



## Kiwanis financial statements

In accordance with Kiwanis International Bylaws, the organization presents its 2010-11 financial statements.

Article XXIII, Section 8 of the Kiwanis International Bylaws states that, within six months after the closing of a Kiwanis fiscal year, the Board of Trustees shall publish

the balance sheets and the statements of receipts and expenditures of Kiwanis International, Key Club International and Circle K International.

The audit report is available online at <http://kwn.is/kannualreport2011>. For a copy of the report, send your written request to Kiwanis International, Attn: Audit Report, 3636 Woodview Trace, Indianapolis, Indiana 46268, U.S.A., or email your request to [finance@kiwanis.org](mailto:finance@kiwanis.org). The audit report is available only to Kiwanis members.

Up to 14,000 guests consume more than 48,000 pancakes at the Fargo, North Dakota, Kiwanis Club's annual Pancake Carnival (above). Worldwide, Kiwanis-family clubs raise more than US\$100 million a year through fundraising projects.

## KIWANIS INTERNATIONAL

**STATEMENTS OF FINANCIAL POSITION (000's)**  
**September 30, 2011 and 2010**

|   | 2011             | 2010             |
|---|------------------|------------------|
| <b>ASSETS:</b>                            |                  |                  |
| Cash and investments                      | \$ 21,333        | \$ 22,740        |
| Receivables                               | 342              | 820              |
| Advances to affiliates                    | 1,254            | 518              |
| Merchandise inventory                     | 537              | 779              |
| Prepaid expenses and other                | 686              | 638              |
| Property and equipment                    | 5,875            | 6,196            |
| <b>TOTAL ASSETS</b>                       | <b>\$ 30,027</b> | <b>\$ 31,691</b> |
| <b>LIABILITIES:</b>                       |                  |                  |
| Accounts payable and accrued expenses     | \$ 1,682         | \$ 1,556         |
| Accounts payable to affiliates            | 121              | 109              |
| Funds invested for Key Club International | 1,003            | 1,010            |
| Liability insurance claims                | 1,061            | 982              |
| Other liabilities                         | 151              | 255              |
| <b>TOTAL LIABILITIES</b>                  | <b>\$ 4,018</b>  | <b>\$ 3,912</b>  |
| <b>NET ASSETS (DEFICIENCY):</b>           |                  |                  |
| Operating/Service Leadership Programs     | \$ 9,038         | \$ 10,562        |
| Magazine                                  | 3,525            | 3,302            |
| International Convention                  | (1,286)          | (417)            |
| Liability Insurance                       | 9,411            | 9,011            |
| Property                                  | 5,321            | 5,321            |
| <b>TOTAL NET ASSETS</b>                   | <b>\$ 26,009</b> | <b>\$ 27,779</b> |
| <b>TOTAL LIABILITIES &amp; NET ASSETS</b> | <b>\$ 30,027</b> | <b>\$ 31,691</b> |

**STATEMENTS OF ACTIVITIES (000's)**  
**September 30, 2011 and 2010**

|   | 2011              | 2010             |
|---|-------------------|------------------|
| <b>REVENUES:</b>                            |                   |                  |
| Membership dues and fees                    | \$ 9,449          | \$ 9,828         |
| Magazine subscriptions                      | 1,260             | 1,292            |
| Liability insurance fees                    | 1,982             | 2,022            |
| Service Leadership Programs fees            | 391               | 1,076            |
| Merchandise sales                           | 1,789             | 2,050            |
| Convention fees                             | 962               | 1,707            |
| Advertising                                 | 180               | 119              |
| Investment income, net of fees              | 399               | 285              |
| Grants and other                            | 194               | 586              |
| <b>TOTAL REVENUES</b>                       | <b>\$ 16,606</b>  | <b>\$ 18,965</b> |
| <b>EXPENSES:</b>                            |                   |                  |
| Membership services, growth and education   | \$ 2,432          | \$ 2,152         |
| Communications                              | 834               | 874              |
| Service Leadership Programs                 | 1,333             | 2,499            |
| Global services                             | 919               | 1,466            |
| Merchandise sales and expenses              | 2,055             | 1,957            |
| Magazine                                    | 1,218             | 1,062            |
| International convention                    | 1,831             | 1,983            |
| Liability insurance                         | 1,583             | 1,772            |
| Operations                                  | 2,417             | 2,042            |
| Governance                                  | 1,376             | 1,008            |
| Kiwanis International Foundation            | 1,289             | 963              |
| Eliminate Project                           | -                 | 147              |
| Currency exchange, bad debts and other      | 54                | 208              |
| Depreciation and loss on disposition        | 845               | 700              |
| <b>TOTAL EXPENSES</b>                       | <b>\$ 18,186</b>  | <b>\$ 18,833</b> |
| <b>CHANGE IN NET ASSETS FROM OPERATIONS</b> | <b>\$ (1,580)</b> | <b>\$ 132</b>    |
| Realized gain (loss) on investments         | 1,397             | 968              |
| Unrealized gain (loss) on investments       | (1,587)           | 230              |
| <b>CHANGE IN NET ASSETS</b>                 | <b>\$ (1,770)</b> | <b>\$ 1,330</b>  |

