

Community Needs Assessment

CASS COUNTY PUBLIC LIBRARY

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Executive Summary

This report presents the findings of a Community Needs Assessment conducted by Potter Training and Consulting for the Cass County Public Library. This assessment aims to identify how the library can effectively respond to the community's evolving needs and make informed decisions regarding investments in its assets.

The assessment methodology involved assembling diverse community representatives, such as school officials, small business owners, and other stakeholders, to facilitate discussions around the community's ideal state rather than focusing solely on library services. This approach ensures a comprehensive understanding of community dynamics, enabling participants to advocate for broader needs rather than merely suggesting traditional library enhancements like increasing book collections or extending operating hours.

The Mid-America Regional Council (MARC) provided demographic and economic data about Cass County to ground the discussion. Key insights from this presentation included an 8.4% population growth from 2010 to 2020, a median age of 40.1 years, and a predominance of owner-occupied housing, with a median home value of \$269,000. Economic indicators are positive, with a median household income of \$87,413 and a low poverty rate of 6.5%. However, it is crucial to note anticipated shifts in the economic landscape due to changing labor market dynamics and industry trends.

The assessment's outcomes ultimately uncovered four library appropriate responses for the entire county along with several responses that may be more appropriate in specific communities. The county-wide responses are as follows -- ***Access to Important But Hard to Get Services, Small Business Support, Leaning into Other Forms of Literacy, and Community Building***. The outcomes from this assessment will guide the Cass County Public Library in strategically aligning its services with community needs while addressing potential economic changes in the region. By focusing on community aspirations rather than library-centric demands, the library can play a pivotal role in contributing to the overall development and enhancement of Cass County.

Methodology

Potter Training and Consulting recommended that Cass County Public Library undertake a community needs assessment to help determine how the library can better respond to the community's needs and better understand how to invest in its physical assets, such as buildings.

A community needs assessment is structured and directed differently from a focus group, survey research, or similar activities. A community needs assessment aims to assemble people representing parts of the community. For example, a school principal or superintendent may be invited not to represent a specific school district but to represent the needs of k-12 education in the community. The discussion group typically comprises ten to twenty people (but no fewer than eight). Library staff will be in attendance but will not directly participate unless asked for input by the facilitator.

Following some welcoming remarks, a presentation on community demographics and business forecasting is made. The Mid-America Regional Council (MARC), the nine-county regional planning organization serving Greater Kansas City (including Cass County), presented this information in our meetings. Much of this is to help the participants start from the same baseline of information and to help refocus the participants so they don't try to provide "satisficing" answers for the library.

Using a traditional SWOT structure (strengths, weaknesses, opportunities, and threats), the participants engage in a conversation to envision the ideal community—not the ideal library. While some participants may be able to sum this up in a sentence, this step usually takes time.

Over lunch, the library director will discuss the library and the library industry. The goal is to help participants learn more about the library from someone working in libraries every day. This orientation to libraries is essential as many may not know much about what a library does outside one or two service offerings.

After lunch, the next step is to begin visualizing and making recommendations for "library-appropriate responses" so that the library can do its part to help reach the goal of the ideal community. Directing the conversation this way makes it impossible to conclude that "*buying more books*" alone is an appropriate response.

Demographics and Background

Cass County Public Library invited the Mid-America Regional Council (MARC) to present demographic trends and an economic outlook for Cass County and the Greater Kansas City region. Copies of those presentations are in the report appendix.

MARC shared the Community Profile document with the group. The information in this document comes from the United States Department of Commerce's American Community Survey and was presented by a senior analyst from MARC. The five key points concerning Cass County's demographic profile are as follows.

- **Population Growth:** Cass County, MO, experienced an 8.4% population increase from 2010 to 2020, reaching a total population of 107,824 by 2020.
- **Age Distribution:** The median age in Cass County is 40.1 years, with significant portions of the population in the 30-44 (19.0%) and 45-64 (26.4%) age cohorts. This population makes Cass County a little "older" than other counties in the Kansas City area.
- **Racial Composition:** Much of the population in Cass County is White, not Hispanic (72%, decreasing to 61% by 2050), with People of Color making up 28% of the population. The Hispanic population will continue to increase as a percentage of the overall population through 2050 (from 10% to 16%).
- **Housing:** Cass County has a high rate of owner-occupied housing units at 75.9%, with a median home value of \$269,000. The county also has a relatively low vacancy rate of 5.8%.
- **Economic Indicators:** The median household income in Cass County is \$87,413, and the poverty rate is 6.5%. The labor force participation rate is 67.0%, and the unemployment rate is 4.6%. These are favorable measurements compared to other counties in the region.

Several significant changes will occur in the economic environment. Nationally, decreases in birth rates will create situations where labor costs will be higher as employees find themselves in a "seller's market." This point is exacerbated since Cass County has an older-than-average population.

Industry distribution will change, with healthcare and social assistance being the top industries for the region now and in 2050. However, transportation and warehousing will replace the second industry (retail trade) by 2050. Along with retail, federal employment, utilities, and farming will decrease through 2050. Other industry "winners" by 2050 include

professional, scientific, and technical services, accommodation and food services, real estate and rental leasing, and finance and insurance.

