

**By: Anirban Basu**  
MPP, MA, JD, PHD  
Sage Policy Group, Inc.

**On Behalf of**  
**Commonwealth**  
**Business Travel Group**

**January 2026**

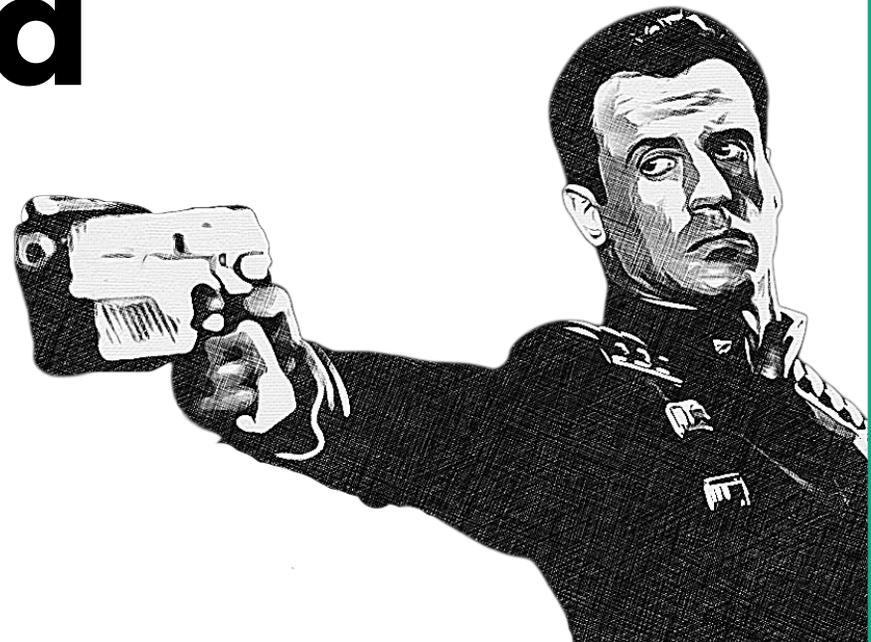
# **First** **Brood**

**One Presentation by One Man**



# Judge **D**read

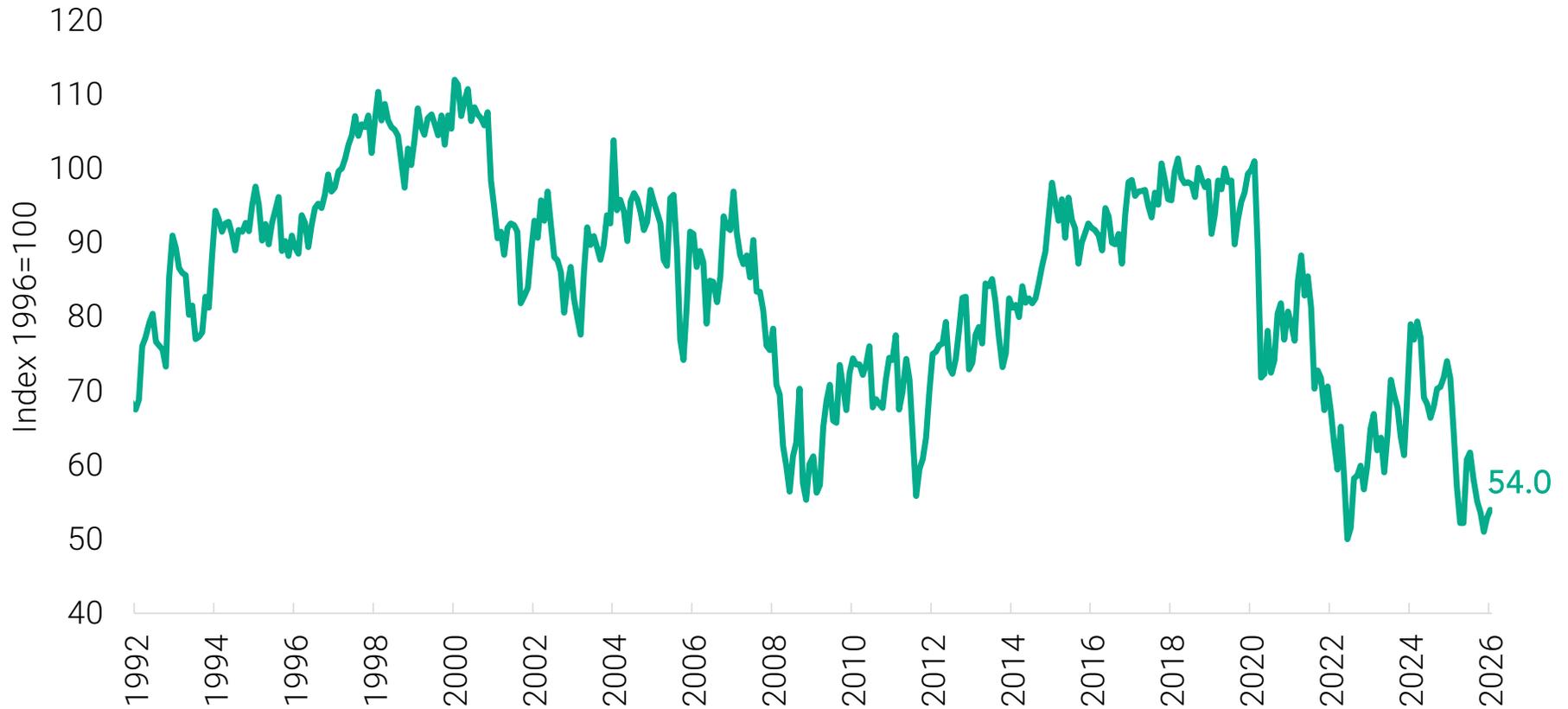
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Judge Dredd (1995)—Sylvester Stallone as Judge Joseph Dredd

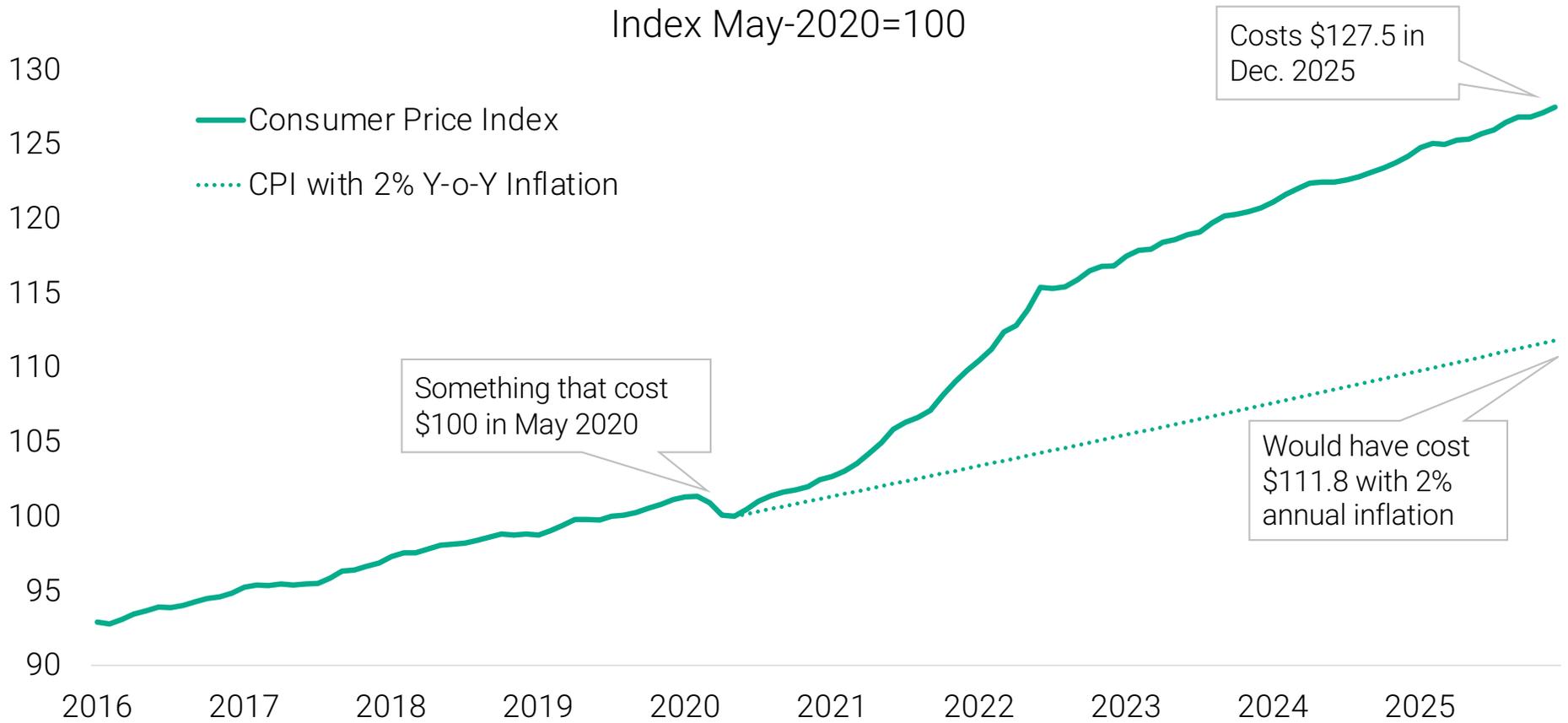
# University of Michigan Index of Consumer Sentiment