## KIWANIS INTERNATIONAL FOUNDATION

## STATEMENTS OF FINANCIAL POSITION (000's)

September 30, 2011 and 2010

|  | 2011             | 2010             |
|--|------------------|------------------|
| <b>ASSETS:</b>                               |                  |                  |
| Cash and equivalents                         | \$ 2,887         | \$ 1,642         |
| Investments                                  | 10,075           | 9,956            |
| Contributions receivable                     | 1,484            | 42               |
| Cash value of life insurance contracts       | 186              | 177              |
| Beneficial interest in assets held by others | 133              | 72               |
| Office equipment, net                        | -                | 18               |
| Other assets                                 | 147              | 85               |
| <b>TOTAL ASSETS</b>                          | <b>\$ 14,912</b> | <b>\$ 11,992</b> |
| <b>LIABILITIES:</b>                          |                  |                  |
| Accounts payable and accrued expenses        | \$ -             | \$ 25            |
| Payable to Kiwanis International             | 1,162            | 146              |
| Grants payable                               | 44               | 82               |
| Annuities payable                            | 163              | 173              |
| <b>TOTAL LIABILITIES</b>                     | <b>\$ 1,369</b>  | <b>\$ 426</b>    |
| <b>NET ASSETS (DEFICIENCY):</b>              |                  |                  |
| Unrestricted                                 | \$ (508)         | \$ (558)         |
| Temporarily restricted                       | 3,190            | 1,496            |
| Permanently restricted                       | 10,861           | 10,628           |
| <b>TOTAL NET ASSETS</b>                      | <b>\$ 13,543</b> | <b>\$ 11,566</b> |
| <b>TOTAL LIABILITIES &amp; NET ASSETS</b>    | <b>\$ 14,912</b> | <b>\$ 11,992</b> |

## STATEMENTS OF ACTIVITIES (000's)

September 30, 2011 and 2010

|                                       | Year ending September 30, 2011 |                        |                        |                 | Year ending September 30, 2010 |                        |                        |                 |
|---------------------------------------|--------------------------------|------------------------|------------------------|-----------------|--------------------------------|------------------------|------------------------|-----------------|
|                                       | UNRESTRICTED                   | TEMPORARILY RESTRICTED | PERMANENTLY RESTRICTED | TOTAL           | UNRESTRICTED                   | TEMPORARILY RESTRICTED | PERMANENTLY RESTRICTED | TOTAL           |
| <b>REVENUES:</b>                      |                                |                        |                        |                 |                                |                        |                        |                 |
| Contributions and grants              | \$ 1,977                       | \$ 4,763               | \$ 293                 | \$ 7,033        | \$ 2,908                       | \$ 417                 | \$ 351                 | \$ 3,676        |
| Registration fees                     | -                              | -                      | -                      | -               | 16                             | -                      | -                      | 16              |
| Investment income (loss), net of fees | (37)                           | (51)                   | -                      | (88)            | 643                            | 158                    | -                      | 801             |
| Net assets released from restriction  | 2,994                          | (2,940)                | (54)                   | -               | 459                            | (459)                  | -                      | -               |
| <b>TOTAL REVENUES</b>                 | <b>\$ 4,934</b>                | <b>\$ 1,772</b>        | <b>\$ 239</b>          | <b>\$ 6,945</b> | <b>\$ 4,026</b>                | <b>\$ 116</b>          | <b>\$ 351</b>          | <b>\$ 4,493</b> |
| <b>EXPENSES:</b>                      |                                |                        |                        |                 |                                |                        |                        |                 |
| Grants                                | \$ 1,396                       | \$ -                   | \$ -                   | \$ 1,396        | \$ 1,045                       | \$ -                   | \$ -                   | \$ 1,045        |
| Program and education                 | 843                            | -                      | -                      | 843             | 271                            | -                      | -                      | 271             |
| Management and general                | 751                            | -                      | -                      | 751             | 581                            | -                      | -                      | 581             |
| Fundraising                           | 1,861                          | -                      | -                      | 1,861           | 418                            | -                      | -                      | 418             |
| Bad debt expense                      | 2                              | 78                     | 6                      | 86              | -                              | -                      | 859                    | 859             |
| Change in value of annuities          | 31                             | -                      | -                      | 31              | 6                              | -                      | -                      | 6               |
| <b>TOTAL EXPENSES</b>                 | <b>\$ 4,884</b>                | <b>\$ 78</b>           | <b>\$ 6</b>            | <b>\$ 4,968</b> | <b>\$ 2,321</b>                | <b>\$ -</b>            | <b>\$ 859</b>          | <b>\$ 3,180</b> |
| <b>CHANGE IN NET ASSETS</b>           | <b>\$ 50</b>                   | <b>\$ 1,694</b>        | <b>\$ 233</b>          | <b>\$ 1,977</b> | <b>\$ 1,705</b>                | <b>\$ 116</b>          | <b>\$ (508)</b>        | <b>\$ 1,313</b> |

