

Adoption Information & Counseling Services Inc

Executive Director / CEO

EIN 311779047

TX · NTEE P31

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Charlotte K Duncan, Executive Director / CEO** (\$19,450) against **every comparable organization** that fit the selection criteria — **25** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **12th** percentile of comparable organizations below the typical range for comparable organizations

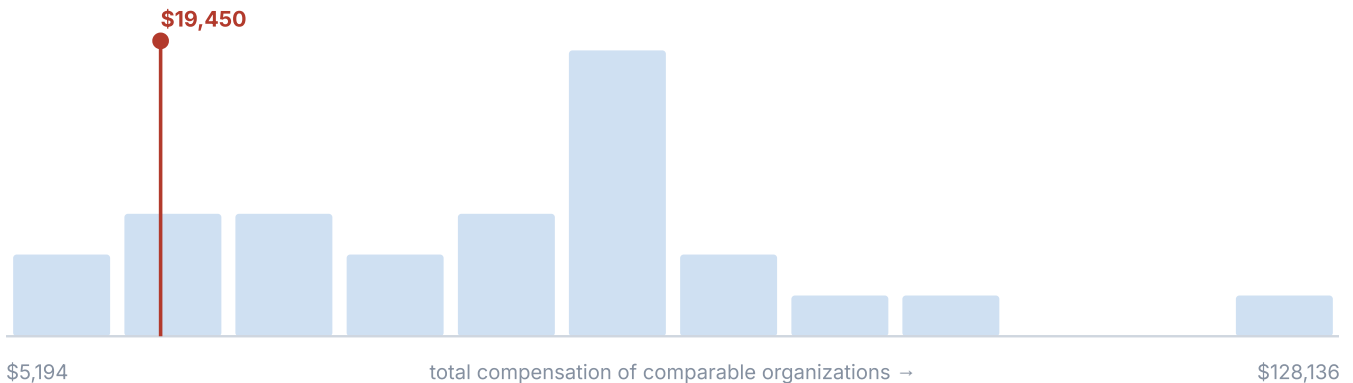
Benchmarked executive: Charlotte K Duncan — reported title "5231 Woodlawn, Bellaire TX 77401", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

| | |
|-----------|---|
| SECTOR | Organizations sharing the subject's NTEE classification (P31). |
| BUDGET | Total revenue between \$139,601 and \$312,540 — 0.67x to 1.50x the subject's \$208,360 (the band tightens as size grows). |
| GEOGRAPHY | Same NTEE sector (P31), nationwide + budget 0.67–1.5x revenue. |

25 organizations qualified on sector, size, and geography → **25** within the band form the benchmarked peer set.

Distribution of comparable compensation



| | | | | | |
|-------------------------|-------------------------|---------------------------|-------------------------|-------------------------|------------------------------------|
| \$18,784 10TH | \$28,529 25TH | \$54,933 MEDIAN | \$64,197 75TH | \$81,400 90TH | \$19,450 THIS ORG · 12TH |
|-------------------------|-------------------------|---------------------------|-------------------------|-------------------------|------------------------------------|



■ Comparable organizations

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

| ORGANIZATION | STATE | REVENUE | MATCHED TITLE | COMP (REPORTED) | COMP (ADJUSTED) | FY |
|---|-------|-----------|---------------------|-----------------|-----------------|------|
| Catholic Charities Of Southern Nevada | NV | \$208,733 | Director | \$5,183 | \$5,194 | 2023 |
| The Suwandi Foundation | CA | \$212,420 | Ceo And President | \$19,181 | \$16,558 | 2023 |
| Forever Families Through Adoption | NY | \$204,283 | Exec Directo | \$93,505 | \$84,467 | 2023 |
| Casa Of The Southern Tier Inc | NY | \$201,184 | Executive Director | \$69,571 | \$59,470 | 2025 |
| For Life Ministries | AL | \$194,332 | Executive Director | \$13,560 | \$14,645 | 2023 |
| The Archibald Project Inc | TX | \$223,412 | Executive Dir. | \$65,806 | \$65,806 | 2023 |
| Village To Village International Inc | IN | \$191,021 | Executive Director | \$75,000 | \$76,799 | 2024 |
| Capital Adoptive Families Alliance | CA | \$242,461 | Executive Dir. | \$64,215 | \$53,842 | 2024 |
| Forever Bound Adoption | MO | \$244,845 | Founder & Ceo | \$24,000 | \$24,682 | 2024 |
| Miriams Heart | NJ | \$168,240 | President Treasurer | \$37,210 | \$32,259 | 2024 |
| A Gift Of Hope Adoptions Inc | MO | \$162,299 | President | \$25,000 | \$25,711 | 2024 |
| Love Cradle Usa Inc | PA | \$159,805 | President | \$62,278 | \$60,305 | 2024 |
| Casa Of Lake & Sanders Counties | MT | \$259,792 | Executive Di | \$57,585 | \$60,274 | 2024 |
| Adoption Solutions Of Maine | ME | \$152,735 | President | \$28,500 | \$28,529 | 2023 |
| Open Arms Adoption Services Inc | LA | \$149,934 | Agency Director | \$59,964 | \$64,115 | 2024 |