1992 – January 2026



Source: University of Michigan Survey of Consumers

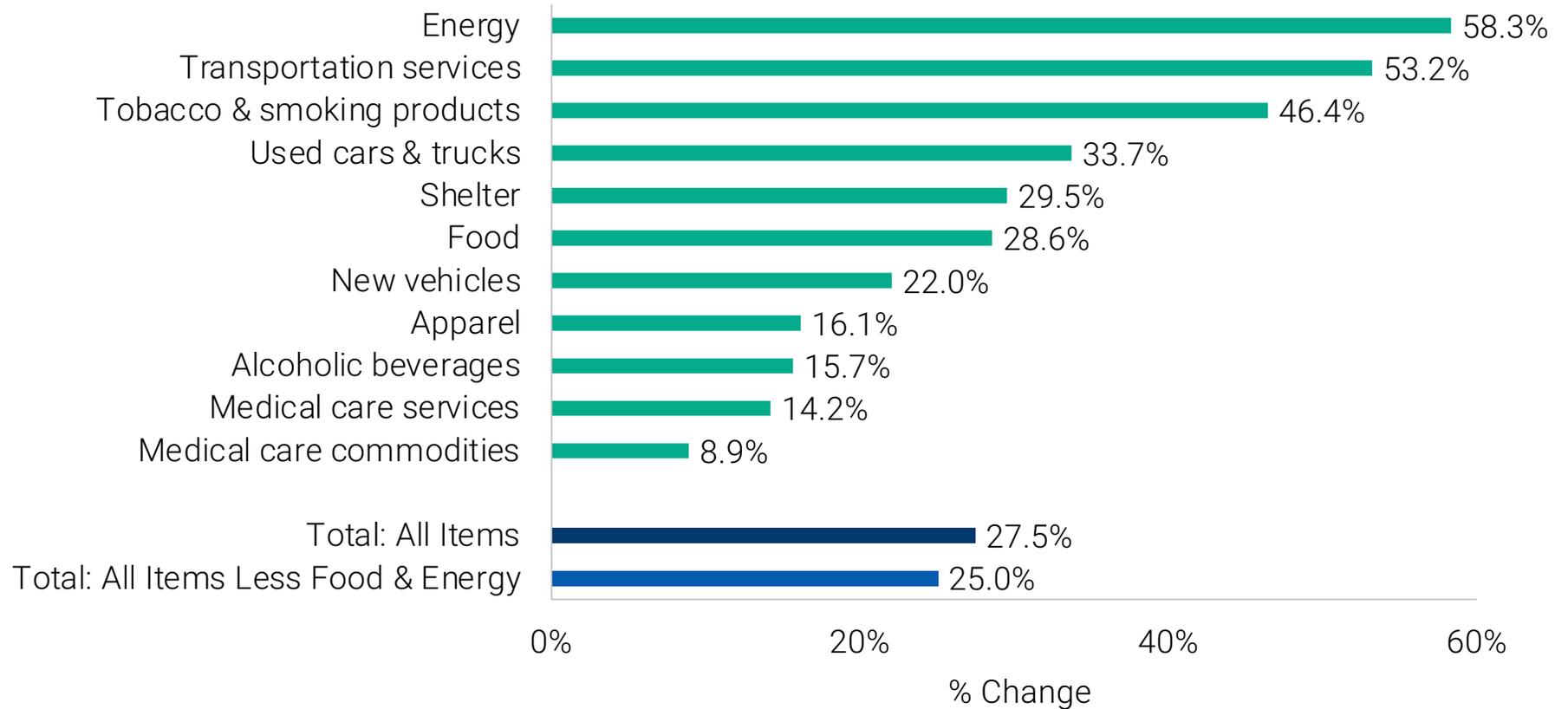
# U.S. Consumer Price Index, 2016 – December 2025



Source: U.S. Bureau of Labor Statistics

# Consumer Price Index, Select Categories (SA)

% Change May 2020 v. December 2025



Source: U.S. Bureau of Labor Statistics

# Consumer Price Index for U.S. Airline Fares, 2020 – Dec. 2025



Source: U.S. Bureau of Labor Statistics

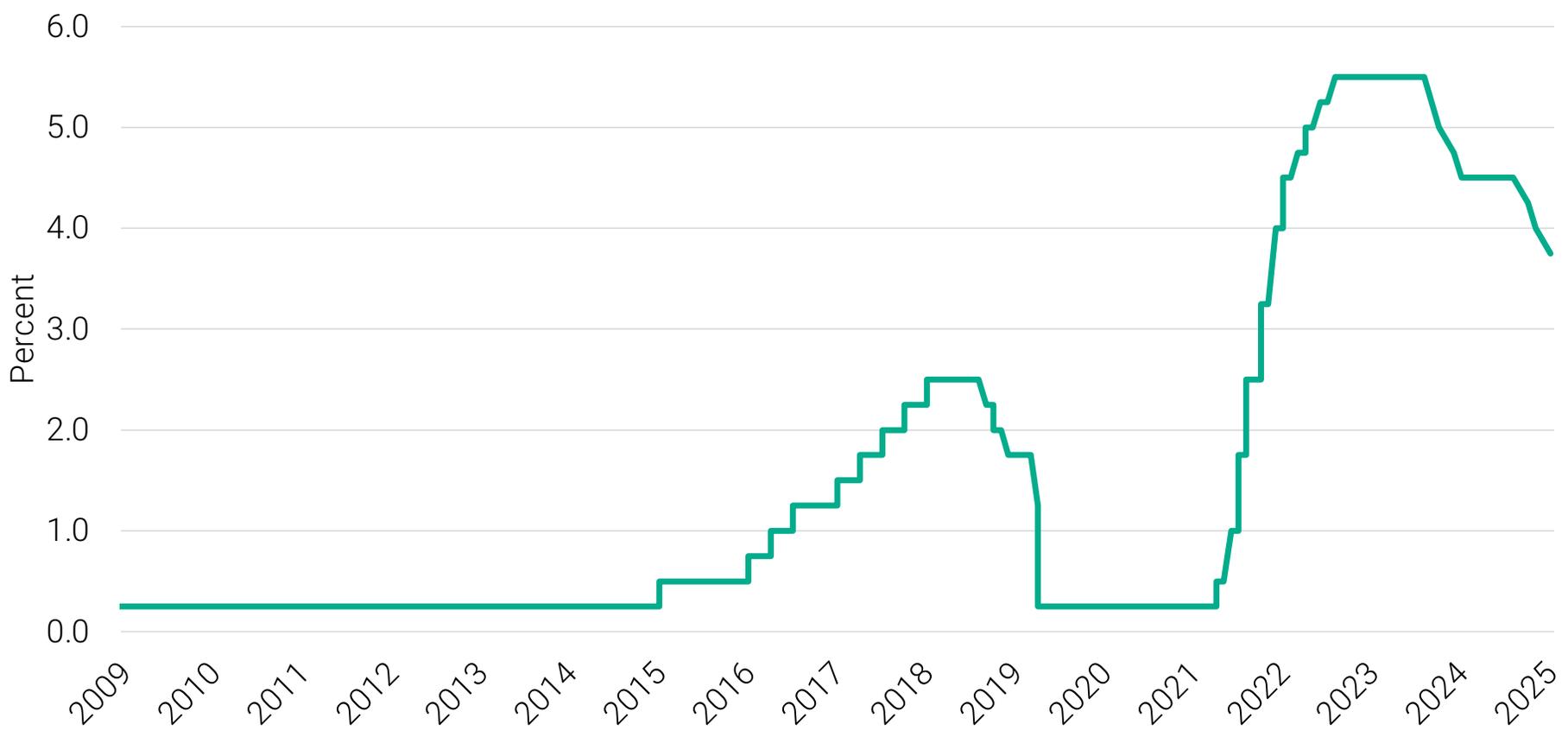
# Frustration with High Prices Persists

% of Consumers Blaming High Prices for Poor Personal Finances  
(3-Month Moving Average)



Source: University of Michigan Survey of Consumers

# Federal Funds Rate, Target Rate Upper Limit, 2009 – 2025



Source: Board of Governors of the Federal Reserve System

# Over the Top

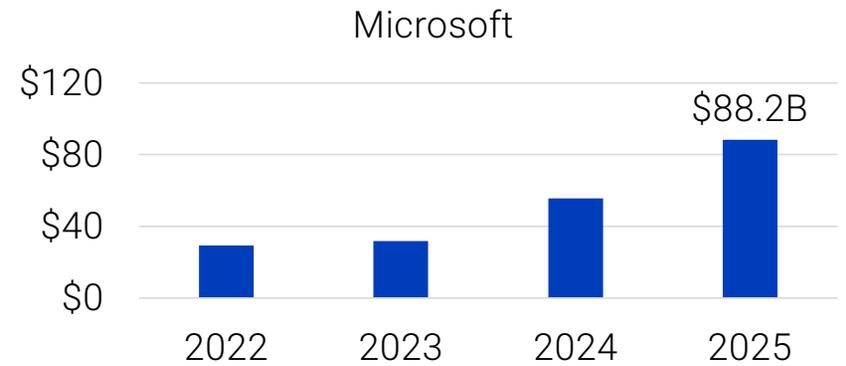
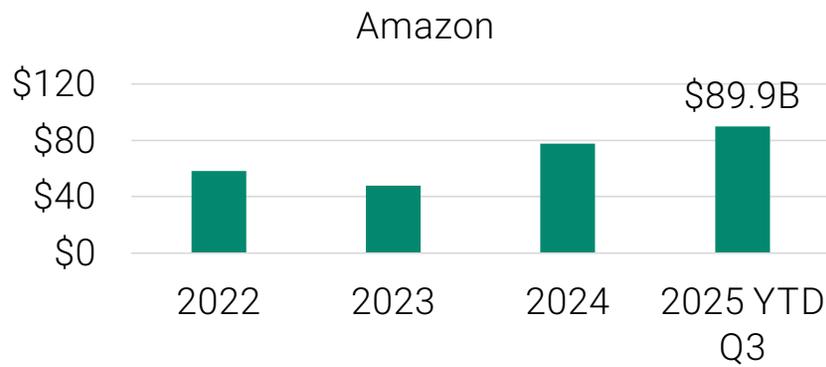
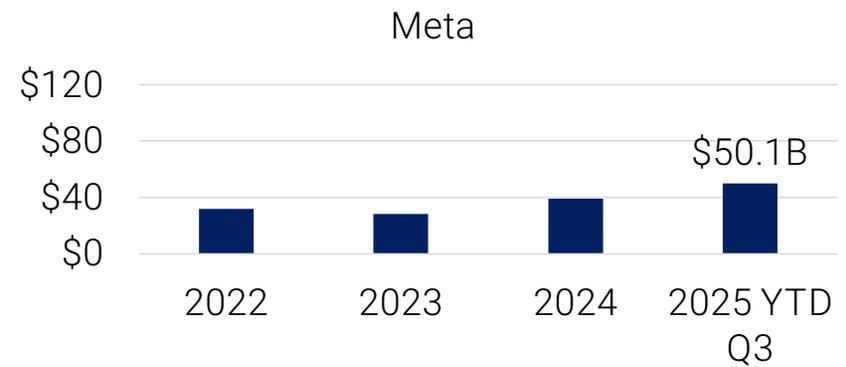
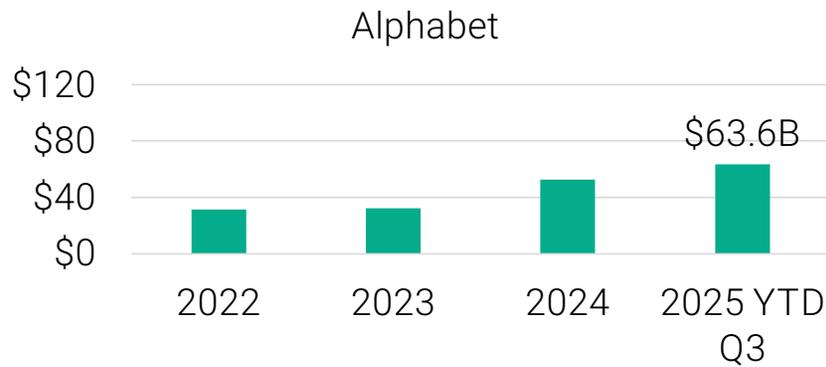


