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**ECONOMIC UPDATE FOR BANKING PROFESSIONALS**

**MARYLAND • VIRGINIA**

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# **THE ECONOMY IS CHANGING.**

## **Are You Ready?**

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**DR. • COMMANDER MARY KELLY**

*Leadership Economist • Speaker • Author*

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**JUNE 9, 2026**

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Scan here



Mary Kelly  
Commander/Doctor

CPAE, CSP, US Navy (ret)

*Mary*  
Kelly



# MEET YOUR PRESENTER

## DR. COMMANDER MARY KELLY

Leadership Economist • Speaker • Author

### PROFESSOR AT:

- US Naval Academy
- US Air Force Academy

### GRADUATE PROGRAM

Colorado State University

### 22-TIME PUBLISHED AUTHOR

Including: “Money Smart: How Not to Buy Cat Food If You Don’t Have a Cat”



Connect on LinkedIn  
[linkedin.com/in/drmarykelly](https://www.linkedin.com/in/drmarykelly)

## A FEW THINGS YOU SHOULD KNOW ABOUT ME

*(The stuff that doesn't fit on a resume)*



**Ran marathons...**

*...until marathons got longer.*



**Authored 22 books**

Yes, really. All while drinking coffee.



**Professor at 2 military academies**

Naval Academy • Air Force Academy



**Met my USMC husband while doing Counter Terrorism**

*Counter Terrorism has good networking opportunities.*



**Addicted to financial news and coffee**

In that order. Sometimes simultaneously.



**Often found near dogs**

*They understand economics better than most.*

*“The economy is changing. Let’s talk about what that means for you.”*

# Five Forces Shaping Banking

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# WHAT BANKERS ARE THINKING ABOUT IN 2026

## The Five Pressure Points



1

### ECONOMICS

- Interest rate trajectory
- Inflation persistence
- National debt pressure
- GDP & regional growth
- Fed policy uncertainty
- Mid-Atlantic labor market shifts

*The macro forces shaping every loan and deposit decision*



2

### CUSTOMER & CLIENT ACTIONS

- Deposit migration behavior
- Digital banking expectations
- Shifting borrowing appetite
- Small business cash needs
- Rate sensitivity rising
- Trust & relationship loyalty

*Customers are more informed and more mobile than ever*



3

### BALANCE SHEETS

- NIM compression risk
- CRE portfolio exposure
- Deposit cost escalation
- Capital adequacy ratios
- Liquidity management
- Credit quality monitoring

*Every number on the sheet tells a strategic story*



4

### WORKFORCE ISSUES

- Talent attraction & retention
- AI augmentation of roles
- Advisor vs. order-taker mindset
- Training & upskilling gaps
- Remote & hybrid models
- Generational workforce shifts

*Your best competitive advantage still wears a name tag*



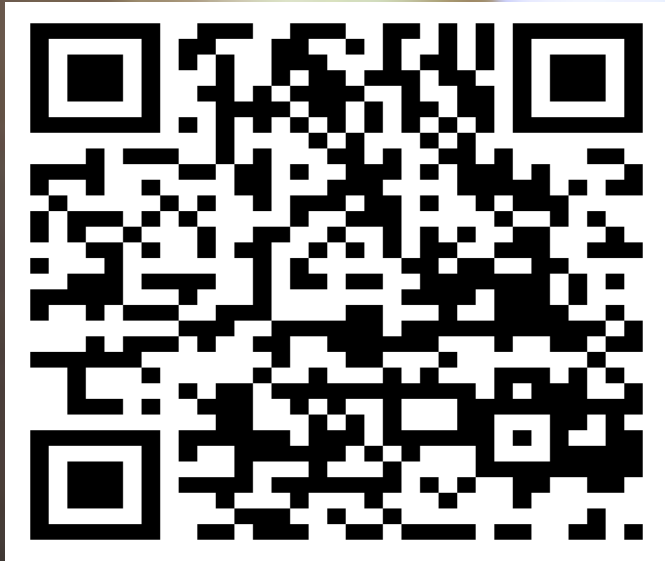
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### FUTURE STRATEGIES

- AI adoption roadmap
- Small business deepening
- Housing ecosystem lending
- Sector targeting: healthcare, tech
- Deposit-first growth model
- Becoming the trusted advisor

*The banks that plan now will lead in 2027 and beyond*

*“In 2026, the bankers who understand the pressure points will be the ones who capture the opportunity.”*



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# GLOBAL GEOPOLITICAL CRISES & THREATS



## RUSSIA'S INVASION OF UKRAINE

- Military Conflict
- Territorial Disputes
- NATO Involvement
- Sanctions



## MIDDLE EAST INSTABILITY

- Regional Conflicts (e.g., Syria, Yemen)
- Geopolitical Rivalries
- Proxy Wars



## CHINA-TAIWAN TENSIONS

- Sovereignty Claims
- Military Escalation
- US Support
- Global Trade Impacts



## IRAN & REGIONAL INFLUENCE

- Nuclear Program
- Proxy Militias
- Sanctions
- Middle East Tensions



## NORTH KOREA THREATS

- Nuclear Weapons Development
- Missile Tests
- International Isolation
- Regional Provocations



## GLOBAL TERRORISM

- Terrorist Groups
- Violent Extremism
- Recruitment and Radicalization
- Regional Attacks



## FOOD INSECURITY

- Food Shortages
- Rising Prices
- Supply Chain Disruptions
- Conflict & Climate Impact



## REFUGEE CRISES

- Displaced Populations
- Humanitarian Emergencies
- Border Conflicts
- Migration Pressures



## TARIFFS & TRADE CONFLICTS

- Economic Protectionism
- Trade Wars
- Global Supply Chain Strain
- Geopolitical Tool

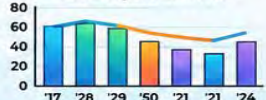
# SUMMARY OF KEY US ECONOMIC ISSUES

## LABOR FORCE PARTICIPATION

Diverse workers



Participation rate



- Factors
- Demographics
- Reekings
- Retirement

## JOBS MARKET



Jobs & Types

- Tech
- Healthcare
- Construction

## UNEMPLOYMENT TRENDS



People looking for work



- Categories
- Structural
- Frictional
- Cyclical

## WAGES

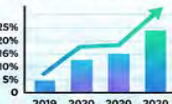


Hourly Wages

60% 75%  
30% 65%

- Paychecks
- Minimum wage
- Factors
- Productivity

## SALARIES



- Salary Levels
- Industries
- Finance
- Engineering
- Annual Income trends

## INFLATION (CPI)



- Consumer Price Index
- Purchasing power
- Purchasing power

## HOUSING MARKET



- Affordability
- Supply vs Demand
- Mortgage Rates

## INTEREST RATES



FED FUNDS RATE



- Affect borrowing
- Mortgages
- Business loans

## NATIONAL DEBT



\$39.2 TRILLION

- Government Spending
- Fiscal Policy
- Debt-to-GDP

# UNDERSTANDING KEY WORKPLACE CRISES

## TALENT LIFECYCLE



### ATTRACT

Hiring Difficulties,  
Talent Shortages,  
Weak Employer Brand



### RETAIN

High Employee Turnover,  
Lack of Opportunities,  
Competitors Luring Staff



### TRAIN

Skill Gaps & Mismatches,  
Outdated Learning  
Programs, Inadequate  
Upskilling

## CULTURE & WORKPLACE EXPERIENCE



### EMPLOYEE ENGAGEMENT

Low Commitment,  
'Quiet Quitting',  
Poor Performance



### MORALE

Widespread Burnout,  
Negativity & Pessimism,  
Reduced Enthusiasm



### COLLEGIALITY/ TEAMWORK

Poor Collaboration,  
Internal Conflicts, Silos  
& Miscommunication

## EXTERNAL & OPERATIONAL FACTORS



### REGULATIONS

Compliance Failures,  
Legal Violations,  
New Rules & Laws



### CUSTOMERS/CLIENTS

High Dissatisfaction,  
Complaints & Issues,  
Loss of Trust & Contracts



### AI (ARTIFICIAL INTELLIGENCE)

Disruption of Roles,  
Skill Obsolescence Fears,  
Implementation Challenges

# THE SITUATION OF US GROSS DOMESTIC PRODUCT (GDP)

The U.S. economy is the **world's largest** by nominal GDP  
Highly diversified, market-oriented economy

**OVER 26%**  
OF GLOBAL NOMINAL GDP

## KEY U.S. GDP STATISTICS (2025-2026 Data)

### HISTORICAL GDP DATA (Trillions)



statista

**GDP LEVEL**  
(CURRENT DOLLAR, Q4 2025)

**\$ [Trillion Amount]**

Reaching approximately **[Trillion Amount]**

Federal Reserve Economic Data | FRED | St. Louis Fed

**GDP GROWTH RATE**  
(REAL GDP, Q4 2025)

**+0.7%**  
Annual Rate

**ANNUAL GDP GROWTH**  
(2025)

**2.1%**

**GDP PER CAPITA**  
(2025, IMF)

**\$ [Per Capita Number]**

U.S. Bureau of Economic Analysis (BEA) (.gov)

**DEBT-TO-GDP RATIO**

**OVER 120%**

**MAIN DRIVERS**  
(Q4 2025)



Increases in **CONSUMER SPENDING**



Increases in **PRIVATE INVENTORY INVESTMENT**

U.S. Bureau of Economic Analysis (BEA) (.gov)

### COMPONENT GROWTH (Q4 2025)



PRIVATE GOODS-PRODUCING INDUSTRIES:  
**+4.0%**



PRIVATE SERVICES-PRODUCING INDUSTRIES:  
**+2.3%**



GOVERNMENT:  
**+2.1%**

U.S. Bureau of Economic Analysis (BEA) (.gov)

# HOW U.S. GROSS DOMESTIC PRODUCT (GDP) IS CALCULATED: EXPENDITURE APPROACH



GDP in the U.S. is primarily calculated by the **Bureau of Economic Analysis (BEA)** using the **expenditure approach**, which sums total spending on final goods and services.



$$\text{GDP} = C + I + G + (X - M)$$

Largest Component  
"C"

