(Rev. January 2020)

Department of the Treasury

Internal Revenue Service

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Open to Public Inspection

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public. ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Α	For the	2019 calend	dar year, or tax year beginning	, 2019, and e	nding	_		, 20		
В	Check if a	applicable:	C Name of organization The Oa	kland Institute			D Emp	loyer identification number		
	Address	change	Doing business as				42-1	626352		
	Name ch	ange	Number and street (or P.O. box it	mail is not delivered to street address)	Roon	n/suite	E Telep	hone number		
	Initial retu	ırn	PO Box 18978				(510)474-5251			
$\overline{\Box}$	Final retur	rn/terminated	City or town, state or province, c	•						
$\overline{\Box}$	Amended		Oakland, CA 94619				G Gross	s receipts \$1,610,075.		
П		on pending	F Name and address of principal of	icer:		H(a) Is this a gro		for subordinates? Yes No		
_	, .ppout	on ponung	Anuradha Mittal, 1500		94601	1		tes included? Yes No		
ı .	Tax-exen	npt status:	▼ 501(c)(3)) ◀ (insert no.) 4947(a)(1) or 5		7		ist. (see instructions)		
.i		•	aklandinstitute.org			H(c) Group ex				
	-		Corporation Trust Associa		ormation	1		e of legal domicile: CA		
	art I	Summa		E Teal of	omation	. 2010	W Otate	or legal dornloile. CA		
	_		-	ion or most significant activities: The		and Ingtitu	+0 (0	I) is an independent		
Ð				to increase public partic						
Activities & Governance							татт			
ũ				economic, and environmediscontinued its operations or dispose			250/ 0	f ita not apporta		
Š			_	-			23% U			
Ğ			_	erning body (Part VI, line 1a)				8 7		
ş			-	rs of the governing body (Part VI, line	-		4			
ij				n calendar year 2019 (Part V, line 2a)			5	6		
Ę				necessary)			6	3		
⋖				Part VIII, column (C), line 12			7a	0.		
	b	Net unrela	ted business taxable income		7b	0.				
		.		41.)		Prior Year		Current Year		
ne			ons and grants (Part VIII, line	795,	165.	1,605,155.				
Revenue		•	ervice revenue (Part VIII, line	· ·			108.	199.		
æ				a), lines 3, 4, and 7d)		1,	291.	4,721.		
			nue (Part VIII, column (A), line							
			ue-add lines 8 through 11 (r	796,	564.	1,610,075.				
			d similar amounts paid (Part I							
			aid to or for members (Part I)							
es			ther compensation, employee	279,	863.	322,238.				
Expenses			• • • • • • • • • • • • • • • • • • • •	olumn (A), line 11e)						
ă			raising expenses (Part IX, col		<u>.</u> .					
ш			enses (Part IX, column (A), lin	·		194,	563.	182,637.		
		•	•	equal Part IX, column (A), line 25)		474,	426.	504,875.		
	19	Revenue le	ess expenses. Subtract line 1	8 from line 12			138.	1,105,200.		
Net Assets or Fund Balances					Beg	ginning of Curre	ent Year	End of Year		
set	20	Total asset	ts (Part X, line 16)			1,256,	326.	2,348,452.		
g ğ	21		ties (Part X, line 26)			18,	462.	5,388.		
žē	22		or fund balances. Subtract I	ine 21 from line 20		1,237,	864.	2,343,064.		
P	art II	Signatu	re Block							
				return, including accompanying schedules and officer) is based on all information of which pr				my knowledge and belief, it is		
ııu	e, correct	, and complet	e. Deciaration of preparer (other than	officer) is based off all information of which pr		as any knowled	ige.			
o:										
	gn	Signat	ure of officer			Date				
He	ere		radha Mittal, Execu	tive Director						
		71	or print name and title							
Pa	iid	Print/Type	e preparer's name	Preparer's signature	Date		Check			
	epare	r Erina	Atkins-Hadad	Erina Atkins-Hadad	06/	03/2020	self-em	ployed P01871904		
	se Only		me ► Moss CPA			Firm's	EIN ►	94-3359608		
		Firm's add		evard, Suite 200, Walnut Creek	, CA S	94596 Phone	no. (9			
Mα	v the IR	S discuss.	this return with the preparer	shown above? (see instructions)				▼ Voc □ No		

Part	Statement of Program Service Accomplishments Check if Schedule O contains a response or note to any line in this Part III
1	Briefly describe the organization's mission: The Oakland Institute (OI) is an independent
	policy think tank working to increase public participation and fair debate on critical social, economic, and environmental issues.
2	Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?
3	Did the organization cease conducting, or make significant changes in how it conducts, any program services?
4	Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others the total expenses, and revenue, if any, for each program service reported.
4a	(Code:)(Expenses \$ 443,658.including grants of \$ 0.)(Revenue \$ 0.) See attached note for 2019 program activities
4b	(Code:) (Expenses \$including grants of \$) (Revenue \$)
4c	(Code:) (Expenses \$including grants of \$) (Revenue \$)
4d	Other program services (Describe on Schedule O.) (Expenses \$ including grants of \$) (Revenue \$)
4e	Total program service expenses ► 443,658.

Part l	V Checklist of Required Schedules			
			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1	×	
2	Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	2	×	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If</i> "Yes," <i>complete Schedule C, Part I</i>	3		×
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If</i> "Yes," <i>complete Schedule C, Part II</i>	4		×
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5		×
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6		×
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If</i> "Yes," <i>complete Schedule D, Part II</i>	7		×
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes,"</i> complete Schedule D, Part III	8		×
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	9		×
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If</i> "Yes," <i>complete Schedule D, Part V</i>	10		×
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VIII, VIII, IX, or X as applicable.			
а	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a	×	
b	Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b		×
С	Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c		×
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If</i> "Yes," <i>complete Schedule D, Part IX</i>	11d		×
е	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e		×
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	11f		×
12a	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a		×
b	Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b		×
13 14a	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> Did the organization maintain an office, employees, or agents outside of the United States?	13 14a		×
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking,	170		_^
D	fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b		×
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	15		×
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV.	16		×
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> (see instructions)	17		×
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18		×
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19		×
20a	Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a		×
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? .	20b		
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21		×

Part	Checklist of Required Schedules (continued)			
			Yes	No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22		×
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J	23		×
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b			
b	through 24d and complete Schedule K. If "No," go to line 25a	24a 24b		×
C	Did the organization maintain an escrow account other than a refunding escrow at any time during the year	240		
Ū	to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		×
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I	25b		×
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26		×
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? If "Yes," complete Schedule L, Part III	27		×
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions, for applicable filing thresholds, conditions, and exceptions):			
а	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If "Yes," complete Schedule L, Part IV	28a	×	
b	A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV	28b		×
С	A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? If "Yes," complete Schedule L, Part IV	28c		×
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	29		×
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M </i>	30		×
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31		×
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II	32		×
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I </i>	33		×
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1	34		×
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		×
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35b		
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2 </i>	36		×
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37		×
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O.	38	×	
Part	V Statements Regarding Other IRS Filings and Tax Compliance Check if Schedule O contains a response or note to any line in this Part V			
4 -	Enter the provide a new control in Day 0 of Forms 1000 Fator 0 March and Back 1		Yes	No
1a b	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable			
С	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	10	×	

