City of Newton
Long-Range Financial Plan
&
Five-Year Financial
Forecast
FY2026 - FY2030

Mayor Ruthanne Fuller October 7, 2024

WHAT ARE WE GOING TO COVER TONIGHT???

- ☐ FY2024 Actuals & June 30, 2024 Certified Free Cash
- ☐ FY2025 Budget vs FY2025 Forecast
- Understanding Our Revenue Forecasts FY2026 and Beyond
- Understanding Our Major Cost Drivers FY2026 and Beyond
- What is our Pathway Forward



Free Cash = Excess Revenues & Unexpended Appropriations

FY2022 - \$28.8 M

Eversource Principal & Interest - \$12.4 MExtraordinary Free Cash Levels

New Falls PILOT Payment - \$2.2 MFY202 2 — FY2024 > \$23 Million Each Year
Rooms & Meals Taxes - \$1.4 M

SPED/Medicaid Reimbursements - \$1.8 M

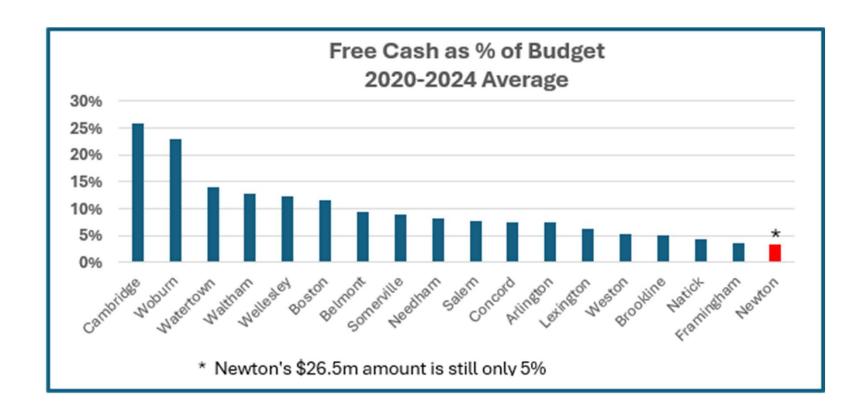
FY2024 - \$23.6 M Interest Income - \$11.6 M Motor Vehicle Excise Tax - \$2.1 M Rooms & Meals Tax - \$1.0 M Building Permits - \$3.8 M

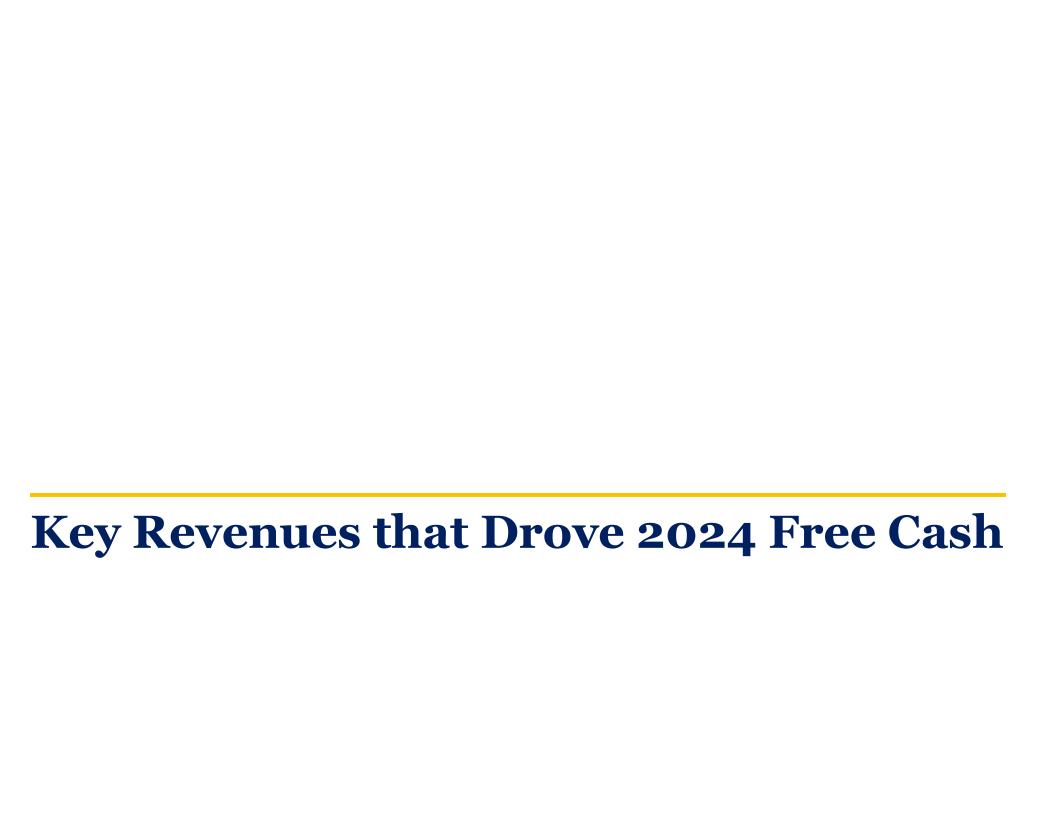
Building Permits - \$4.0 M

FY22 Free Cash was \$15.8 Million more than any time in the Prior Decade

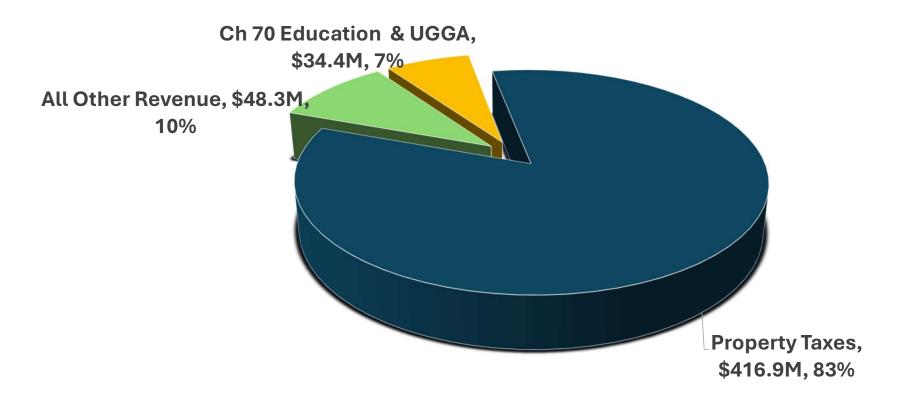


FY2025 Budget = \$ 525 M Free Cash @ 2.5% - \$13.75 M





Fiscal Year 2024 – Property Taxes = \$416.9M



Excise Tax FY2024 Actual - \$15.65M (\$ Million)

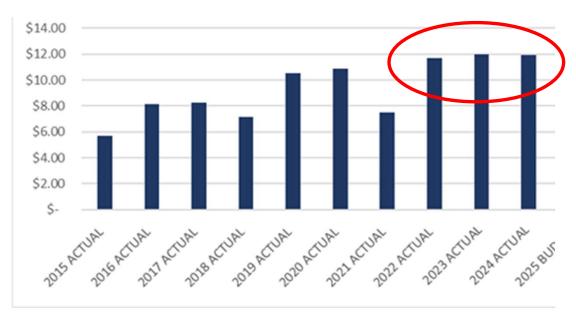
FY24 Excise Tax Revenue - \$1.6 Million Above Previous Maximum