PERSONAL CONSUMPTION EXPENDITURES

HOUSEHOLDS BUYS



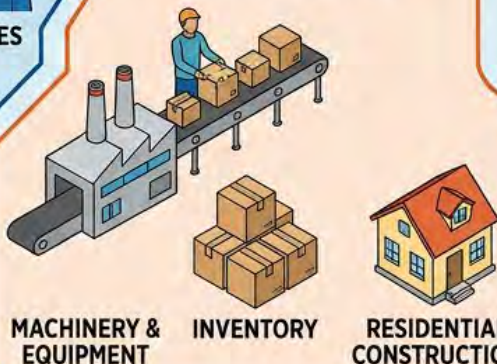
DURABLE GOODS

NON-DURABLE GOODS

SERVICES

"I" GROSS PRIVATE DOMESTIC INVESTMENT

BUSINESS SPENDING



MACHINERY & EQUIPMENT

INVENTORY

RESIDENTIAL CONSTRUCTION

"G" GOVERNMENT CONSUMPTION EXPENDITURES & GROSS INVESTMENT

FEDERAL, STATE, & LOCAL GOVERNMENTS



DEFENSE

INFRASTRUCTURE

EMPLOYEE SALARIES

(X - M)  
NET EXPORTS OF GOODS AND SERVICES



EXPORTS (X)  
- GOODS SENT ABROAD

IMPORTS (M)  
- GOODS BROUGHT IN

Negative if Imports exceed Exports

DATA SOURCES

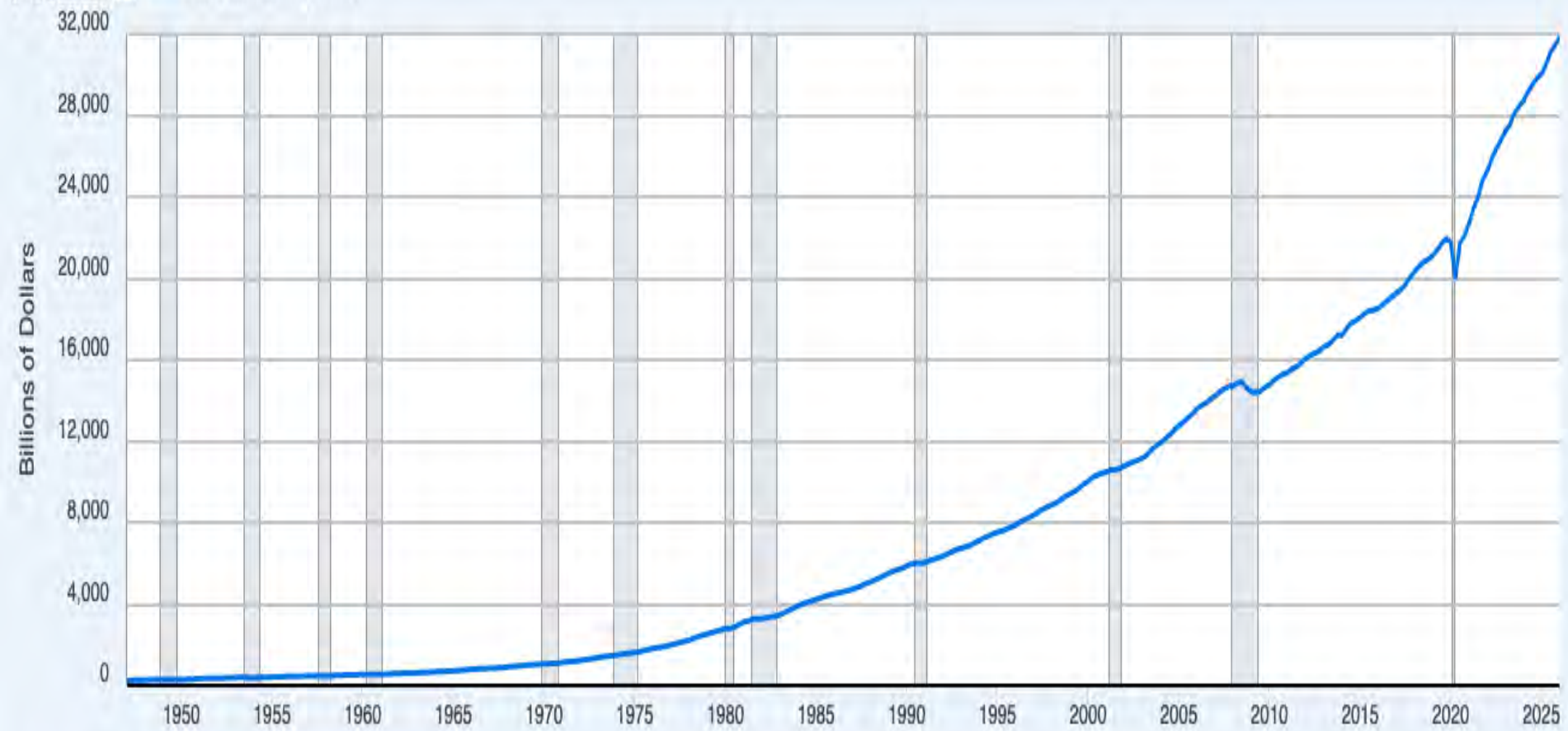


Data is sourced from business surveys and government records

REPORTING FREQUENCY



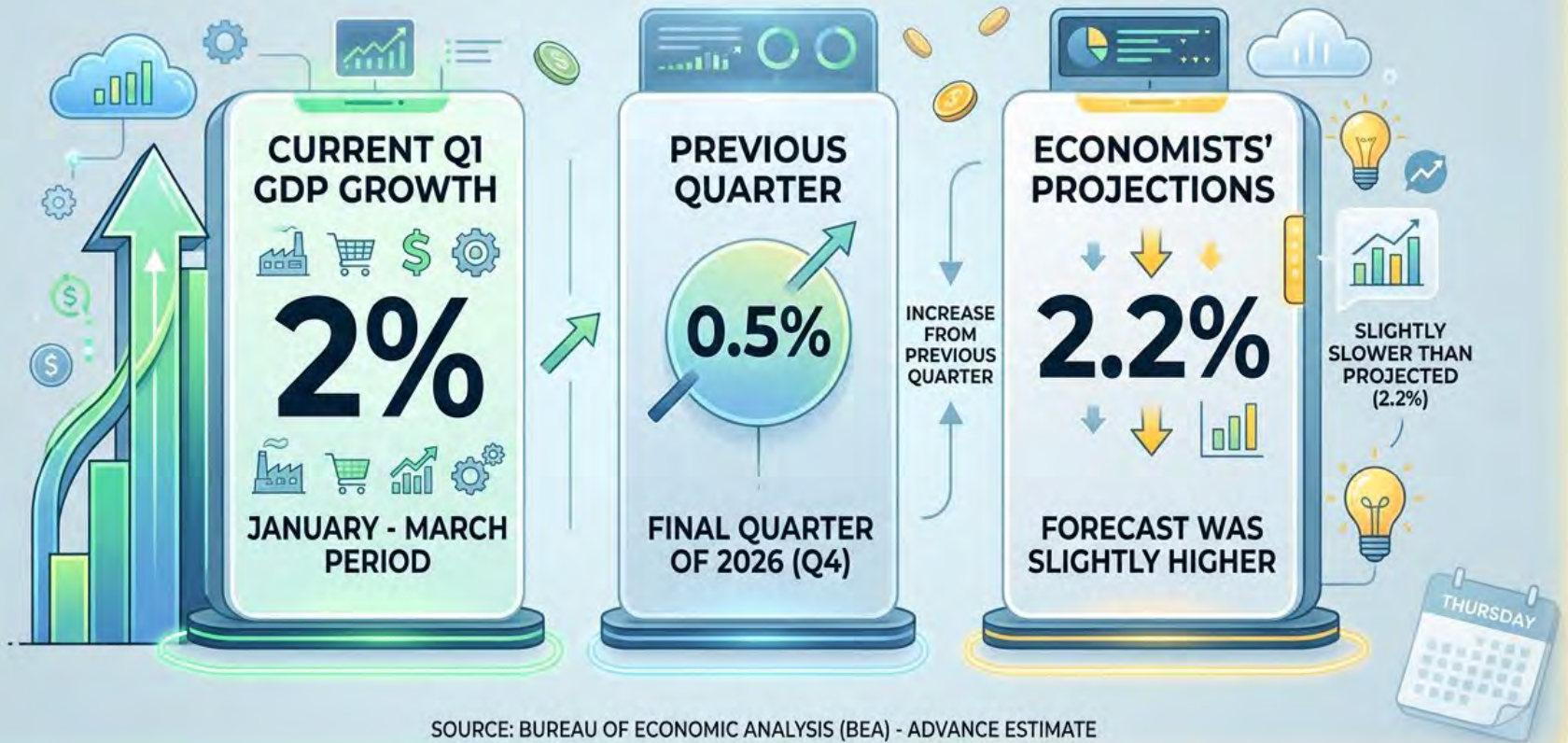
Usually reported quarterly and annually.



Source: U.S. Bureau of Economic Analysis via FRED®  
Shaded areas indicate U.S. recessions.

