



May 4, 2018

Community Preservation Committee  
685 Route 134  
South Dennis, MA 02660

To Whom It May Concern:

I am pleased to enclose a request for \$10,000 in Community Preservation funds for Housing Assistance Corporation's Cape Housing Institute.

Housing Assistance Corporation is expanding our Cape Housing Institute in Year 2 (2018-2019) to offer this training opportunity to municipal officials and staff in the Mid Cape area, as well as the Upper Cape, offering advanced level topics for those who will have already attended the Cape Housing Institute in Year 1 (2017).

The Cape Housing Institute is a much needed continuing education opportunity as evidenced by the more than 140 people who signed up for our first annual 2017 Institute. These participants included members of Select Board, Planning and Zoning Boards, Community Preservation Committees, Housing Committees, Housing Authorities, Affordable Housing Trusts, Finance Committees and municipal staff.

With 43 years of experience in managing and developing affordable housing, Housing Assistance Corporation understands that creating more affordable housing in our region is complicated. That's why we created the Cape Housing Institute to demystify the process and support towns in creating and implementing a comprehensive housing supply strategy to meet current housing needs and plan for future growth.

I look forward to hearing back from the Dennis Community Preservation Committee on our request. Please feel free to contact me with any questions or comments.

Sincerely,

A handwritten signature in blue ink, appearing to read "Laura Reckford".

Laura Reckford  
Director, Community Relations



live



learn



work



grow



***APPLICATION SUBMITTED BY:***

Name of Organization: Housing Assistance Corporation

Address: 460 West Main Street, Hyannis, MA 02601

Phone Number: 508-771-5400 extension 273

Email: LReckford@haconcapecod.org

Chief Executive Officer: Alisa Galazzi

Signature: 

Name: (if more than one) \_\_\_\_\_

Signature: \_\_\_\_\_

## SYNOPSIS

1. **Project Title:** Cape Housing Institute
2. **Organization Name:** Housing Assistance Corporation
3. **Amount requested from CPA fund:** \$10,000
4. **Purpose (Open Space, Historic Preservation, Community Housing, Recreation):** Community Housing Assistance Corp.
5. **Project site(s)/location:** N/A
6. **Synopsis of Project:** The Community Development Partnership and Housing Assistance Corporation are collaborating to jointly offer the Cape Housing Institute which will help overcome barriers to developing affordable housing on Cape Cod. The Cape Housing Institute educates local, elected and appointed municipal officials and town staff through a six week training that equips them with the knowledge and skills to support affordable housing development. The Cape Housing Institute is modeled after the highly successful Annual Housing Institute developed by Mass Housing Partnership. Mass Housing Partnership, as well as the Cape Cod Commission, helped develop the curriculum and offer speakers to cover the following topics: Introduction to Housing, Planning & Needs Assessment, Zoning & Site Selection, Financing 101 & Development and Developing an Action Plan. Additionally, Session 5 covers "Making the Case for Affordable Housing" that reviews historical policies that led to the homogenous population that we have on the Cape and the resulting Fair Housing regulations that towns must abide by. Participants learn why each town is legally obligated to take action to increase diversity in our region. We will also offer quarterly workshops designed to cover more advanced topics related to housing production, planning and fair housing. Sub-regional municipal peer groups will convene quarterly across the Cape to encourage regional collaboration and creative solutions. Participants of the Institute will receive communications regarding important information related to affordable housing. It is necessary that the Cape Housing Institute continues to build momentum from the previous year to address the urgency of meeting the housing needs of Cape Cod.

## APPLICANT INFORMATION

7. **Project Title:** Cape Housing Institute
8. **Organization Name:** Housing Assistance Corporation
9. **Address (street, po box), telephone, fax, email, website**

Housing Assistance Corporation  
460 West Main Street  
Hyannis, MA 02601  
508-771-5400 extension 273  
Fax: 508-775-7434  
Lreckford@haconcapecod.org  
Website: HAConCapeCod.org

10. **Federal Tax Identification Number:** 23-7431255
11. **Primary Contact Person:**

Laura M. Reckford  
Title: Director of Community Relations  
Telephone number: 508-771-5400 ext. 273  
Email address: [Lreckford@haconcapecod.org](mailto:Lreckford@haconcapecod.org)