Over the Top (1987)—Sylvester Stallone as long-haul truck driver Lincoln Hawk

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# Big Tech's AI-Fueled Spending Surge

Annual Capital Expenditures (\$Billions)



Source: Company financial statements

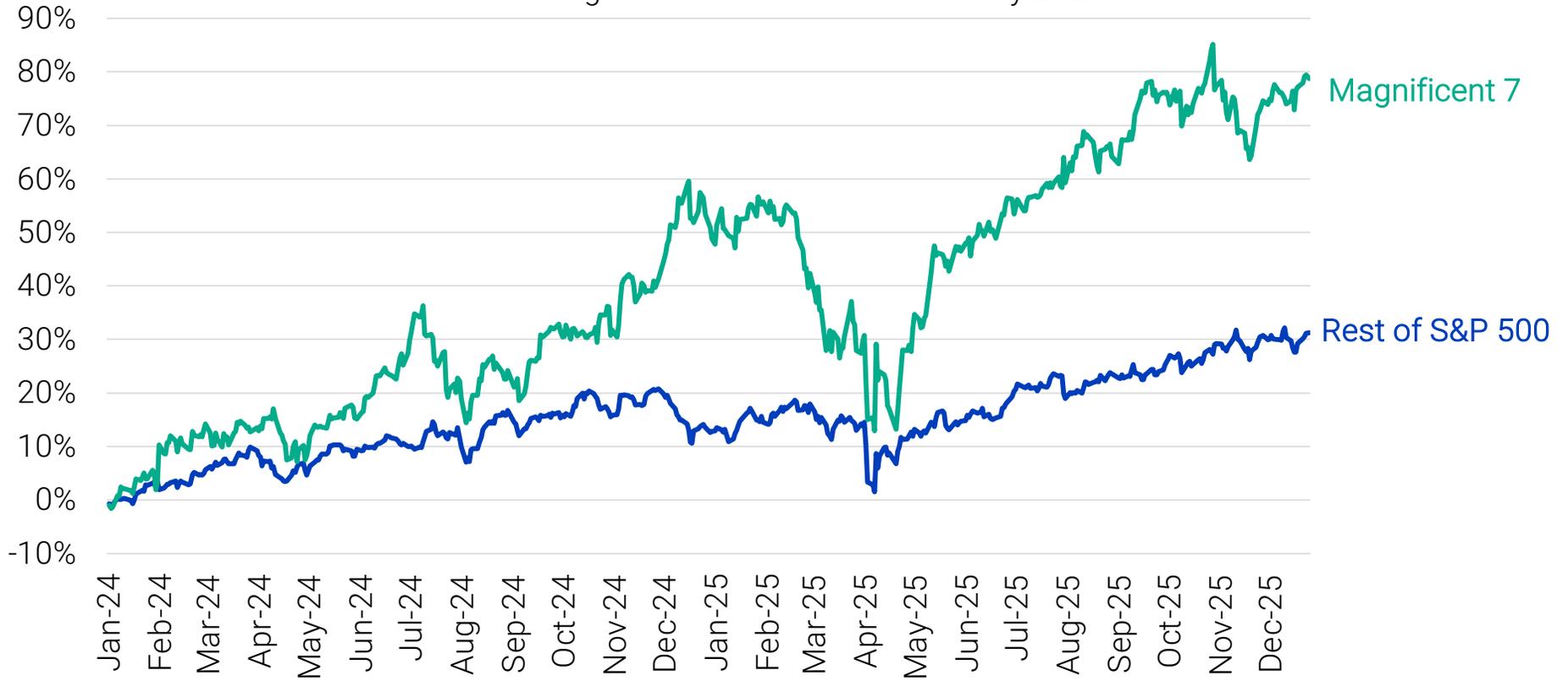
## S&P 500, 2020 – December 2025



Source: FRED, Federal Reserve Bank of St. Louis

# Magnificent 7 v. Rest of S&P 500

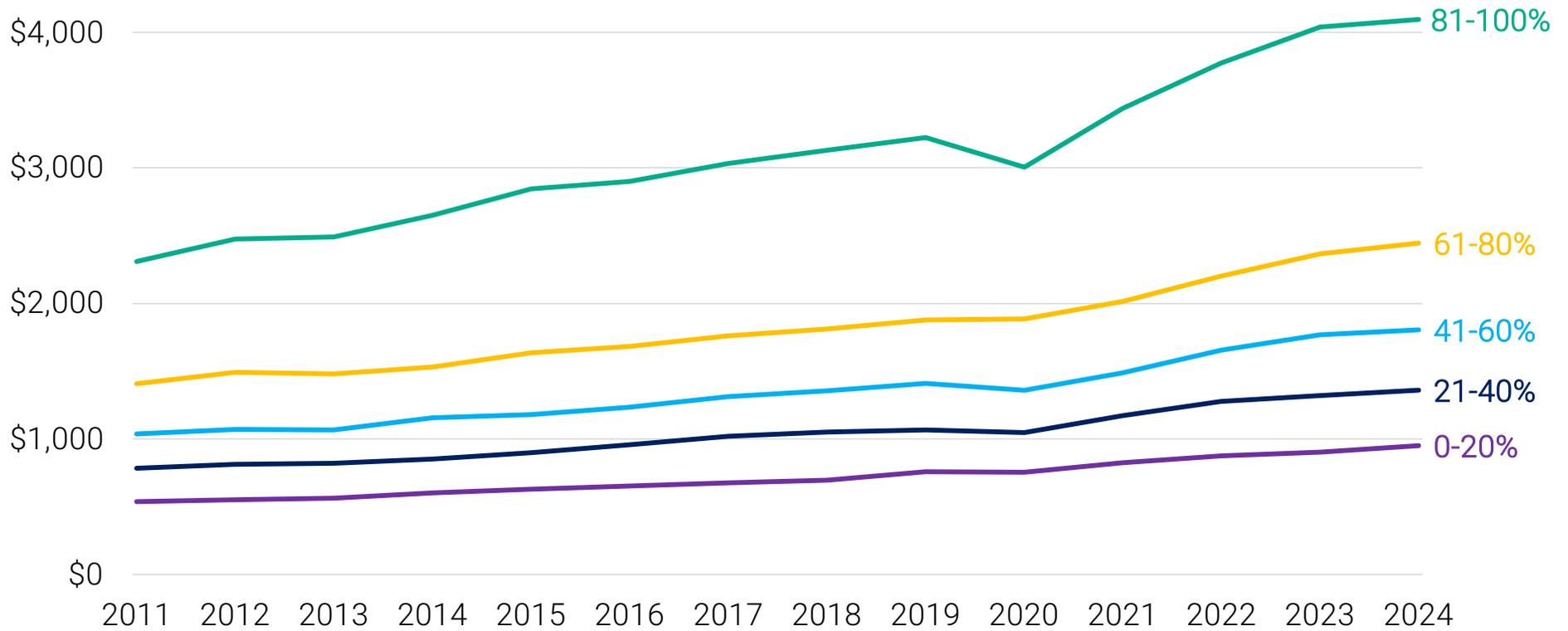
% Change in Close Price Since January 2024