# GROSS DOMESTIC PRODUCT (GDP) REPORT: JANUARY - MARCH PERIOD (Q1)

DATA BASED ON ADVANCE ESTIMATE FROM BUREAU OF ECONOMIC ANALYSIS (BEA)



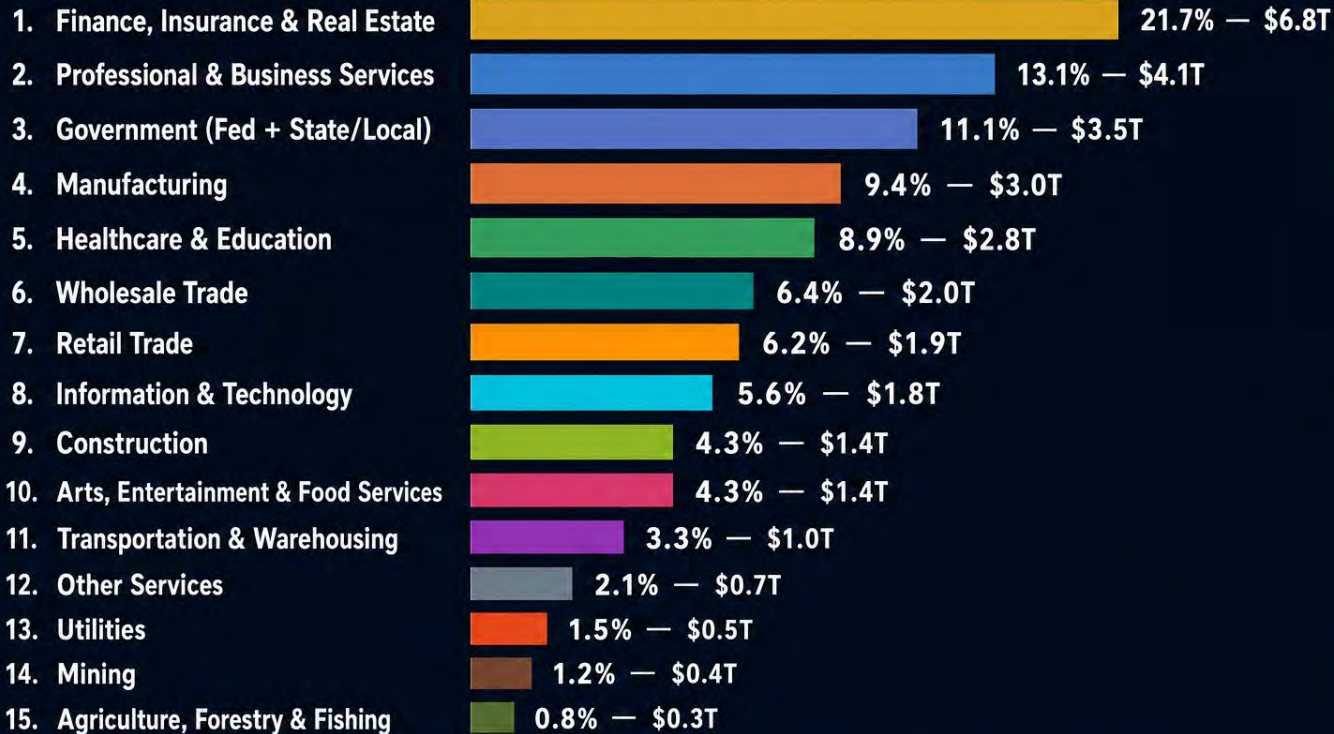
SOURCE: BUREAU OF ECONOMIC ANALYSIS (BEA) - ADVANCE ESTIMATE

RELEASED ON THURSDAY

#	Country	GDP	GDP (Full Value)	GDP Growth	GDP per Capita
1	United States	<b><u>\$32.38 trillion</u></b>	\$32,383,920,000,000	2.32%	\$94,430
2	China	<b><u>\$20.85 trillion</u></b>	\$20,851,593,000,000	4.41%	\$14,874
3	Germany	<b><u>\$5.45 trillion</u></b>	\$5,452,858,000,000	0.79%	\$65,303
4	Japan	<b><u>\$4.38 trillion</u></b>	\$4,379,253,000,000	0.72%	\$35,703
5	United Kingdom	<b><u>\$4.26 trillion</u></b>	\$4,264,794,000,000	0.80%	\$61,056
6	India	<b><u>\$4.15 trillion</u></b>	\$4,153,191,000,000	6.48%	\$2,813
7	France	<b><u>\$3.6 trillion</u></b>	\$3,596,094,000,000	0.86%	\$52,083
8	Italy	<b><u>\$2.74 trillion</u></b>	\$2,738,164,000,000	0.52%	\$46,505
9	Russia	<b><u>\$2.66 trillion</u></b>	\$2,656,452,000,000	1.09%	\$18,525
10	Brazil	<b><u>\$2.64 trillion</u></b>	\$2,635,912,000,000	1.91%	\$12,313
11	Canada	<b><u>\$2.51 trillion</u></b>	\$2,507,340,000,000	1.50%	\$60,305
12	Australia	<b><u>\$2.12 trillion</u></b>	\$2,123,963,000,000	2.01%	\$75,648
13	Mexico	<b><u>\$2.12 trillion</u></b>	\$2,120,855,000,000	1.64%	\$15,779
14	Spain	<b><u>\$2.09 trillion</u></b>	\$2,091,222,000,000	2.09%	\$41,563

# U.S. ECONOMY: ALL SECTORS BY GDP CONTRIBUTION

Value Added by Industry as % of GDP | Q4 2025 | Total: \$31.4 Trillion | Source: BEA / Federal Reserve FRED



## Finance, Insurance & Real Estate

#1 LARGEST SECTOR

**21.7%** | **\$6.8 Trillion**

note: Real Estate alone = 13.7%,  
Finance & Insurance = 8.1%

## Healthcare & Education

**8.9%** | **\$2.8 Trillion**

note: Health Care = 7.7%,  
Education = 1.1%

## Government

**11.1%** | **\$3.5 Trillion**

note: Federal = 3.5%,  
State & Local = 7.6%

## Manufacturing

**9.4%** | **\$3.0 Trillion**

note: Durable Goods = 5.1%,  
Nondurable = 4.4%

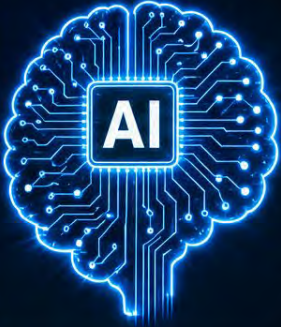


Services-Producing Industries: **73.2%**



Goods-Producing Industries: **15.7%**

# U.S. Economy: Bright Spots



## AI & Automation Boom

AI and automation are driving explosive productivity gains and investment across industries.



## Resilient Consumer Spending

Healthcare and hospitality remain strong as consumers prioritize experiences and wellness.



## Surging Defense Manufacturing

Defense contracts and domestic manufacturing are expanding, fueling industrial growth.



## Sun Belt Economic Growth

Southern and Western states lead the nation in population growth and economic expansion.

# U.S. Economy Update: MidYear 2026

## Briefing for Banking Professionals | June 8, 2026

### GDP Growth Q2 2026

**+1.6%-2%** annualized, est

### Headline CPI April 2026

**+3.8% YoY** highest since  
May 2023

### Core PCE April 2026

**+3.3% YoY** well above  
2% target

### Unemployment May 2026

**4.3%** — stable; +172K payrolls

### Fed Funds Rate


**3.50–3.75%** — on hold since Dec 2025

*Sources: BEA, BLS, Federal Reserve, FDIC — All data as of June 5, 2026*

# The Economy in Five Numbers

A snapshot of the five most critical macro indicators entering mid-2026, revealing a mixed picture: [moderate growth](#), [reaccelerating inflation](#), and a [Fed under pressure to hold steady](#).

Indicator	Current Value	Prior Period	Direction	Source
GDP Growth (Q1 2026)	<b>+1.6%</b> annualized	+0.5% (Q4 2025)	↑ <a href="#">Recovering</a>	BEA, May 28 2026
CPI YoY (Apr 2026)	<b>+3.8%</b>	+3.3% (Mar 2026)	↑ <a href="#">Accelerating</a>	BLS, May 2026
Core PCE YoY (Apr 2026)	<b>+3.3%</b>	+3.0% (Dec 2025)	↑ <a href="#">Accelerating</a>	BEA, May 28 2026
Unemployment (May 2026)	<b>4.3%</b>	4.3% (Apr 2026)	→ <a href="#">Stable</a>	BLS, June 6 2026
Fed Funds Rate	<b>3.50–3.75%</b>	3.50–3.75% (Jan 2026)	→ <a href="#">On Hold</a>	Federal Reserve

 Core PCE ran at a **4.3% annualized pace** from December 2025 through March 2026 — more than double the Fed's 2% target. This is the single most important data point for rate path expectations in H2 2026.

# U.S. NATIONAL DEBT

Real-Time Snapshot • June 2026

## TOTAL NATIONAL DEBT

# \$39.2 TRILLION

\$39,225,428,672,119 — and rising



Growing ~\$1 Trillion  
every 100 days

### DEBT PER CITIZEN

# \$114,032

Every man, woman & child

### DEBT PER TAXPAYER

# \$355,963

162.5 million taxpayers

### DEBT-TO-GDP RATIO

# 121.84%

GDP: \$32.2 Trillion

### UNFUNDED LIABILITIES

# \$108.2T

\$314,832 per citizen



**THE DEEPER RISK:** Unfunded liabilities (Social Security + Medicare) are nearly 3× the headline debt — \$108.2 trillion in total obligations not yet funded by any revenue source. At 121.84% Debt-to-GDP, the U.S. owes more than \$1.21 for every \$1.00 of economic output.

# WHAT IS DRIVING THE DEBT – AND WHO PAYS THE PRICE?

June 2026 Analysis



## KEY DEBT DRIVERS

*Why the debt keeps growing*

1

### MANDATORY SPENDING

Social Security, Medicare & Medicaid now consume 65% of the entire federal budget. Autopilot spending with no annual vote.

2

### INTEREST PAYMENTS

Annual interest on the debt now exceeds \$1 trillion – more than the entire defense budget. Compounding at higher rates accelerates the spiral.

3

### DEFENSE & WAR COSTS

Decades of military engagement, base maintenance, and modernization add hundreds of billions annually.

4

### REVENUE SHORTFALLS

Structural gap between tax receipts and outlays. Federal spending consistently outpaces income by \$1–2 trillion per year.

5

### CRISIS SPENDING

COVID-19 relief, financial crisis bailouts, and stimulus packages added \$8+ trillion in a single decade.

6

### DEMOGRAPHIC PRESSURE

10,000 Baby Boomers retire daily, expanding entitlement obligations as the worker-to-retiree ratio shrinks.



## KEY ECONOMIC IMPACTS

*The downstream consequences*



### HIGHER INTEREST RATES

Treasury borrowing competes with private capital, pushing borrowing costs up for businesses, mortgages, and consumer credit.



### CROWDING OUT INVESTMENT

Government borrowing absorbs capital that would otherwise fund private-sector growth and innovation.



### INFLATION RISK

Monetizing debt expands money supply. Persistent deficits keep structural inflation elevated above Fed targets.



### REDUCED FISCAL FLEXIBILITY

Less room to respond to future recessions, pandemics, or financial crises without accelerating the debt spiral.



### GENERATIONAL BURDEN

Today's debt is tomorrow's taxes. Every citizen born today inherits over \$114,000 in federal obligations.



### FEDERAL WORKFORCE PRESSURE

Fiscal consolidation drives federal hiring freezes and agency cuts – directly impacting MD & VA regional economies.