Part '	V Statements Regarding Other IRS Filings and Tax Compliance (continued)			
			Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax			
	Statements, filed for the calendar year ending with or within the year covered by this return 2a	5		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? .	2b	×	
	Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		×
	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O.	3b		
	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over,			
	a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		×
b	If "Yes," enter the name of the foreign country ▶			
_	See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		×
	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		×
	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		<u> </u>
	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the			
Va	organization solicit any contributions that were not tax deductible as charitable contributions?	6a		×
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or	- Ou		<u> </u>
D	gifts were not tax deductible?	6b		
7	Organizations that may receive deductible contributions under section 170(c).			
	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods			
а	and services provided to the payor?	7a		×
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		<u> </u>
	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was			
C	required to file Form 8282?	7c		×
d	If "Yes," indicate the number of Forms 8282 filed during the year	70		Ĥ
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		×
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?.	7f		×
g g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		<u> </u>
9 h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the	7.1.		
Ü	sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintaining by the sponsoring organization have excess business holdings at any time during the year?	8		
9	Sponsoring organizations maintaining donor advised funds.			
а	Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10	Section 501(c)(7) organizations. Enter:			
а	Initiation fees and capital contributions included on Part VIII, line 12			
	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities . 10b			
11	Section 501(c)(12) organizations. Enter:			
а	Gross income from members or shareholders			
	Gross income from other sources (Do not net amounts due or paid to other sources			
D	against amounts due or received from them.)			
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
	If "Yes," enter the amount of tax-exempt interest received or accrued during the year 12b			
13	Section 501(c)(29) qualified nonprofit health insurance issuers.			
а	Is the organization licensed to issue qualified health plans in more than one state?	13a		
-	Note: See the instructions for additional information the organization must report on Schedule O.			
b	Enter the amount of reserves the organization is required to maintain by the states in which			
D	the organization is licensed to issue qualified health plans			
С	Enter the amount of reserves on hand			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a		×
	If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation on Schedule O</i> .	14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or	.45		
13	excess parachute payment(s) during the year?	15		
	If "Yes," see instructions and file Form 4720, Schedule N.	.0		
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	16		
. •	If "Yes." complete Form 4720. Schedule O.			

Form 990 (2019)

Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No"

Part VI

response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Section A. Governing Body and Management No 1a Enter the number of voting members of the governing body at the end of the tax year . . . 1a 8 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O. Enter the number of voting members included on line 1a, above, who are independent . 1b 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with 2 × Did the organization delegate control over management duties customarily performed by or under the direct 3 3 supervision of officers, directors, trustees, or key employees to a management company or other person? . × Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? 4 4 X 5 Did the organization become aware during the year of a significant diversion of the organization's assets? . 5 6 6 × Did the organization have members, stockholders, or other persons who had the power to elect or appoint 7a X Are any governance decisions of the organization reserved to (or subject to approval by) members, 7b × R Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: X 8b × Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O 9 × Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.) Yes No 10a × **b** If "Yes," did the organization have written policies and procedures governing the activities of such chapters. affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? 10b Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? 11a × **b** Describe in Schedule O the process, if any, used by the organization to review this Form 990. **12a** Did the organization have a written conflict of interest policy? *If "No," go to line 13* 12a × Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? 12b × Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," 12c X 13 13 × 14 × 14 Did the organization have a written document retention and destruction policy? Did the process for determining compensation of the following persons include a review and approval by 15 independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? The organization's CEO, Executive Director, or top management official 15a × 15b If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement 16a × If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the Section C. Disclosure List the states with which a copy of this Form 990 is required to be filed ► CA 17 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c) 18 (3)s only) available for public inspection. Indicate how you made these available. Check all that apply. Own website Another's website X Upon request Other (explain on Schedule O) Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, 19 and financial statements available to the public during the tax year. 20 State the name, address, and telephone number of the person who possesses the organization's books and records ▶ The Oakland Institute, 1506 40th Avenue, Oakland, CA 94601 (510)474-5251

Form 990 (2019) Page **7**

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 - List all of the organization's current key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See instructions for the order in which to list the persons above.

☐ Check this box if neither the organization no	r any relate	d org	aniz	atic	n c	ompe	ensa	ted any current	officer, director,	or trustee.
(A) Name and title	(B) Average hours	box,	unles	Pos neck ss pe	erson	e than o	n an	(D) Reportable compensation	(E) Reportable compensation	(F) Estimated amount of other
	per week (list any hours for related organizations below dotted line)	Individua or directo	an Institutional trustee	d Officer	Key employee	Highest compensated employee	former	from the organization (W-2/1099-MISC)	from related organizations (W-2/1099-MISC)	compensation from the organization and related organizations
(1) Carolyn Purcell Chair	1.00	×		×				0.	0.	
(2) Atul Sharan Secretary	1.00	-		×				0.	0.	0.
(3) Jeff Furman Treasurer	1.00	×		×				0.	0.	0.
(4) Tony Clarke Director	1.00	×						0.	0.	0.
(5) Elsadig Elsheikh Director	1.00	×						0.	0.	0.
(6) Sonja Swift Director	1.00	×						0.	0.	0.
(7) Carol Johnson Director	1.00	×						0.	0.	0.
(8) Lewis Gordon Director	1.00	×						0.	0.	0.
(9) Anuradha Mittal Executive Director	40.00	×		×				83,000.	0.	0.
(10)										
(11)										
(12)										
(13)										
(14)										

raru	Section A. Officers, Directors, 1	rustees,	ney i	=m	DIO.	yee	s, an	a r	iignest Compe	nsated i	=mpio	yees (co	ntinuea)
	(A) Name and title	(B) Average hours per week	box, office	unles er and	Pos neck ss pe d a d	rson	e than of is both or/trustor	an tee)	(D) Reportable compensation from the	(E) Reportable compensation from related organizations		(F Estimated of ot comper	l amount her nsation
		(list any hours for related organizations below dotted line)	Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	organization (W-2/1099-MISC)	organiza (W-2/1099		from organizat related orga	tion and
(15)													
(16)													
(17)													
(18)													
(19)													
(20)													
(21)													
(22)													
(23)													
(24)													
(25)													
1b	Subtotal								83,000.		0.		0.
C	Total from continuation sheets to Part	VII, Sectio	n A					>	83,000.		0.		
d	Total (add lines 1b and 1c)								83,000.		0.		0.
2	Total number of individuals (including but reportable compensation from the organi		to th	iose	list	ted	above	e) w	ho received more	e than \$1	00,000	of	
3	Did the organization list any former of employee on line 1a? <i>If "Yes," complete S</i>							mpl	oyee, or highes	t compe	nsated		es No
4	For any individual listed on line 1a, is the organization and related organizations individual	sum of re	portal	ole	con	npei	nsatio						
5	Did any person listed on line 1a receive of for services rendered to the organization									ion or inc			×
Secti	on B. Independent Contractors	: 11 100, 0	отпрі	CiC	OCI	icat	110 0 1	01 0	sacri persori :	· · ·	<u> </u>	<u> </u>	
1	Complete this table for your five high compensation from the organization. Repo												
	(A) Name and business add							(B) Description of serv	rices	((C) Compensatio	on	
2	Total number of independent contractor received more than \$100,000 of compens							th	ose listed abov	e) who			