**12. Secondary Person:**

Walter Phinney  
Title: Chief Operating Officer  
Telephone number: 508-771-5400 ext. 229  
Email address: [wphinney@haconcapecod.org](mailto:wphinney@haconcapecod.org)

### **APPLICANT BACKGROUND**

12. **Applicant history:** Housing Assistance Corporation, now in its 44<sup>th</sup> year, provides a range of housing services and solutions to residents on Cape Cod and the Islands. Since our inception, we have served more than \$165,000 individuals in the region. Our programs include outreach to homeless individuals in the region; four family homeless shelters on Cape Cod; homeless prevention for families and individuals; the region's only Housing Consumer Education Center, which provides workshops, education and counseling; energy audits and weatherization for low-income households; a leased housing program for more than 1,200 households on the Cape, and affordable housing development.

**13. Names of governing board:**

**Housing Assistance Corporation  
BOARD OF DIRECTORS**

Mark R. Forest, **President/Chair**  
Dan Wolf, **Vice President/ Vice Chair**  
Peter Muise, **Treasurer**  
Peter Freeman, **Clerk**  
Ashley Moore Baker  
Catherine Baker  
Liam Cahill  
Cliff Carroll  
Cathy Gibson  
Margaret Hayes  
Paul N. Melville  
Susan Rohrbach  
Paul Ruchinskas  
Dr. Kumara Sidhartha  
Raymond Tamasi  
Tara Wallace

**14. Summary of comparable projects completed:**

Housing Assistance Corporation, in partnership with Community Development Partnership, completed year 1 of the Cape Housing Institute in the fall of 2017. The six parts of the class consisted of the following curriculum:

1. Introduction to Housing
  - a. Defining affordability
  - b. Overview of the Chapter 40B process
  - c. Review of the Cape Cod Commission's *Regional Housing Market Analysis and 10-Year Forecast of Housing Supply and Demand for Barnstable County, Massachusetts*
2. Planning & Needs Assessment
  - a. Developing a Housing Supply Strategy (going beyond a Housing Production Plan to create housing for all income levels)
  - b. Funding and technical assistance available to support the development of a Housing Supply Strategy
3. Zoning & Site Selection
  - a. Current Cape zoning and housing types
  - b. Missing housing stock and housing types
  - c. Site selection & Infrastructure issues
4. Financing 101 & Development
  - a. Building affordably without subsidy and public subsidies in other forms
  - b. Understanding an Operating Pro Forma for a Mixed-Income Rental Project
  - c. Phases of Development
5. Making the Case for Affordable Housing
  - a. What is Fair Housing? Why is it important to build strong communities and when does it apply?
  - b. The RFP process and issues that arise
  - c. Chapter 30B Procurement rules
6. Developing an Action Plan
  - a. Regionalism: How towns can work together to solve their affordable housing problems
  - b. Developing an Action Plan in your town

Year one of the Cape Housing Institute was a remarkable success according to those who took the classes. 100% of the attendees said they would recommend the workshops to a colleague on a board or committee. More than 80% of attendees were interested in advanced training on topics covered at the Institute. More than 86% were interested in participating in regional Peer Group meetings, which are underway. What we learned is that attendees wanted more sessions and longer sessions; more case studies; and input from both developers and those in need of housing to better meet the needs of the town.

## PROJECT INFORMATION

15. **Project Concept:** The Cape Housing Institute is an education program that supports towns, including the Town of Dennis, in increasing housing production across Cape Cod. The lack of affordable housing on Cape Cod is a crisis that places considerable strain on low- and moderate-income residents and impedes economic development in the region due to the lack of housing for the workforce. Affordable year-round rentals are in short supply, rental stock is limited due to the premium placed on high-priced summer vacation rentals, and lower-wage workers cannot afford market rate rents for year-round housing. In the US, 31%

of housing units are occupied by renters, while on Cape Cod only 13% of housing units are available for year-round renters. Between 2010 and 2015, the Cape lost 3,800 year-round housing units while gaining 5,000 seasonal units. To meet current needs, the Cape Cod Commission estimates that the Cape needs 26,000 new units of housing affordable to working families. Our program, the Cape Housing Institute, assists the region in responding to this crisis by educating officials, including officials in the Town of Dennis, about the creation of affordable housing across Cape Cod.