**BANKING IMPLICATION:** A high-debt, high-rate environment compresses NIMs, elevates credit risk in government-dependent sectors, and demands disciplined deposit and lending strategies in 2026 and beyond.



# US Debt Clock.org

STATE DEBT CLOCKS

## MARYLAND



STATE FLAG



STATE SEAL

POPULATION

6,182,122

UNEMPLOYED

109,617

FOOD STAMP RECIPIENTS

712,339

STATE & LOCAL

GDP

\$477,111,657,662

DEBT

\$71,198,542,787

DEBT TO GDP RATIO

14.67%

IN-STATE REVENUE

\$54,830,825,278

SPENDING

\$96,421,115,302

DEBT PER CITIZEN

\$11,520



MORTGAGE/LOAN CALCULATOR



GOLD/PRECIOUS METALS



Get the iPhone App



# US Debt Clock.org

STATE DEBT CLOCKS

## VIRGINIA



STATE FLAG



STATE SEAL

POPULATION

8,767,704

UNEMPLOYED

130,190

FOOD STAMP RECIPIENTS

829,252

STATE & LOCAL

GDP

\$645,182,033,863

DEBT

\$85,890,291,743

DEBT TO GDP RATIO

12.99%

IN-STATE REVENUE

\$76,300,000,000

SPENDING

\$119,420,389,021

DEBT PER CITIZEN

\$9,842



MORTGAGE/LOAN CALCULATOR



GOLD/PRECIOUS METALS



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# US STOCK MARKET HIGHLIGHTS

## RECORD HIGHS DRIVEN BY STRONG QUARTERLY EARNINGS



- ▶ GENERAL MARKET UPWARD TREND
- ▶ S&P 500 & OTHER INDICES HIT ALL-TIME HIGHS
- ▶ ROBUST CORPORATE PERFORMANCE

## TECH GIANTS DRIVE GROWTH



- ▶ ALPHABET & AMAZON SURGE AFTER BEATING WALL STREET ESTIMATES
- ▶ POWERED BY GROWTH IN CLOUD COMPUTING AND ARTIFICIAL INTELLIGENCE (AI)

## INDUSTRIAL STRENGTH: DOW JONES RALLY



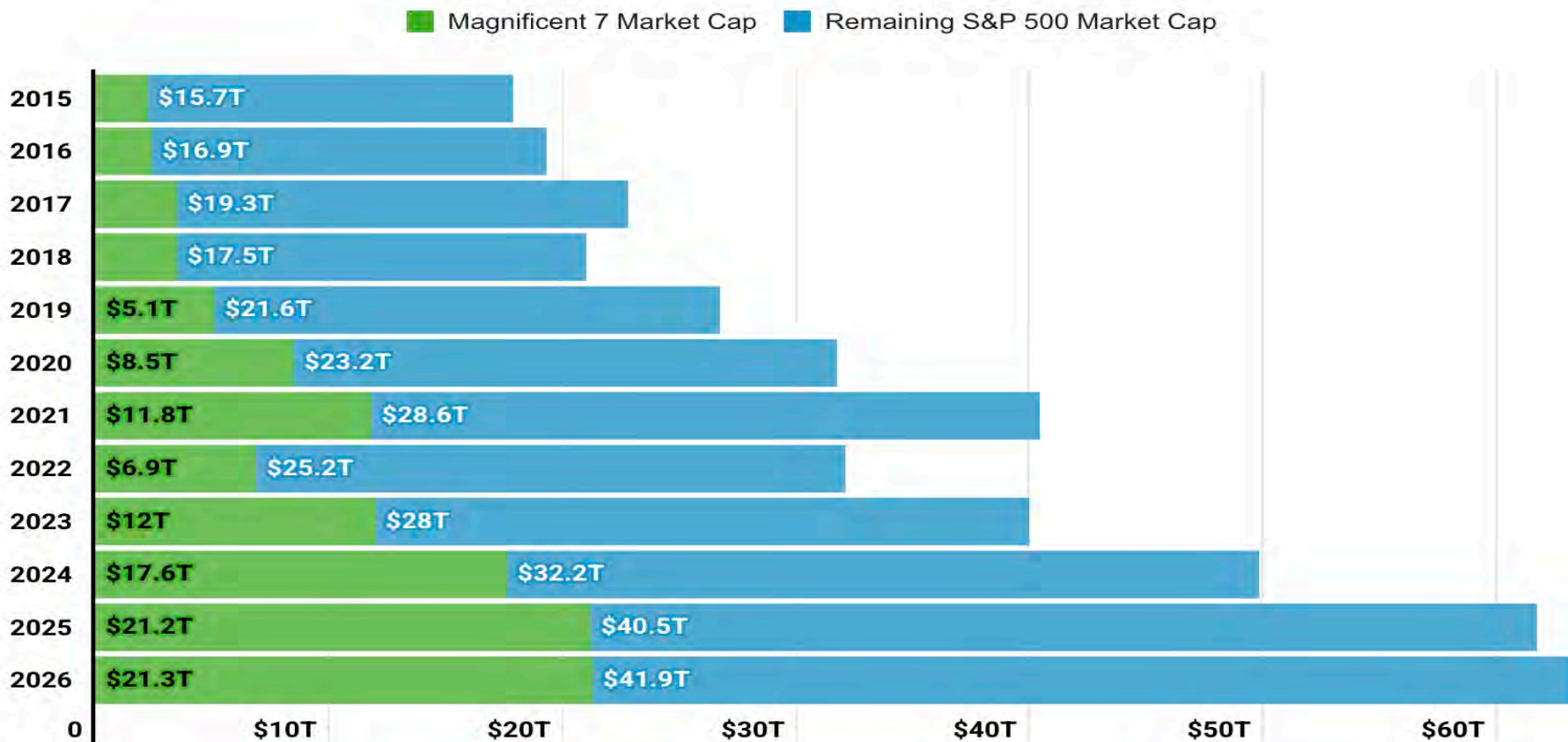
- ▶ DOW JONES RALLIES MORE THAN 700 POINTS
- ▶ LARGELY BOOSTED BY CATERPILLAR'S STRONG RESULTS AND RAISED OUTLOOK

## FAVORABLE ECONOMIC DATA: OIL PRICE RELIEF



- ▶ CRUDE OIL PRICES COOL OFF FROM RECENT HIGHS
- ▶ EASING INVESTOR ANXIETY OVER POTENTIAL ENERGY SUPPLY DISRUPTIONS

# The Magnificent 7's growing share of the S&P 500



2026 data as of April 14.

NAME AND TICKER	CURRENT PRICE	MARKET CAP	SECTOR	INDUSTRY
Apple (NASDAQ:AAPL)	\$270.97	\$4.0 trillion	Information Technology	Technology Hardware, Storage and Peripherals
Amazon (NASDAQ:AMZN)	\$265.03	\$2.8 trillion	Consumer Discretionary	Multiline Retail
Alphabet (NASDAQ:GOOG)	\$382.04	\$4.2 trillion	Communication Services	Interactive Media and Services
Meta Platforms (NASDAQ:META)	\$612.31	\$1.7 trillion	Communication Services	Interactive Media and Services
Microsoft (NASDAQ:MSFT)	\$407.91	\$3.2 trillion	Information Technology	Software
Nvidia (NASDAQ:NVDA)	\$199.98	\$5.1 trillion	Information Technology	Semiconductors and Semiconductor Equipment
Tesla (NASDAQ:TSLA)	\$381.92	\$1.4 trillion	Consumer Discretionary	Automobiles

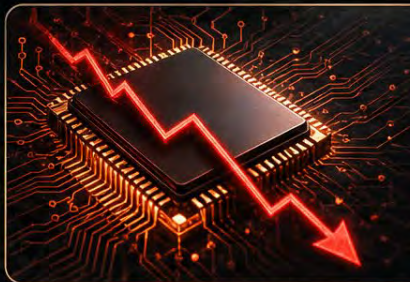
Data as of Apr 30, 2026. Showing 7 of 7 tickers.

# U.S. MARKET PULLBACK: WHAT HAPPENED?

**NASDAQ -4.18%**

**S&P 500 -2.64% | 7,383.74**

**DOW -1.35% | 50,866.78**



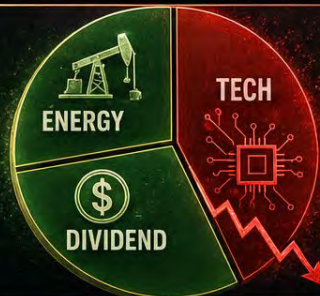
## Tech & Chip Sell-Off

Semiconductors hit hardest – worst daily drop since 2020



## “Good News is Bad News”

Strong jobs report reignites Fed rate hike fears



## Sector Rotation

Defensive, energy & dividend stocks show resilience

# U.S. Markets: Year-to-Date Performance

*Positive overall — despite June pullback*

**S&P 500**

**+7.86%**

Year-to-Date

**NASDAQ 100**

**+14.68%**

Year-to-Date

**Dow Jones**

**+6.07%**

Year-to-Date



# U.S. Economy: Key Pressure Points

**Affordability crisis, debt, energy volatility & policy uncertainty**



## Inflation & Cost of Living

Price pressures have spread beyond groceries and gas to utilities, services, and recreation — keeping inflation elevated.



## Housing Affordability Crisis

High mortgage rates and tight inventory make homeownership elusive. Soaring rents strain household budgets.



## Rising Consumer Debt

U.S. household debt at record highs. Families rely on credit cards to offset living costs, as interest charges mount.



## Energy Price Volatility

Geopolitical tensions keep oil and gas prices volatile, feeding directly into transportation and manufacturing costs.



## Policy & Trade Uncertainty

International tariffs threaten higher consumer prices, slower growth, and reduced spending.



## The K-Shaped Economy

Wall Street soars while Main Street struggles. Corporate profits rise as households face stagnant wages and depleted savings.

