

# The Oakland Institute

Executive Director / CEO

EIN 421626352  
 CA · NTEE K052  
 FY ending 2023-12-31  
 June 13, 2026

This analysis benchmarks the total compensation of **Anuradha Mittal, Executive Director / CEO** (\$130,000) against **every comparable organization** that fit the selection criteria — **419** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **93<sup>rd</sup>** percentile of comparable organizations above the 90th percentile — board review recommended

**Benchmarked executive:** Anuradha Mittal — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (K052).
BUDGET	Total revenue between \$313,125 and \$701,028 — 0.67x to 1.50x the subject's \$467,352 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (K), nationwide + budget 0.67–1.5x revenue.

**419** organizations qualified on sector, size, and geography → **419** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$14,555	\$37,991	\$61,580	\$85,669	\$113,897	<b>\$130,000</b>
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## ● Comparable organizations

Each figure is Form 990 Part VII columns D + F (reportable pay plus other compensation and benefits; column F may include amounts from related organizations), normalized to CA cost of living (BEA RPP, 2023) and to its filing year (CPI-U); the reported amount is on each linked 990.

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Community Bread Basket Inc</a>	WV	\$467,093	Program Administrator	\$27,366	<b>\$34,314</b>	2023
<a href="#">The 1017 Project</a>	OR	\$468,316	Executive Director	\$46,500	<b>\$48,574</b>	2024
<a href="#">Pickerington Food Pantry</a>	OH	\$466,338	Executive Di	\$74,420	<b>\$88,663</b>	2024
<a href="#">Vanburen Council For Human Services</a>	CA	\$468,514	Daniels	\$41,000	<b>\$39,824</b>	2024
<a href="#">Irvington My Brothers Keeper Inc</a>	MD	\$466,068	Secretary	\$69,648	<b>\$75,407</b>	2023
<a href="#">Hope-net</a>	CA	\$465,680	Executive Director	\$61,442	<b>\$61,442</b>	2023
<a href="#">Better Health Better Life Inc</a>	MD	\$465,583	Executive Director	\$67,472	<b>\$70,955</b>	2024
<a href="#">Rockland Farm Alliance Inc</a>	NY	\$465,500	Executive Dir.	\$86,538	<b>\$87,961</b>	2024
<a href="#">Lamar County Food Pantry Inc</a>	TX	\$469,326	Executive Director	\$61,311	<b>\$71,025</b>	2023
<a href="#">Fort Worth Food &amp; Wine Foundation</a>	TX	\$470,466	Director/executive Directo	\$69,615	<b>\$80,645</b>	2023
<a href="#">Three Square Plan Giving</a>	NV	\$471,233	President Th	\$26,911	<b>\$29,560</b>	2025
<a href="#">Food Exploration And Discovery</a>	CA	\$463,277	President	\$87,580	<b>\$85,067</b>	2024
<a href="#">The Connection Homeless Shelter Inc</a>	NE	\$471,550	Executive Director	\$57,137	<b>\$71,168</b>	2023
<a href="#">Freedmen Heirs Foundation Inc</a>	MD	\$463,088	Executive Dir.	\$165,050	<b>\$173,572</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Joyce Uptown Foodshelf Inc</a>	MN	\$462,537	Director	\$62,271	<b>\$71,257</b>	2023
<a href="#">Medina Senior Center Inc</a>	TX	\$472,426	Executive Director	\$45,213	<b>\$50,874</b>	2024
<a href="#">Food 4 Farmers Inc</a>	VT	\$461,633	Executive Director	\$81,606	<b>\$92,394</b>	2024
<a href="#">Adams County Emergency Food Bank</a>	CO	\$461,512	Executive Director	\$76,014	<b>\$84,410</b>	2023
<a href="#">Fish &amp; Loaves</a>	MI	\$461,198	Executive Director	\$75,000	<b>\$89,650</b>	2023
<a href="#">Berkeley Student Food Collective</a>	CA	\$460,899	Secretary	\$58,101	<b>\$58,101</b>	2023
<a href="#">The Rice Foundation</a>	VA	\$460,703	President/ Ceo Thru 12/15/23	\$52,730	<b>\$57,269</b>	2024
<a href="#">Anchor Point Food Pantry</a>	AK	\$474,331	Executive Dir.	\$5,196	<b>\$5,588</b>	2024
<a href="#">Sharefest Will County</a>	IL	\$460,087	President Director	\$5,333	<b>\$5,898</b>	2024
<a href="#">Waconia United Food Shelf</a>	MN	\$475,346	Executive Di	\$82,207	<b>\$91,371</b>	2024
<a href="#">Topss</a>	OH	\$459,037	Executive Director	\$51,931	<b>\$61,870</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA cost of living and 2023 dollars. Click any organization to verify the figure on ProPublica.

## ● Methodology

Comparable organizations were drawn from electronically filed IRS Form 990 returns and matched on sector (NTEE code), budget (a size-adaptive revenue band that tightens as the organization grows), and geography (same-state first, broadening only when too few peers qualify); every organization within the band forms the peer set. To compare fairly across regions and years, peer compensation is normalized to CA cost of living (BEA Regional Price Parities, 2023) and to the subject's filing year (CPI-U). The figure benchmarked is Form 990 Part VII, Section A, columns D + F — reportable pay plus other compensation, benefits, and deferred amounts (column F may include amounts from related organizations) — with the chief executive matched by role. Related-organization amounts (column E) and institutional trustees are excluded. Full methodology: [peerbasis.org/methodology](https://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

**PEER COUNT** 419 organizations. Compensation range \$14–\$521,325; filing years 2022–2025.

**SIZE BASIS** Matched on total revenue (\$467,352); for reference, expenses \$658,879 and assets \$2,796,517. **Revenue and expenses diverge this year — revenue may misrepresent**

**operating size; weigh the expense-based view.**

ROLE MATCH	Anuradha Mittal, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	23 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	13 peers fall outside 1.5× the interquartile range — consider whether any reflect one-time payments (severance, deferred-comp payouts).

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	93 <sup>rd</sup>
Total compensation (D + F), as reported (no adjustments)	95 <sup>th</sup>
Reportable pay only (column D), adjusted	94 <sup>th</sup>
All sources (D + E + F), adjusted	88 <sup>th</sup>

If the percentile moves materially across these definitions, the result is sensitive to methodology choices, and the board should weigh which basis best fits its facts.

● **Rebuttable presumption of reasonableness · 26 CFR 53.4958-6**

Compensation paid by a tax-exempt organization is presumed reasonable — shifting the burden to the IRS — when three requirements are met. This report supplies the comparability data for the second. The board should record the following in its minutes *concurrently* with its decision:

**Draft board minutes – executive compensation**

1. The compensation of the Executive Director / CEO (Anuradha Mittal) was approved in advance by [the Board / Compensation Committee], composed of members with no conflict of interest with respect to the arrangement.
2. Prior to its determination, the authorized body obtained and relied upon appropriate comparability data, namely the PeerBasis Compensation Comparability Determination dated June 13, 2026, comparing compensation against 419 similarly situated organizations (Same NTEE major group (K), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$130,000 is reasonable (approximately the 93<sup>rd</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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Sources: IRS Form 990 e-file data (apps.irs.gov); IRS Business Master File (NTEE classification). Every figure traces to an original public filing — click any organization above to verify it on ProPublica. PeerBasis is a service of Prismind Analytics; its [methodology is published](#), was commissioned for independent adversarial review, and discloses its own limitations. This report is comparability data to support a board's good-faith determination under IRC 4958; it is not legal or tax advice. Generated by PeerBasis on June 13, 2026.