These challenges extend into the Town of Dennis where the Massachusetts Department of Housing and Community Development reports, as of September 14, 2017, there are 324 units on the Subsidized Housing Inventory (SHI) out of 7,653 units total in the town, for a total of 4.2%.

The Cape Housing Institute is a component of the Cape Community Housing Partnership – a comprehensive response to insufficient affordable housing throughout Barnstable County. The region’s ability to respond to this housing crisis is hindered by land use policies that encourage sprawl and discourage smart growth oriented multi-family housing. Existing zoning has resulted in a housing monoculture, over 80% of the Cape’s housing is single family, detached homes on one acre lots. Local elected and appointed municipal officials and town staff are in need of training and technical assistance in the complexity of developing and managing housing that is affordable to low- and moderate-income residents in order to support the creation of more year-round housing in the 15 towns of Cape Cod.

16. **Project Goals / Objectives:** The main goal of the Cape Housing Institute is to educate towns on how to meet their unique needs for housing, while protecting the character and culture of the town. Towns need to develop housing supply strategies that meet the community’s needs. This training increases the capacity of towns to meet the housing needs of their residents. Our objectives are to have several outcomes resulting from the Cape Housing Institute and we are already seeing these outcomes after the first year of the Institute. This primary outcome of the effort will be that broad public support will exist for the development of affordable housing units. Secondly, that towns, including the Town of Dennis, will implement changes in zoning bylaws that support affordable housing development that meets the needs of the Town of Dennis. Because town officials will be trained in the best ways to increase housing to meet the needs of their community, there will be an increase in the number of affordable units in the town’s Subsidized Housing Inventory. The training is centered around broad community support around the right housing plan for the community so that municipal officials are working together to solve the problem. Using Community Preservation funds effectively to create affordable housing is among the outcomes already coming out of the training in several towns on the Cape.

Specifically, each year’s goal of the Cape Housing Institute is to train 80 town officials, representing all 15 towns on Cape Cod. In our first year, we almost doubled that goal, training 140 town officials, including 8 officials from the Town of Dennis.

17. **Describe any legal issues, ramifications, impediments about this project, if any.** N/A

18. **Describe how this Project accomplishes the goals and objectives of the CPA:** The Cape Housing Institute fits into the use of CPA funds under the category of support of community housing. Throughout Massachusetts, communities have used CPA funds for staff support to oversee housing initiatives. CPA funds have been used for housing needs assessments, feasibility studies, and similar activities that enhance a municipality's ability to address community housing needs. Allocating these funds for the Cape Community Housing Partnership, which provides training, technical assistance and capacity building that supports the creation of affordable and community housing is consistent with CPA guidelines.
19. **Describe how this Project is relevant to the current and future needs of Dennis:** The Cape Housing Institute provides an intensive, six-week workshop focused on curriculum that gives municipal leaders the knowledge, tools and resources for their communities to move closer to meeting the state's 10% affordability goal. The sessions go a step further by teaching municipal leaders how to look beyond the Subsidized Housing Inventory (SHI) and plan for the future needs of town residents at all income levels, including those earning between 80 and 100% of the area median income. With Dennis currently having 4.2% of housing on the Subsidized Housing Inventory, it leaves the town short on meeting the needs of its residents and also vulnerable to developers coming in to town and building Chapter 40B projects that do not meet the town's character.
20. **Describe how this project relates to the Dennis Local Comprehensive Plan:** To quote the first line of the affordable housing section of Town of Dennis's Local Comprehensive Plan, "A basic tenet of our society is that everyone deserves to live in clean, safe, affordable housing." The plan goes on to state that for the Town of Dennis, "affordable housing is housing available to people of low and moderate income at a total price, including utilities, which does not exceed 30% of their gross income. The plan sets a goal, which is equivalent to the state goal for towns across the commonwealth, to make 10% of all housing units available for sale or rent in Dennis affordable by that definition and to ensure long-term affordability. This is also the goal of the Cape Housing Institute. Our intention is to work with municipal officials in each town on Cape Cod to help them meet their unique needs to increase the availability of affordable housing while keeping the character of their community intact. Our agency, Housing Assistance Corporation, is specifically referenced under the Implementation section of the plan, number 14, which seeks to have Housing Assistance Corporation's homebuyer counseling and outreach programs come to Dennis yearly. In addition, the Cape Housing Institute's training, which includes the six-week course, as well as advanced trainings and Peer Group sessions, could help the Housing Trust to facilitate many of the items under the Implementation section of the plan that require affordable housing consulting or guidance.