Source: Yahoo! Finance

# Top 20% of Earners Do Almost 40% of Spending

Aggregate Spending (\$ Billions) by Income Quintile



Source: U.S. Bureau of Labor Statistics

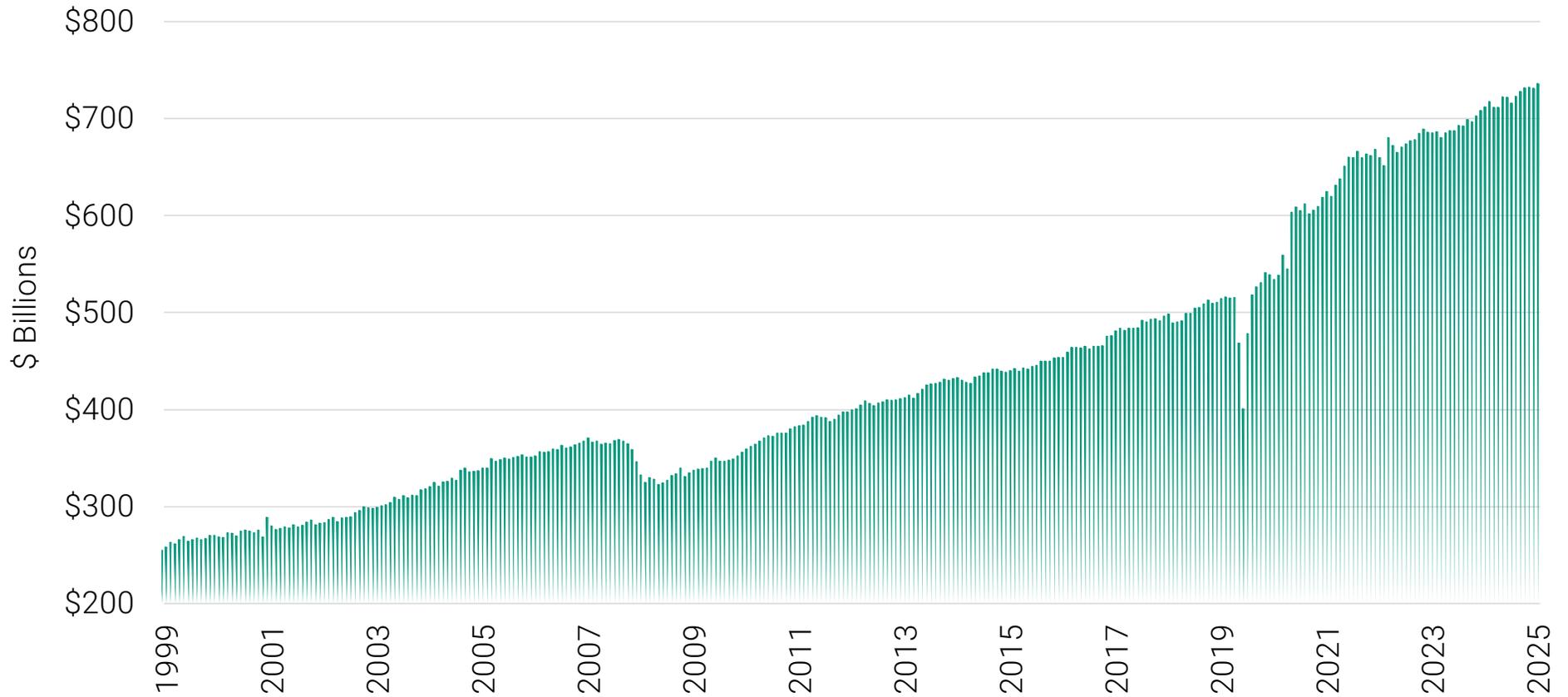
# The Spendables



The Expendables (2010)—Sylvester Stallone as mercenary Barney Ross

# Tango With Cash

U.S. Retail Sales, 1999 – November 2025

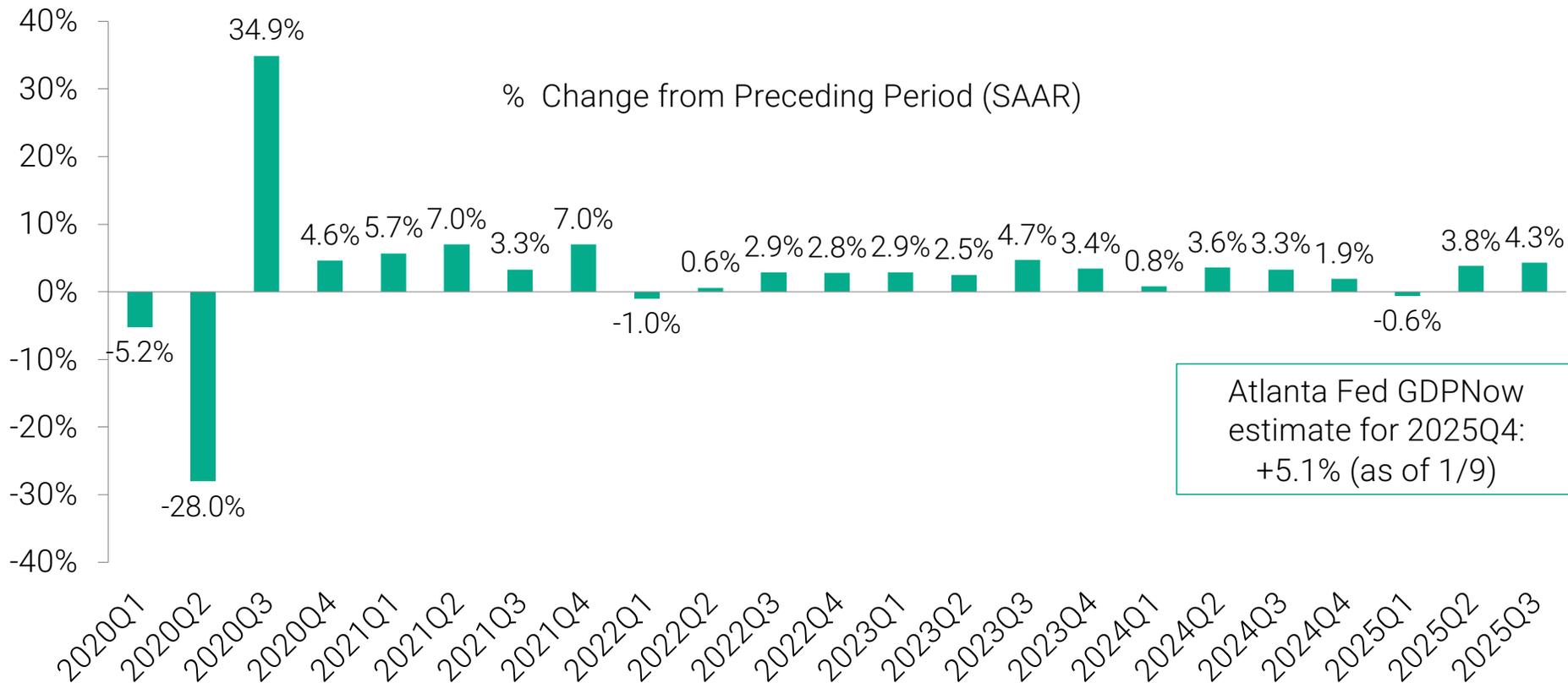


Source: U.S. Census Bureau

Tango & Cash (1989)—Sylvester Stallone as police officer Ray Tango

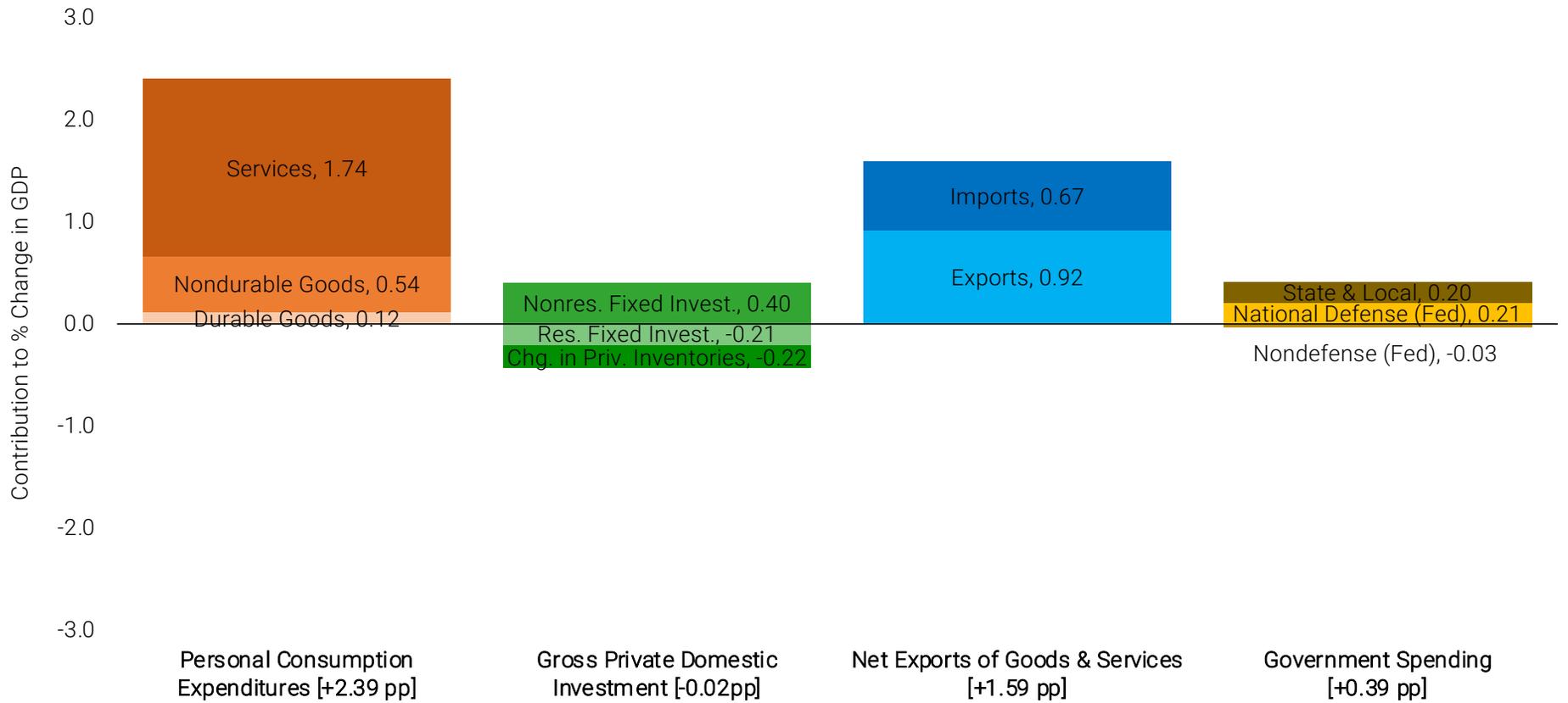
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# U.S. Gross Domestic Product Growth, 2020 – 2025Q3