Part VIII Statement of Revenue

		Check if Schedule	Осо	ntains a re	spon	ise or note to a	ny line in this Pa	ırt VIII		
							(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512–514
Contributions, Gifts, Grants and Other Similar Amounts	1a b c d e f	Federated campaig Membership dues Fundraising events Related organization Government grants All other contribution and similar amounts no Noncash contribution lines 1a–1f	ns . (cont ns, git ot inclo	tributions) fts, grants, uded above	1a 1b 1c 1d 1e 1f	1,605,155.				
Co	h	Total. Add lines 1a-				>	1,605,155.			
Program Service Revenue	2a b c	Miscellaneous				Business Code 900099	199.	199.	0.	0.
m Ve	d									
gra Re	e									
Pro	f	All other program se								
_	g	Total. Add lines 2a-				•	199.			
	3 4	Investment income other similar amoun Income from investr	ts) .			>	4,721.	0.	0.	4,721.
	5	Royalties								
	6a	Gross rents	6a	(i) Rea	I	(ii) Personal	-			
	b	Less: rental expenses	6b							
	c d	Rental income or (loss) Net rental income o		c)						
			1 (103	(i) Securit	ies	(ii) Other				
	7a	Gross amount from sales of assets other than inventory	7a	(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	_			
Revenue	b	Less: cost or other basis and sales expenses .	7b							
Re\		Gain or (loss)	7с							
_		Net gain or (loss)				<u></u>				
Other	ъа В	Gross income from events (not including of contributions replace). See Part IV, line	\$_ oorte		8a					
	b	Less: direct expens			8b					
	c 9a	Net income or (loss) Gross income f	rom	gaming		ents ►				
	b	activities. See Part I Less: direct expens			9a 9b		-			
	C	Net income or (loss)				es >				
		Gross sales of in								
		returns and allowan Less: cost of goods	ces		10a 10b		-			
	С	Net income or (loss)	from	n sales of ir	vento	ory ▶				
Miscellaneous Revenue	11a					Business Code				
llan 'en	b									
scellaneo Revenue	C	All other revenue								
Mis	d	All other revenue								
	е 12	Total. Add lines 11a Total revenue. See					1,610,075.	199.	0.	4,721.
		. Juli i e ve i iue. Jee	111311	40110110			1 - 1 0 - 0 , 0 / 3 .	1 ±//•	0.	1,/41.

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A). Check if Schedule O contains a response or note to any line in this Part IX (**D**) Fundraising expenses (B) Program service expenses Do not include amounts reported on lines 6b. 7b. (A) Total expenses Management and general expenses 8b. 9b. and 10b of Part VIII. Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 2 Grants and other assistance to domestic individuals. See Part IV, line 22 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 Benefits paid to or for members Compensation of current officers, directors, 5 trustees, and key employees 83,000. 66,400. 8,300. 8,300. 6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . 7 Other salaries and wages 187,822. 181,151. 2,618. 4,053. Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) Other employee benefits 9 29,438. 23,923. 2,944. 2,571. 10 Payroll taxes 21,978. 17,890. 2,198. 1,890. Fees for services (nonemployees): 11 Management 0. Legal 1,000. 1,000 0. Accounting 6,144. 0. 6,144. 0. Lobbying Professional fundraising services. See Part IV, line 17 Investment management fees Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.) 53,773. 223. 55,516. 1,520. 12 Advertising and promotion 3,362. 2,447. 509. 406. 13 18,432. 15,294. 1,823. 1,315. Office expenses Information technology 14 15 Occupancy 52,033. 42,276. 5,203. 4,554. 16 14,724. 14,291. 136. 297. 17 Payments of travel or entertainment expenses 18 for any federal, state, or local public officials 19 Conferences, conventions, and meetings . 759. 4,140. 3,240. 141. 20 21 Payments to affiliates 24,099. 19,279. 2,410. 2,410. 22 Depreciation, depletion, and amortization . 23 3,187. 2,694. 263. 230. 24 Other expenses, Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) а C d All other expenses 25 **Total functional expenses.** Add lines 1 through 24e 504,875. 443,658. 33,530. 27,687. Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ► ☐ if following SOP 98-2 (ASC 958-720) . . .

(, Beginnir	(A) ng of year 60,469. 1 189,405. 2	(B) End of year
(, Beginnir	(A) ng of year 60,469. 1	(B) End of year
1 Cach non interest hearing		222 221
1 Cash—non-interest-bearing	189,405. 2	343,441.
2 Savings and temporary cash investments		1,194,126.
3 Pledges and grants receivable, net	3	
4 Accounts receivable, net	4	
5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	5	
6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) .	6	
y 7 Notes and loans receivable, net	7	
7 Notes and loans receivable, net	8	
9 Prepaid expenses and deferred charges	4,229. 9	2,981.
10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D 10a 856,817.		
b Less: accumulated depreciation	2,223. 100	828,124.
11 Investments—publicly traded securities	11	
12 Investments—other securities. See Part IV, line 11	12	
13 Investments – program-related. See Part IV, line 11	13	
14 Intangible assets	14	
15 Other assets. See Part IV, line 11	15	
16 Total assets. Add lines 1 through 15 (must equal line 33)	256,326. 16	2,348,452.
17 Accounts payable and accrued expenses	18,462. 17	5,388.
18 Grants payable	18	
19 Deferred revenue	19	
20 Tax-exempt bond liabilities	20	
21 Escrow or custodial account liability. Complete Part IV of Schedule D	21	
Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	22	
23 Secured mortgages and notes payable to unrelated third parties	23	
24 Unsecured notes and loans payable to unrelated third parties	24	
25 Other liabilities (including federal income tax, payables to related third		
parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D	25	
26 Total liabilities. Add lines 17 through 25	18,462. 26	5,388.
Organizations that follow FASB ASC 958, check here ► ⊠ and complete lines 27, 28, 32, and 33.		
27 Net assets without donor restrictions	237,864. 27	2,343,064.
28 Net assets with donor restrictions	28	
Organizations that follow FASB ASC 958, check here and complete lines 27, 28, 32, and 33. Net assets without donor restrictions Net assets with donor restrictions Organizations that do not follow FASB ASC 958, check here and complete lines 29 through 33. Capital stock or trust principal, or current funds Paid-in or capital surplus, or land, building, or equipment fund Retained earnings, endowment, accumulated income, or other funds Total liabilities and net assets/fund balances		
29 Capital stock or trust principal, or current funds	29	
30 Paid-in or capital surplus, or land, building, or equipment fund	30	
31 Retained earnings, endowment, accumulated income, or other funds	31	
32 Total net assets or fund balances	237,864. 32	2,343,064.
33 Total liabilities and net assets/fund balances	256,326. 33	