### **Project Implementation & Budget**

21. **Total CPA Funding Request:** \$10,000

**22. A Financial Plan, including a line item budget**

HAC is actively seeking additional sponsors as well as grant opportunities to cover the expenses necessary for the second year of the Cape Housing Institute as well as for quarterly workshops for those who participated in the inaugural sessions of the institute. We plan on submitting applications seeking CPA funds from the seven towns (Barnstable, Bourne, Dennis, Falmouth, Mashpee, Sandwich, Yarmouth) on the Upper Cape and Mid-Cape whose municipal leaders and residents are taking part in the Cape Housing Institute.

The following is the budget for the 2018/2019 Cape Housing Institute:

**EXPENSES**

Salaries & Benefits (Project Director at 80%; Support Staff at 10%)	\$82,000
Project Implementation (training venues; speakers; travel; training materials)	\$25,000
Overhead	\$10,700
	<b>TOTAL: \$117,700</b>

**PROJECTED INCOME**

Various Grants and Sponsorships	\$40,000
Community Preservation Act (CPA) Funds	\$50,000
Housing Assistance Corporation	\$27,700
	<b>TOTAL: \$117,700</b>

**23. Evidence of interest from potential lenders:** Attached is an enthusiastic letter from the Cape Cod Foundation which helped to fund last year's Cape Housing Institute and is lining up to fund this year's institute as well.

**24. List of funding sources, including private/public/in-kind:**

Cape Cod Foundation	\$10,000
Cape Cod Five	\$10,000
Shepley	\$20,000
CPCs	\$50,000

25. For Community Housing Projects, a "sources and uses of funds" exhibit.

**EXPENSES**

Salaries & Benefits (Project Director at 80%; Support Staff at 10%)	\$82,000
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Community Preservation Act (CPA) Funds	\$50,000
Housing Assistance Corporation	\$27,700
	<b>TOTAL: \$117,700</b>

**26. Support Documents**

Letters of support from Community organizations or other sources: three (3) included

- A. Community Development Partnership
- B. Dennis Municipal Housing Trust
- C. Cape Cod Commission

**27. References: three (3) included**

- A. Dennis Selectman Bob Mezzadri, attendee Cape Housing Institute. Phone number: 508-470-1115. Email: bmessadri@comcast.net.
- B. Robert Samuluk, member Dennis Municipal Housing Committee, attendee 2017 Cape Housing Institute. Phone number: 617-510-5599. Email: bobsam266@gmail.com
- C. Walter Phinney, town of Dennis resident, attendee of 2017 Cape Housing Institute, COO Housing Assistance Corporation: phone number: 508-771-5400 ext. 229

**28. Other relevant materials** N/A

**29. Copy of most recent US Income Tax Form 990:** attached

**30. Certificate of Non-Collusion:** attached



261 Whites Path, Unit 2  
South Yarmouth, MA 02664  
p: 508.790.3040  
f: 508.790.4069  
capecodfoundation.org

#### OFFICERS

Henry R. Holden  
*Chairman*  
Sidney H. Snow  
*Vice Chairman*  
Mark Quinn  
*Treasurer*  
Matthew J. Bresette  
*Clerk*

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Wendy L. Baker  
Jacob F. Brown II  
Larry Capodilupo  
Elliott Carr  
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Sharon Nunes  
Lisa F. Sherman  
Myer R. Singer  
Larry R. Thayer

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Donald B. Foresman\*  
Mary K. Morgan\*  
James H. Rice  
S. Murray Rust, Jr.\*  
William C. Snow  
\*Deceased

PRESIDENT and CEO  
Kristin O'Malley

September 5, 2017

Ms. Alisa Galazzi  
Housing Assistance Corporation  
460 West Main Street  
Hyannis, MA 02601

Dear Ms. Galazzi: *Alisa*

We are pleased to announce that Housing Assistance Corporation has been awarded a grant from the Worthington Campbell, Jr. Fund of The Cape Cod Foundation. The grant is for \$10,000.00 to be used for the Cape Housing Partnership Initiative.