Inspectional Services FY2024 Actual \$11.95M

(\$ Millions)

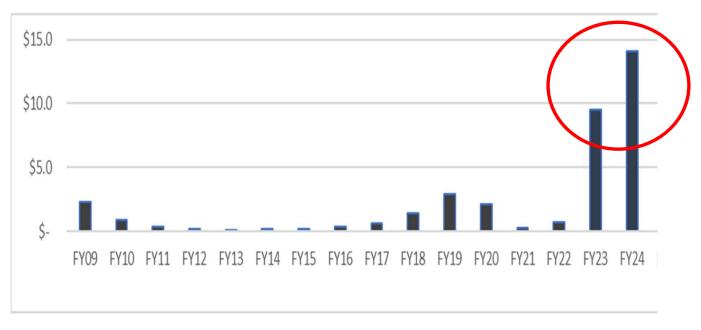
Last 3 Years - Higher than Ever Before



Revenue from Interest Income FY2024 Actual Income - \$14.1M

(\$ millions)

Unprecedented Interest Income



Free Cash – Strategic Utilization

FY2022 and FY2023 Free Cash Appropriations – Reduce Future Debt Service NPS: \$18.7 Million Municipal: \$5.0 Million

Supplement NPS Operating Budget	Annual S	<u>Savings</u>
\$10 Million Cash Payment to new Lincoln-Eliot at 150 Jackson Road to free up		
\$600K of annual operating funds which have been permanently added to NPS appropriation	\$ 600 K	30 yrs
Reduce Debt Service – Support NPS Budget - \$8.7 M		
Replacement of the two turf fields at Newton South High School (\$3.2M)	\$ 380 K	10 yrs
Replacement of the turf field at Newton North High School (\$2.4M)	\$ 285 K	10 yrs
Replace Entire Roof System – Peirce & Mason Rice Elementary Schools (\$2.3M)	\$ 200 K	15 yrs
Newton North Pool Air Handling Unit (\$425K)	\$ 50 K	10 yrs
Replace Chiller – Newton South Building H (\$350K)	\$ 41 K	10 yrs
Reduce Debt Service – Support Municipal Budget \$5.0 M		
Large Vehicle/Construction Equipment and Sidewalk Plows (\$2.3M)	\$ 270 K	10 yrs
Fire Engine #7 (\$800K)	\$ 95 K	15 yrs
Fire Station #2 – Installation of Heat Pumps (\$350K)	\$ 50 K	10 yrs
 Replacement of Newton Free Library HVAC System (\$1.2M) 	\$ 140 K	10 yrs

\$2.1 MILLION

TOTAL ONE-TIME FUNDS TURNED INTO MULTI-YEAR FUNDING

FY2022 and FY2023 Free Cash Appropriations – One-Time Investments NPS: \$6.9 Million Municipal: \$7.0 Million

One-Time Improvements/Investments	One-Time Investments
 NPS Educational Stabilization Fund 	\$ 3.800 M
■ Toilet Room Upgrades – Day Middle, Mason Rice, Bowen,	
Memorial Spaulding, Peirce	\$ 1.275 M
Curriculum Investments	\$ 925 K
 Replace Parking Area – Brown Middle School 	\$ 300 K
 Williams Elementary Improvements – Auditorium Ceiling, 	
Playground, Toilet Room	\$ 325 K
 Install New PA Systems – Bigelow and Brown Middle Schools 	\$ 300 K
Paving, Road Improvements and Traffic Calming	\$ 5.250 M
Police Headquarters – Repave Parking Lot and Install Fencing	\$ 600 K
Police IT	\$ 640 K
Police Cruisers	\$ 260 K
Election Equipment	\$ 250 K
TOTAL ONE-TIME INVESTMENTS	\$13.9 MILLION

FY 2025 Proposed Free Cash Appropriations NPS: \$ 5.4 Million Municipal: \$ 5.0 Million

> FY2025 Projected Free Cash Appropriations for NPS - \$5.4 Million

NPS Educational Stabilization Fund	\$2	.000 M
NPS Math Curriculum	\$2	M 000.
NPS Phone over Internet (VoIP) Technology – NNHS & NSHS	\$	300 K
NPS Small Capital Projects	\$	700 K
McKinney Vento Transportation & Foster Aid Prior Year	\$	381 K

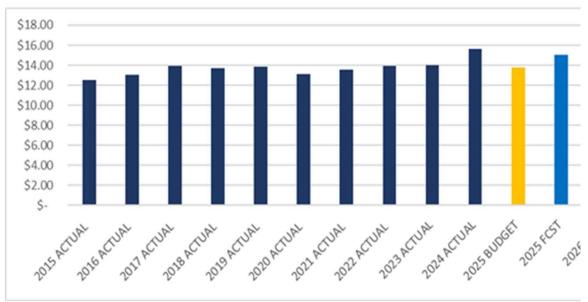
FY2025 Projected Free Cash Appropriations for Municipal Purposes - \$5.0 Million

Replacement of Fire Ladder 3	\$1.800 M
 PFAS-Free Protective Fire Gear 	\$1.000 M
 Police and Fire Building Security Upgrades 	\$ 225 K
Traffic Calming	\$ 200 K
■ DPW Fleet Replacement	\$1.000 M
 Small Municipal Capital Projects 	\$ 775 K

FY2025 Forecast

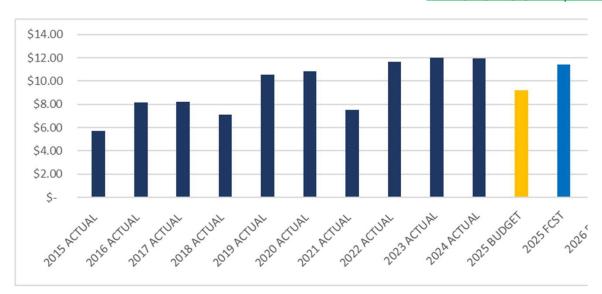
Excise Tax FY2024 Actual - \$15.65M (\$ Million)

FY2025 FCST = \$15.0 M



Inspectional Services FY2024 Actual \$11.95M (\$ Millions)

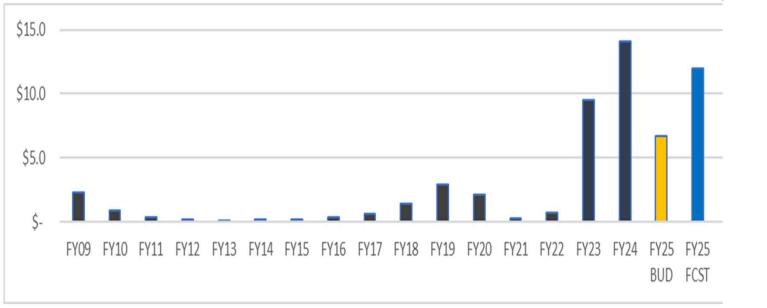
FY2025 FCST = \$11.4 M



Revenue from Interest Income FY2024 Actual Income - \$14.1M

(\$ millions)