Form 990 (2019) Page **12**

Part	XI Reconciliation of Net Assets				
	Check if Schedule O contains a response or note to any line in this Part XI				
1	Total revenue (must equal Part VIII, column (A), line 12)		1,61	10,0	75.
2	Total expenses (must equal Part IX, column (A), line 25)		5(04,8	75.
3	Revenue less expenses. Subtract line 2 from line 1		1,10	05,2	00.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A)) 4		1,23	37,8	64.
5	Net unrealized gains (losses) on investments				
6	Donated services and use of facilities				
7	Investment expenses				
8	Prior period adjustments				
9	Other changes in net assets or fund balances (explain on Schedule O)				
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line				
	32, column (B)))	2,34	13,0	64.
Part	XII Financial Statements and Reporting				_
	Check if Schedule O contains a response or note to any line in this Part XII				Ц
				Yes	No
1	Accounting method used to prepare the Form 990: Cash Accrual Other		_		
	If the organization changed its method of accounting from a prior year or checked "Other," explassive Schedule O.	ain ir	n		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		2a		×
	If "Yes," check a box below to indicate whether the financial statements for the year were compile	ed o	or		
	reviewed on a separate basis, consolidated basis, or both:				
	☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis				
b	Were the organization's financial statements audited by an independent accountant?		2b		×
	If "Yes," check a box below to indicate whether the financial statements for the year were audited	on a	a		
	separate basis, consolidated basis, or both:				
	☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis				
С	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversign				
	the audit, review, or compilation of its financial statements and selection of an independent accountant?		2c		
	If the organization changed either its oversight process or selection process during the tax year, expla Schedule O.	in or	n		
За	As a result of a federal award, was the organization required to undergo an audit or audits as set forth i	in the	e T		
	Single Audit Act and OMB Circular A-133?		3a		×
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo				
	required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audit	ts .	3b		

REV 04/21/20 PRO Form **990** (2019)

SCHEDULE A (Form 990 or 990-EZ)

Public Charity Status and Public Support

OMB No. 1545-0047 2019

Open to Public

Department of the Treasury Internal Revenue Service Name of the organization Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust. ► Attach to Form 990 or Form 990-EZ.

► Go to www.irs.gov/Form990 for instructions and the latest information.

Inspection

Employer identification number

	e Oakland Institute 42-1626352										
Par					-		ns.				
The c	organization is not a private founda		`		•	,					
1	A church, convention of church										
2	A school described in section										
3	A hospital or a cooperative hos						···· - · · · ·				
4	A medical research organizatio	•	onjunction with a hosp	oital desc	ribed in s	section 170(b)(1)(A)((III). Enter the				
_	hospital's name, city, and state		- 11								
5	An organization operated for t section 170(b)(1)(A)(iv). (Comp		college or university	owned o	r operate	ed by a government	ai unit described in				
6	☐ A federal, state, or local govern										
7	An organization that normally described in section 170(b)(1)(port from	a gover	nmental unit or from	n the general public				
8	B										
9	An agricultural research organizer or university or a non-land-granuniversity:										
10	An organization that normally receives: (1) more than 33½% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33½% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete Part III.)										
11	☐ An organization organized and		•		•	•					
12	☐ An organization organized and	operated exclus	ively for the benefit o	f, to perfo	orm the fu	unctions of, or to car	ry out the purposes				
	of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3).										
	Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.										
а											
	the supported organization supporting organization. You					he directors or trust	ees of the				
b	_ ;										
	control or management of to organization(s). You must on				persons	that control or mana	age the supported				
С	Type III functionally integrees its supported organization(s						ally integrated with,				
d	☐ Type III non-functionally integer that is not functionally integer that is not functionally integer.	•		•			• ,				
	requirement (see instruction										
е	☐ Check this box if the organi functionally integrated, or T						e II, Type III				
f	Enter the number of supported o	rganizations .									
g	Provide the following information	about the supp	orted organization(s).								
	(i) Name of supported organization	(ii) EIN	(iii) Type of organization		rganization	(v) Amount of monetary	(vi) Amount of				
			(described on lines 1–10 above (see instructions))		ur governing ment?	support (see instructions)	other support (see instructions)				
				Yes	No						
(A)											
(B)											
(C)											
(D)											
(E)											
Total											

18

Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi) (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.) Section A. Public Support Calendar year (or fiscal year beginning in) ▶ (a) 2015 **(b)** 2016 (c) 2017 (d) 2018 **(e)** 2019 (f) Total Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . 795,165. 1,605,154. 3,971,451. 541,193. 521,894. 508,045. Tax revenues levied for the 2 organization's benefit and either paid to or expended on its behalf . . . The value of services or facilities 3 furnished by a governmental unit to the organization without charge 795,165.1,605,154.3,971,451. Total. Add lines 1 through 3. . . . 541,193. 521,894. 508,045. 4 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) 2,350,264. **Public support.** Subtract line 5 from line 4 1,621,187. Section B. Total Support Calendar year (or fiscal year beginning in) ▶ (a) 2015 **(b)** 2016 (c) 2017 (d) 2018 (e) 2019 (f) Total 541,193. 521,894. 508,045. 795,165. 1,605,154. 3,971,451. 7 Amounts from line 4 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources 642 1,156. 1,291 4,721. 9,278. 1,468. 9 Net income from unrelated business activities, whether or not the business is regularly carried on 10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) -20,440. 579. 108. **Total support.** Add lines 7 through 10 11 3,961,175. 12 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) 13 Section C. Computation of Public Support Percentage Public support percentage for 2019 (line 6, column (f) divided by line 11, column (f)) 40.93% 14 Public support percentage from 2018 Schedule A, Part II, line 14 15 15 331/3% support test - 2019. If the organization did not check the box on line 13, and line 14 is 331/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization 331/3% support test - 2018. If the organization did not check a box on line 13 or 16a, and line 15 is 331/3% or more, check 10%-facts-and-circumstances test - 2019. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported 10%-facts-and-circumstances test - 2018. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly

Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see

Page 3

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Secti	on A. Public Support			•	·	,	
Calen	dar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1	Gifts, grants, contributions, and membership fees						
	received. (Do not include any "unusual grants.")						
2	Gross receipts from admissions, merchandise						
	sold or services performed, or facilities furnished in any activity that is related to the						
	organization's tax-exempt purpose						
3	Gross receipts from activities that are not an						
	unrelated trade or business under section 513						
4	Tax revenues levied for the						
	organization's benefit and either paid to						
_	or expended on its behalf						
5	The value of services or facilities						
	furnished by a governmental unit to the organization without charge						
6	Total. Add lines 1 through 5						
7a	Amounts included on lines 1, 2, and 3						
	received from disqualified persons .						
b	Amounts included on lines 2 and 3						
-	received from other than disqualified						
	persons that exceed the greater of \$5,000						
	or 1% of the amount on line 13 for the year						
С	Add lines 7a and 7b						
8	Public support. (Subtract line 7c from						
	line 6.)						
	on B. Total Support	() 0045	# > 0040	() 0047	()) 0040	() 0040	(O T
	dar year (or fiscal year beginning in) Amounts from line 6	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
9 10a	Amounts from line 6						
IVa	payments received on securities loans, rents,						
	royalties, and income from similar sources .						
b	Unrelated business taxable income (less						
	section 511 taxes) from businesses						
	acquired after June 30, 1975						
С	Add lines 10a and 10b						
11	Net income from unrelated business						
	activities not included in line 10b, whether						
	or not the business is regularly carried on						
12	Other income. Do not include gain or						
	loss from the sale of capital assets						
13	(Explain in Part VI.)						
13	and 12.)						
14	First five years. If the Form 990 is for the	Le organization	ı's first. secon	Ld. third. fourth	ı. or fifth tax v	Lar as a sectio	n 501(c)(3)
	organization, check this box and stop he	-			-		
Secti	on C. Computation of Public Suppor						
15	Public support percentage for 2019 (line 8	3, column (f), d	livided by line	13, column (f))		15	%
16	Public support percentage from 2018 Sch					16	%
	on D. Computation of Investment In						
17	Investment income percentage for 2019 (-			<u>%</u>
18	Investment income percentage from 2018					18	%
19a	331/3% support tests—2019. If the organ						
1.	17 is not more than 33 ¹ / ₃ %, check this box		_	-		-	_
b	331/3% support tests – 2018. If the organize line 18 is not more than 331/3%, check this line 18 is not more than 331/3%, check this line 18 is not more than 331/3%.						
20	Private foundation. If the organization di		_		· · · · · ·		

Part IV **Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Se

Secti	on A. All Supporting Organizations			
			Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.	3b		
С	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.	4b		
С	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).			
b	Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5a 5b		
6	Substitutions only. Was the substitution the result of an event beyond the organization's control? Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>	5c		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI.	9a		
b	Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI.	9b		
С	Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI.	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes" answer 10b below	100		

b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to

determine whether the organization had excess business holdings.)

Part	V Supporting Organizations (continued)			
			Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?			
а	A person who directly or indirectly controls, either alone or together with persons described in (b) and (c)			
	below, the governing body of a supported organization?	11a		
b	A family member of a person described in (a) above?	11b		
	A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI.	11c		
Secti	on B. Type I Supporting Organizations			
			Yes	No
1	Did the directors, trustees, or membership of one or more supported organizations have the power to			
	regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the			
	tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization,			
	describe how the powers to appoint and/or remove directors or trustees were allocated among the supported			
	organizations and what conditions or restrictions, if any, applied to such powers during the tax year.			
		1		
2	Did the organization operate for the benefit of any supported organization other than the supported			
	organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part			
	VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.			
		2		
Secti	on C. Type II Supporting Organizations			
			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control			
	or trustees of each of the organization's supported organization(s)? If No, describe in Part VI now control or management of the supporting organization was vested in the same persons that controlled or managed			
	the supported organization(s).	4		
Cooti	on D. All Type III Supporting Organizations	1		
Secu	bir D. All Type in Supporting Organizations		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the		162	NO
'	organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax			
	year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the			
	organization's governing documents in effect on the date of notification, to the extent not previously provided?	1		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported	•		
_	organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how			
	the organization maintained a close and continuous working relationship with the supported organization(s).	2		
3	By reason of the relationship described in (2), did the organization's supported organizations have a	_		
	significant voice in the organization's investment policies and in directing the use of the organization's			
	income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's			
	supported organizations played in this regard.	3		
Secti	on E. Type III Functionally Integrated Supporting Organizations			
1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see i	nstru	ctions	s).
а	☐ The organization satisfied the Activities Test. Complete line 2 below.			
b	☐ The organization is the parent of each of its supported organizations. Complete line 3 below.			
С	☐ The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see in	struct	ions).
2	Activities Test. Answer (a) and (b) below.		Yes	No
а	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of			
	the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify			
	those supported organizations and explain how these activities directly furthered their exempt purposes,			
	how the organization was responsive to those supported organizations, and how the organization determined			
	that these activities constituted substantially all of its activities.	2a		
b	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more			
	of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the			
	reasons for the organization's position that its supported organization(s) would have engaged in these			
	activities but for the organization's involvement.	2b		
3	Parent of Supported Organizations. Answer (a) and (b) below.			
а	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or			
	trustees of each of the supported organizations? Provide details in Part VI.	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each	01		
	of its supported organizations? If "Yes." describe in Part VI the role played by the organization in this regard.	3b	ı	I

instructions).

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organical Part V	gani	zations	
1 Check here if the organization satisfied the Integral Part Test as a qualifying instructions. All other Type III non-functionally integrated supporting organization.			
Section A—Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3.	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8		
Section B—Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d Total (add lines 1a, 1b, and 1c)	1d		
e Discount claimed for blockage or other factors (explain in detail in Part VI):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d.	3		
4 Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by .035.	6		
7 Recoveries of prior-year distributions	7		
8 Minimum Asset Amount (add line 7 to line 6)	8		
Section C-Distributable Amount	•		Current Year
1 Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2 Enter 85% of line 1.	2		
3 Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4 Enter greater of line 2 or line 3.	4		
5 Income tax imposed in prior year	5		
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		
7 Check here if the current year is the organization's first as a non-functional		egrated Type III supporti	ng organization (see