As part of the conditions of this grant, the Foundation must receive a final narrative and financial report on this project by September 15, 2018. The Foundation likes to keep track of the accomplishments and good work of our grantees, along with the challenges they are facing. The report can be a copy of something you are already preparing or a simple bullet-point document with financials.

**Please include the source of the grant from the Worthington Campbell, Jr. Fund of The Cape Cod Foundation** in any printed materials such as press releases, brochures, website pages, posters and local announcements regarding this award. We would appreciate a copy of any of these materials for our files.

**Please complete and return the enclosed Acceptance of Grant Form.**

Feel free to call me at The Cape Cod Foundation at 508-790-3040 if you have any questions or concerns.

Sincerely,

*Kristin O'Malley*  
Kristin O'Malley  
President and CEO

*Thrilled we could support this!*

Enclosures





## community development partnership

*Creating opportunities for people to live, work, & thrive on the Lower Cape*

May 1, 2018

To Whom It May Concern:

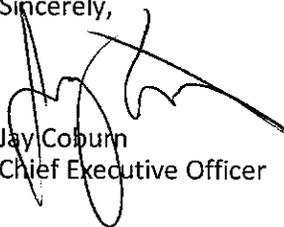
I am writing to express the Community Development Partnership's support of the Housing Assistance Corporation's (HAC) request for funding from the Community Preservation Committee. HAC serves as an exceptional local advocate for housing needs on Cape Cod through its continuum of programs and services. This funding will help them continue planning and executing one such program, the Cape Community Housing Partnership (CCHP).

The Community Development Partnership (CDP) is an organizing partner with HAC of the CCHP, a three-pronged approach to increasing affordable housing options on the Cape. The CCHP is designed to build public support for affordable housing and equip LMI residents, business and community leaders, and local elected and appointed officials with the knowledge and skills to support the creation of more year-round housing. The CDP is responsible for implementing the CCHP on the Lower and Outer Cape while Housing Assistance Corporation is responsible for implementation on the Upper and Mid-Cape.

In October 2017, HAC and the CDP offered the first of what will be an annual Cape Housing Institute (CHI) to educate elected and appointed officials from each town on the Cape including the Town of Dennis. Feedback from municipal officials and staff who participated in the Cape Housing Institute was collected after each of six sessions. Participants were asked to state the value of the session from the following options: Very valuable, Valuable, Fairly valuable or Not valuable. 100% of respondents indicated that the sessions were either Very valuable or Valuable. We have also received anecdotal praise for the Cape Housing Institute and how it empowers municipal officials to work toward their affordable housing goals. The CDP is committed to participating in Year 2 of the Institute with HAC and views this program as a launching ground for local and regional housing initiatives.

We look forward to future collaboration with HAC and fully support this request. We hope that the Town of Dennis will join with the CPCs of Provincetown, Wellfleet, Eastham, Orleans, Chatham, Harwich and Brewster in recommending funding of this request. Thank you for your consideration.

Sincerely,



Jay Coburn  
Chief Executive Officer

3 Main Street Mercantile, Unit 7  
Eastham, MA 02642

ph: 508.240.7873 | 800.220.6202  
fx: 508.240.5085

contact@capecdp.org  
www.capecdp.org

3225 MAIN STREET • P.O. BOX 226  
BARNSTABLE, MASSACHUSETTS 02630



CAPE COD  
COMMISSION

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(508) 362-3828 • Fax (508) 362-3136 • [www.capecodcommission.org](http://www.capecodcommission.org)

Town of Dennis  
Community Preservation Committee  
Co-Chairman Dahlstrom  
Co-Chairman DiManno  
685 Route 134  
South Dennis, MA 02660

May 3, 2018

Dear Co-Chairs Dalstrom and DiManno,

I write to express Cape Cod Commission's support for the Housing Assistance Corporation's (HAC) Community Housing Partnership. HAC serves as an outstanding local advocate and service provider, anticipating and meeting housing needs on Cape Cod through its continuum of programs. Continued funding will help HAC continue the planning and fulfillment of the Cape Community Housing Partnership (CCHP)- Year 2 Program.