# WHERE THE JOBS ARE IN THE US | EARLY 2026 | U.S. JOB MARKET OVERVIEW

## OVER 6.8 MILLION U.S. JOB OPENINGS

(As of February 2026)



### STRONG DEMAND IN SPECIALIZED FIELDS

#### CYBERSECURITY & TECH



- Cybersecurity Analysts
- IT Specialists

#### SPECIAL EDUCATION



- Special Education Teachers, Paraprofessionals

### TOP SECTORS HIRING NOW

#### PRIVATE EDUCATION & HEALTH SERVICES



- Consistently High Demand
- Roles like Special Education Teachers, Paraprofessionals
- Healthcare Support roles

#### LEISURE & HOSPITALITY



- High Job Openings Exist
- Hiring slowed in early 2026

#### TRADE, TRANSPORTATION, & UTILITIES



- Active Hiring
- Logistics & Operational roles

#### DATA CENTER OPERATIONS



- Data Center Industry Specialized Roles

#### SKILLED TRADES & INFRASTRUCTURE



- High Demand
- Electrical Construction
- Project Management
- Aviation Maintenance (A&P mechanics)

#### MANUFACTURING & INDUSTRIAL



- Opportunities through Staffing Agencies
- Specialized roles in growing industries



# Fastest-Growing Jobs in America

*Healthcare, Green Energy & Technology lead the way*

## Green Energy

Wind Turbine Technician

**+50%**

Fastest-growing role in the U.S.



Solar PV Installer

**+42%**

Driven by the green energy transition



## Healthcare

Nurse Practitioner

**+40%**

Aging population fueling demand



Health Services Manager

**High Demand**

Managing complex healthcare systems



## Technology

Data Scientist

**+34%**

AI and analytics driving explosive growth



Driven by an aging population, the green energy transition, and the AI revolution



# THE HIGHEST-PAYING JOBS IN THE USA

Highest-paying jobs in the USA are dominated by specialized medical professionals, with median salaries often exceeding \$200,000 annually. Top positions include **anesthesiologists**, **surgeons**, **orthodontists**, and **OB-GYNs**, largely due to high demand, specialized skill sets, and long training periods. **Airline pilots** and **CEOs** are top non-medical earners.

## Top 10 Highest Paying Jobs in the USA (Based on Median Salary)

U.S. News



# PROJECTED TOP 10 US HIGH-PAYING JOBS WITHOUT A DEGREE - 2026

Illustrative Data & Projections

**1. AIR TRAFFIC CONTROLLER**  
Projected Median Salary (Illustrative):  
**\$140,000+**  
Requires significant training & testing. No degree required.

**2. COMMERCIAL PILOT**  
Projected Median Salary (Illustrative):  
**\$130,000+**  
Flight training & licenses needed. No degree required.

**3. ELEVATOR INSTALLER & REPAIRER**  
Projected Median Salary (Illustrative):  
**\$95,000+**  
On-the-job training & certifications. No degree required.

**4. SUBWAY & STREETCAR OPERATOR**  
Projected Median Salary (Illustrative):  
**\$85,000+**  
Extensive training provided. No degree required.

**5. CONSTRUCTION MANAGER**  
Projected Median Salary (Illustrative):  
**\$80,000+**  
Experience & certifications valuable. No degree required.

**6. SIGNAL & TRACK SWITCH REPAIRER**  
Projected Median Salary (Illustrative):  
**\$78,000+**  
Job training & technical skills. No degree required.

**7. FLIGHT ATTENDANT**  
Projected Median Salary (Illustrative):  
**\$75,000+**  
Requires training & customer service. No degree required.

**8. POLICE OFFICER / SHERIFF**  
Projected Median Salary (Illustrative):  
**\$70,000+**  
Training academy & requirements. No degree required.

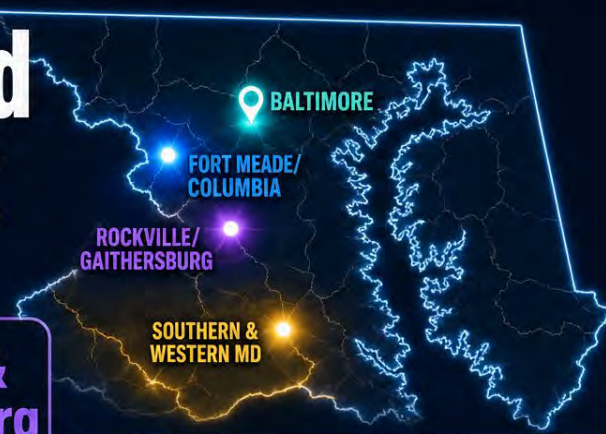
**9. INSURANCE SALES AGENT**  
Projected Median Salary (Illustrative):  
**\$65,000+**  
Sales skills & state licensing. No degree required.

**10. WHOLESALE & MANUFACTURING SALES REP**  
Projected Median Salary (Illustrative):  
**\$60,000+**  
On-the-job experience & sales ability. No degree required.

\*NOTE: Salaries and job roles are illustrative projections for 2026. The list and figures are based on general industry trends and common high-paying jobs without a degree, not specific data from any external URL. Individual situations, certifications, experience, and location affect pay. Consult official, current sources for accurate information.\*

# Fastest-Growing Jobs in Maryland

Baltimore • Fort Meade/Columbia • Rockville/Gaithersburg • Southern & Western MD



## Baltimore

*Healthcare & Life Sciences*  
Johns Hopkins • U of MD Medical Center

**Registered Nurses**

High Demand

**Health Services Managers**

**Clinical Research Associates**

## Fort Meade & Columbia

*Cybersecurity & IT*  
NSA • U.S. Cyber Command

**Software Engineers**

Top Growth

**Info Security Analysts**

**Systems Architects**

## Rockville & Gaithersburg

*Biotech & R&D*  
NIH • Montgomery County Corridor

**Medical Scientists**

+34% Growth

**Biochemists & Biophysicists**

**Biological Technicians**

## Southern & Western MD

*Essential Services & Infrastructure*  
Local Schools • Community Health

**Secondary School Teachers**

Growing

**Rehabilitation Counselors**

**Phlebotomists & Dental Assistants**



Driven by an aging population, world-class research hospitals, federal agencies, and a thriving biotech corridor

# Fastest-Growing Jobs in Virginia

Northern Virginia • Richmond Metro • Hampton Roads



## TECHNOLOGY & DATA

Fairfax & Loudoun Counties



## HEALTHCARE

Richmond Metro & Statewide



## TRADES & GREEN ENERGY

Hampton Roads • Offshore Wind



## BUSINESS & MANAGEMENT

Central VA • D.C. Suburbs

Data Science  
**+18%**

Nurse Practitioners  
**High Growth**

Wind Turbine Technicians  
**Surging**

Management Analysts  
**In Demand**

Cybersecurity Engineers

Medical Service Managers

Electrical Technicians

Financial Managers

Computer Systems Analysts

Physical Therapy Assistants

Heavy Truck Drivers

Government & Corporate Ops



Driven by tech clusters, an aging population, offshore wind expansion, and proximity to the federal government

# U.S. Wages & Salaries

*National Averages, Medians & Demographic Breakdown*

## AVERAGE WEEKLY EARNINGS

**\$1,287**

All private employees (full-time)

## MEDIAN WEEKLY EARNINGS

**\$1,235**

Half earn more. Half earn less.

## Weekly Earnings by Demographic





Source: U.S. Bureau of Labor Statistics via FRED®  
Shaded areas indicate U.S. recessions.

# HIGHEST INFLATION: U.S. GOODS & SERVICES (EARLY 2026)

ANNUAL CPI INCREASE: **2.4%** (HEADLINE INFLATION)

## 1 ENERGY SERVICES



Piped Natural Gas  
**+10.9%**



Electricity  
**+4.8%**



## 2 FOOD & SHELTER



• Personal Care  
**+4.5%**

• Food at Home (Groceries)

• Overall Food

• Fruits, Vegetables, Candies



Medical Care  
**+3.4%**

**+3.1%**

**+2.9%**

## 3 SERVICES



• Food Away From Home **+3.9%**

• Food at Home (Groceries) **+3.1%**

• Overall Food **+2.9%**

• Rising Transportation and Insurance costs.



## 4 GOODS



Household Furnishings &  
**+3.9%**



Apparel



## 5 SHELTER



• Rent of Primary Residence & Owners' Equivalent Rent

**+3.0%**



# HEALTHCARE CHALLENGES FOR AMERICANS



## 1. COST & AFFORDABILITY (The Primary Issue)



**36% OF ADULTS**  
Skip or Postpone Care  
Due to Expense



**21% OF ADULTS**  
Have Not Filled  
a Prescription



**14 MILLION  
PEOPLE (6%)**  
Owe More Than  
**\$1,000** in  
Medical Debt



## 2. HIGH-COST CHRONIC CONDITIONS



**OBESITY:**  
**\$173 Billion Annually**  
(Costs to health system)



**ALZHEIMER'S CARE:**  
Estimated  
**\$360 Billion**  
(2024)



**DIABETES:**  
**\$413 Billion**  
in Medical Care &  
Lost Productivity



## 3. ACCESS & INSURANCE GAPS

APPROXIMATELY  
**28 MILLION**  
PEOPLE ARE UNINSURED



**45 MILLION**  
ARE UNDERINSURED

**RACIAL DISPARITIES PERSIST**  
(Uninsured in 2020 - Under 65)



**22.4%**  
of Hispanic Adults



**27.1%** of American  
Indian/Alaska Native  
(AI/AN) Adults

# Are Homes Today Really Out of Reach?

*The truth is more nuanced than the headlines suggest.*

**1970**  
**3x Income**

- 🏠 Median home: \$23,000
- 💰 Median income: \$7,743
- 📏 Avg. home size: 1,500 sq ft
- 📊 Mortgage rate: 7.25%



**2026**  
**6x Income**

- 🏠 Median home: \$403,200
- 💰 Median income: \$67,000
- 📏 Avg. home size: 2,400 sq ft
- 📊 Mortgage rate: ~6.5%



## But Today's Home Is Different

Today's home is 60% larger and includes central A/C, multiple bathrooms, attached garages, energy-efficient systems, and modern safety standards. We're comparing a luxury product to a simpler one.



## The Missing Starter Home

The U.S. has largely stopped building true starter homes. Land, labor, and regulatory costs push builders toward 2,000+ sq ft homes. Many Americans aren't priced out of housing — they're priced out of the type being built.



## The 28–30% Rule:

Financial planners recommend housing costs stay below 28% of gross income. Today, many first-time buyers exceed 30% — especially in high-cost markets.