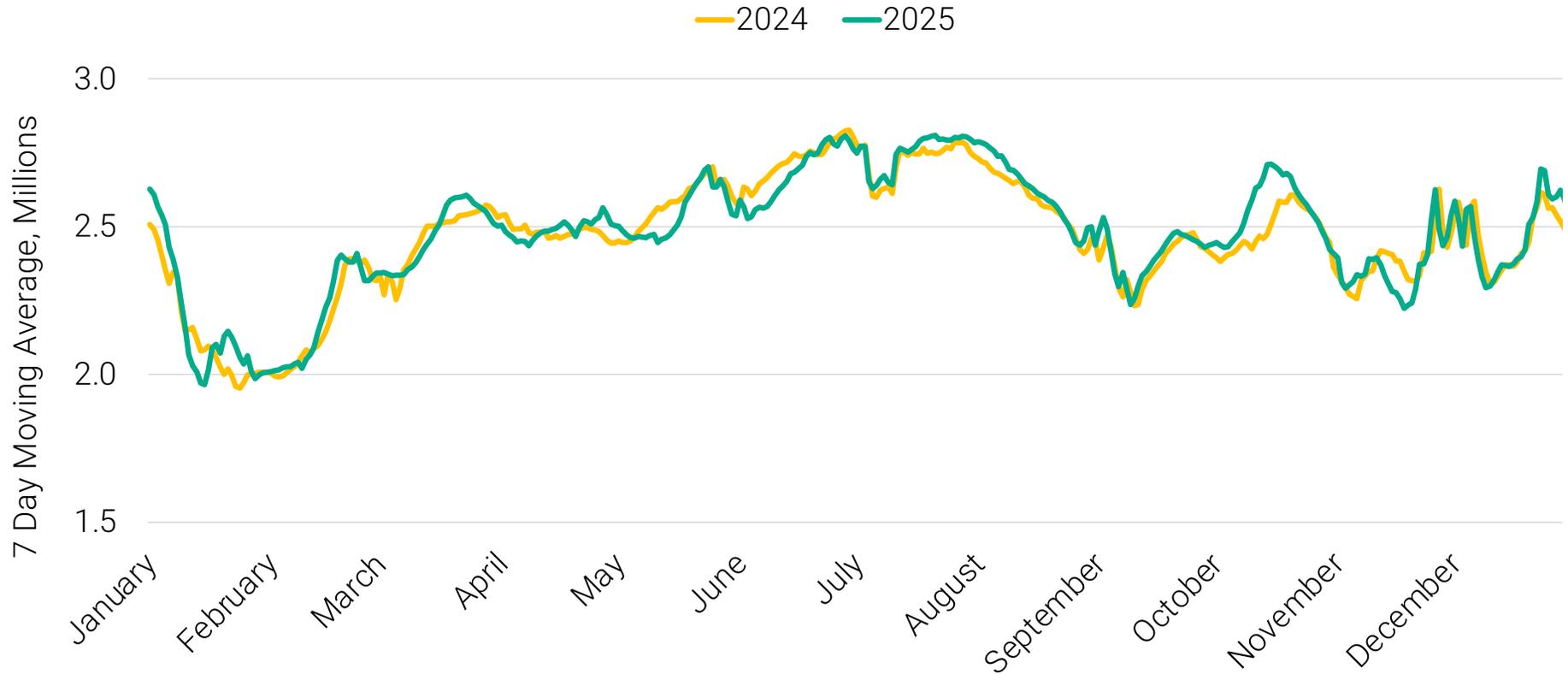
Source: U.S. Bureau of Economic Analysis \*2025Q3: 1<sup>st</sup> (advance) estimate

# Contributions to GDP Growth, 2025Q3



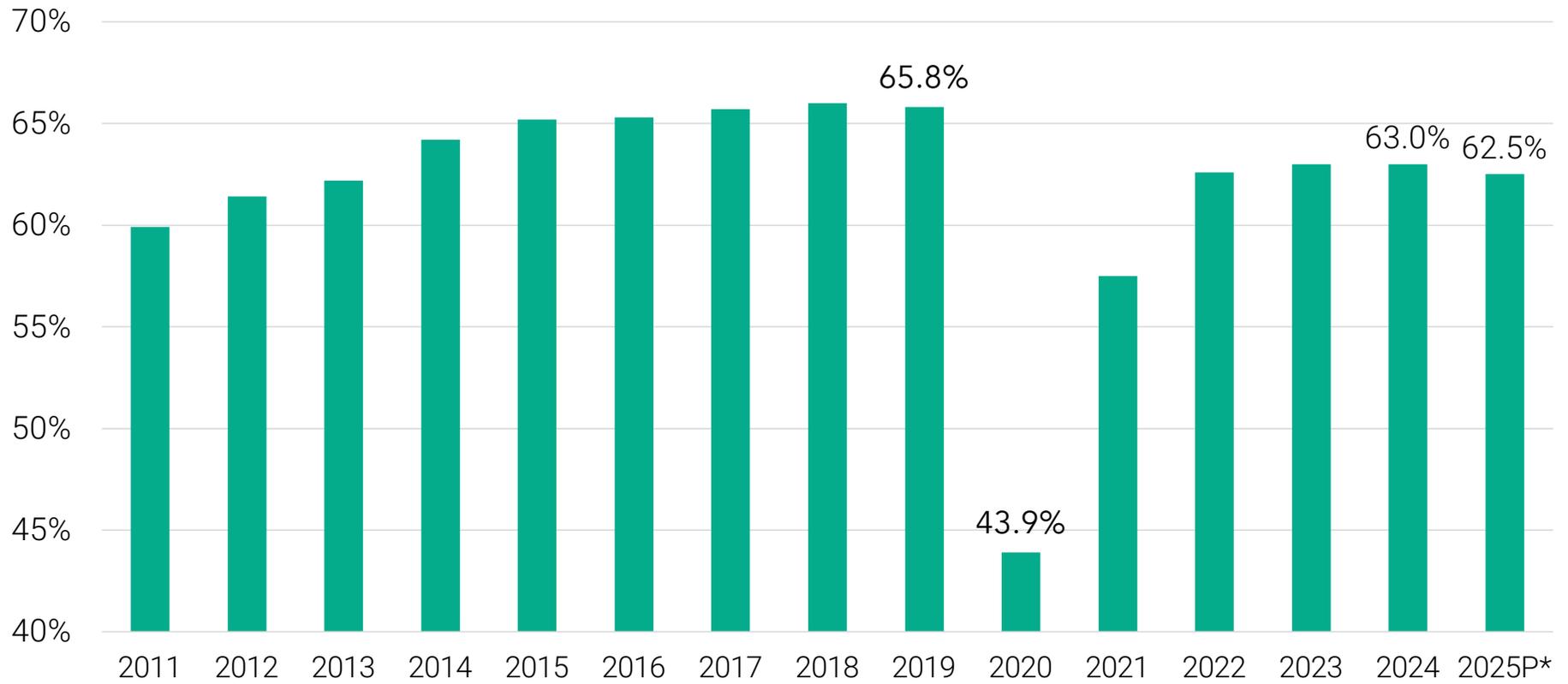
Source: U.S. Bureau of Economic Analysis \*2025Q3: 1<sup>st</sup> (advance) estimate

# Daily Average TSA Checkpoint Travel Numbers



Source: U.S. Transportation Security Administration (TSA)