Schedule A (Form 990 or 990-EZ) 2019

Part	V Type III Non-Functionally Integrated 509(a)(3) Supporting Organi	zations (continued)	
Sect	on D-Distributions			Current Year
1	Amounts paid to supported organizations to accomplish			
2	Amounts paid to perform activity that directly furthers exe	empt purposes of suppo	rted	
	organizations, in excess of income from activity			
3	Administrative expenses paid to accomplish exempt purp	oses of supported orga	nizations	
4	Amounts paid to acquire exempt-use assets			
5	Qualified set-aside amounts (prior IRS approval required)			
6	Other distributions (describe in Part VI). See instructions.			
7	Total annual distributions. Add lines 1 through 6.			
8	Distributions to attentive supported organizations to which	h the organization is res	ponsive	
	(provide details in Part VI). See instructions.			
9	Distributable amount for 2019 from Section C, line 6			
<u>10</u>	Line 8 amount divided by line 9 amount		f2.53	****
Sect	on E—Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2019	(iii) Distributable Amount for 2019
1	Distributable amount for 2019 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2019			
	(reasonable cause required - explain in Part VI). See			
	instructions.			
3	Excess distributions carryover, if any, to 2019			
a	From 2014			
b	From 2015			
c	From 2016			
d	From 2017			
e	From 2018			
f	Total of lines 3a through e			
g	Applied to underdistributions of prior years			
h	Applied to 2019 distributable amount			
i_	Carryover from 2014 not applied (see instructions)			
<u>j</u> _	Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4	Distributions for 2019 from			
	Section D, line 7: \$			
a	Applied to underdistributions of prior years			
b	Applied to 2019 distributable amount			
<u>C</u>	Remainder. Subtract lines 4a and 4b from 4.			
5	Remaining underdistributions for years prior to 2019, if			
	any. Subtract lines 3g and 4a from line 2. For result			
	greater than zero, explain in Part VI. See instructions.			
6	Remaining underdistributions for 2019. Subtract lines 3h			
	and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
7	Excess distributions carryover to 2020. Add lines 3j and 4c.			
8	Breakdown of line 7:			
а	Excess from 2015			
b	Excess from 2016			
С	Excess from 2017			
d	Excess from 2018			
	Excess from 2019			

Schedule A (Form 990 or 990-EZ) 2019

Part VI	Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

SCHEDULE D (Form 990)

Supplemental Financial Statements

► Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
► Attach to Form 990.

OMB No. 1545-0047

Open to Public Inspection

Department of the Treasury Internal Revenue Service Name of the organization

► Go to www.irs.gov/Form990 for instructions and the latest information.

Employer identification number The Oakland Institute 42-1626352 Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Part I Complete if the organization answered "Yes" on Form 990, Part IV, line 6. (a) Donor advised funds (b) Funds and other accounts 1 Total number at end of year 2 Aggregate value of contributions to (during year) . 3 Aggregate value of grants from (during year) . . 4 Aggregate value at end of year Did the organization inform all donors and donor advisors in writing that the assets held in donor advised 5 funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used 6 only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose Conservation Easements. Part II Complete if the organization answered "Yes" on Form 990, Part IV, line 7. Purpose(s) of conservation easements held by the organization (check all that apply). Preservation of land for public use (for example, recreation or education) Preservation of a historically important land area Protection of natural habitat Preservation of a certified historic structure Preservation of open space Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year. Held at the End of the Tax Year 2a 2b Number of conservation easements on a certified historic structure included in (a) 2c Number of conservation easements included in (c) acquired after 7/25/06, and not on a 2d 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the Number of states where property subject to conservation easement is located ▶ 4 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of 5 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year 6 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) 8 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements. Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Part III Complete if the organization answered "Yes" on Form 990, Part IV, line 8. If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items. If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items: **b** Assets included in Form 990, Part X

Schedule D (Form 990) 2019 Page **2**

Part	Organizations Maintaining	Collections of	Art, His	torical 1	reasures, o	or Ot	her Similar As	sets (co	ntinued)
3	Using the organization's acquisition, collection items (check all that apply):		ther reco	rds, chec	k any of the	follow	ring that make s	ignificant	use of its
а	☐ Public exhibition		d		or exchange				
b	Scholarly research		е	Other					
С	☐ Preservation for future generations								
4	Provide a description of the organiza XIII.	tion's collections	and expla	ain how t	hey further th	ne org	anization's exen	npt purpo	se in Part
5	During the year, did the organization assets to be sold to raise funds rather							ar Ye	s 🗌 No
Part									
	Complete if the organization 990, Part X, line 21.	n answered "Yes	s" on For	m 990, F	Part IV, line	9, or	reported an am	nount on	Form
1a	Is the organization an agent, trustee included on Form 990, Part X?								s 🗌 No
b	If "Yes," explain the arrangement in P	art XIII and comp	lete the fo	llowing ta	able:				
								mount	
C	Beginning balance					1c	_		
d	Additions during the year					1d			
e f	Distributions during the year Ending balance					1e 1f			
2a	Did the organization include an amou							2 V	s 🗆 No
	If "Yes," explain the arrangement in P								
Par									
	Complete if the organization	n answered "Yes	s" on For	m 990, F	Part IV, line	10.			
	-	(a) Current year	(b) Pri	or year	(c) Two years	back	(d) Three years back	(e) Four	years back
1a	Beginning of year balance								
b	Contributions								
С	Net investment earnings, gains, and losses								
d	Grants or scholarships								
е	Other expenditures for facilities and								
	programs								
f	Administrative expenses								
g	End of year balance		1						
2	Provide the estimated percentage of			e (line 1g	, column (a))	held a	as:		
a	Board designated or quasi-endowme	nt 🕨	%						
b	Permanent endowment ► Term endowment ► %								
С	The percentages on lines 2a, 2b, and		100%						
За	Are there endowment funds not in th			zation the	at are held ar	nd adı	ministered for th	۵	
ou	organization by:	C p033C33I0I1 01 1	no organi	zation the	at are ricid ar	ia aai	Tillilotoroa for tri		Yes No
	(i) Unrelated organizations							3a(i)	
								3a(ii)	
b	If "Yes" on line 3a(ii), are the related of	organizations listed	d as requi	red on So	chedule R? .			3b	
4	Describe in Part XIII the intended use:	s of the organizati	ion's endo	owment fo	unds.				·
Part	Land, Buildings, and Equip Complete if the organization		s" on For	m 990, F	Part IV, line	11a. S	See Form 990,	Part X, I	ine 10.
	Description of property	(a) Cost or o		1 ' '	or other basis ther)	٠,	Accumulated preciation	(d) Bool	k value
1a	Land		0.	2	55,000.			25	55,000.
b	Buildings			5	95,000.		22,736.	57	72,264.
С	Leasehold improvements								
d	Equipment				6,817.		5,957.		860.
e	Other								
Total.	Add lines 1a through 1e. (Column (d) r	nust equal Form 9	990, Part 2	X, column	(B), line 10c	.)	▶ 🗆	82	28,124.