*“The real question: Have we made housing so large and regulated that we've eliminated the affordable starter home?”*

# THE AMERICAN SAVINGS REALITY

Liquid Cash • Checking, Savings & Money Market Accounts

## MEDIAN HOUSEHOLD SAVINGS

# \$8,000

The typical American's liquid cash reality

**MOST ACCURATE MEASURE**

**GAP: \$54,410**

## MATHEMATICAL AVERAGE

# \$62,410

Heavily skewed by high-net-worth outliers

**MISLEADING — NOT TYPICAL**

## MEDIAN SAVINGS BY AGE GROUP

(Excludes long-term retirement funds — liquid accounts only)

UNDER 35		<b>\$5,400</b>	Avg: \$20,540
AGES 35-44		<b>\$7,500</b>	Avg: \$41,540
AGES 45-54		<b>\$8,700</b>	Avg: \$71,130
AGES 55-64		<b>\$8,000</b>	Avg: \$72,520
AGES 65-74		<b>\$13,400</b>	Avg: \$100,250



## THE FRAGILITY SIGNAL

Most American households have less than 3 months of emergency savings. For the median family, a single financial disruption — job loss, medical event, or major repair — can trigger rapid debt accumulation.



## THE BANKING OPPORTUNITY

The gap between median and average savings reveals deep unmet need for financial guidance, emergency savings products, and relationship-based banking — especially among households under 55.

# American Credit Scores

National Average, Score Ranges & Age Breakdown

## NATIONAL AVERAGE

# 714

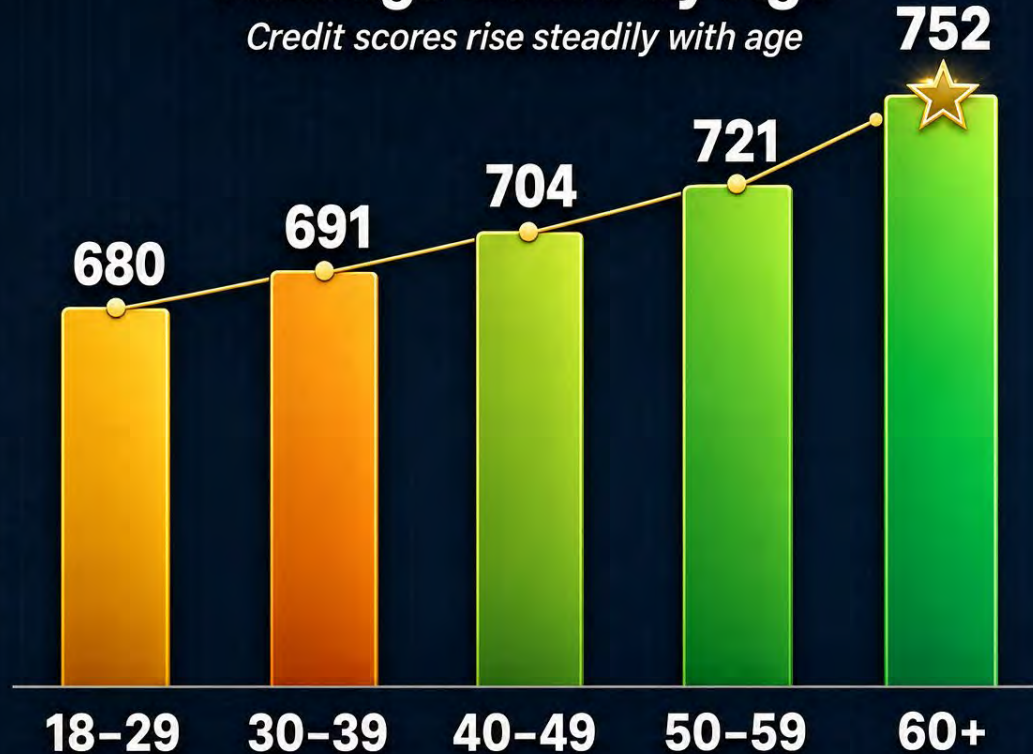
FICO Score — Considered "Good"

## Score Ranges

★	Exceptional	800-850
👍	Very Good	740-799
✓	Good	670-739
⚖️	Fair	580-669
⚠️	Poor	300-579

## Average Score by Age

Credit scores rise steadily with age



# HOW AI IS CHANGING WORKPLACES IN 2026



## 1 STREAMLINED OPERATIONS & AUTOMATION

- Automating repetitive tasks (data entry, scheduling)
- Optimizing workflows and logistics
- Increasing operational efficiency



## 2 BOOSTED PRODUCTIVITY & AUGMENTED WORK

- Generative AI for content creation
- Copilots and virtual assistants aiding tasks
- Accelerated problem-solving



## 3 SMARTER, DATA-DRIVEN DECISIONS

- Advanced predictive analytics for insights
- Real-time market and customer analysis
- Enhanced business strategies



## 4 ENHANCED COLLABORATION & HUMAN-AI TEAMS

- AI facilitating team communication
- Collaborative AI tools for joint projects
- Improved virtual and hybrid meetings



## 5 SHIFTING SKILLS & NEW ROLES

- Emphasis on soft skills and creativity
- Personalized employee upskilling and training
- Development of AI-focused career paths



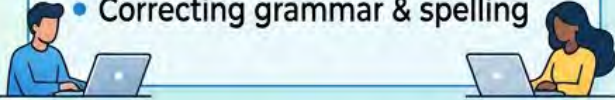
# HOW "MOST PEOPLE" ACTUALLY USE AI AT WORK

## Common, Practical Applications in the Office



### WRITING & COMMUNICATING

- Drafting emails & letters
- Rephrasing text for tone
- Summarizing long documents
- Correcting grammar & spelling



### CONTENT CREATION

- Writing marketing copy
- Generating social media posts
- Creating product descriptions
- Drafting blog ideas



### RESEARCH & INFORMATION

- Quickly finding facts & data
- Summarizing articles or reports
- Extracting key information
- Getting quick explanations



### BRAINSTORMING & IDEATION

- Overcoming writer's block
- Generating project ideas
- Planning strategies
- Developing concepts for presentations



### TECHNICAL ASSISTANCE

- Writing code snippets (e.g., small scripts)
- Finding simple bugs in code
- Generating basic SQL queries
- Cleaning data formats







AI Readiness Assessment

# The Good News No One Is Talking About

*If you only read the headlines, you're missing the full economic picture*

## 1. Labor Market Remains Strong

172,000 jobs added in May — more than double expectations. Prior months revised up by 93,000. Unemployment holds at 4.3%. The U.S. is still creating jobs at a healthy pace.

**4.3%**  
Unemployment

## 2. Wages Continue to Rise

U.S. hourly wages hit record levels in 2026, rising month-over-month and year-over-year. Employers are competing for talent — especially in healthcare, trades, construction, and logistics.

**Record**  
Wage Highs

## 3. Stock Market Rewarding Investors

Overall U.S. stock funds up ~11.5% YTD. The S&P 500 saw one of its strongest 9-week rallies in decades. Corporate profits healthy. AI investment creating enormous opportunity.

**+11.5%**  
YTD Stock Funds

## 4. Business Investment Is Still Happening

Companies are investing in AI, automation, and supply chain resilience. The organizations winning right now are making strategic moves despite uncertainty.

**AI-Driven**  
Investment Boom

## 5. Consumer Spending Remains Resilient

Americans keep spending on travel, dining, events, and homes. Consumer spending = 70% of U.S. GDP. As long as wages rise and jobs hold, the economy has a strong foundation.

**70%**  
of U.S. GDP

**“The economy rewards action, not anxiety. Leaders who keep moving forward will outperform those paralyzed by headlines.” — Dr. Mary Kelly**

# Don't Let Headlines Drive Your Strategy

*Separate noise from signal — and keep clients focused on long-term goals*

*Unemployment low. Wages up. Household net worth near record highs.  
Corporate earnings resilient. The fundamentals tell a more balanced  
story than the headlines.*

## 1. Stay Invested

Missing just a handful of the market's best days dramatically reduces long-term returns. Markets move **BEFORE** the economy does.

*“By the time the news feels good,  
the opportunity is often gone.”*

## 2. Focus on Time Horizon, Not Headlines

A 35-year-old and a 75-year-old retiree should react very differently to volatility. Ask: When will you need this money? What is it for?

*Clients retire on cash flow —  
not market performance.*

## 3. Revisit Asset Allocation

Portfolios drift in strong markets. Check concentration in mega-cap tech. Many investors don't realize how exposed they've become. Diversification still matters.

*Is the portfolio still  
aligned with objectives?*

## 4. Prepare for Lower Interest Rates

Winners: housing, dividend stocks, utilities, REITs, small-cap.  
Challenges: lower CD rates, declining cash yields. Cash is a tool — not a long-term strategy.

*Rate shifts create  
new opportunities.*

## 5. Manage Expectations & Behavior

Behavioral coaching is one of the most valuable services an advisor provides. Markets move in cycles. Volatility is normal. Corrections are healthy.

*“The goal is progress,  
not perfection.”*

# Don't Let Headlines Drive Your Strategy

*Continued: Five More Strategies for Advisors & Leaders*



## 6. Discuss Longevity Risk

Many retirees now face 25–35-year retirements. Rising healthcare and long-term care costs are real threats. For many clients, the greatest risk isn't market volatility — it's outliving their assets.

**What if one spouse lives to 95?**

## 7. Address National Debt Without Creating Panic

Debt levels are historically high — but the U.S. remains the world's largest economy and Treasury markets remain the global benchmark. Center this discussion on planning, not fear.

**Planning beats panic — always.**

## 8. Prepare for the Largest Wealth Transfer in History

Tens of trillions of dollars will transfer to younger generations. Estate plans, beneficiary designations, and family money conversations are no longer optional — they're urgent.

**Advisors who start this conversation add irreplaceable value.**

## 9. AI Will Create Winners and Losers

Don't make all-or-nothing bets on AI. Maintain diversification. Focus on companies benefiting from productivity improvements and long-term innovation trends.

**"How will AI change productivity?"**

## 10. Build Financial Resilience

The strongest clients aren't the wealthiest — they're the most resilient: emergency savings, manageable debt, adequate insurance, diversified investments, updated estate plans.

**Resilience > Perfection.**

**"Successful investors stay focused on goals, maintain discipline, and make decisions based on long-term plans — not short-term emotions." — Dr. Mary Kelly**









FPU-12



# UNDERSTANDING US RETIREMENT SAVINGS BY AGE

## KEY TAKEAWAYS



### MEDIAN VS. AVERAGE

**AVERAGE**  
(Total Savings / Total People)

Often skewed higher by high-income individuals.