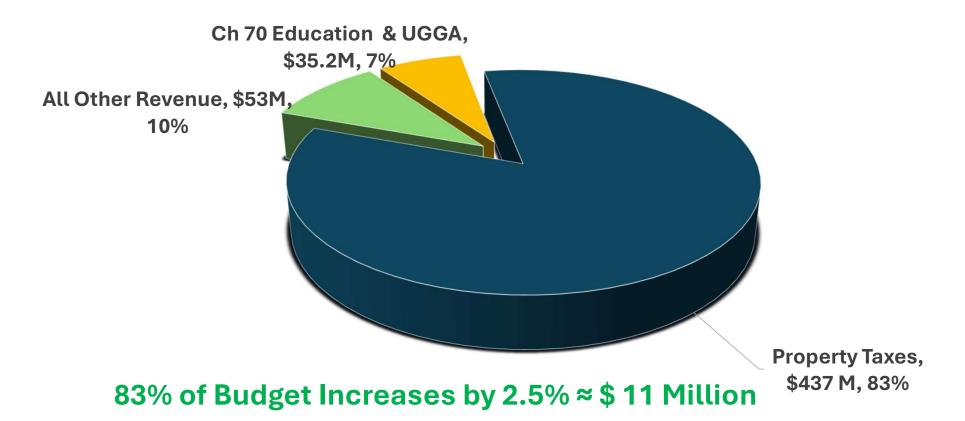
FY2025 FCST = \$12 M



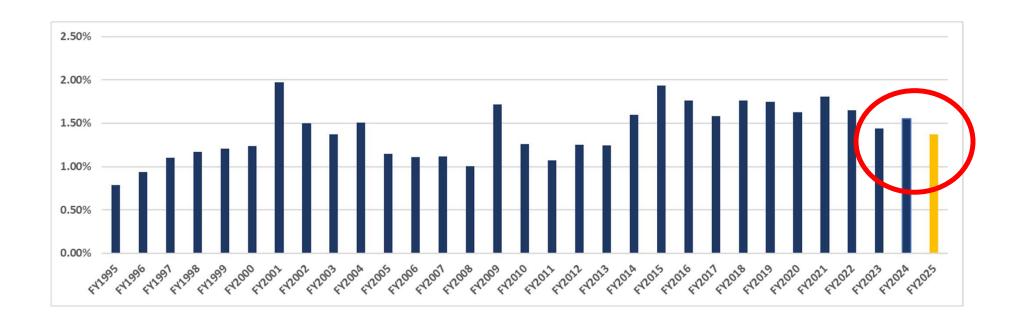
Understanding Our Revenue Forecasts FY2026 through FY2030

Property Taxes – Proposition 2 ½ and New Growth

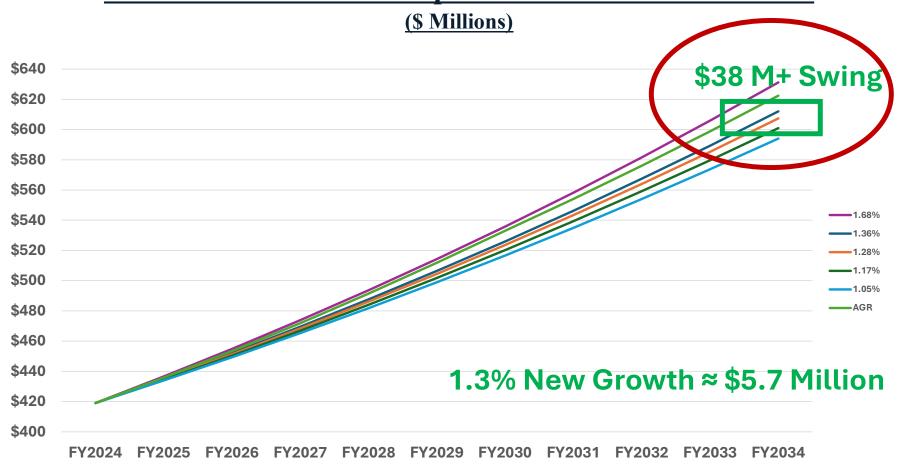
Fiscal Year 2025 – Property Taxes = \$437M



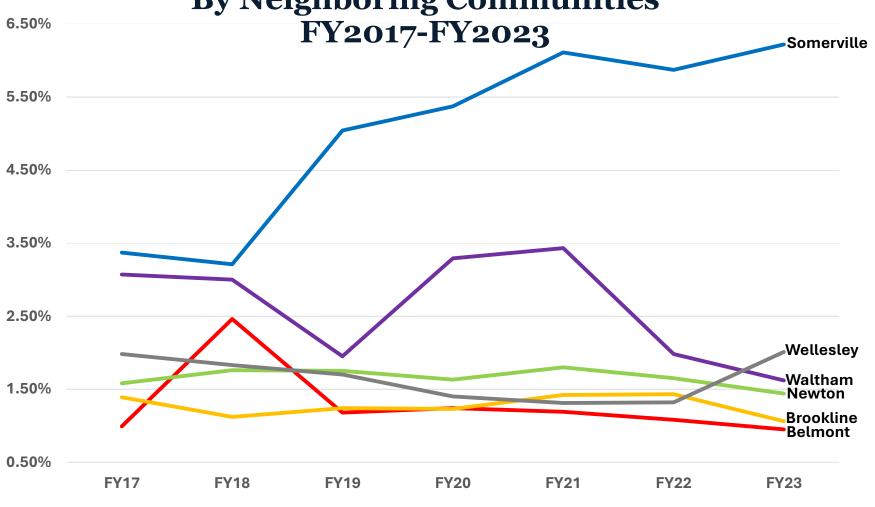
New Growth as a Percent of Property Tax Levy 30 Year Average = 1.41% 20 Year Average = 1.47% Current Projection – October 2024 = 1.37% - Lowest in >10 Years



Total Revenue through FY2035 New Growth & Redevelopment Ratios:1.05% - 1.67%



New Growth Percentage Increases By Neighboring Communities



Other Important Revenues

Excise Tax FY2024 Actual - \$15.65M (\$ Million)

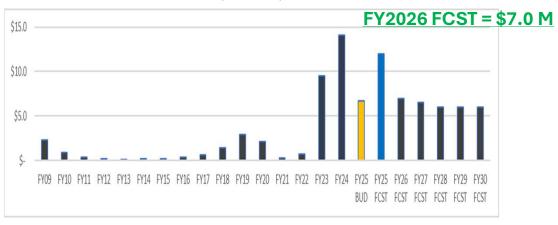
Inspectional Services FY2024 Actual \$11.95M