Many of the growing industries feed into small businesses and entrepreneurship. In addition, there will be a need to increase the worker's skill levels (smarter workers since there won't be more workers). Management and technical level occupations, working with people as opposed to things, will be more challenging to automate and therefore be in increased demand. There may also be an increased need for healthcare and social services (often called "wrap-around" services) to help with the needs of children before and after school. Considering the higher-than-average age and the overall need for health care, work in healthcare and related fields will be in high demand. While artificial intelligence will tremendously impact the workplace, research suggests that specific tasks may be replaced, but not entire jobs. "Onshoring"¹ (like the Panasonic Battery plant in Johnson County, KS) will continue to see skilled manufacturing grow, resulting in a need for skilled trade workers.

¹ *Onshoring* is the opposite of "Offshoring." During the Covid-19 pandemic, many products became impossible to source. Essential goods were being supplied by offshore companies nearly exclusively. The broken supply chains illustrated the need to bring key products and their corresponding businesses back to America. Programs like the CHIPS and Science Act of 2022 and escalating tensions between China and Taiwan accelerated this trend. Onshoring is positioned to continue to be prominent for several decades.

North Meeting

Excluding our presenter from MARC, who only came for the demographics and business outlook presentation, nine community members participated in the conversation on January 21, 2025. Please refer to the appendix for the individuals invited to the community needs assessment meeting. As previously explained, each meeting undertook a short SWOT analysis, identified community ideals, and considered library-appropriate responses based on the "ideal community."

Strengths

- Good schools
- Opportunities for work and economic growth
- Land: while agricultural use is decreasing, it is providing opportunities for greenfield development²
- Business growth opportunities
- Safety and a safe community
- There is a positive perception concerning community cooperation, especially among businesses and school districts
- People prescribe a high value concerning "quality of life" issues, including parks, trails, greenways, etc. ³
- Active and large volunteer community and infrastructure (e.g., Cass County Coalition)



Figure 1- North Community Needs Assessment, Raymore January 21, 2025

Weaknesses

- Older parts of the community and rural areas have aging infrastructure and may not have the capacity for growth
- Many questions and concerns on how to pay for community investments slow such investments
- Health care, especially for pediatric patients and juveniles
- Childcare and daycare

² *Greenfield* refers to previously undeveloped land or land that was previously farmland.

³ *Quality of Life* is an imprecise term, but in the meeting, it was capturing concepts like community assets, community arts, parks, and trails. It also includes things like public safety via police and fire protection. I do not think it included broader concepts like habits and customs, sometimes called a "way of life" or "lifestyle."

- Lacking higher education and post-secondary education opportunities
- Racism
- Population growth is creating a strain on the infrastructure (as previously mentioned)
- Workforce development and employment investments for advanced manufacturing
- Lack of public transportation infrastructure
- Siloing⁴ of opportunities and information from those who need it most
- Siloing of opportunities and information for Latinos and Spanish speakers

Opportunities

- Consolidating of services, like 911, Fire protection, etc.
- Expanding continuing education and growing the Raymore LEAD Center and the Cass County Career Center in Harrisonville.
- With the green fields, there are considerable natural resource conservation, natural habitats, etc.
- Room for growth, but more importantly, the opportunity to be very deliberate about growth
- An expanded local arts community
- Figuring out ways to grow “smarter” but not necessarily “bigger”
- Leveraging ways to make people healthier by encouraging ethical pet ownership

Threats

- Lack of money and finite resources
- Politics causes obstacles
- Concerns about specific developments that may be necessary, cost-effective (due to the expansive green field developments) but are unattractive to the neighborhood (also known as “NIMBY” not in my backyard)
- Lack of individual financial literacy
- Inability to effectively communicate directly with and to citizens

⁴ *Silos and Siloing* are used throughout this report. Siloing means that the information is hard to receive or retrieve and is all but non-existent by some people due to some factors. Meanwhile, the information is readily available and accessible to others. Frequently those “in” the silo don’t realize they have access that others don’t.

- Decreasing volunteerism and decreasing civic engagement, especially among the young⁵
- Fractured society and negative tribalism⁶

Characteristics of the “ideal community.”

After determining the community's SWOT, the next step is visualizing the "ideal community." How do you leverage the strengths and opportunities? How do you minimize or avoid the weaknesses and threats?

- To be the leader in non-urban transportation
- To have sufficient continuing education and training for adults
- To be a truly bilingual community
- That every child will graduate with work-ready skill certification or be college-ready (e.g., graduating high school with an associate's degree)
- Being recognized as a place with a building and growing arts community
- To be acknowledged as "family-friendly" by having sufficient wrap-around services, having access to health care for all ages, and allowing people to age in place (e.g., a "community for all ages")
- To continue to be recognized as a place with strong schools but continue to invest, keep up, and make sure the educational community is attractive to students and teachers
- To have a community and identification that reflects pride in Cass County

Library appropriate responses

After considering the SWOT and visualizing the “ideal community,” the next step is to find "library-appropriate responses." Based on its typical activities, what can a library do to help build the ideal community?

- Information kiosks to provide information and opportunities for non-profit organizations and veterans' programs
 - This breaks the silos
 - This increases the library's reach

⁵ Robert Putnam presented this cultural development in his groundbreaking book, Bowling Alone: The Collapse and Revival of American Community. Putnam's thesis is that the decline in social capital has undermined civic engagement in the United States, leading to a less vibrant community.

⁶ *A fractured society and negative tribalism* describe situations in that even though people may have strong relationships with people situated outside their community (via online presence, for instance), they may not know their actual neighbors or understand the challenges of people living "next door.")