## CIRCLE K INTERNATIONAL

| STATEMENTS OF FINANCIAL POSITION                     | Years Ended September 30 |                  |
|--|--------------------------|------------------|
|  | 2011                     | 2010             |
| <b>ASSETS:</b>                                       |                          |                  |
| Cash and equivalents                                 | \$ 143,304               | \$ 83,101        |
| Other assets   | 16,987                   | 5,155            |
| <b>TOTAL ASSETS</b>                                  | <b>\$ 160,291</b>        | <b>\$ 88,256</b> |
| <b>LIABILITIES &amp; NET ASSETS (DEFICIENCY):</b>    |                          |                  |
| Due to Kiwanis International                         | \$ 104,735               | \$ 107,348       |
| Other Liabilities                                    | 499                      | 68               |
| Net Assets (Deficiency)-Unrestricted                 | 55,057                   | (19,160)         |
| <b>TOTAL LIABILITIES AND NET ASSETS (DEFICIENCY)</b> | <b>\$ 160,291</b>        | <b>\$ 88,256</b> |

| STATEMENTS OF ACTIVITIES              | 2011              | 2010              |
|---------------------------------------|-------------------|-------------------|
| <b>REVENUES:</b>                      |                   |                   |
| Membership dues                       | \$ 234,652        | \$ 267,628        |
| Convention fees                       | 76,851            | 134,128           |
| Investment income (loss)              | 197               | 314               |
| Grant income                          | 35,474            | 39,440            |
| Subsidies from Kiwanis International  | 248,521           | 310,017           |
| Advertising and other                 | 14,300            | 1,861             |
| <b>TOTAL REVENUES</b>                 | <b>\$ 609,995</b> | <b>\$ 753,388</b> |
| <b>EXPENSES:</b>                      |                   |                   |
| Governance                            | \$ 73,172         | \$ 60,325         |
| Convention                            | 105,894           | 235,209           |
| Leadership, education and development | 159,103           | 120,194           |
| Magazine                              | 7,166             | 6,319             |
| Membership and club development       | 53,710            | 59,123            |
| Communications                        | 35,986            | 76,241            |
| Grants                                | 22,942            | 34,032            |
| General and administrative            | 77,805            | 120,463           |
| <b>TOTAL EXPENSES</b>                 | <b>\$ 535,778</b> | <b>\$ 711,906</b> |
| <b>SURPLUS (DEFICIT)</b>              | <b>\$ 74,217</b>  | <b>\$ 41,482</b>  |

| Paid Membership |            |
|-----------------|------------|
| Circle K        |            |
| 13,533          | 2005       |
| 13,331          | 2006       |
| 13,274          | 2007       |
| 12,438          | 2008       |
| 12,649          | 2009       |
| 12,688          | 2010       |
| 13,544          | 2011       |
| 0.1%            | since 2005 |
| 6.7%            | since 2010 |

| Paid Clubs |            |
|------------|------------|
| Circle K   |            |
| 522        | 2005       |
| 512        | 2006       |
| 507        | 2007       |
| 484        | 2008       |
| 439        | 2009       |
| 482        | 2010       |
| 452        | 2011       |
| -13.4%     | since 2005 |
| -6.2%      | since 2010 |