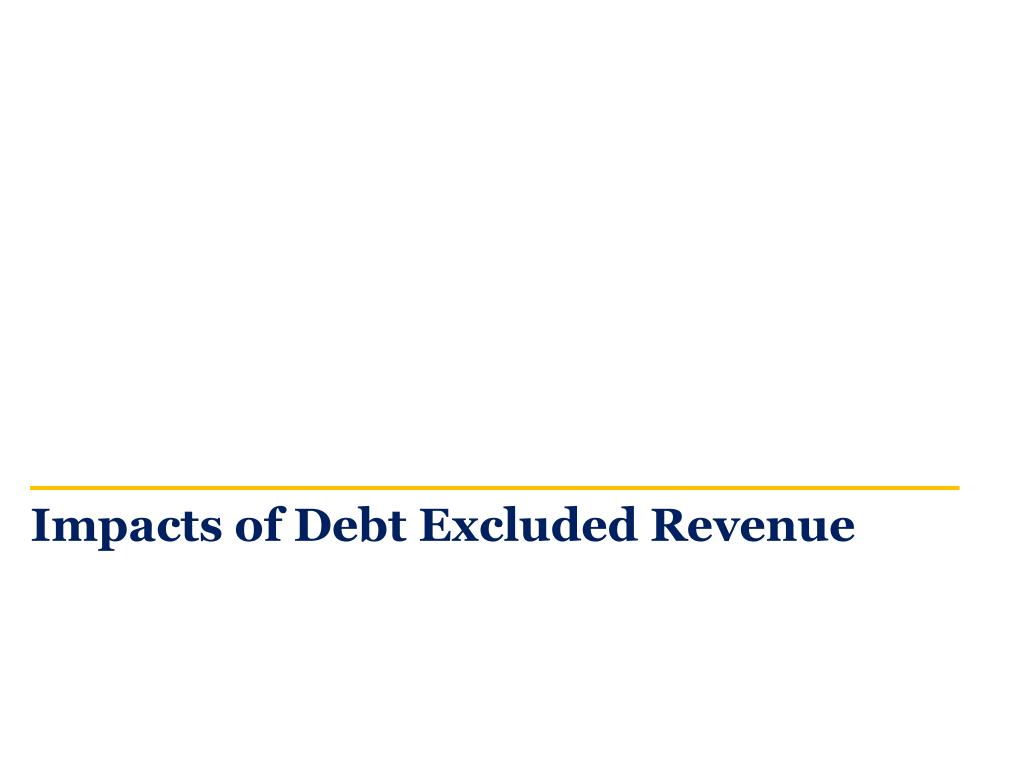


Revenue from Interest Income FY2024 Actual Income - \$14.1M (\$ Millions)

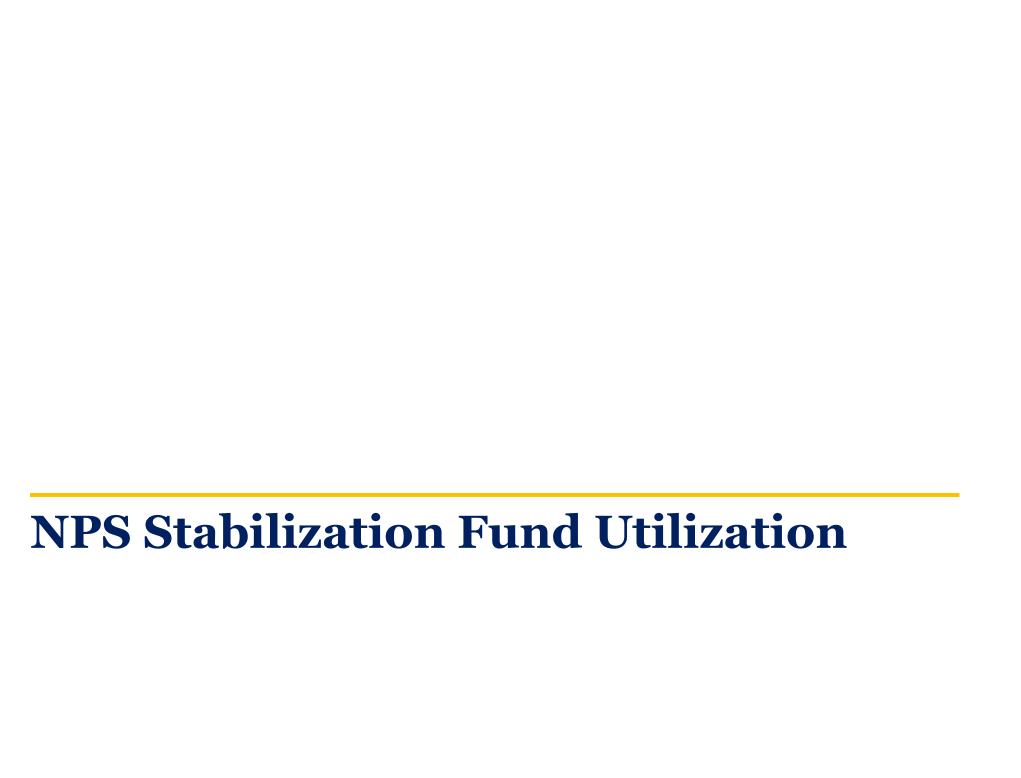


	ΔΝ	IALYSIS OF REVEN	UF			
	FY2025 BUDGET/I		_			
	2025 BUDGET	2026 FCST	2027 FCST	2028 FCST	2029 FCST	2030 FCST
TOTAL REVENUE PROJECTION	\$ 525,419,465	\$ 547,255,010	\$ 568,765,519	\$ 587,563,517	\$ 608,234,285	\$ 627,398,389
% Increase		4.16%	3.93%	3.31%	3.52%	3.15%





				YSIS OF REVEN								
		2025 BUDGET/F							-		-	
		DJUSTED FOR VO)TE		ÆΒ				1		\leftarrow	
	_	2025 BUDGET		2026 FCST		2027 FCST		2028 FCST		2029 FCST		2030 FCST
TOTAL REVENUE PROJECTION	\$	525,419,465	\$	547,255,010	\$	568,765,519	\$	5 587,563,517	\$	6 608,234,285	\$	627,398,389
% Increase				4.16%		3.93%		3.31%	,	3.52%		3.15%
LESS: 2013 DEBT EXCLUSION	\$	3,199,319	\$	3,099,728	\$	3,094,103	\$	3,079,253	\$	3,067,328	\$	3,057,901
LESS: 2023 DEBT EXCLUSION	<u>\$</u>	470,888	\$	1,571,320	\$	3,569,320	\$	5,993,320	\$	7,073,320	\$	6,813,320
LESS TOTAL REV - DEBT EXCLU	\$	3,670,207	\$	4,671,048	\$	6,663,423	\$	9,072,573	\$	10,140,648	\$	9,871,221
									_		_	
ANNUAL INCREASE IN DEBT EXCLUDED REV			\$	1,000,841	\$	1,992,375	\$	2,409,150	\$	1,068,075	\$	(269,427)
				27%		43%		36%		12%	+ ·	-3%
							_					
TOTAL REVENUE W/O DEBT EXCL	\$	521,749,258	\$	542,583,961	\$	562,102,096	\$	5 578,490,944	\$	5 598,093,637	\$	617,527,167
% Increase				3.99%		3.60%		2.92%		3.39%		3.25%