**MEDIAN**  
(Middle Value)

Typically considered more representative of the average saver.

vs.

### GENERATIONAL SAVINGS (Fidelity Data)

**GEN Zers**  
(Aged 18-27)

**AVERAGE 401(k) BALANCE:**  
**\$13,500**

**BABY BOOMERS**  
(Aged 60-78)

**SAVINGS TYPICALLY PEAK IN 60s, BUT MANY AMERICANS ARE BEHIND**

**MEDIAN HOUSEHOLD SAVINGS (AGES 35-44)**  
Only about **\$45,000**

**DEDICATED ACCOUNTS**  
Roughly **54%** of American families have dedicated retirement accounts.

vs.

### GENERATIONAL SAVINGS (Fidelity Data)

**GEN Zers**  
(Aged 18-27)

**AVERAGE 401(k) BALANCE:**  
**\$13,500**

**BABY BOOMERS**  
(Aged 60-78)

**AVERAGE 401(k) BALANCE:**  
**\$249,300**

Source: Fidelity Investments

### SAVINGS GOALS (Suggested Targets)

**BY AGE 40**

Aim to have saved at least **3x** your annual salary.

**BY AGE 55-60**

**× 6x**

Aim to have saved **6x to 8x** your annual salary.

Source: Fidelity Investments

Source: Fidelity Investments

# WHY EMPLOYERS SHOULD BE WORRIED ABOUT LOW RETIREMENT SAVINGS

## >>> The Employer Risks of a Shortage in Employee Retirement Readiness <<<<

### PROLONGED CAREER / DELAYED RETIREMENT



- Older employees stay in workforce out of necessity
- Fewer leadership opportunities
- Less room for younger talent
- Higher average wage costs

### DECREASED WORKFORCE PRODUCTIVITY



- Retirement anxiety leads to distraction and stress
- Lower concentration and motivation
- Reduced focus on daily work

### HIGHER HEALTHCARE COSTS



- Older employees can increase insurance premiums
- More health challenges
- Greater reliance on company health plans

### REDUCED EMPLOYEE MORALE & ENGAGEMENT



- Feelings of financial insecurity
- Low commitment to long-term company goals
- Negative impact on team dynamics

### TALENT RECRUITMENT & RETENTION CHALLENGES



- Quality benefits, including retirement matching, are crucial for attracting top talent
- Risk of losing skilled workers to companies with better benefits

### FUTURE LIABILITY & REPUTATIONAL RISK



- Perceptions that the company doesn't care about its people
- Possible legal scrutiny or scrutiny of retirement plan oversight
- Negative public image

# KEY US ECONOMIC INDICATORS: ASSESSING THE 2026 RECESSION RISK

A US RECESSION IN 2026: SIGNIFICANT RISK, BUT NOT GUARANTEED. ODDS NEAR 50/50 BY SOME ANALYSTS.

## HIGH OIL PRICES (ENERGY CRISIS)

Surging energy costs due to the Iran war.



FUELS INFLATION & ACTS AS MAJOR ECONOMIC DRAG

## STUBBORNLY HIGH INFLATION

Inflation rates remain persistent.

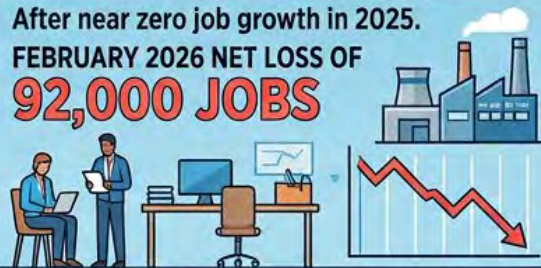


DRIVING FEARS ACROSS THE ECONOMY

## SOFTENING LABOR MARKET (JOB MARKET SLOWDOWN)

After near zero job growth in 2025.

**FEBRUARY 2026 NET LOSS OF  
92,000 JOBS**



WEAKENING CONSUMER DEMAND

## WEAK CONSUMER SENTIMENT

Many Americans are pessimistic.



EXPECT RECESSION  
WITHIN 12 MONTHS

## FINANCIAL MARKET STRAIN (VALUATION CONCERNS)

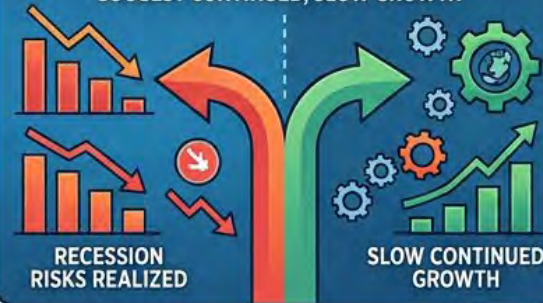
S&P 500 P/E ratio significantly elevated,  
nearing 1999 highs.



OVERVALUATION SUGGESTS POTENTIAL SHARP CORRECTION

## POTENTIAL ECONOMIC PATHS

WHILE RECESSION IS A THREAT, SOME PROJECTIONS  
SUGGEST CONTINUED, SLOW GROWTH



RECESSION  
RISKS REALIZED

SLOW CONTINUED  
GROWTH



- ✓ Leader's Blind Spot Assessment
- ✓ 12-Month Business Success and Accountability Planner
- ✓ Who Comes Next Tools Workbook
- ✓ 2025 Succession Planning Trends White Paper
- ✓ 15 of Mary's 5-Minute Solutions
- ✓ Generate Ideas. Focus on Solutions. Be Productive. (book)
- ✓ Resiliency: 7 Skills to Bounce Back During Tough Times (book)
- ✓ Dealing With Uncertainty Crisis, and Change (book)
- ✓ How to Manage Difficult People (book)
- ✓ How to Manage Difficult People (workbook)
- ✓ Successful Leader's Checklist (workbook)



**THE TREASURE CHEST OF RESOURCES! (\$497 value!)**

# ACCESS YOUR 2026 SUCCESS VAULT

[www.ProductiveLeaders.com/2026-Success](http://www.ProductiveLeaders.com/2026-Success)



## 12-MONTH PLANNER

Define goals,  
track progress,  
stay accountable



## LEADER'S SUPERPOWER ASSESSMENT

Discover your  
innate strengths &  
leadership style.



## LEADER'S LANDSCAPE

Navigate  
challenges,  
plan strategically,  
lead with clarity

START YOUR SUCCESS JOURNEY TODAY! VISIT

[www.ProductiveLeaders.com/2026-Success](http://www.ProductiveLeaders.com/2026-Success)



## COMPETITOR

Some strengths:

*Driven*

*Confidence*

*Brave*

*Like a Bulldozer*

### Caution

Watch for:

- Tasks over relationships
- Greedy
- Workaholic
- Power-hungry
- Win at any cost
- Impatient
- Arrogant
- Opinionated
- Obstinate
- Insensitive
- Abrasive
- Too risky
- Too outspoken
- Too forceful

## CONTROLLER

### ANALYZER

Some strengths:

*Accurate*

*Inquisitive*

*Focused*

*Cynical*

### Caution

Watch for:

- Analysis paralysis
- Overly critical
- Arrogant
- Defensive
- Passive-aggressive tactics
- Cynical
- Isolated (doesn't play well...)
- Unbending
- Slow to change decisions
- Stubborn
- Myopic

## MOTIVATOR

Some strengths:

*Charismatic*

*Optimistic*

*Passionate*

*Impulsive*

### Caution

Watch for:

- Talks over others
- Excitable
- Inattentive to details
- Unrealistic
- Wishful thinking
- Lack of follow through
- Glosses over tension
- Exaggerates
- Personal attacks toward others
- Not focused on details

## CONNECTOR

### PEACEMAKER

Some strengths:

*Reliable*

*Service oriented*

*Loyal*

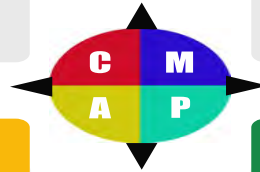
*Conciliatory*

### Caution

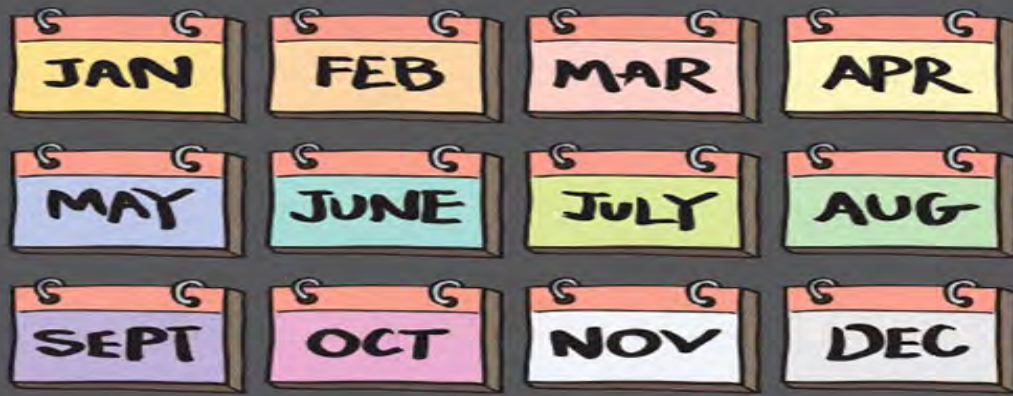
Watch for:

- Tendency to avoid change
- Tendency to avoid risk
- Withdraws under pressure
- Avoids tension
- Overwhelmed by deadlines
- False loyalties
- Internalizes frustrations
- Gives in to please others
- Easily swayed to help
- Taken advantage of
- Indecisive
- Sacrifices self
- Ignores problems

ENERGIZER



STABILIZER



# 12 MONTHS OF ACTION

**STRONGER STRATEGY**

**BETTER DECISIONS**

**FASTER RESULTS**

**MARY C. KELLY**

[www.ProductiveLeaders.com](http://www.ProductiveLeaders.com)

# JANUARY

## BUSINESS SUCCESS AND ACCOUNTABILITY

Goals for the month:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

This month I want to do more of these activities:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

This month I want to do less of these activities:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

This month I resolve to delegate/outsouce:

\_\_\_\_\_

This month I am going to streamline this process:

\_\_\_\_\_

This month I am going to complete this project:

\_\_\_\_\_

This month I am going to resolve this situation:

\_\_\_\_\_

I will contact these 3 people for advice:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

I will reach out to these 3 potential decision-makers/clients:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

On a scale of 1 through 5, this month was a

5  Fabulous      4  Good      3  Okay      2  Meh      1  Terrible

What could have made this month better?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

I am grateful for:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

This month I learned:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

# WHAT THE US ECONOMY SHOULD DO MOVING FORWARD

INSPIRATION FROM: SIEPR POLICY BRIEF "US ECONOMY 2026: WHAT TO WATCH"



## TAME INFLATION

- BRING INFLATION TOWARDS TARGETS.
- STABILIZE CONSUMER PRICES.
- MANAGE EXPECTATIONS.