## KEY CLUB INTERNATIONAL

| STATEMENTS OF FINANCIAL POSITION        | Years Ended September 30 |                     |
|---|--------------------------|---------------------|
|   | 2011                     | 2010                |
| <b>ASSETS:</b>                          |                          |                     |
| Cash and equivalents                    | \$ 438,504               | \$ 774,973          |
| Investments                             | 1,003,440                | 1,010,237           |
| Other assets                            | 245,769                  | 122,886             |
| Due from Kiwanis International          | 60,527                   | -                   |
| <b>TOTAL ASSETS</b>                     | <b>\$ 1,748,240</b>      | <b>\$ 1,908,096</b> |
| <b>LIABILITIES &amp; NET ASSETS:</b>    |                          |                     |
| Due to Kiwanis International            | \$ -                     | \$ 262,881          |
| Other Liabilities                       | 5,490                    | 4,218               |
| Net Assets-Unrestricted                 | 1,704,164                | 1,511,512           |
| Net Assets-Temporarily Restricted       | 38,586                   | 129,485             |
| <b>TOTAL LIABILITIES AND NET ASSETS</b> | <b>\$ 1,748,240</b>      | <b>\$ 1,908,096</b> |

| STATEMENTS OF ACTIVITIES              | Year Ended September 30, 2011 |                        |                     | Year Ended September 30, 2010 |                        |                     |
|---------------------------------------|-------------------------------|------------------------|---------------------|-------------------------------|------------------------|---------------------|
|                                       | Unrestricted                  | Temporarily Restricted | Total               | Unrestricted                  | Temporarily Restricted | Total               |
| <b>REVENUES:</b>                      |                               |                        |                     |                               |                        |                     |
| Membership dues                       | \$ 1,634,045                  | \$ -                   | \$ 1,634,045        | \$ 1,609,390                  | \$ -                   | \$ 1,609,390        |
| Service Leadership Program fees       | 332,792                       | -                      | 332,792             | -                             | -                      | -                   |
| Registration fees                     | 630,761                       | -                      | 630,761             | 242,417                       | -                      | 242,417             |
| Investment income (loss)              | (6,776)                       | -                      | (6,776)             | 123,130                       | -                      | 123,130             |
| Subsidies from Kiwanis International  | 756,269                       | -                      | 756,269             | 264,411                       | -                      | 264,411             |
| Contributions and grants              | -                             | 725,173                | 725,173             | -                             | 798,192                | 798,192             |
| Advertising and other                 | 41,887                        | -                      | 41,887              | 49,546                        | -                      | 49,546              |
| Net assets released from restrictions | 816,072                       | (816,072)              | -                   | 668,707                       | (668,707)              | -                   |
| <b>TOTAL REVENUES</b>                 | <b>\$ 4,205,050</b>           | <b>\$ (90,899)</b>     | <b>\$ 4,114,151</b> | <b>\$ 2,957,601</b>           | <b>\$ 129,485</b>      | <b>\$ 3,087,086</b> |
| <b>EXPENSES:</b>                      |                               |                        |                     |                               |                        |                     |
| Governance                            | \$ 145,881                    | \$ -                   | \$ 145,881          | \$ 114,622                    | \$ -                   | \$ 114,622          |
| Convention                            | 283,541                       | -                      | 283,541             | 404,737                       | -                      | 404,737             |
| Leadership, education and development | 1,101,342                     | -                      | 1,101,342           | 255,840                       | -                      | 255,840             |
| Magazine                              | 121,462                       | -                      | 121,462             | 161,766                       | -                      | 161,766             |
| Membership and club development       | 692,052                       | -                      | 692,052             | 461,636                       | -                      | 461,636             |
| Communications                        | 218,627                       | -                      | 218,627             | 173,533                       | -                      | 173,533             |
| Grants                                | 892,678                       | -                      | 892,678             | 792,352                       | -                      | 792,352             |
| General and administrative            | 556,815                       | -                      | 556,815             | 243,183                       | -                      | 243,183             |
| <b>TOTAL EXPENSES</b>                 | <b>\$ 4,012,398</b>           | <b>\$ -</b>            | <b>\$ 4,012,398</b> | <b>\$ 2,607,669</b>           | <b>\$ -</b>            | <b>\$ 2,607,669</b> |
| <b>SURPLUS (DEFICIT)</b>              | <b>\$ 192,652</b>             | <b>\$ (90,899)</b>     | <b>\$ 101,753</b>   | <b>\$ 349,932</b>             | <b>\$ 129,485</b>      | <b>\$ 479,417</b>   |