The Cape Cod Commission is a strong supporter and participant in the CCHP. The partnership and program was launched at the Commission's 2017 OneCape Summit, the CCC continues to provide technical support to the program and is committed to supporting Year 2. CCHP is an important vehicle to promote the strong and comprehensive community planning and training needed to meet our region's housing needs. The work of CCHP has produced results, engaging hundreds of our community leaders across Cape Cod in training about the current housing needs, future forecast, and implementation tools.

The housing challenges of Cape Cod are regional requiring both local and regional action.

Sincerely,

A handwritten signature in cursive script that reads "Kristy Senatori".

Kristy Senatori  
Acting Executive Director

**Dennis Municipal Affordable Housing Trust  
Town of Dennis,  
685 Route 134  
South Dennis, MA 02660**

03rd May 2018

Town of Dennis Community Preservation Committee  
685 Route 134  
South Dennis, MA 02660

Dear Madame/ Sir:

This letter is in support of a request from Housing Assistance Corporation for \$10,000 in Community Preservation funds under the Community Housing Support portion of the Community Preservation Act.

The funds would be used toward the second year of Housing Assistance Corporation's Cape Housing Institute, a six-week series of workshops to help appointed and elected municipal leaders and town staff learn how to increase affordable housing in their town while maintaining the character of the town.

During the first year of the Cape Housing Institute in the fall of 2017, more than 140 municipal leaders and town staff were trained. The attendees came from all 15 towns on Cape Cod. Dennis was well represented, with Selectpersons and members of the Municipal Affordable Housing Trust attending.

At the end of the session, attendees were given the opportunity to give feedback on the session. The reviews were extremely positive and 100 percent of those who attended the Cape Housing Institute, including members from several town of Dennis committees, said they would recommend the Institute to their colleagues on boards and committees.

We believe the Cape Housing Institute offers valuable training for town leaders and staff, offering critical skills in negotiating with developers and helping to bring housing that is consistent with town values to the community.

Thus far, Community Preservation Committees in eight towns on the Cape have given support to this valuable program as it helps towns to meet their goals around affordable housing. Meeting the state's required 10 percent goal, allows towns to better control development in town. We believe the Cape Housing Institute will enable Dennis town leaders to achieve this goal.

For these reasons, we hope you support Housing Assistance Corporation's request for \$10,000 in funding for the Cape Housing Institute.

Sincerely,

**James Kyrimes**

James Kyrimes  
Chair  
Dennis Municipal Affordable Housing Trust

**CERTIFICATE OF NON-COLLUSION**

*The undersigned certifies under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.*

*Chief Executive Officer(s):*

Alisa Galazzi

\_\_\_\_\_  
*Name (print)*

\_\_\_\_\_  
*Name (print)*

  
\_\_\_\_\_  
*Signature*

CEO  
\_\_\_\_\_  
*Title*

5/1/18  
\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Title*

\_\_\_\_\_  
*Date*

Form **990**

**Return of Organization Exempt From Income Tax**  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

OMB No. 1545-0047

**2016**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.  
▶ Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

**A** For the 2016 calendar year, or tax year beginning **JUL 1, 2016** and ending **JUN 30, 2017**

<b>B</b> Check if applicable:  <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization <b>HOUSING ASSISTANCE CORPORATION</b> Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite <b>460 WEST MAIN STREET</b> City or town, state or province, country, and ZIP or foreign postal code <b>HYANNIS, MA 02601</b> <b>F</b> Name and address of principal officer: <b>MARK R FOREST</b> <b>460 WEST MAIN STREET, HYANNIS, MA 02601</b>	<b>D</b> Employer identification number <b>23-7431255</b> <b>E</b> Telephone number <b>508-771-5400</b> <b>G</b> Gross receipts \$ <b>24,515,087.</b> <b>H(a)</b> Is this a group return for subordinates? ..... <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) <b>H(c)</b> Group exemption number ▶
<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		
<b>J</b> Website: ▶ <b>WWW.HACONCAPECOD.ORG</b>		
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		
<b>L</b> Year of formation: <b>1974</b>		<b>M</b> State of legal domicile: <b>MA</b>