## U.S. Hotel Occupancy, 2011 – 2025

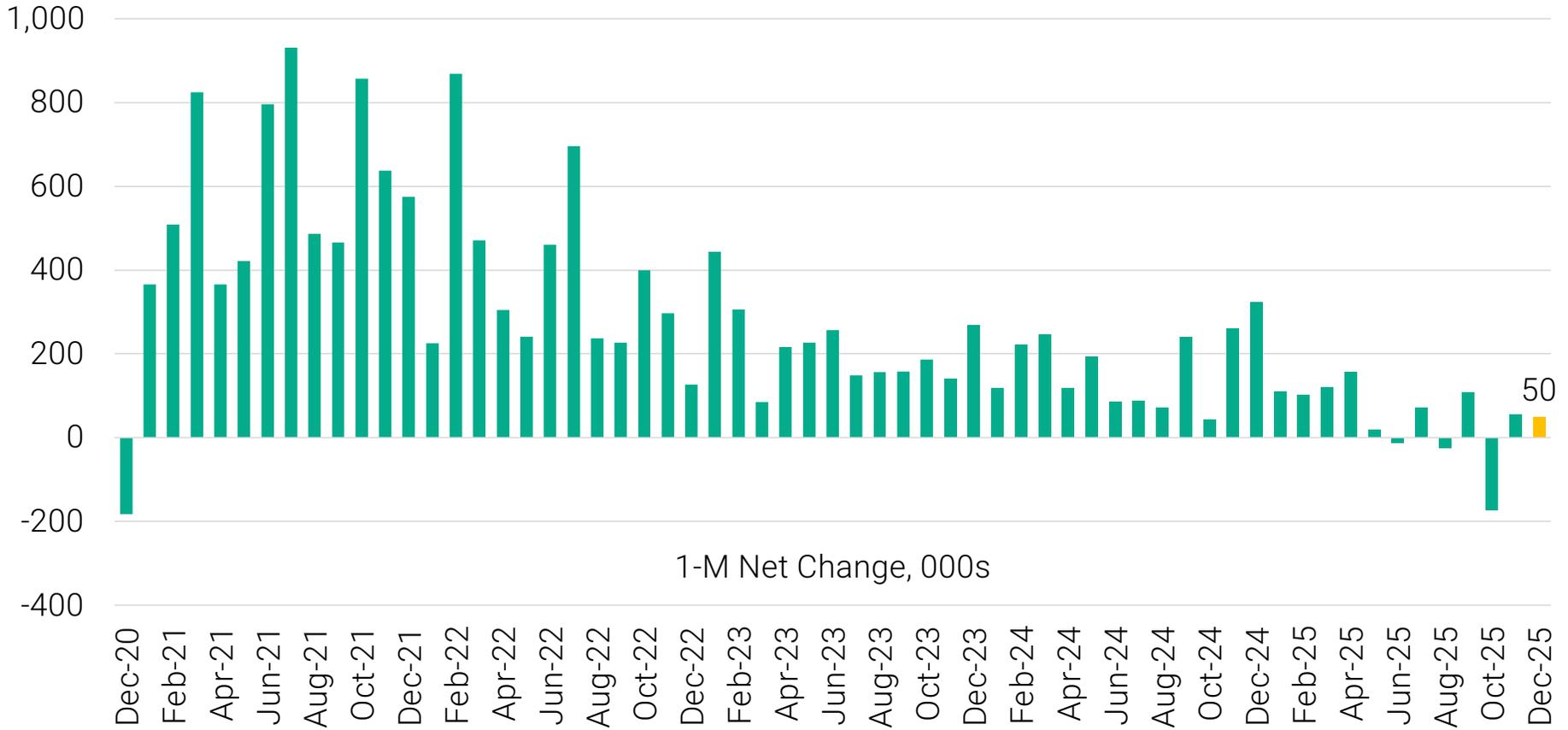


\*CoStar and Tourism Economics Forecast

Source: Costar

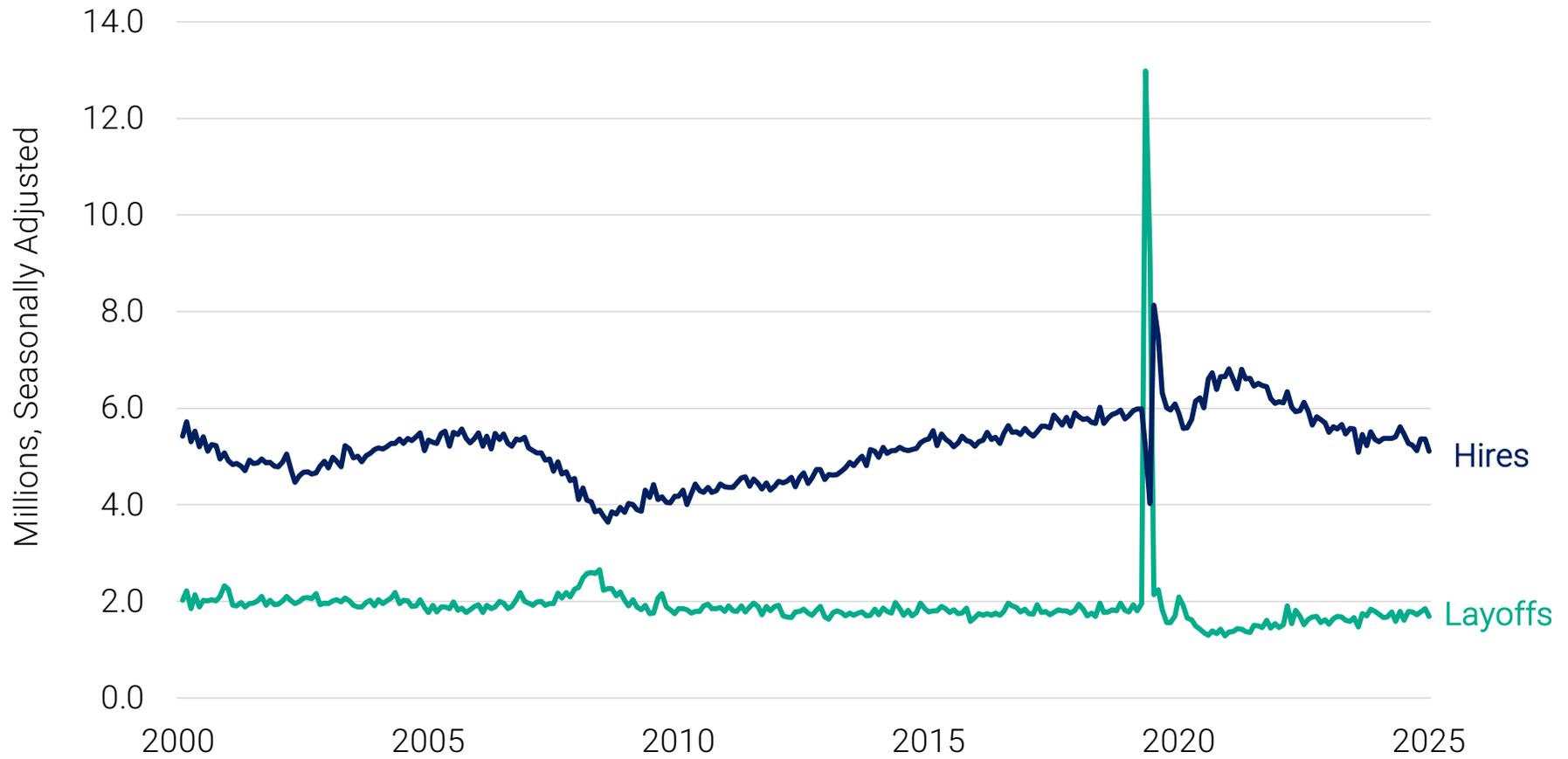
# U.S. Job Growth, Monthly

December 2020 – December 2025



Source: U.S. Bureau of Labor Statistics

# U.S. Layoffs & Hires, 2000 – November 2025



Source: U.S. Bureau of Labor Statistics

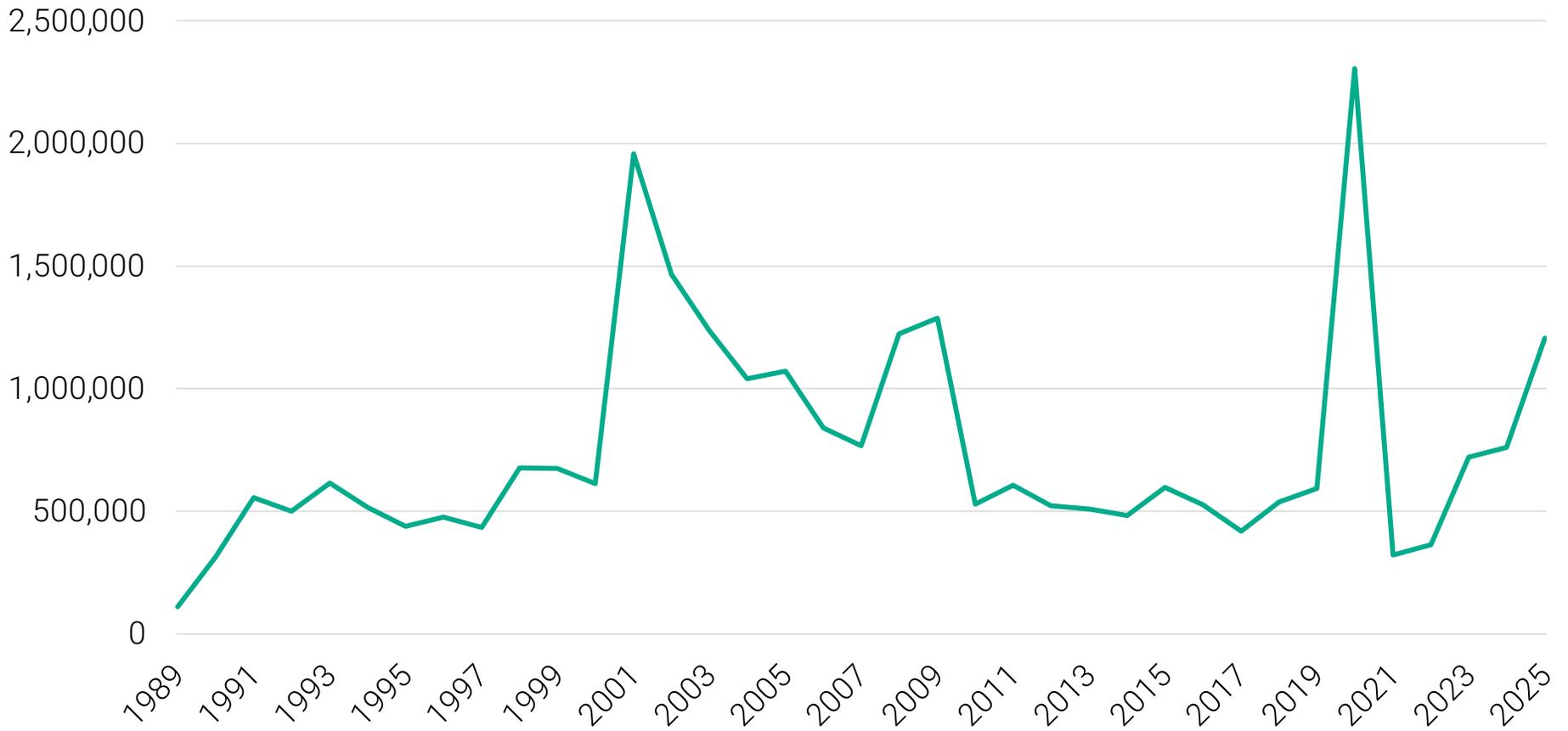
# U.S. Wage Growth v. Inflation

YOY % Change, 2007 – December 2025



Source: U.S. Bureau of Labor Statistics

# U.S. Employers' Announced Job Cuts, 1989-2025



Source: Challenger, Gray & Christmas, Inc. Job Cut Announcement Report

## Unemployment Rates, 25 Largest Metros (NSA), Sept. 2025

Rank	MSA	%	Rank	MSA	%
1	Atlanta-Sandy Springs-Roswell, GA	3.4%	11	Dallas-Fort Worth-Arlington, TX	4.2%
2	Miami-Fort Lauderdale-West Palm Beach, FL	3.6%	11	San Antonio-New Braunfels, TX	4.2%
2	Minneapolis-St. Paul-Bloomington, MN-WI	3.6%	15	Baltimore-Columbia-Towson, MD	4.3%
4	St. Louis, MO-IL	3.7%	15	Tampa-St. Petersburg-Clearwater, FL	4.3%
5	Austin-Round Rock-San Marcos, TX	3.8%	17	San Francisco-Oakland-Fremont, CA	4.6%
5	Charlotte-Concord-Gastonia, NC-SC	3.8%	18	Philadelphia-Camden-Wilm., PA-NJ-DE-MD	4.7%
7	Denver-Aurora-Centennial, CO	3.9%	19	Detroit-Warren-Dearborn, MI	4.8%
8	Orlando-Kissimmee-Sanford, FL	4.1%	19	Houston-Pasadena-The Woodlands, TX	4.8%
8	Phoenix-Mesa-Chandler, AZ	4.1%	21	San Diego-Chula Vista-Carlsbad, CA	4.9%
8	Washington-Arlington-Alexandria, DC-VA-MD-WV	4.1%	21	Seattle-Tacoma-Bellevue, WA	4.9%
11	Boston-Cambridge-Newton, MA-NH	4.2%	23	New York-Newark-Jersey City, NY-NJ	5.3%
11	Chicago-Naperville-Elgin, IL-IN-WI	4.2%	24	Los Angeles-Long Beach-Anaheim, CA	5.5%
			25	Riverside-San Bernardino-Ontario, CA	5.9%