- This helps address fractured society
 - There could be specific training for library staff around topics like trauma or crisis-informed care that could be useful in a broader context⁷
- Be a trusted space for the Latino community, providing language-appropriate resources, training, assistance, and assimilation
 - This breaks the silos
 - This can address the fractured society
 - It helps become a bilingual community and helps everyone find a place in the community
- Small business and entrepreneurial center
 - This helps address workforce development issues
 - Providing a "one-stop" for starting or growing businesses
 - Being a place to go to build a community to support small businesses and entrepreneurs
 - This can grow businesses that will help sustain Cass County through 2050
 - This creates resources for infrastructure, schools, etc.
- Financial literacy center for consumers of all ages
 - This helps extend the reach of the library
 - It enhances the quality of life for the community
 - It strengthens generational wealth and sustainability through 2050
 - This strengthens the bilingual community
- Issuing public library accounts automatically to all students enrolled in schools
 - Automatic library accounts can decrease silos and ensure all students have the same opportunity regardless of school district or other conditions
 - This increases opportunities for all students, regardless of school
- Providing services that are needed by the community but hard to provide
 - Passport service, TSA Pre-Check, Notary service, fingerprinting
 - Services like fingerprinting services are sometimes needed to get jobs or to volunteer in some instances
 - Such programs provide enhanced opportunities for small businesses and employees requiring such services without leaving the community
 - This increase the quality of life because citizens don't have to leave the community to get such services
- Sponsoring a “New Tech” showcase

⁷ The group made this suggestion regarding service to veterans, but it has a much broader context. It can also include training like CPR, de-escalation training, overdose responses, and the like.

- Inviting industry to explain and demonstrate new technology, like nanotechnology, magnetic technology, advances in medical technology, etc.
 - Such a showcase can help entrepreneurs develop new plans and products, grow the economy, and provide resources for the future
- Information Literacy and Technical Literacy for all ages
 - This can illustrate how to use your new tech, spot a fake web page, etc.
 - This addresses the fracturing of the community
 - This supports a "community for all ages"
 - It can help people become more civically engaged

South Meeting

Eight community members participated in the conversation on January 30, 2025, including our presenter from MARC. I included Mr. Lenk in the count because he was invited to participate and contributed considerably to the conversation throughout the day. Please refer to the appendix for the individuals invited to the community needs assessment meeting. As previously explained, each meeting undertook a short SWOT analysis, identified community ideals, and considered library-appropriate responses based on the "ideal community."

Strengths

The initial conversation was slow, so I asked, "What about Cass County would you suggest to me if I said I wanted to move here from Grain Valley?" This hypothetical helped the group.

- High volunteerism
- Community involvement
- Faith Community with lots of social services, like the Ministerial Alliance food pantry
- Collaboration through partnerships
- Health outcomes and related factors are higher than in other communities.
- Community center that provides ongoing community education and community wellness
- Good schools
- Lower taxes
- Development-friendly, especially in the towns and cities
- Two hospitals in the county
- The community is generally safe



Figure 2- South Community Needs Assessment, Garden City, January 30, 2025

Weaknesses

- Lack of public transportation
- Lack of walkable communities, bicycle infrastructure, and other transportation/recreation alternatives
- There are no maternity or obstetrics services and no pediatric medical services in the county
- The county has childcare deserts and a lack of "wrap-around" services

- Food deserts exist in the county
- Telecommunication infrastructure is faulty
- Narrow job opportunities
- Aging and inadequate housing stock
- A shortage of recreational opportunities for juveniles and what does exist has limited access due to the previously mentioned transportation issues
- Siloed communication limits news, information, and messaging from being broadly received or known and makes community cooperation challenging
- Disagreements about the best use of space makes it difficult to reach consensus on large projects

Opportunities

- There are opportunities for job and skill training by leveraging cooperation and collaboration
- Development of high-demand jobs
- The need for wrap-around services can be an opportunity for small businesses
- There are considerable development opportunities, but development should not be at the expense of greenfields, century farms, and other markers of the community's way of life
- Creative transportation solutions
- Rapid growth rate may accelerate the changes in the community and environment
- Warehouses are coming – building attractive living spaces for those working in warehouses is a tremendous opportunity
- The parks and trail systems are underutilized

Threats

- Smaller towns equal smaller public safety departments, and that equals increased response times (possibly decreasing safety)
- Rapid growth rate may accelerate the changes in the community and environment
- Unattractive housing stock
- Public safety effectiveness is held captive by the lower tax environment and economic downturns
- The participants see Data Centers as an undesirable development

Characteristics of the “ideal community.”

After determining the community's SWOT, the next step is visualizing the "ideal community." How do you leverage the strengths and opportunities? How do you minimize or avoid the weaknesses and threats?