				AN	IAL	YSIS OF REVEN	UE							
			FY2	2025 BUDGET/F	FY2(026 THROUGH I	FY2	2030 FORECAST						
			ΑD	JUSTED FOR V	OTE	R APPROVED D	EB	T EXCLUSIONS						
		 2025 BUDGET	_	2025 FCST		2026 FCST	_	2027 FCST	_	2028 FCST	_	2029 FCST	_	2030 FCST
TOTAL REVENUE PI	ROJECTION	\$ 525,419,465	\$	534,023,295	\$	547,255,010	\$	568,765,519	\$	587,563,517	\$	608,234,285	\$	627,398,389
% Increase						4.16%		3.93%		3.31%		3.52%		3.15%
LESS: 2013 DEBT EX	CLUSION	\$ 3,199,319	\$	3,199,319	\$	3,099,728	\$	3,094,103	\$	3,079,253	\$	3,067,328	\$	3,057,901
LESS: 2023 DEBT EX	CLUSION	\$ 470,888	\$	470,888	\$	1,571,320	\$	3,569,320	\$	5,993,320	\$	7,073,320	\$	6,813,320
LESS TOTAL REV - D	DEBT EXCLU	\$ 3,670,207	\$	3,670,207	\$	4,671,048	\$	6,663,423	\$	9,072,573	\$	10,140,648	\$	9,871,221
					\$	1,000,841	\$	1,992,375	\$	2,409,150	\$	1,068,075	\$	(269,427)
					Ė	27%		43%		36%		12%		-3%
TOTAL REVENUE W	//O DEBT EXCL	\$ 521,749,258	\$	530,353,088	\$	542,583,961	\$	562,102,096	\$	578,490,944	\$	598,093,637	\$	617,527,167
% Increase				_		3.99%		3.60%		2 92%		3.39%		3.25%

NPS EDU STABILIZATION FUND \$ 4,100,000 \$ 5,100,000 \$ 6,100,000 \$ 4,100,000 \$ 4,108,299 \$ 3,215,378

REV W/O DEBT EXCL & NPS STAB % Increase

\$ 517,649,258 \$ 537,483,961 \$ 556,002,096 \$ 574,390,944 \$ 593,985,338 \$ 614,311,789 3.83% 3.45% 3.31% 3.41% 3.42%

Major Cost Drivers

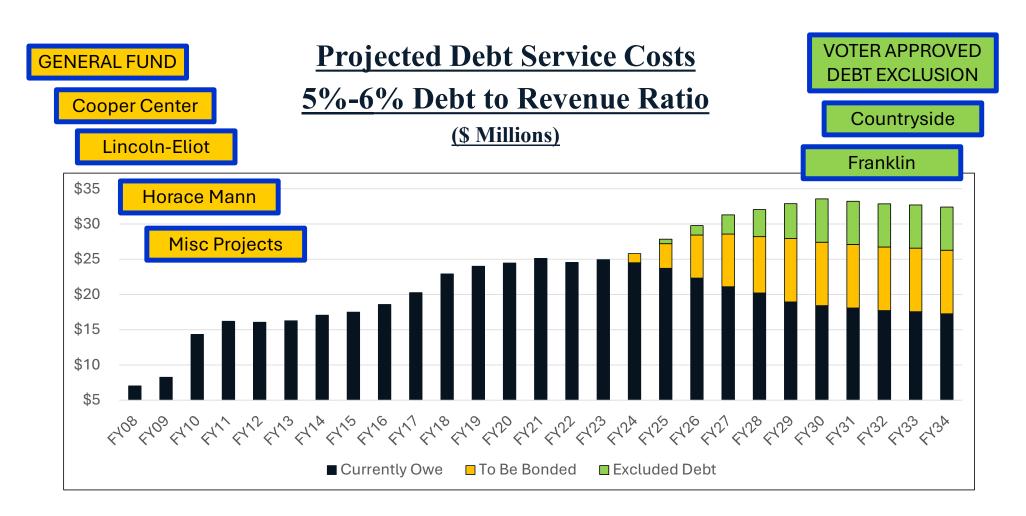
Major Cost Drivers

☐ Understanding the Expenditure Forecast
 ☐ Debt Service on NPS and City Projects
 ☐ Pensions
 ☐ Other Post Employment Benefits (OPEB)
 ☐ Newton Public Schools
 ☐ Collective Bargaining Agreements - Salaries, Compensation & Benefits

☐ Health Insurance

Debt Service

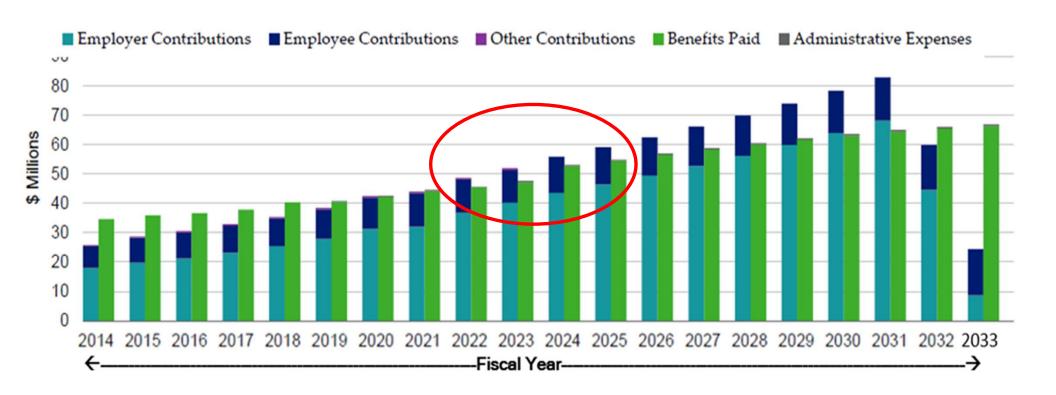
Investment in School & City Buildings, Fleet, Bridges, Equipment, Parks, Transportation Initiatives, Water/Sewer/Stormwater Systems



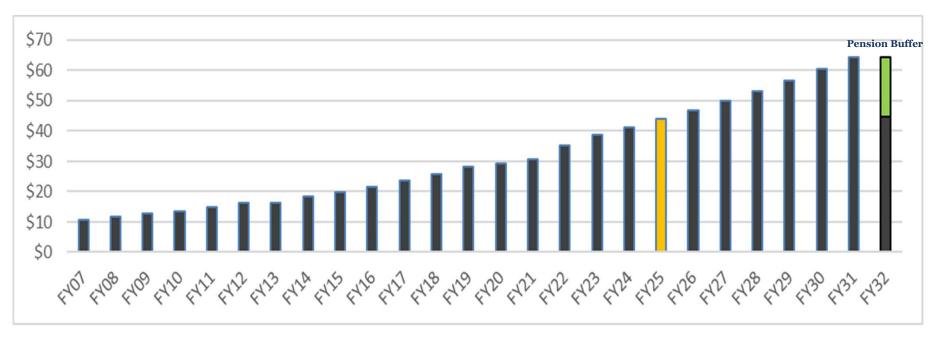
RISING CONSTRUCTION COSTS & HIGH INTEREST RATES



CONTRIBUTIONS IN vs BENEFITS PAID OUT

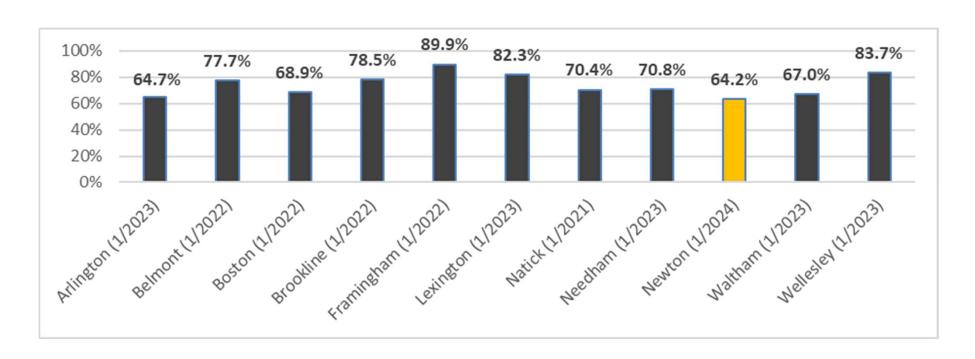


Projected Newton Contributory Retirement System Funding Schedule through 2032 – 6.6% Annual Increase