Schedule D (Form 990) 2019 Page **3**

Part VII	Investments – Other Securities.		
	Complete if the organization answered "Yes" on For	m 990, Part IV, lin	e 11b. See Form 990, Part X, line 12.
	(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial	derivatives		
	neld equity interests		
(3) Other			
(A)			
(B)			
(C)			
(D)			
(E)			
(F)			
(G)			
(H)	man /h) must agual Farm 000 Part V agu /D) ling 10		
	mn (b) must equal Form 990, Part X, col. (B) line 12.) . Investments—Program Related.		
Part VIII	Complete if the organization answered "Yes" on For	m 000 Part IV lin	a 11c Saa Form 900 Part Y line 13
	(a) Description of investment	(b) Book value	(c) Method of valuation:
	(a) Description of investment	(b) Book value	Cost or end-of-year market value
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			
<u>(7)</u>			
(8) (9)			
	mn (b) must equal Form 990, Part X, col. (B) line 13.) .		
Part IX	Other Assets.	I.	
	Complete if the organization answered "Yes" on For	m 990, Part IV, lin	e 11d. See Form 990, Part X, line 15.
	(a) Description		(b) Book value
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			
_(7)			
(8)			
(9)	(1) 15 000 B 11/1 1/D) 1/2 1/5		
	mn (b) must equal Form 990, Part X, col. (B) line 15.)		•
Part X	Other Liabilities.	m 000 Dort IV lin	a 11a ar 11f Caa Farm 000 Dart V
	Complete if the organization answered "Yes" on For line 25.	m 990, Part IV, iin	e Tie or Tif. See Form 990, Part X,
1.	(a) Description of liability		(b) Book value
(1) Federal in	***************************************		(b) Book value
	icome taxes		
(2)			
(4)			
(5)			
(6)			
(7)			
(8)			
(9)			
	mn (b) must equal Form 990, Part X, col. (B) line 25.)		•
	runcertain tax positions. In Part XIII, provide the text of the footne		
	s liability for uncertain tax positions under FASB ASC 740. Check		

Schedule D (Form 990) 2019 Page **4**

Part	XI Reconciliation of Revenue per Audited Financial Stateme	ents With Revenue pe	er Return.	
	Complete if the organization answered "Yes" on Form 990, F	Part IV, line 12a.		
1	Total revenue, gains, and other support per audited financial statements		. 1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
а	Net unrealized gains (losses) on investments	2a		
b	Donated services and use of facilities	2b		
С	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
е	Add lines 2a through 2d		. 2e	
3	Subtract line 2e from line 1		. 3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
а	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
С	Add lines 4a and 4b		. 4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line			
Part			per Return.	
	Complete if the organization answered "Yes" on Form 990, F			
1	Total expenses and losses per audited financial statements		. 1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
а	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
С	Other losses	2c		
d	Other (Describe in Part XIII.)	2d		
е	Add lines 2a through 2d		. 2e	
3	Subtract line 2e from line 1		. 3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
а	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
	Add lines 4a and 4b		. 4c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line			
5 Part	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line XIII Supplemental Information.	e 18.)	. 5	
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line XIII Supplemental Information.	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line
5 Part Provid	Total expenses. Add lines 3 and 4c. (<i>This must equal Form 990, Part I, line</i> XIII Supplemental Information. le the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and	e 18.)	2b; Part V, line 4;	Part X, line

Schedule D (For	rm 990) 2019	Page 🕻
Part XIII	Supplemental Information (continued)	

SCHEDULE L (Form 990 or 990-EZ)

Transactions With Interested Persons

► Complete if the organization answered "Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.

Attach to Form 990 or Form 990-EZ.

OMB No. 1545-0047

Department of the Treasury Internal Revenue Service

► Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organiza	tion								Employe	er ider	ntificat	ion nu	mber																	
The Oakland	Insti	tute							42-1	L626	352																			
Part I Exc	ess Bene aplete if th	fit Transaction ne organization	ns (section 501 answered "Ye	(c)(3), : s" on F	section s Form 99	501(c)(4), a 0, Part IV, I	nd se ine 2	ection 501 5a or 25b,	(c)(29) or Forr	organ n 990	nizatio 0-EZ,	ns or Part	nly). V, line	40b.																
1 (a) Name of	lame of disqualified person (b) Relationship between disqualified person and				(a) Do	acrintian	of tran	acastic	_		(d) Con	rected																		
i (a) Name or	uisquaiilleu	person		organiza	ition			(c) De	scription	oi iiai	isactio	11		Yes	No															
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		of tax incurred			_	•	•	•		_	-																			
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3 Enter the	amount o	of tax, if any, on	line 2, above,	reimbu	ursed by	the organ	izatio	n				•	<u> </u>																	
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(a) Name of interes	ted person	(b) Relationship with organization	(c) Purpose of loan	fro	oan to or m the nization?	(e) Origir principal an												(f) Balance due		(f) Balance due				nce due (g) In d		(g) In default?		proved pard or nittee?	(i) Wi agreer	
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Part IV	Part IV Business Transactions Involving Interested Persons. Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.					
	(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sha organiz reven	ation's
ī-					Yes	No
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(2)						
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(9)						
(10) Part V	Supplemental Information. Provide additional information for	or responses to questions	on Schedule L (see	instructions).		
						

SCHEDULE O (Form 990 or 990-EZ)

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

OMB No. 1545-0047

Open to Public Inspection

Employer identification number

Department of the Treasury Internal Revenue Service

Name of the organization

► Attach to Form 990 or 990-EZ.

► Go to www.irs.gov/Form990 for the latest information.

The Oakland Institute	42-1626352
Pt VI, Line 11b: Organization's Process to Review Form 990: Form	990 is reviewed
and approved by Board before filing.	
Pt VI, Line 12c: Enforcement of Conflicts Policy: Discussed at ev	ery Board meeting.
Pt VI, Line 15a: Compensation Process for Top Official: Compensat	ion for key
employees is compared to compensation by other nonprofits in the	area.
Pt VI, Line 15b: Compensation Process for Officers: Compensation	for key employees
is compared to compensation by other nonprofits in the area.	
Pt VI, Line 19: Governing Documents Disclosure Explanation: Publi	c documents
are available upon request.	

The Oakland Institute 42-1626352

The Oakland Institute 2019 Program Report

As a leading independent think tank, the Oakland Institute brings fresh ideas and bold action to the most pressing social, economic, and environmental issues of our time.

Institute's rigorous research, coupled with communications and advocacy strategy, holds governments, international institutions, and corporations accountable for landgrabs and failed development schemes, while partnering with impacted communities to protect their land and livelihoods. We respond to requests from communities around the world who seek our support in their struggles.

A sampling of 2019 accomplishments includes the following:

Our Land Our Business Campaign: 2019 report, The Highest Bidder Takes It All, denounced an unprecedented aggressive attack on land rights by the World Bank through its Enabling the Business of Agriculture (EBA) project - promoting large-scale industrial agriculture at the expense of farmers, pastoralists, and Indigenous Peoples. It prescribed that governments should become land brokers and transfer public and customary lands to commercial use and private ownership so that the land can be put to its "best use" - ignoring the fact that billions of rural poor live and work on these lands, which are ancestral assets with deep social and cultural significance.