## SUSTAIN ECONOMIC GROWTH

- FOSTER MODERATE & CONSISTENT GDP GROWTH.
- ENCOURAGE INVESTMENT.
- AVOID RECESSIONARY RISKS.



## ENSURE FISCAL SUSTAINABILITY

- ADDRESS LONG-TERM DEBT CHALLENGES.
- BUDGET RESPONSIBLY.
- INCREASE FISCAL SPACE.



## BOOST PRODUCTIVITY & INNOVATION

- INVEST IN RESEARCH & DEVELOPMENT.
- ADVANCE TECHNOLOGY & INFRASTRUCTURE.
- INCREASE EFFICIENCY.



## STRENGTHEN THE LABOR MARKET

- PROMOTE ROBUST JOB GROWTH.
- FOCUS ON SKILLS TRAINING & WORKFORCE DEVELOPMENT.
- SECURE WAGE GAINS.



# STRATEGY 1 & 2: DEPOSITS & CREDIT DISCIPLINE

## CHASE DEPOSITS LIKE LOANS

*Deposits are more valuable than loans right now*

- Deepen relationships with existing customers
- Cross-sell treasury & cash management
- Target business operating accounts – not CDs
- Focus on: Municipal • Healthcare • Professional Services • Nonprofits

**STABLE LOW-COST DEPOSITS WIN**

## BE SELECTIVE ON CRE

*High-rate refinancing pressure demands discipline*



### FOCUS HERE

- Owner-occupied real estate
- Medical offices
- Industrial properties
- Warehousing & logistics
- Data-center infrastructure



### USE CAUTION

- Older office properties
- Marginal retail centers
- Federal-employment-dependent properties





# STRATEGIES 4, 5 & 6: THREE GROWTH IMPERATIVES

## SMALL BUSINESS BANKING

4

*Most attractive growth opportunity in both states*

- Manufacturing
- Construction
- Healthcare practices
- Trades & skilled labor
- Transportation & logistics

*"Relationship banking remains your most durable competitive advantage"*

## FINANCE THE HOUSING SHORTAGE

5

*Housing is a complete ecosystem of opportunity*

- Construction lending
- Builder financing
- Land development
- Renovation lending
- Home-equity lending

*"Don't view housing merely as a mortgage business"*

## BECOME THE AI BANK FIRST

6

*AI is coming to banking whether you like it or not*

- Speed underwriting
- Improve fraud detection
- Enhance customer service
- Increase employee productivity

**"The goal is not fewer bankers. The goal is MORE PRODUCTIVE bankers."**



# STRATEGY 3, 7 & 8: KNOW YOUR REGIONAL LANDSCAPE



**FEDERAL EMPLOYMENT WARNING:** Virginia & Maryland economies are heavily influenced by federal spending. Analyze government contractors, consulting firms, federal-grant-dependent businesses, and firms with federal employee customer concentrations carefully.



## VIRGINIA: TARGET WINNERS

- Data centers (Northern VA = world's largest market)
- Energy infrastructure
- Construction & transportation
- Healthcare

### DATA CENTER ECOSYSTEM:

Contractors • Electrical firms • HVAC • Cybersecurity providers • Engineering firms • Equipment suppliers

*Each needs deposits, treasury, equipment financing & operating lines*

## MD MARYLAND: DIVERSIFICATION PLAY

- Biotechnology companies
- Healthcare firms
- Aerospace suppliers
- Technology startups
- Advanced manufacturing

### STATE DEVELOPMENT PRIORITY:

Maryland is actively investing in technology, aerospace, life sciences, and innovation to diversify beyond federal employment

# STRATEGY 9: THE FUTURE BANKER



## THINK LIKE A TRUSTED ADVISOR — NOT A LENDER

*Business owners do not wake up wanting a loan. They wake up wanting:*

- ✓ **More customers**
- ✓ **Better employees**
- ✓ **More cash flow**
- ✓ **Higher profitability**
- ✓ **Less risk**

The banker who understands those issues wins the relationship.

*Train your relationship managers as business advisors, not product sellers.*

## THE FUTURENOMICS MANDATE

“

Protect your deposits, be disciplined on credit, and aggressively pursue growth in healthcare, housing, infrastructure, technology, and small business relationships. ”

— FutureNomics 2026

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SpaceX IPO at \$135 per share to raise \$75 billion for overall valuation \$1.77 trillion on NASDAQ on Friday, June 12, 2026, ticker SPCX. This is 30% for retail investors.



# Improve productivity and morale!

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**Mary Kelly**

Commander/Doctor

CPAE, CSP, US Navy (ret)



*Mary*  
**Kelly**



## Behind The \$10.5 Billion Brand Spending Spree At The 2026 FIFA World Cup

The 2026 FIFA World Cup is poised to be the largest sporting event in history — expanding from 32 to **48 teams**, with **104 matches** across the U.S., Mexico, and Canada. Over **six billion people** are expected to engage with the tournament. As YouGov Sport's Nicole Pike put it: "The FIFA World Cup 2026 is bigger than football itself."

**\$40.9B**

Global GDP Impact

**\$8.9B**

FIFA Revenue

**824K**

Jobs Created

**\$10.5B**

Global Ad Spend  
**\$10.5B**

# An Economic Engine Unlike Any Other

A joint FIFA and World Trade Organization study projects the 2026 World Cup will contribute **\$40.9 billion to global GDP** and create **824,000 jobs** worldwide. The U.S. benefits most — an estimated **\$17.2 billion in GDP** and **\$10.2 billion in labor income** from 185,000 new jobs.

## Top U.S. Sectors

- Food & Accommodation: \$2.4B
- Real Estate: \$2.0B
- Wholesale & Retail: \$1.5B

## Global Leader

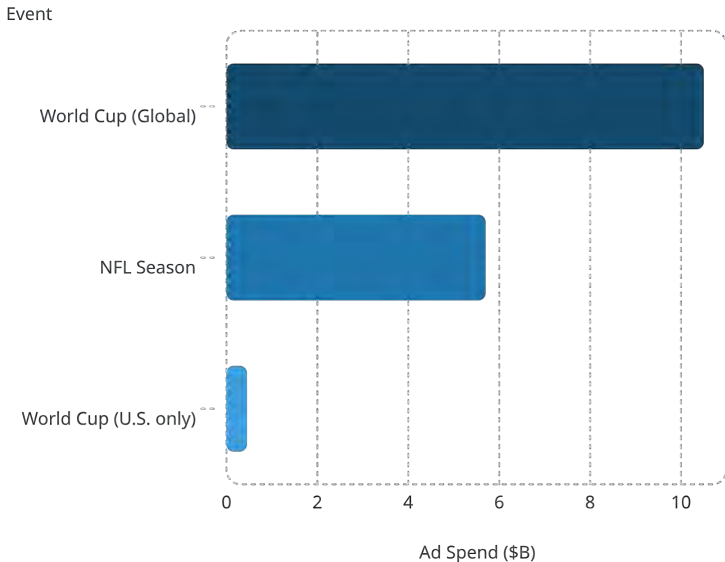
Worldwide, wholesale and retail leads all sectors at **\$2.6 billion** — surpassing even the Summer 2024 Olympics, which contributed roughly \$10 billion to the French economy. The World Cup's global impact could be **four times that**.



# World Cup Ad Spend Laps the Entire NFL Season

Advertisers will invest **\$10.5 billion globally** — nearly double the **\$5.7 billion** spent across the entire 2025–2026 NFL season. Fox is offering late-arrival advertisers a **\$5M minimum** linear package (matched on streaming), rising to **\$10–\$15M** for U.S. Men's National Team matches, and a **\$25M upfront paywall** for the final.

Soccer offers far fewer ad placements than the NFL — only pre-game, halftime, hydration breaks, and post-game. Unit costs can exceed **\$1 million** for ratings far below NFL playoff levels. In the U.S., the World Cup represents **\$400–\$500 million** out of a \$60–\$70 billion TV ecosystem, per Madison & Wall's Luke Stillman.





# Soccer Interest Still Lags in the U.S.—But Momentum Is Building

Only **21% of U.S. adults** watched the 2022 World Cup, and fewer than one-third say they are very (13%) or somewhat (16%) interested in 2026, per YouGov. A sizeable **54% are not interested at all** and 59% say they won't watch any matches.

## Gen Z (18-29)

**34%** somewhat or very interested — the most soccer-engaged younger cohort.

## Millennials (30-44)

**43%** interested — the prime advertiser demographic and most enthusiastic group.

## Host Nation Edge

Historically, **57%** of host nations reach the semifinals. The U.S. team enters ranked **No. 16** — its highest ever — projected to reach the quarterfinals or beyond.

# FIFA's Record \$8.9B Revenue & The Sponsorship Payoff

FIFA expects **\$8.9 billion** in revenue — up nearly 20% from \$7.5B in 2022 — driven by broadcasting (\$3.9B) and marketing rights (\$2.7B). All **16 global sponsorship deals** sold out before the tournament began, a first in FIFA history. Global partners — Adidas, Coca-Cola, Visa, Hyundai-Kia, Qatar Airways, Aramco, and newcomer **Lenovo** — invest an estimated \$150–\$200M each.



## Global Partners

Adidas, Coca-Cola, Visa, Hyundai-Kia, Qatar Airways, Aramco, Lenovo — four-year exclusivity at ~\$150–200M each.



## World Cup Sponsors

Bank of America, Verizon, American Airlines, Hisense, Frito-Lay, McDonald's, AB-InBev (Michelob ULTRA), and more at \$65–95M.



## The Ultimate Payoff

Lenovo's Jack Tarrant noted that Argentina's 2022 winning penalty kick ran on front pages worldwide — with Visa's LED board visible behind the goal. *"You can't buy that kind of brand exposure anywhere else."*