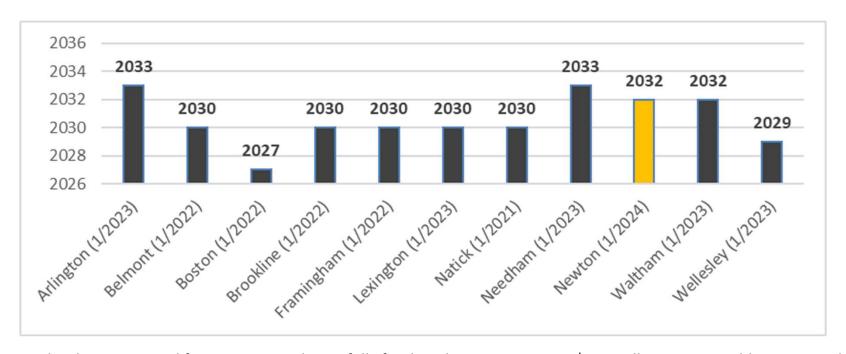
64.2 % Funded 100% Funded

Current Pension System Funding by Community January 1, 2024 – or Most Recent Available





PROJECTED ACHIEVEMENT OF FULL FUNDING



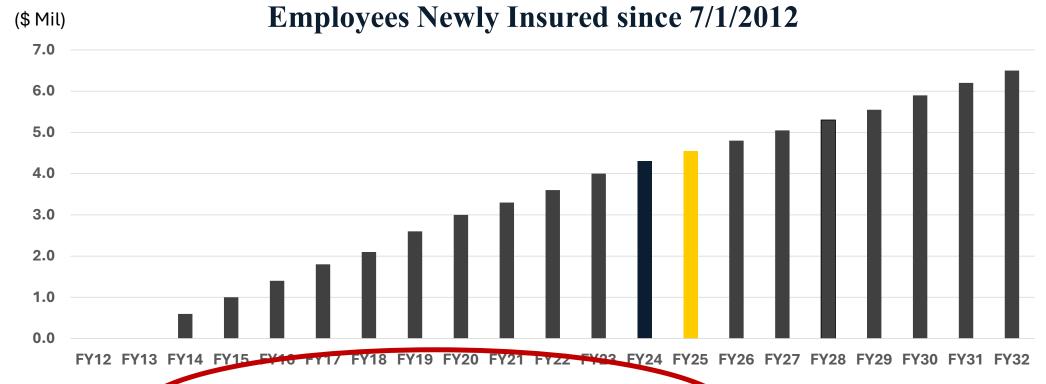
Quincy has been removed from comp set, due to fully funding their pension via a \$475 million Pension Obligation Bond

Pension Obligation Bonds

O.P.E.B. Liability (\$465 M)

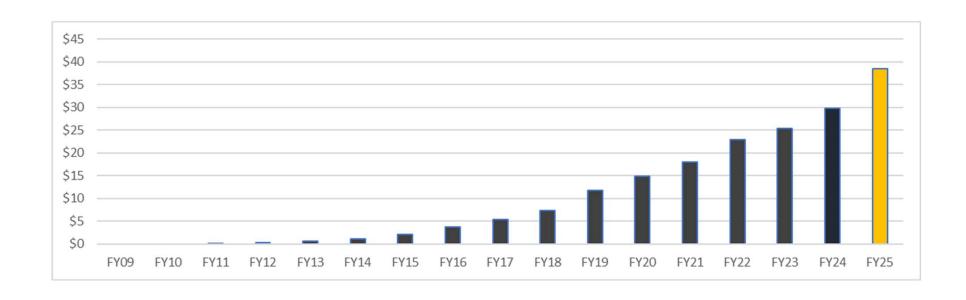
Other Post Employment Benefits/Retiree Health Insurance

OPEB Contribution Projectionsof

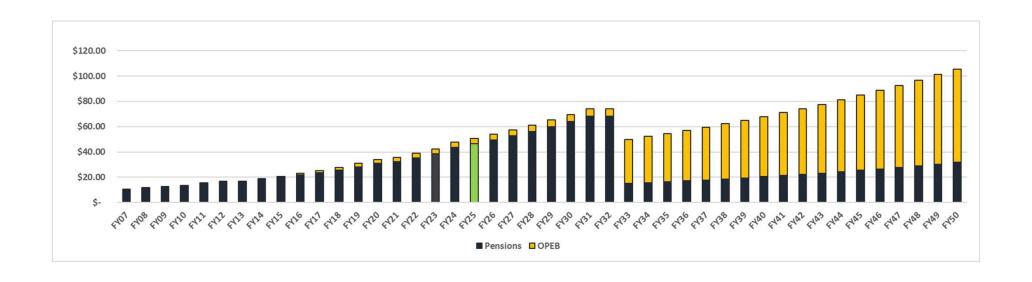


OPEB Percentage 2.5% 3% 3.25% 3.25% 3.25% 3.5% 3.6% 3.6% 3.65% 3.7% 3.75% 3.75% 3.8% 3.85% 3.9% 3.95% 4.0% 4.05% 4.1% 405 Employees 400 645 789 942 1,041 1,179 1,254 1,395 1,400 1,445 1,466 1,515

OPEB Actual Trust Fund Total – June 30, 2024 - \$38.42M Balances effective July 1, of each FY FY2025 Budget \$4.24 Million