| ORGANIZATION | STATE | REVENUE | MATCHED TITLE | COMP (REPORTED) | COMP (ADJUSTED) | FY |
|--|-------|-----------|---------------------|-----------------|------------------|------|
| Family To Family Support Network | CO | \$271,420 | Executive Di | \$79,402 | \$76,113 | 2023 |
| Universal Aid For Children Inc | FL | \$144,444 | Executive Dir. | \$40,000 | \$36,487 | 2024 |
| A Bond Of Love Adoption Agency Inc | FL | \$274,468 | Executive Director | \$60,221 | \$54,933 | 2024 |
| Saint Mary International Adoptions Inc | NC | \$282,802 | Ceo | \$62,150 | \$64,197 | 2023 |
| Global Adoption Services Inc | MD | \$286,086 | Executive Director | \$45,548 | \$42,570 | 2023 |
| Korean Adoptees Ministry Center | MN | \$294,804 | Executive Director | \$23,057 | \$22,122 | 2024 |
| Open Door Adoption Services | MI | \$298,537 | Chief Admini | \$61,074 | \$61,211 | 2024 |
| The Zoe Foundation | MO | \$304,475 | Board Member/pastor | \$121,017 | \$128,136 | 2023 |
| Alternatives In Motion Inc | TX | \$306,580 | Ceo | \$90,303 | \$87,712 | 2024 |
| Little Ones Ministries Inc | OK | \$307,599 | Ceo/board Member | \$49,200 | \$52,605 | 2024 |

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

● Methodology

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

● Sample, role match & sensitivity

PEER COUNT 25 organizations. Compensation range \$5,194–\$128,136; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$208,360); for reference, expenses \$110,029 and assets \$155,721. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

| | |
|-----------------|--|
| ROLE MATCH | Charlotte K Duncan, reported title "5231 Woodlawn, Bellaire TX 77401", benchmarked as Executive Director / CEO. Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role. |
| RELATED-ORG PAY | 1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material. |
| OUTLIERS | 1 peer fall outside 1.5× the interquartile range — consider whether any reflect one-time payments (severance, deferred-comp payouts). |

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

| BASIS | SUBJECT PERCENTILE |
|---|--------------------|
| Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default | 12 th |
| Total compensation (D + F), as reported (no adjustments) | 12 th |
| Reportable pay only (column D), adjusted | 12 th |
| All sources (D + E + F), adjusted | 8 th |

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

● Rebuttable presumption of reasonableness · 26 CFR 53.4958-6

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

Draft board minutes – executive compensation

1. The compensation of the Executive Director / CEO (Charlotte K Duncan) was approved in advance by [the Board / Compensation Committee], composed of members with no conflict of interest with respect to the arrangement.
2. Prior to its determination, the authorized body obtained and relied upon appropriate comparability data, namely the PeerBasis Compensation Comparability Determination dated June 9, 2026, comparing compensation against 25 similarly situated organizations (Same NTEE sector (P31), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$19,450 is reasonable (approximately the 12th percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [__ for / __ against].

Sources: IRS Form 990 e-file data (apps.irs.gov); IRS Business Master File (NTEE classification). Every figure traces to an original public filing — click any organization above to verify it on ProPublica. PeerBasis is a service of Prismind Analytics; its [methodology is published](#), was commissioned for independent adversarial review, and discloses its own limitations. This report is comparability data to support a board's good-faith determination under IRC 4958; it is not legal or tax advice. Generated by PeerBasis on June 9, 2026.