- A growing and stable economic base will grow the overall tax base and grow Cass County
- Growing and expanding economic opportunities
 - Participating in metropolitan-based, large-scale opportunities
 - Grow local-based, small business opportunities, allowing more people to stay in the county to work
 - Focus on "value-added" services and less retail
- Minimize the north/south split by seeing equal access to resources and services
 - Leveling access to services like health care, public safety, recreation, and food
 - Necessary services will be broadly available throughout the community
- There will be a decrease in information silos, and everyone knows the critical information
- Community resource gathering and distribution will be commonplace in the community for services and needs like the following
 - Job improvement certifications
 - Workforce skills training
 - Using technology
 - Paying and managing taxes
- Cass County will have affordable and attractive housing
 - More senior housing permitting people to age in place
 - Decreased population density in the south and increased density in the north
 - Creating affordable opportunities throughout the community
 - Increase assisted living and nursing home availability to keep families together
- Cass County will have more effective public transportation
 - Communities will be more walkable
 - Infrastructure to support bicycling and other alternative transportation
- All children in the community are reading at grade level
- Parents are engaged
 - Parents help kids be excited about going to school
 - Parents help encourage educational attainment

- Cass County will have broad access to wrap-around services and related social services.
 - Not only childcare and daycare
 - Food services, like summer lunch programs, "back snacks," or after-school snacks
 - Hygiene assistance and essential health and wellness

Library appropriate responses

After considering the SWOT and visualizing the "ideal community," the next step is to find "library-appropriate responses." Based on its typical activities, what can a library do to help build the ideal community?

- Cass County Public Library offers professional development for teachers
 - This increases certification opportunities
 - This can decrease information silos
 - Better-equipped and informed teachers can help students reach grade-level reading goals
- Cass County Public Library hosts career fairs and training programs, especially for people entering the workforce. These include interview training, resume building, explaining benefits, and general workplace/adult financial awareness.
 - This can help the community be ready for economic opportunities
 - This can decrease information silos
 - This creates equal community resource distribution
- Cass County Public Library can provide access to services like passports, faxes, fingerprinting, and the like
 - This decreases inequality from north to south
 - This allows people to stay nearby to address the requirements to be employed
 - This promotes volunteerism because people sometimes need this for programs serving children or seniors
- Small business support
 - Deliberate small spaces to support people working remotely
 - Spaces with reliable high-speed telecom for Zoom meetings
 - Printing services
 - Circulate a "Library of Things," including some special business equipment
- Cass County Public Library can support creating more attractive housing stock
 - Basic home repairs classes

- Circulate "Library of Things," including tool kits
- Cass County Public Library can circulate a “library of things” or “library of people” to enhance the quality of life
 - Some “things” like simple sports equipment and fishing poles can encourage people to be active outdoors
 - Matching people with “experts” they can check out can help teach life skills
 - Coordinating these programs with programming on subjects like auto repair, financial literacy, and the like can help create a stable economy and decrease payday lending
- Cass County Public Library can hold programs on information literacy and technology basics for adults and seniors
 - Decrease information silos
- Cass County Public Library can implement summer feeding with summer reading
 - Creates encouragement and leverage for grade-level reading and decreases summer slide
 - This can help address food deserts
 - This can decrease information silos

Conclusions and Recommendations

Cass County Public Library has the enviable position of serving diverse needs in a strong community with many opportunities. Cass County and the Cass County Public Library are well-positioned to take advantage of how communities and economies grow in the middle of the 21st century. Through examination and defining the ideal community, there are many opportunities for Cass County Public Library to come alongside other organizations in the community. Several opportunities identify themselves in one part of the county and not in the other. Putting this point aside, four library-appropriate responses surfaced in both parts of the county.

- Access to Important but Hard-to-Get Services – This can take many approaches -- everything from photocopying, fax, and printing services to passport processing, TSA Precheck processing, notary, or fingerprinting services. Many of these services can be collaborations with other agencies (in the case of Passport processing) or companies (like IdentoGO that subcontract with libraries for digital finger printing). All these services manifest differently depending on how the library works with the organization. But they all have a nominal revenue stream that returns to the library. There are other opportunities, like co-locating with the US Postal Service, especially in communities that may be losing their Post Office. Sarcoxie Public Library has a MO Department of Revenue fee office collocated in the library. All these services can help people fulfill essential functions without leaving the community. But all these services require privacy, space, or both.
- Small Business Support – There is a need for wrap-around services and other similar needs. Small-scale start-up businesses could be poised to fill that need, and the library could become a great place to help guide people through creating business plans, filing incorporation documents, and the like. The library can also help create a community for small business support. *Before Hours* and *After Hours* events help bring together peers and mentors. Special programming for small businesses, focusing on the community's needs, can be very successful. In addition to the previously mentioned approach, the library can be successful by supporting one-person companies and people working from home. Small rooms to meet clients or hold Zoom meetings, high-speed internet, loaning hotspots, and equipment (like laptops) can help these small businesses. Both approaches can help keep more people working in Cass County. Right now, for every person living and working in Cass County, almost four people live in Cass County but work elsewhere. Allowing

these people to stay closer to home can be a great community benefit. Intentional space for such activities is critical for an effort like this to be successful.

- **Leaning into Other Forms of Literacy** – Traditional literacy support in reading is foundational and something libraries always do. Cass County should lean into helping all children enter school each year ready to learn and support grade-level reading efforts. But it is also essential to build on that foundation. Assisting the community in managing the flood of information can break down silos, help identify necessary news, and find important information. It can also help break down silos so people know the services available to them. Along the same lines, technical literacy, like how to spot fake news and avoid online scams or learning how to use new technology (focusing on online safety), could be a good role for libraries. Finally, exploring financial literacy could be very beneficial, helping people learn how to manage finances better, keep out of debt, and decrease predatory economic activity in the community. Efforts like these may not require unique space but will require specially trained staff to facilitate such efforts.
- **Community Building** – Social media has allowed people from all over the world to find others like themselves. But in doing so, the people living right next door often are as "foreign" as someone living across an ocean. The library can help unite people in the community around common interests (small businesses, parents, active older citizens, collectors, people who play board games, readers, pet owners, people who craft, and the like). The larger goal is for people to meet their physical neighbors, build a stronger community, and learn how to develop social capital. Doing so will help tear down silos and could help decrease some community insularity. While some intentional space may be needed (perhaps some display cases or meeting rooms), it will be more important to have people committed to building a community lead such efforts.