## Paid Membership

## Key Club

|            |         |
|------------|---------|
| 2005       | 243,422 |
| 2006       | 238,071 |
| 2007       | 244,106 |
| 2008       | 244,175 |
| 2009       | 249,619 |
| 2010       | 259,469 |
| 2011       | 262,392 |
| since 2005 | 7.8%    |
| since 2010 | 1.1%    |

## Paid Clubs

## Key Club

|            |       |
|------------|-------|
| 2005       | 4,812 |
| 2006       | 4,847 |
| 2007       | 4,900 |
| 2008       | 4,930 |
| 2009       | 4,945 |
| 2010       | 4,989 |
| 2011       | 4,984 |
| since 2005 | 3.6%  |
| since 2010 | -0.1% |

## KIWANIS INTERNATIONAL AND AFFILIATES CONSOLIDATED STATEMENT

## STATEMENTS OF FINANCIAL POSITION (000's)

September 30, 2011 and 2010

|  | 2011             | 2010             |
|--|------------------|------------------|
| <b>ASSETS:</b>                               |                  |                  |
| Cash and equivalents                         | \$ 4,647         | \$ 4,780         |
| Investments                                  | 30,231           | 30,414           |
| Receivables                                  | 343              | 820              |
| Contributions receivable                     | 1,484            | 42               |
| Merchandise inventory                        | 537              | 779              |
| Prepaid expenses and other                   | 1,018            | 776              |
| Beneficial interest in assets held by others | 133              | 73               |
| Advances to affiliates                       | 49               | 1                |
| Cash value of life insurance contracts       | 186              | 177              |
| Property and equipment                       | 5,875            | 6,214            |
| <b>TOTAL ASSETS</b>                          | <b>\$ 44,503</b> | <b>\$ 44,076</b> |
| <b>LIABILITIES:</b>                          |                  |                  |
| Accounts payable and accrued expenses        | \$ 1,682         | \$ 1,579         |
| Accounts payable-affiliates                  | 46               | 34               |
| Grants payable                               | 44               | 82               |
| Deferred revenue and other liabilities       | 157              | 259              |
| Liability insurance accrual                  | 1,061            | 982              |
| Annuities payable                            | 163              | 173              |
| <b>TOTAL LIABILITIES</b>                     | <b>\$ 3,153</b>  | <b>\$ 3,109</b>  |
| <b>NET ASSETS (DEFICIENCY):</b>              |                  |                  |
| Unrestricted                                 | \$ 27,261        | \$ 28,714        |
| Temporarily restricted                       | 3,228            | 1,625            |
| Permanently restricted                       | 10,861           | 10,628           |
| <b>TOTAL NET ASSETS</b>                      | <b>\$ 41,350</b> | <b>\$ 40,967</b> |
| <b>TOTAL LIABILITIES &amp; NET ASSETS</b>    | <b>\$ 44,503</b> | <b>\$ 44,076</b> |