Our report generated outrage around the world - echoed in opinion pieces by senior United Nations officials, policy think-tanks, and NGOs, as well as in communications by environmental organizations in Europe, Asia, and Africa. In response, the World Bank after delaying policy prescriptions to governments on agriculture for almost a year, dropped the new land indicator and instead, recognized the importance of customary land rights by announcing that safeguards to protect these rights should be a "development priority." This is a major success against the privatization of the commons at a time when corporate interests have intensified the takeover of forests and customary lands around the world.

Holding the Powerful Accountable: April 2019 report, "The Bukanga Lonzo Debacle: The Failure of Agro-Industrial Parks in DRC," detailed the consequences of government's offer of 80,000 hectares to a South African firm to set up an agro-industrial park pilot. The park was established on land stolen from local communities after they were misled by officials on the project and its impact.

The project resulted in land rights violations, human rights abuses, pollution and health hazards, and violence. The US\$100 million project, financed by the Congolese government with support from the World Bank and the African Development Bank, was ultimately a failure. But that didn't stop the government from seeking funding to revive the park and continue its plans to build 21 other agro-industrial parks in the country.

Extensive media coverage of our report informed the public in Congo and around the world about the theft of land from poor villagers; and led to the mobilization of Congolese civil society to reject agro-industrial parks and instead, call for a shift toward sustainable agriculture and family farms. As a result, they secured meetings with World Bank representatives and government officials, to directly express their demands.

Exposing the False Development Narrative and Climate Change Solutions:
Uganda: Villagers in Kachung, Uganda were forcibly evicted from their land when Green Resources, a Norwegian

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Form 990 p 2: Line 4a Description-1 (Continued)

forestry company, came in to establish a pine tree plantation as a carbon trading initiative - supposedly to mitigate climate change and bring development. The governments of Norway, Sweden, and Finland, who have financed the project, turned a blind eye to its disastrous impact on the local communities, including an acute hunger crisis. Three international certification bodies that verify Green Resources' compliance with environmental and social standards downplayed the impacts as well in their audit reports.

In August 2019, we released a report along with official documents, including evidence revealing that people were forcibly evicted by the project. It exposed how the financiers and certifiers were ignoring evidence that the project was initiated on land grabbed from local communities. One week after our exposé, the Swedish Energy Agency (SEA) delayed payments for carbon credits produced by Green Resources. In addition, the Climate, Community, and Biodiversity Alliance (CCBA) asked the company to make clear that it no longer endorses the project. In March 2020, our continued advocacy resulted in Swedish Energy Agency terminating its carbon credit agreement with Green Resources.

Papua New Guinea: Following the outrage caused by our reports on tax evasion by logging companies in PNG, the government requested assistance from the Organisation for Economic Cooperation and Development (OECD). International auditors were sent to the country in early 2019 to help the government crackdown on tax evasion by logging and other extractive industries.

We remained vigilant as the government hosted a Land Summit in May 2019 to "explore options with strategies aimed at mobilizing customary land for development." The summit was part of a land reform process to ensure "private sector growth" and "registration of customary land for commercial use." To hijack its message, we co-published with Jubilee Australia, Land Summit in Papua New Guinea: a dangerous attack on the country's unique customary land tenure system, in preparation of the summit. This report was prepared in discreet collaboration with the civil society in PNG in order to push back against the government's efforts to privatize customary land for extractive industries.

A few weeks after the Summit, PNG's new Prime Minister, Jame Marape, won elections on the slogan "take back PNG," largely built on the denunciation of foreign extractive industries. Marape administration has announced a new increase in the log export tax - from 35 % to 59 %. While the impact of this new reform is yet to be seen, our research and advocacy has played a key role in exposing and raising awareness around the illicit practices of multinational logging companies in PNG. In addition, our work has dismantled the discourse of "development" by land and resource grabbing extractive industry.

Elevating Voices of the Forgotten:

Ethiopia: For over a decade, we have documented and denounced land grabs and associated repression of Indigenous and pastoralist communities in Ethiopia. Our 2019 report, "How They Tricked Us: Living with the Gibe III Dam and Sugarcane Plantations in Southwest Ethiopia," revealed the dire situation faced by the Indigenous communities in the Lower Omo Valley and called for urgent action by the government. The local communities have never benefitted from these "development" projects. Instead, they face severe hardship with their livelihoods decimated, displacement, starvation, and threats to their culture and identities. Despite sweeping political change over 2018-2019 in Ethiopia, the impact of such projects remains unaddressed.

Our report made big waves with significant traction on social media and several articles in international media

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Form 990 p 2: Line 4a Description-1 (Continued)

outlets such as Mongabay and The Guardian. We are cautiously welcoming the news that both the Ethiopian government and international donors appear ready to shift their approach to pastoralist communities in Ethiopia, in line with what we have been advocating for many years. In 2019, the government announced it was drafting a new policy recognizing pastoralism as a viable livelihood, including measures to support the communities that have been for years the primary targets of land grabbing for industrial agriculture; and significant new funding from the World Bank, which also appears to be shifting its approach to pastoralism. In 2020 we are continuing to monitor and influence these developments as they unfold.

Tanzania: In 2018, the Oakland Institute's report, Losing the Serengeti, documented violation of basic human rights of the Maasai communities in Loliondo, Tanzania, including government-led evictions of Maasai villagers from their legally registered land in order to benefit safari and game park businesses - which left 5,800 homes damaged and 20,000 homeless in 2017.

The Tanzanian government has failed to take accountability for - much less remedy - these injustices. In 2019, our advocacy continued to support the four impacted Maasai villages that have sought recourse in the regional East African Court of Justice (EACJ). Despite the 2018 EACJ injunction prohibiting the government from evicting Maasai communities, destruction of Maasai homesteads and the confiscation of livestock on said land, and banning the office of the Inspector General of Police from harassing and intimidating the plaintiffs, threats continued. In 2019, Tanzanian government took away the ability of citizens and NGO's to file claims in the African Court of Human and People's Rights.

In face of growing intolerance of dissent in Tanzania, our advocacy resulted in a formal letter from four United Nations Special Rapporteurs* to the Tanzanian government in October 2019.

The impacted Maasai communities from Loliondo and Ngorongoro regions of northern Tanzania and their lawyers have welcomed the communication from the Special Rapporteurs to the President.

*Special Rapporteur on the issue of human rights obligations relating to the enjoyment of a safe, clean, healthy and sustainable environment; the Special Rapporteur on the right of everyone to the enjoyment of the highest attainable standard of physical and mental health; the Special Rapporteur on the rights of Indigenous Peoples; and the Special Rapporteur on the human rights of internally displaced persons.