Participants identified several other desirable responses in the two meetings. While equity in service is essential, it is also important to give the community what it needs. For instance, one meeting identified services for a growing Latino population. Presuming this is an issue only found in one part of the county, there is no need to replicate it everywhere if the need isn't everywhere. Remember that a service like this one looks easy on the surface but is very challenging. Spanish-speaking people come from many distinct cultures. To effectively serve requires more than buying books in a different language. It requires staff with language fluency and the ability to relate to the Latino population and cultures.

Next Steps

Armed with the community needs assessment, Cass County Public Library has a fundamental baseline for planning and creating successful execution plans. Using the needs assessment, demographic and economic forecasts, and the experience and expertise of the library staff, I recommend these actions.

- Develop a Comprehensive Plan consisting of a strategic plan, facilities plan, and financial plan.
- A **Strategic Plan** creates priorities and helps the board and staff prioritize efforts. It can also align efforts (e.g., "get everyone on the same page"). The current strategic plan can be updated and revised based on the forecasts, data from the staff, and the community needs assessments. Strategic plans should not be dependent on people. One reason organizations create such plans is to establish continuity as people come and go. But considering the turnover in the senior leadership and the Board since the last plan was adopted and the new information uncovered in this assessment, amending the plan (or making a few adjustments) may be beneficial. Considering the inputs at your disposal, this may be accomplished in a single board retreat.
- A **Facilities Plan** should grow out of the priorities outlined in the strategic plan. Once there is agreement around the strategic direction through goals and objectives, it becomes easier to identify how the library's physical footprint is to be used, what you need from your buildings, and what solution is better for your needs.
- A **Financial Plan** will help determine how the library will pay for services, staff, and facilities to provide all of this. Such a plan will likely involve conversations about owning versus leasing some assets, leveraging the library's assets, and ensuring the public's investment is sound. Your consultant, Stifel should be able to help with this project.

Steven V. Potter

Principal

Potter Training and Consulting

Appendix

Invitees

Raymore Meeting

- Mickey Ary, City of Peculiar
- Patrick Bainbridge, Veteran's Administration
- Allison Bruflat, Mr. Handyman
- Jim Clarke, City of Harrisonville
- Jinette Fraser, RG Federal Credit Union
- Amanda Graor, Mid-America Regional Council
- Kris Larkey, St. Sabina Parish
- Mark Lopez, Pleasant Hill Fire Protection District
- Brooke Urbina, Ray-Pec School District
- Ruth Withey, Loch Lloyd
- Tommy Wright, Pleasant Hill Police Department

Garden City Meeting

- Brooke Bollinger, St. Croix Hospice
- Sarah Czech, Cass County Health Department
- Patty Dreher, City of Drexel
- Tazneam Nawaz, City of Cleveland
- Elisabeth Tyler, City of East Lynn / Home School Advocate
- Diane Whitworth, Blaine Whitworth Foundation
- Jenny Wilson, Sherwood Community Center
- Dr. Michelle Wityk, Archie Public Schools

Mid-America Regional Council Reports

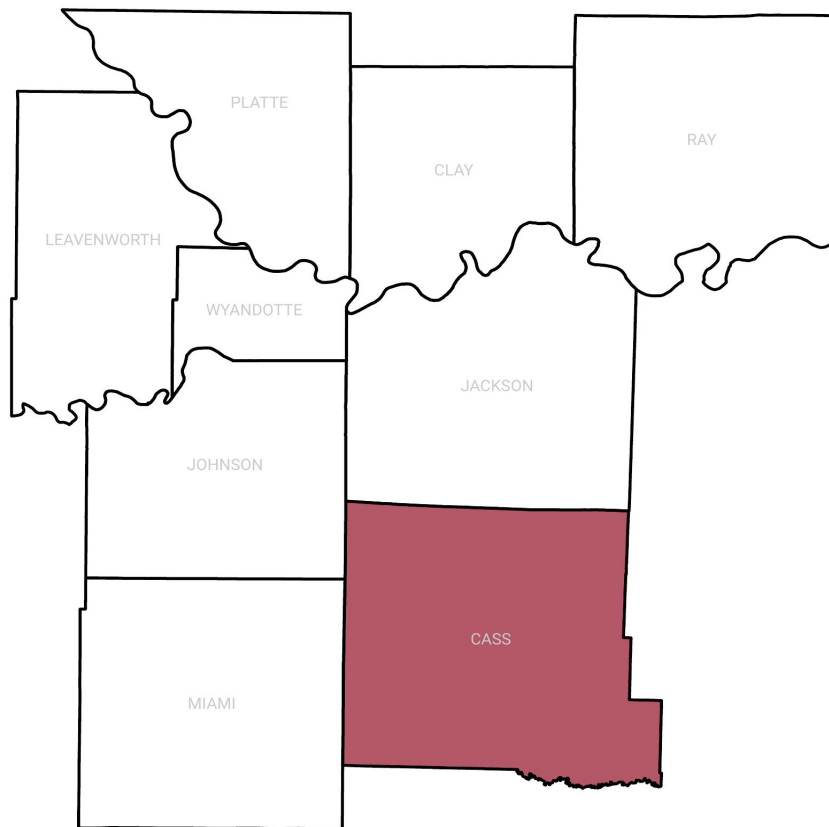
Cass County Demographic Profile December 2024