Source: Bureau of Labor Statistics  
 Note: MSA data are not seasonally adjusted (NSA);  
 U.S. data are seasonally adjusted (SA)

U.S. Unemployment Rate—Sep: 4.4% | Dec: 4.4%



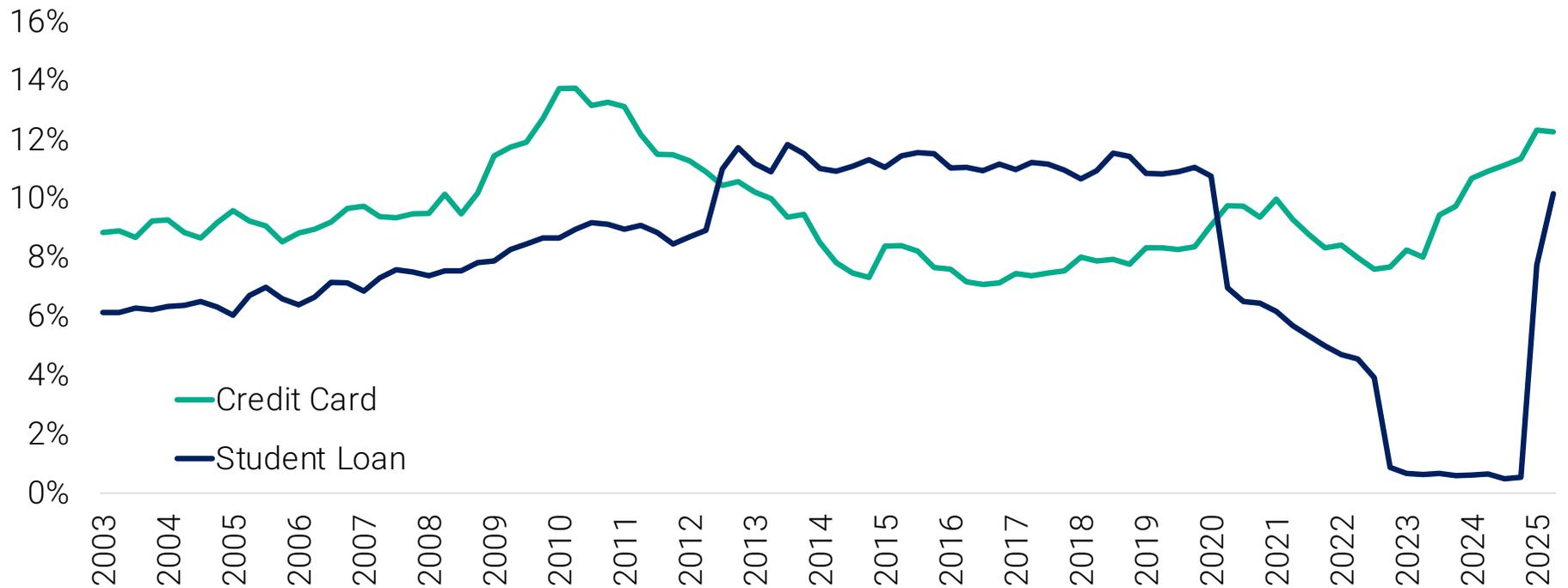
# A Little Rocky



Rocky (1976)—Sylvester Stallone as boxer Rocky Balboa

# Rocky I: Loan Delinquency Surges

Severe Delinquency by Loan Type, 2003 – 2025  
% of Balance 90+ Days Delinquent

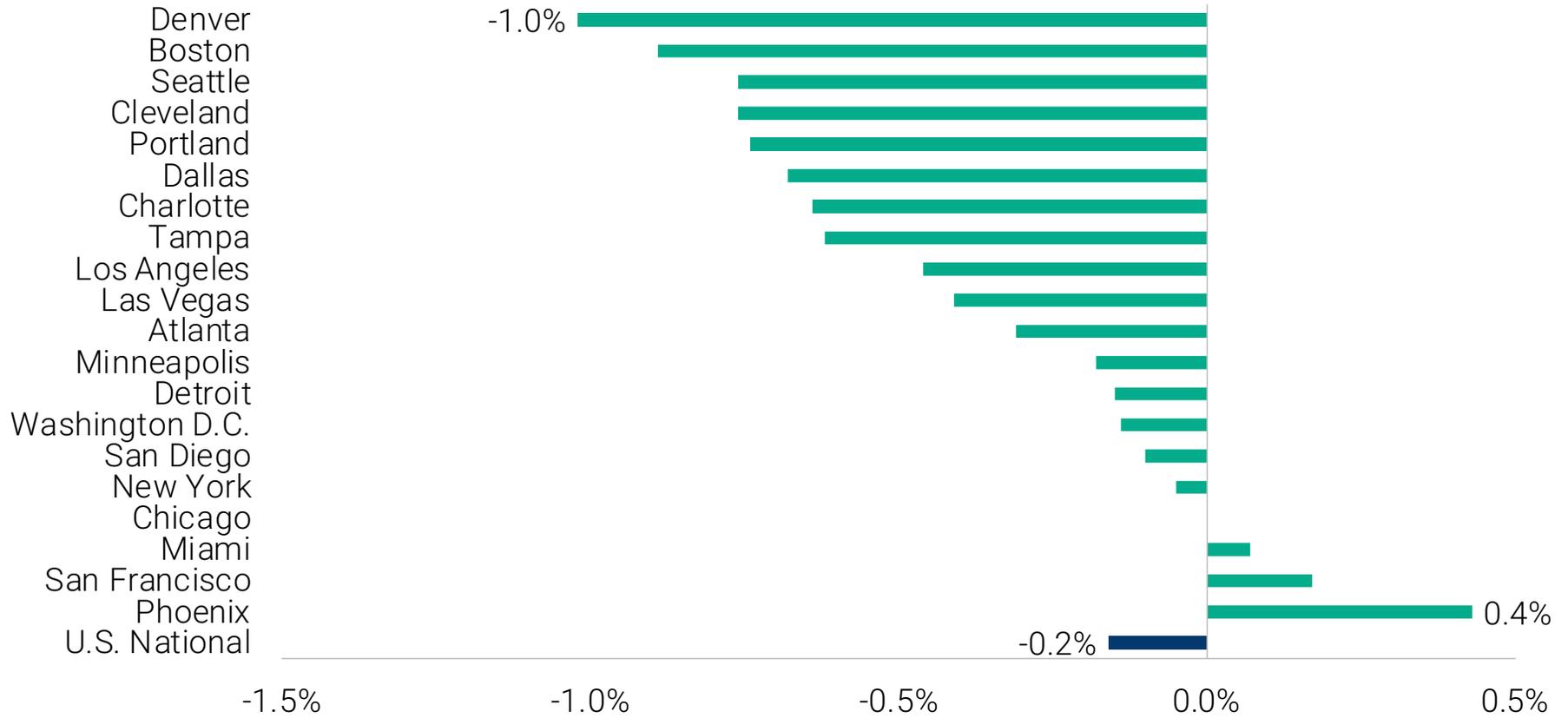


Source: New York Federal Reserve

First Blood (1982)—Sylvester Stallone as Vietnam War veteran John Rambo

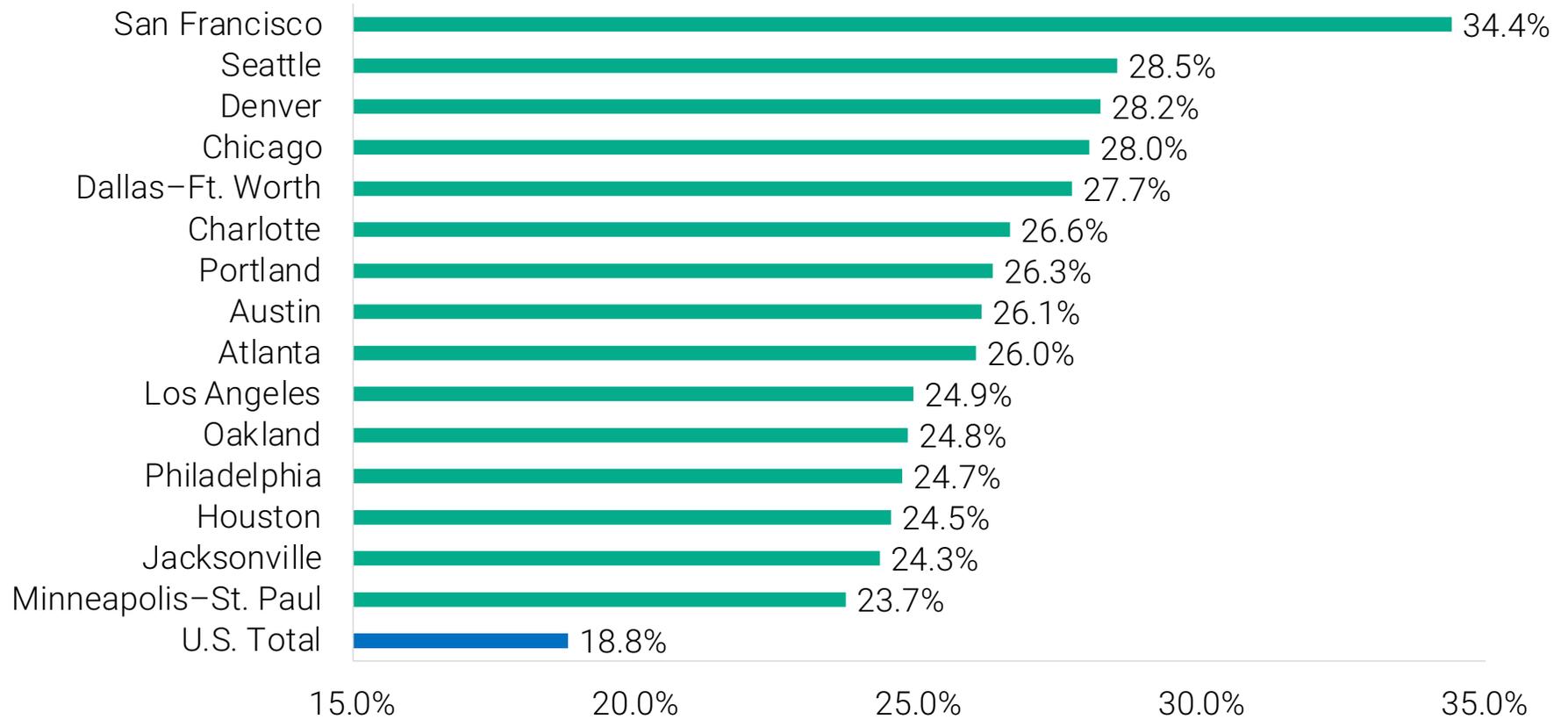
# Rocky II: S&P Case-Shiller Home Price Index

1-Month % Change, October 2025



Source: Standard & Poor's

## Rocky III: Highest Office Vacancy Rates, 2025Q3



Source: CBRE

## Rocky IV: U.S. Cities Face Fiscal Stress

- With the city facing a projected \$1.12 billion shortfall in 2026 Chicago Mayor Brandon Johnson said recently, “We have reached a point of no return”.
- Between December 2024 and April 2025, Chicago, Los Angeles, San Francisco, and Washington all experienced credit rating downgrades.
