCF Executive Director
James Abbott, Development Director
Tim Flynn, Director of Programs and Education
Madi Shaheen, E-STEM Program Manager
Chris Denmark, E-STEM FWD Manager
Stephanie Valencia, Outdoor Education Program Manager
Pedro Gutierrez, Outdoor Education Coordinator
Ruby Myles, Nizhoni Equestrian Program Manager
Vivian Cervantes, Career Pathways Coordinator
PJ Galloway, Environmental Sustainability Specialist



DR NATHANIEL HOWARD JR.

**FORMER LHCF CHIEF EXECUTIVE OFFICER
1962-2021**

Dr. Howard passed away on September 24, 2021, and served as CEO of the Lincoln Hills Cares Foundation. He was a Colorado native who loved the great outdoors.

His spirit of environmental stewardship took root and blossomed early, leading to a career in public education as a scientist, adjunct professor, teacher, coach, and principal; a governor-appointed quality teacher commission member; and a published writer. Teaching and learning were the passions he pursued for more than 30 years.

More importantly, he introduced hundreds of inner-city youths to the Rocky Mountains throughout his career in public education. He was a husband, a father to two children, and a grandfather to six.

THANK YOU, DR. HOWARD, FOR YOUR INSPIRATION!