Demographic, Economic, and Workforce Trends, January 2025

Cass County, MO

Community Profile

December, 2024



Community Profile | Cass County, MO



Demographics

Population Change

	Cass County, MO	MARC 9-County Region
Total Population 2020	107,824	2,103,419
Change in Population 2010 to 2020	8,346	184,330
% Change in Population 2010 to 2020	8.4%	9.6%
Change in Population 2000 to 2020	17,386	194,966
% Change in Population 2000 to 2020	31.3%	22.0%

Source: 2000, 2010 and 2020 Decennial Census

Age Cohorts

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Population	109,393	-----	2,113,039	-----
Age Under 5	6,238	5.7%	129,975	6.2%
Age 5 to 9	7,069	6.5%	139,900	6.6%
Age 10 to 14	7,828	7.2%	147,592	7.0%
Age 15 to 17	4,802	4.4%	88,826	4.2%
Age 18 to 29	14,629	13.4%	318,235	15.1%
Age 30 to 44	20,826	19.0%	442,065	20.9%
Age 45 to 64	28,893	26.4%	520,498	24.6%
Age 65 and Over	19,108	17.5%	325,948	15.4%
Median Age	40.1	-----	36.7	-----

Source: 2019-2023 American Community Survey 5-year estimates.

Universe: Total population

Race Ethnicity

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Population	109,393	-----	2,113,039	-----
White not Hispanic	92,350	84.4%	1,455,828	68.9%
Black not Hispanic	4,858	4.4%	257,001	12.2%
American Indian not Hispanic	196	0.2%	3,523	0.2%
Asian not Hispanic	773	0.7%	63,652	3.0%
Pacific Islander not Hispanic	116	0.1%	4,012	0.2%
Other Race not Hispanic	768	0.7%	9,928	0.5%
Multi-Race not Hispanic	4,504	4.1%	87,169	4.1%
Hispanic	5,828	5.3%	231,926	11.0%
People of Color	17,043	15.6%	657,211	31.1%

Source: 2019-2023 American Community Survey 5-year estimates.

Universe: Total population

English Proficiency

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Households	42,311	-----	847,711	-----
Limited English	161	0.4%	18,016	2.1%

Source: 2019-2023 American Community Survey 5-year estimates.

Universe: Population 5 years and over

Community Profile | Cass County, MO



Demographics (continued)

Educational Attainment

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Population Age 25 and Over	75,203	-----	1,434,848	-----
Less than High School Graduate	4,764	6.3%	98,132	6.8%
High School Graduate	24,186	32.2%	347,719	24.2%
Some College or Associates Degree	24,557	32.7%	415,943	29.0%
Bachelor's Degree	14,178	18.9%	356,235	24.8%
Masters or Higher	7,518	10.0%	216,819	15.1%

Source: 2019-2023 American Community Survey 5-year estimates.

Universe: Population 25 years and over

Limited English Language

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
English Only	40,391	95.5%	746,393	88.0%
Spanish	936	2.2%	54,840	6.5%
Spanish - Limited English	89	0.2%	10,792	1.3%
Spanish - Not Limited	847	2.0%	44,048	5.2%
Other Indo-European	527	1.2%	17,829	2.1%
Other Indo-European - Limited English	0	0.0%	1,881	0.2%
Other Indo-European - Not Limited	527	1.2%	15,948	1.9%
Asian and Pacific Island	375	0.9%	18,556	2.2%
Asian and Pacific Island - Limited English	72	0.2%	3,703	0.4%
Asian and Pacific Island - Not Limited	303	0.7%	14,853	1.8%
Other	82	0.2%	10,093	1.2%
Other - Limited English	0	0.0%	1,640	0.2%
Other - Not Limited	82	0.2%	8,453	1.0%

Source: 2019-2023 American Community Survey 5-year estimates.

Universe: Total households

Community Profile | Cass County, MO



Housing

Housing Occupancy and Tenure

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Housing Units	44,928	-----	910,561	-----
Occupied	42,311	94.2%	847,711	93.1%
Owner Occupied	32,111	75.9%	552,231	65.1%
Renter Occupied	10,200	24.1%	295,480	34.9%
Vacant	2,617	5.8%	62,850	6.9%

Source: 2019-2023 American Community Survey 5-year estimates.

Universe: Total housing units

Change in Housing Occupancy

	Cass County, MO	MARC 9-County Region
Total Housing Units 2020	43,445	899,032
Change in Housing Units 2010 to 2020	3,415	68,567
% Change in Housing Units 2010 to 2020	8.5%	8.3%
Occupied Housing Units 2020	40,907	833,443
Vacant Housing Units 2020	2,538	65,589

Source: 2010 and 2020 Census.

Housing Type

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Housing Units	44,928	-----	910,561	-----
Single Family	38,163	84.9%	682,546	75.0%
Multi-Family	4,503	10.0%	215,291	23.6%
Other	2,262	5.0%	12,724	1.4%

Source: 2019-2023 American Community Survey 5-year estimates.