- According to research conducted by The Pew Charitable Trusts, at least 20 of the nation’s 25 most populous cities have reported budget gaps for fiscal year 2026—and often beyond.

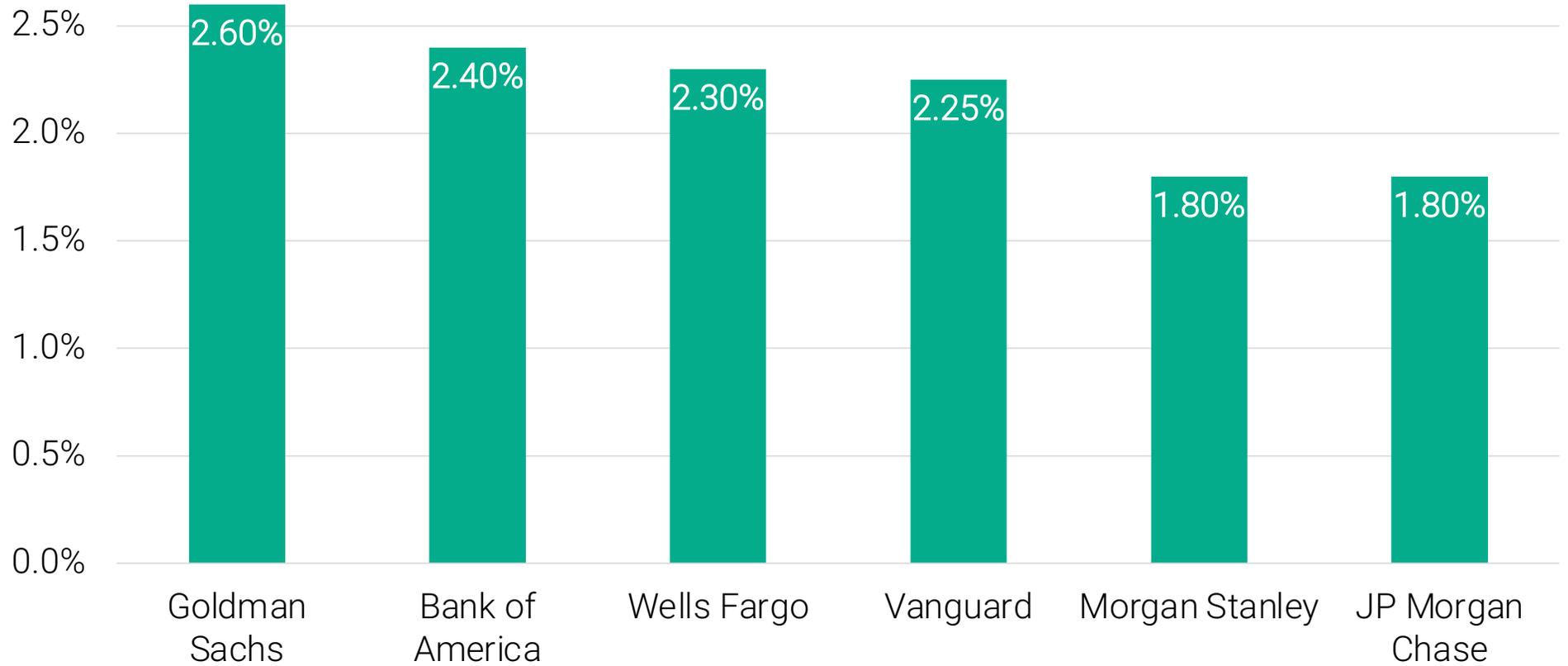
# Cliffhanger



Cliffhanger (1993) — Sylvester Stallone as mountain climber Gabe Walker

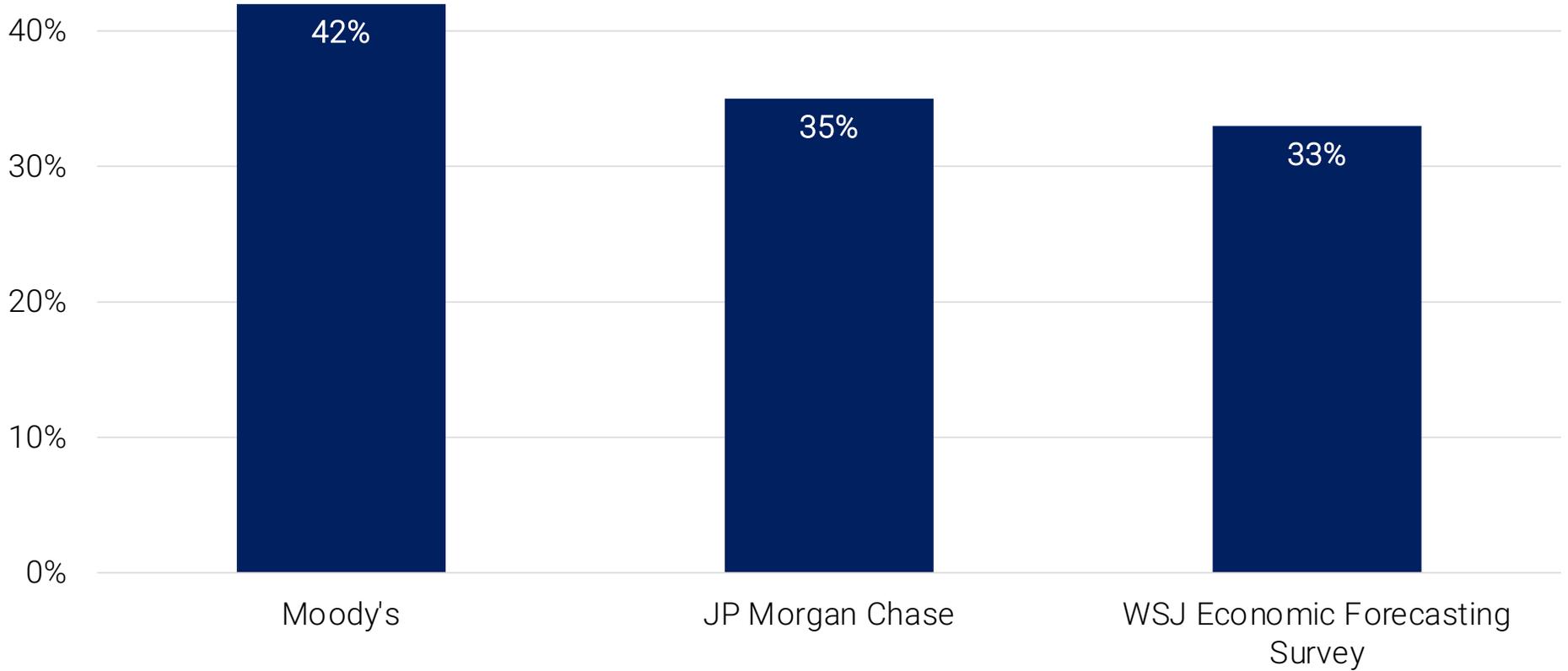
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## Major Forecasts for U.S. GDP Growth in 2026



Source: Brokerage and media reports

## 2026 Recession Probability, Major Forecasts



Source: Brokerage and media reports

# The Alarum has Sounded

- Inflation poised to stage a comeback – blame tariffs;
- Interest rates will be higher for longer – ditto;
- Many consumers now exhausted financially, and circumstances could worsen – right, because of tariffs;
- Are asset prices overextended? This may have something to do with tariffs;
- So forecast was for growth in 2026, but there are risks, including rising interest rates and falling asset prices, and that's because of . . . well you know.

## Thank You



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# Q&A