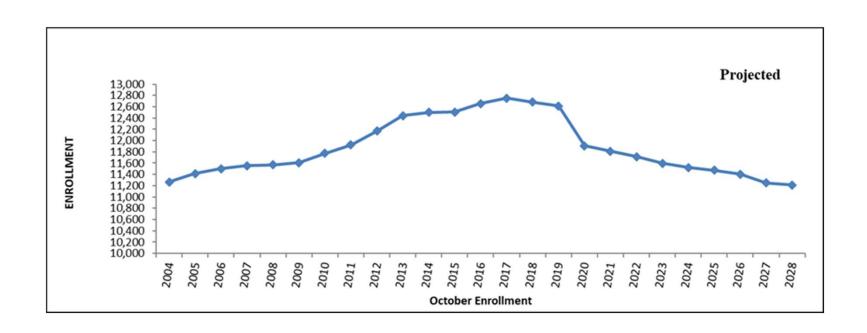


OPEB Funding Strategy The Challenge is Getting to FY2032 and FY2045



NPS - Newton Public Schools

Newton Public Schools – Projected Enrollment October 2024 – 11,522



	Newton Pul	olic	Schools projec	tec	d Budget					
	FY2025 BUDGET/F	Y20	026 THROUGH	FY2	030 FORECAST					
Adjusted for \$2 Million Increas	se to Stabilization Fund	fro	m 2024 Free Co	ash	and NPS Mult	i- Ye	ar Forecast Uti	liza	tion Schedule	
	2025 BUDGET		2026 FCST		2027 FC5T		2028 FCST		2029 FCST	2030 FCS1
NEWTON PUBLIC SCHOOLS	\$ 278,547,007	\$	278,547,007	\$	288,296,152	\$	298,386,517	\$	308,830,046	\$ 319,639,097
Annual Increase @ 3.5%		\$	9,749,145	\$	10,090,365	\$	10,443,528	\$	10,809,052	\$ 11,187,368
TOTAL NPS OPERATING BUDGET	\$ 278,547,007	\$	288,296,152	\$	298,386,517	\$	308,830,046	\$	319,639,097	\$ 330,826,465
% Increase City Funding			3.50%		3.50%		3.50%		3.50%	3.509
NPS STABILIZATION FUND - NPS CURREN	T									
STRATEGY	\$ 4,100,000	\$	5,100,000	\$	6,100,000	\$	4,100,000	\$	4,108,299	\$ 3,215,378
NPS TOTAL AVAILABLE FUNDING	\$ 282,647,007	\$	293,396,152	\$	304,486,517	\$	312,930,046	\$	323,747,396	\$ 334,041,843
% Increase			3.80%		3.78%		2.77%	İ	3.46%	3.189





		NPS EDUCA	TIOI	NAL STABILIZA	TIO	N FUND						
FY2025 BUDGET/FY2026 THROUGH FY2030 FORECAST												
NPS EDUCATIO	N ST	ABILIZATION E	ASE	D ON NPS MA	RCI	1 2024 MULTI-	YEA	R FORECAST				
	<u> </u>	2025 BUDGET		2026 FCST		2027 FCST		2028 FCST		2029 FCST		2030 FCST
Interest Rate for Earnings on Investment		5.0%		4.0%		3.5%		3.5%		3.0%		2.5%
							_					
Beginning Balance 7/1/2024	\$	22,394,932	\$	21,264,032	\$	16,810,593	\$	11,085,464	\$	7,229,955	\$	3,215,378
Appropriation to NPS	\$	(4,100,000)	\$	(5,100,000)	\$	(6,100,000)	\$	(4,100,000)	\$	(4,108,229)	\$	(3,215,378)
Remaining Balance	\$	18,294,932	\$	16,164,032	\$	10,710,593	\$	6,985,464	\$	3,121,726	X	-/
Fcst Interest Earned	\$	921,600	\$	646,561	\$	374,871	\$	244,491	\$	93,652	\$	
Final Balance	\$	19,216,532	\$	16,810,593	\$	11,085,464	\$	7,229,955	\$	3,215,378	\$	-
Cash Infusion - December 2024	1	2,000,000	\$	-	\$	<u>-</u>	\$	_	\$	-	\$	_
Cash Infusion - Interest Earned	\$	47,500	\$	-	\$	-	\$	-	\$	-	\$	-
Final Balance	Ş	21,264,032	Ş	16,810,593	Ş	11,085,464	\$	7.229.955	_	3.215,378	\$	-

	FY2	025 BUDGET/I	Y20	25 THROUGH	FY20	030 FORECAST					
NPS EDU	CATI	ON STABILIZA	TI	BASED ON 3	.5%	ANNUAL GRO	WTH	I RATE			
	2	2025 BUDGET		2020 TOST		2027 FCST		2020 FCST	2029 FCST		2030 FCST
Interest Rate for Earnings on Investment		5.0%		4.09/		3.5%		3.5%	3.0%		2.5%
Beginning Balance 7/1/2024	\$	22,394,932	\$	21,264,032	\$	17,701,353	\$	13,775,157	\$ 9,552,443	1	4,993,027
Appropriation to NPS	5	(4,100,000)	\$	(4,243,500)	\$	(4,392,023)	\$	(4,545,743)	\$ (4,704,844)	1	(4,869,514
Remaining Balance	7	18,294,932	\$	17,020,532	\$	13,309,330	\$	9,229,414	\$ 4,847,599	\$	123,513
Fcst Interest Earned	\$	921,600	\$	680,821	\$	465,827	\$	323,029	\$ 145,428	\$	3,088
Final Balance	\$	19,216,532	\$	17,701,353	\$	13,775,157	\$	9,552,443	\$ 4,993,027	Ś	126,601
Cash Infusion - December 2024	\$	2,000,000	\$	-	\$	-	\$	-	\$ -	\$	-
Cash Infusion - Interest Earned	\$	47,500	\$	-	\$	-	\$	-	\$ -	\$	-
Final Balance	\$	21,264,032	\$	17,701,353	\$	13,775,157	\$	9,552,443	\$ 4,993,027	\$	126,601

		NPS EDUCA	TIO	NAL STADILIZA	ATIO	N FUND						
	FY2	025 BUDGET	Y20	26 THROUGH	FY2(030 FORECAST						
NPS	EDU	CATION STAB	L. 7	TION HELD FL	.AT	@ \$4.1 M PER	YEA	IR.				
	2	025 BUDGET		2026 FCST	_	ZUZ/ FCST		2028 FCST		2029 FCST		2030 FCST
Interest Rate for Earnings on Investment		5.0%		→. U%		3.5%		3.5%		3.0%		2.5%
Beginning Balance 7/1/2024	P	22,394,932	\$	21,264,032	\$	17,850,593	\$	14,231,864	\$	10,486,479	\$	6,578,073
Appropriation to NPS	\$	(4,100,000)	\$	(4,100,000)	\$	(4,100,000)	\$	(4,100,000)	\$	(4,100,000)	\$	(4,100,000)
Remaining Balance	7	18,294,932	\$	17,164,032	\$	13,750,593	\$	10,131,864	\$	6,386,479	\$	2,478,073
Fcst Interest Earned	\$	521,600	\$	686,561	\$	481,271	\$	354,615	\$	191,594	\$	61,052
Final Balance	\$	19,216,532	Ş	17,050,502	Ś	14,231,864	\$	10,486,479	Ś	6 579,075	Ş	2,540,025
Cash Infusion - December 2024	\$	2,000,000	\$		ڔ		\$		ć		ć	
Cash Infusion - Interest Earned	خ	47,500			ې خ		-		خ		\$	
Casii iiii usioii - iiiterest Ediffeu	Ş	47,500	Ş		\$		\$	-	۶		۶	-
Final Balance	\$	21,264,032	\$	17,850,593	\$	14,231,864	\$	10,486,479	\$	6,578,073	\$	2,540,025



STATUS OF CONTRACTS – CITY AND SCHOOL DEPARTMENTS

Settled through June 30, 2021

○ Newton Police Association (NPA) – 110 budgeted positions

Settled through June 30, 2024

- Teamsters 170 budgeted positions
- AFSCME 3092 & 3092B City Hall Associates 183 budgeted positions
- AFSCME 1703 Engineers 13 budgeted positions
- AFSCME 2443 Foremen 22 budgeted positions
- AFSCME 2913 Parking Control & Crossing Guards 10 full time (FT) Parking Control Officers budgeted, and 52 part time (PT) Crossing Guards budgeted
- Newton Police Superior Officers Association (NPSOA) 35 budgeted positions
- MNA Nurses 31 budgeted positions