## STATEMENTS OF ACTIVITIES (000's)

September 30, 2011 and 2010

|   | Year ending September 30, 2011 |                        |                        |                  | Year ending September 30, 2010 |                        |                        |                  |
|---|--------------------------------|------------------------|------------------------|------------------|--------------------------------|------------------------|------------------------|------------------|
|   | UNRESTRICTED                   | TEMPORARILY RESTRICTED | PERMANENTLY RESTRICTED | TOTAL            | UNRESTRICTED                   | TEMPORARILY RESTRICTED | PERMANENTLY RESTRICTED | TOTAL            |
| <b>REVENUES:</b>                        |                                |                        |                        |                  |                                |                        |                        |                  |
| Membership dues, fees and subscriptions | \$ 16,822                      | \$ -                   | \$ -                   | \$ 16,822        | \$ 18,068                      | \$ -                   | \$ -                   | \$ 18,068        |
| Contributions                           | 613                            | 5,488                  | 293                    | 6,394            | 1,790                          | 1,215                  | 351                    | 3,356            |
| Merchandise sales                       | 1,789                          | -                      | -                      | 1,789            | 2,051                          | -                      | -                      | 2,051            |
| Advertising                             | 180                            | -                      | -                      | 180              | 119                            | -                      | -                      | 119              |
| Investment income (loss), net of fees   | 166                            | (51)                   | -                      | 115              | 2,250                          | 157                    | -                      | 2,407            |
| Grants and other                        | 156                            | -                      | -                      | 156              | 314                            | -                      | -                      | 314              |
|   | 19,726                         | 5,437                  | 293                    | 25,456           | 24,592                         | 1,372                  | 351                    | 26,315           |
| Net assets released from restriction    | 3,810                          | (3,756)                | (54)                   | -                | 1,128                          | (1,128)                | -                      | -                |
| <b>TOTAL REVENUES</b>                   | <b>\$ 23,536</b>               | <b>\$ 1,681</b>        | <b>\$ 239</b>          | <b>\$ 25,456</b> | <b>\$ 25,720</b>               | <b>\$ 244</b>          | <b>\$ 351</b>          | <b>\$ 26,315</b> |
| <b>EXPENSES:</b>                        |                                |                        |                        |                  |                                |                        |                        |                  |
| Membership growth and education         | \$ 3,414                       | \$ -                   | \$ -                   | \$ 3,414         | \$ 2,271                       | \$ -                   | \$ -                   | \$ 2,271         |
| Communications                          | 1,160                          | -                      | -                      | 1,160            | 1,183                          | -                      | -                      | 1,183            |
| International convention                | 2,220                          | -                      | -                      | 2,220            | 2,623                          | -                      | -                      | 2,623            |
| Service Leadership Programs             | 389                            | -                      | -                      | 389              | 1,975                          | -                      | -                      | 1,975            |
| Global services                         | 917                            | -                      | -                      | 917              | 1,464                          | -                      | -                      | 1,464            |
| Merchandise, including cost of sales    | 2,101                          | -                      | -                      | 2,101            | 1,996                          | -                      | -                      | 1,996            |
| Magazine                                | 1,402                          | -                      | -                      | 1,402            | 1,276                          | -                      | -                      | 1,276            |
| Liability insurance                     | 1,611                          | -                      | -                      | 1,611            | 1,796                          | -                      | -                      | 1,796            |
| Eliminate Project                       | -                              | -                      | -                      | -                | 147                            | -                      | -                      | 147              |
| Grants, programs and education          | 2,855                          | -                      | -                      | 2,855            | 1,528                          | -                      | -                      | 1,528            |
| General and administrative              | 4,016                          | -                      | -                      | 4,016            | 3,164                          | -                      | -                      | 3,164            |
| Membership services                     | 1,499                          | -                      | -                      | 1,499            | 1,164                          | -                      | -                      | 1,164            |
| Governance                              | 1,456                          | -                      | -                      | 1,456            | 1,074                          | -                      | -                      | 1,074            |
| Fundraising                             | 1,862                          | -                      | -                      | 1,862            | 418                            | -                      | -                      | 418              |
| Bad debt expense and other              | 56                             | 78                     | 6                      | 140              | 207                            | -                      | 859                    | 1,066            |
| Change in value of annuities            | 31                             | -                      | -                      | 31               | 6                              | -                      | -                      | 6                |
| <b>TOTAL EXPENSES</b>                   | <b>\$ 24,989</b>               | <b>\$ 78</b>           | <b>\$ 6</b>            | <b>\$ 25,073</b> | <b>\$ 22,292</b>               | <b>\$ -</b>            | <b>\$ 859</b>          | <b>\$ 23,151</b> |
| <b>CHANGE IN NET ASSETS</b>             | <b>\$ (1,453)</b>              | <b>\$ 1,603</b>        | <b>\$ 233</b>          | <b>\$ 383</b>    | <b>\$ 3,428</b>                | <b>\$ 244</b>          | <b>\$ (508)</b>        | <b>\$ 3,164</b>  |