Universe: Total housing units

Community Profile | Cass County, MO



Housing (continued)

Housing Value

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Owner Occupied Housing Units	32,111	-----	552,231	-----
Less than \$50,000	1,402	4.4%	25,174	4.6%
\$50,000 to \$100,000	1,590	5.0%	31,415	5.7%
\$100,000 to \$150,000	2,977	9.3%	51,508	9.3%
\$150,000 to \$200,000	4,278	13.3%	67,721	12.3%
\$200,000 to \$300,000	8,155	25.4%	141,410	25.6%
\$300,000 to \$500,000	10,036	31.3%	157,654	28.5%
\$500,000 to \$1,000,000	2,974	9.3%	66,987	12.1%
Greater than \$1,000,000	699	2.2%	10,362	1.9%
Median Value	\$269,000	-----	\$269,430	-----

Source: 2019-2023 American Community Survey 5-year estimates.

Universe: Owner occupied housing units

Gross Rent

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Renter Occupied Housing Units	10,200	-----	295,480	-----
Less than \$500	762	7.5%	14,657	5.0%
\$500 to \$749	1,184	11.6%	24,680	8.4%
\$750 to \$999	1,533	15.0%	45,502	15.4%
\$1,000 to \$1,499	2,377	23.3%	68,735	23.3%
\$1,500 to \$1,999	1,673	16.4%	51,449	17.4%
\$2,000 or More	1,358	13.3%	55,118	18.7%
Median Rent	\$1,147	-----	\$1,210	-----

Source: 2019-2023 American Community Survey 5-year estimates.

Universe: Renter occupied housing units

Community Profile | Cass County, MO



Housing (continued)

Gross Rent as a Percentage of Household Income

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Renter Occupied Housing Units	10,200	-----	295,480	-----
Less than 10%	339	3.3%	10,197	3.5%
10% to 15%	1,026	10.1%	27,809	9.4%
15% to 20%	958	9.4%	40,874	13.8%
20% to 25%	1,707	16.7%	40,684	13.8%
25% to 30%	1,379	13.5%	34,135	11.6%
30% to 35%	939	9.2%	26,047	8.8%
35% to 40%	353	3.5%	17,810	6.0%
40% to 50%	1,058	10.4%	23,595	8.0%
50% or More	1,883	18.5%	59,063	20.0%
not Computed	558	5.5%	15,266	5.2%
Rent Burdened - 30%	41.5%	-----	42.8%	-----
Rent Burdened - 50%	18.5%	-----	20.0%	-----

Source: 2019-2023 American Community Survey 5-year estimates.

Universe: Renter occupied housing units

Community Profile | Cass County, MO



Economy

Employment

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Population Age 16 and Over	86,850	-----	1,666,180	-----
In Labor Force	58,179	67.0%	1,140,577	68.5%
Civilian Labor Force	58,104	99.9%	1,134,788	99.5%
Employed	55,438	95.4%	1,088,626	95.9%
Unemployed	2,666	4.6%	46,162	4.1%
Armed Forces	75	0.1%	5,789	0.5%
Not in Labor Force	28,671	33.0%	525,603	31.5%

Source: 2019-2023 American Community Survey 5-year estimates. Universe: Population 16 years and over

Household Income

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Households	42,311	-----	847,711	-----
Less than \$10,000	870	2.1%	35,725	4.2%
\$10,000 to \$15,000	1,041	2.5%	22,697	2.7%
\$15,000 to \$25,000	2,313	5.5%	48,327	5.7%
\$25,000 to \$35,000	2,528	6.0%	53,787	6.3%
\$35,000 to \$50,000	4,489	10.6%	88,467	10.4%
\$50,000 to \$75,000	6,910	16.3%	139,599	16.5%
\$75,000 to \$100,000	6,074	14.4%	112,411	13.3%
\$100,000 to \$150,000	9,565	22.6%	162,514	19.2%
\$150,000 to \$200,000	4,710	11.1%	87,596	10.3%
Greater than \$200,000	3,811	9.0%	96,588	11.4%
Median Household Income	\$87,413	-----	\$82,840	-----

Source: 2019-2023 American Community Survey 5-year estimates. Universe: Total households

Poverty

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Population for whom Poverty Status is Determined	108,083	-----	2,082,930	-----
Below Poverty	6,984	6.5%	206,599	9.9%

Source: 2019-2023 American Community Survey 5-year estimates. Universe: Population for whom poverty status has been determined

Community Profile | Cass County, MO



Land Use

Land Cover by Area in Acres

	Cass County, MO		MARC 9-County Region	
	Area	Percent	Area	Percent
Total Acres	-----	-----	1,670,705	-----
Water	-----	-----	13,866	0.8%
Developed	-----	-----	468,242	28.0%
Forest	-----	-----	121,356	7.3%
Barren	-----	-----	5,580	0.3%
Shrub	-----	-----	1,354	0.1%
Herbaceous	-----	-----	3,785	0.2%
Cultivated	-----	-----	211,530	12.7%
Wetlands	-----	-----	9,639	0.6%

Source: Dewitz, J., and U.S. Geological Survey, 2021, National Land Cover Database (NLCD) 2019 Products (ver. 2.0, June 2021)

Universe: Total area

Developed Land by Area in Acres

	Cass County, MO		MARC 9-County Region	
	Area	Percent	Area	Percent
Total Developed Acres	-----	-----	468,242	-----
Developed (High Intensity)	-----	-----	50,495	10.8%
Developed (Medium Intensity)	-----	-----	116,901	25.0%
Developed (Low Intensity)	-----	-----	187,344	40.0%
Developed (Open Space)	-----	-----	113,503	24.2%

Source: Dewitz, J., and U.S. Geological Survey, 2021, National Land Cover Database (NLCD) 2019 Products (ver. 2.0, June 2021)

Universe: Total area

Community Profile | Cass County, MO



Workforce

Resident Area Characteristics - Jobs by Age

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Jobs	50,696	-----	991,757	-----
Age 29 and Under	11,585	22.9%	234,302	23.6%
Age 30 to 54	26,796	52.9%	528,822	53.3%
Age 55 and Over	12,315	24.3%	228,633	23.1%

Source: 2022 Longitudinal Employer-Household Dynamics.