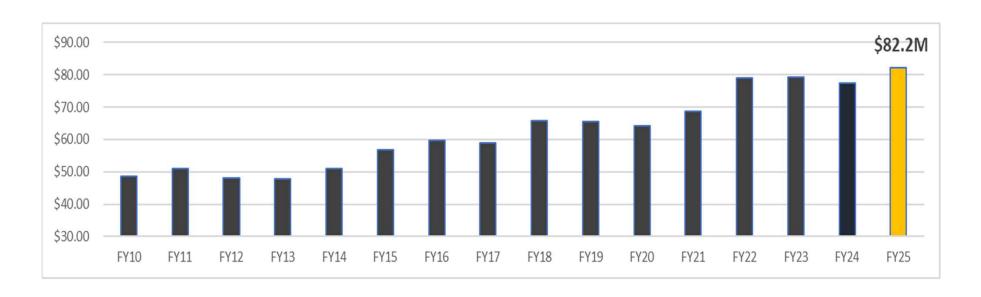
Settled through June 30, 2027

- o International Association of Firefighters (IAFF Local 863) 201 budgeted positions for FY2025
- Newton Public School Custodians Association 87 members

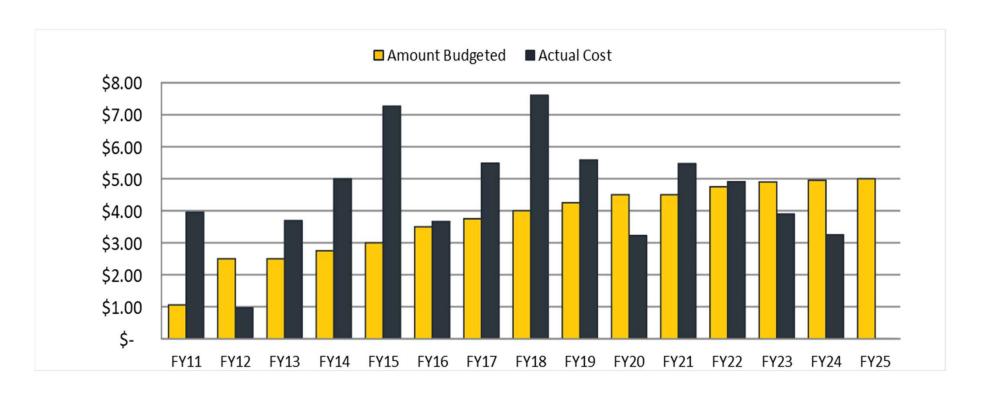
Settled through August 31, 2027

- Newton Teachers Association (NTA) 2,162 members
- Newton Educational Secretaries Association (NESA) 80 members

Total Cost of Newton's Health Insurance Program Including City, Employee and Retiree Contributions (\$ Millions)



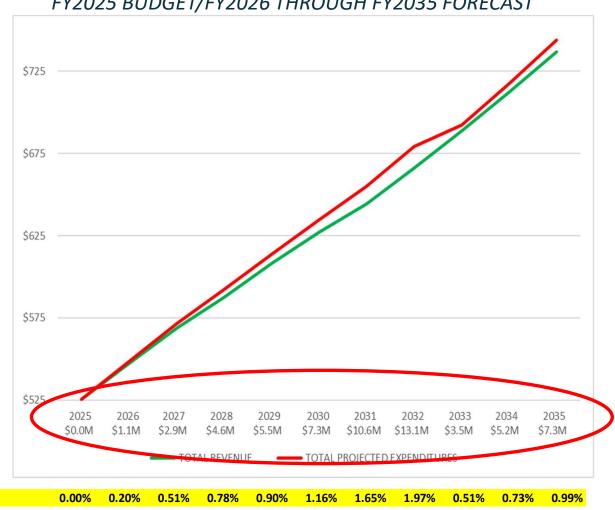
Budgeted Appropriations vs. Actual Costs of Snow and Ice Removal and Costs of Other Significant Weather Events (\$ Millions)



Our Pathway Forward

		Cit	y o	of Newton Annu	ıal	General Fund E	хре	enditure Foreca	st			
			FY2	2025 BUDGET/F	Y2(026 THROUGH	FY2	030 FORECAST				
	_	2025 BUDGET	_	2026 FCST		2027 FCST	_	2028 FCST	_	2029 FCST	_	2030 FCST
TOTAL REVENUE	\$	525,419,465	\$	547,255,010	\$	568,765,519	\$	587,563,517	\$	608,234,285	\$	627,398,389
% ANNUAL INCREASE				4.16%		3.93%		3.31%		3.52%		3.159
CURRENT PROJECTED EXPENSES												
NEWTON PUBLIC SCHOOLS	\$	268,655,412	\$	288,296,153	\$	298,386,519	\$	308,830,047	\$	319,639,098	\$	330,826,467
NPS 3.5% ANNUAL INCREASE	\$	278,058,351	\$	288,296,153	\$	298,386,519	\$	308,830,047	\$	319,639,098	\$	330,826,467
CITY PROVIDED FUNDING FOR 2 C	\$	220,000										
ADDITIONAL 0.1% INCREASE - FY2	\$	268,655										
REPURPOSE PENSION APPROPRIAT	10	N										
NPS ALLOCATION @ 3.5% GROW	\$	278,547,007	\$	288,296,153	\$	298,386,519	\$	308,830,047	\$	319,639,098	\$	330,826,467
NPS EDUCATIONAL STAB FUND	\$	4,100,000	\$	5,100,000	\$	6,100,000	\$	4,100,000	\$	4,108,299	\$	3,215,378
PROJECTED NPS AVAILABLE	\$	282,647,007	\$	293,396,153	\$	304,486,519	\$	312,930,047	\$	323,747,397	\$	334,041,845
% ANNUAL INCREASE		5.21%		3.80%		3.78%		2.77%		3.46%		3.18
MUNICIPAL EXPENDITURES	\$	157,643,905	\$	163,053,357	\$	168,760,224	\$	174,666,832	\$	180,780,171	\$	187,107,477
% ANNUAL INCREASE		4.47%		3.50%	Ė	3.50%		3.50%		3.50%		3.50
DEBT SERVICE - TOTALS	\$	26,457,703	\$	29,535,531	\$	32,106,060	\$	34,065,977	\$	34,267,668	\$	33,877,524
% ANNUAL INCREASE		4.72%		11.63%		8.70%		6.10%		0.59%		-1.149
PENSIONS & RETIREE HEALTH INS	Ś	58,670,850	\$	62,367,114	\$	66,296,242	\$	70,472,905	\$	74,912,698	Ś	79,632,198
% ANNUAL INCREASE	•	0.84%	,	6.30%	_	6.30%		6.30%	•	6.30%		6.30
TOTAL PROJECTED EXPENDITURE	¢	525,419,465	Ś	548,352,155	Ś	571,649,045	\$	592,135,761	Ś	613,707,935	\$	634,659,044
% ANNUAL INCREASE	Ą	323,413,403	Ģ	4.39%	Ą	4.25%	Ą	3.58%	Ģ	3.64%	Ą	3.41
VARIANCE +/(-)	\$	0	\$	(1,097,145)	\$	(2,883,526)	\$	(4,572,244)	\$	(5,473,649)	\$	(7,260,655
GAP AS % OF REVENUE				-0.20%		-0.51%		-0.78%		-0.90%		-1.169

City of Newton
General Fund Revenue and Expenditure Forecasted GAP
FY2025 BUDGET/FY2026 THROUGH FY2035 FORECAST



GAP AS % OF REVENUE