**Part I Summary**

<b>1</b>	Briefly describe the organization's mission or most significant activities: <b>HAC'S MISSION IS TO PROMOTE AND IMPLEMENT THE RIGHT OF ALL PEOPLE ON CAPE COD AND THE ISLANDS TO</b>		
<b>2</b>	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
<b>3</b>	Number of voting members of the governing body (Part VI, line 1a) .....	<b>3</b>	<b>18</b>
<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b) .....	<b>4</b>	<b>18</b>
<b>5</b>	Total number of individuals employed in calendar year 2016 (Part V, line 2a) .....	<b>5</b>	<b>153</b>
<b>6</b>	Total number of volunteers (estimate if necessary) .....	<b>6</b>	<b>1046</b>
<b>7a</b>	Total unrelated business revenue from Part VIII, column (C), line 12 .....	<b>7a</b>	<b>0.</b>
<b>7b</b>	Net unrelated business taxable income from Form 990-T, line 34 .....	<b>7b</b>	<b>0.</b>
<b>8</b>	Contributions and grants (Part VIII, line 1h) .....	<b>Prior Year</b>	<b>Current Year</b>
<b>9</b>	Program service revenue (Part VIII, line 2g) .....	<b>21,479,973.</b>	<b>21,731,716.</b>
<b>10</b>	Investment income (Part VIII, column (A), lines 3, 4, and 7d) .....	<b>10,267,068.</b>	<b>2,775,962.</b>
<b>11</b>	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) .....	<b>9,139.</b>	<b>7,409.</b>
<b>12</b>	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) .....	<b>0.</b>	<b>0.</b>
<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1-3) .....	<b>31,756,180.</b>	<b>24,515,087.</b>
<b>14</b>	Benefits paid to or for members (Part IX, column (A), line 4) .....	<b>14,052,082.</b>	<b>14,543,767.</b>
<b>15</b>	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) .....	<b>0.</b>	<b>0.</b>
<b>16a</b>	Professional fundraising fees (Part IX, column (A), line 11e) .....	<b>6,184,878.</b>	<b>6,743,597.</b>
<b>b</b>	Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>261,163.</b>	<b>0.</b>	<b>0.</b>
<b>17</b>	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) .....	<b>10,692,123.</b>	<b>3,425,373.</b>
<b>18</b>	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) .....	<b>30,929,083.</b>	<b>24,712,737.</b>
<b>19</b>	Revenue less expenses. Subtract line 18 from line 12 .....	<b>827,097.</b>	<b>-197,650.</b>
<b>20</b>	Total assets (Part X, line 16) .....	<b>Beginning of Current Year</b>	<b>End of Year</b>
<b>21</b>	Total liabilities (Part X, line 26) .....	<b>16,894,262.</b>	<b>22,225,399.</b>
<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20 .....	<b>9,798,985.</b>	<b>15,327,772.</b>
<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20 .....	<b>7,095,277.</b>	<b>6,897,627.</b>

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	Signature of officer <b>STEVE FERRIS, CHIEF FINANCIAL OFFICER</b> Type or print name and title	Date _____			
<b>Paid Preparer Use Only</b>	Print/Type preparer's name <b>JOLANTA TUCK, CPA</b>	Preparer's signature <b>JOLANTA TUCK, CPA</b>	Date <b>01/22/18</b>	Check if self-employed <input type="checkbox"/>	PTIN <b>P01340068</b>
	Firm's name ▶ <b>KEVIN P MARTIN ASSOCIATES, P.C.</b>				Firm's EIN ▶ <b>04-3097400</b>
	Firm's address ▶ <b>10 FORBES WEST BRAINTREE, MA 02184</b>				Phone no. (781) 380-3520

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No