Universe: Total jobs

Resident Area Characteristics - Jobs by Gender

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Jobs	50,696	-----	991,757	-----
Male	25,579	50.5%	493,409	49.8%
Female	25,117	49.5%	498,348	50.2%

Source: 2022 Longitudinal Employer-Household Dynamics.

Universe: Total jobs

Resident Area Characteristics - Jobs by Race and Hispanic Ethnicity

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Jobs	50,696	-----	991,757	-----
White	45,721	90.2%	804,875	81.2%
Black	3,049	6.0%	125,781	12.7%
American Indian/Alaska Native	288	0.6%	5,648	0.6%
Asian	648	1.3%	33,401	3.4%
Native Hawaiian/Pacific Islander	48	0.1%	1,750	0.2%
Multi-Race	942	1.9%	20,302	2.0%
Not Hispanic	48,465	95.6%	912,896	92.0%
Hispanic	2,231	4.4%	78,861	8.0%

Source: 2022 Longitudinal Employer-Household Dynamics.

Universe: Total jobs

Resident Area Characteristics - Jobs by Educational Attainment

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Jobs Age 30 and Over	39,111	-----	757,455	-----
Less than High School Graduate	4,298	11.0%	89,425	11.8%
High School Graduate	11,479	29.3%	210,727	27.8%
Some College or Associates Degree	12,648	32.3%	237,106	31.3%
Bachelor's Degree or Higher	10,686	27.3%	220,197	29.1%

Source: 2022 Longitudinal Employer-Household Dynamics.

Universe: Total Jobs Age 30 and Over

Community Profile | Cass County, MO



Workforce (continued)

Resident Area Characteristics - Jobs by Monthly Earnings

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Jobs	50,696	-----	991,757	-----
Earnings of \$1,250 or Less per Month	9,268	18.3%	192,552	19.4%
Earnings of \$1,251 to \$3,333 per Month	14,143	27.9%	274,738	27.7%
Earnings of \$3,333 or More per Month	27,285	53.8%	524,467	52.9%

Source: 2022 Longitudinal Employer-Household Dynamics.

Universe: Total jobs

Resident Area Characteristics - Jobs by Industry

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Jobs	50,696	-----	991,757	-----
Forestry, Fishing and Hunting	322	0.6%	1,680	0.2%
Mining, Quarry Extract	73	0.1%	846	0.1%
Utilities	344	0.7%	5,143	0.5%
Construction	4,261	8.4%	49,447	5.0%
Manufacturing	4,979	9.8%	75,426	7.6%
Wholesale	2,341	4.6%	48,078	4.8%
Retail	6,006	11.8%	105,719	10.7%
Transportation and Warehousing	2,483	4.9%	53,510	5.4%
Information	778	1.5%	17,377	1.8%
Financial Insurance	2,595	5.1%	59,022	6.0%
Real Estate and Rental Leasing	671	1.3%	15,207	1.5%
Professional, Scientific and Technical Services	3,755	7.4%	89,217	9.0%
Management	867	1.7%	21,541	2.2%
Waste Management	2,813	5.5%	64,228	6.5%
Education	3,639	7.2%	73,037	7.4%
Healthcare and Social Assistance	7,113	14.0%	156,648	15.8%
Entertainment and Recreation	661	1.3%	15,091	1.5%
Accommodations and Food Service	3,714	7.3%	73,891	7.5%
Other Services	1,328	2.6%	26,395	2.7%
Public Administration	1,953	3.9%	40,254	4.1%

Source: 2022 Longitudinal Employer-Household Dynamics.

Universe: Total jobs

Worker Area Characteristics - Jobs by Age

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Jobs	28,275	-----	1,034,293	-----
Age 29 and Under	7,814	27.6%	244,096	23.6%
Age 30 to 54	13,866	49.0%	550,952	53.3%
Age 55 and Over	6,595	23.3%	239,245	23.1%

Source: 2022 Longitudinal Employer-Household Dynamics.

Universe: Total jobs

Worker Area Characteristics - Jobs by Gender

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Jobs	28,275	-----	1,034,293	-----
Male	13,809	48.8%	518,490	50.1%
Female	14,466	51.2%	515,803	49.9%

Source: 2022 Longitudinal Employer-Household Dynamics.

Universe: Total jobs

Community Profile | Cass County, MO



Workforce (continued)

Worker Area Characteristics - Jobs by Race and Hispanic Ethnicity

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Jobs	28,275	-----	1,034,293	-----
White	24,960	88.3%	846,669	81.9%
Black	2,197	7.8%	125,034	12.1%
American Indian/Alaska Native	157	0.6%	6,230	0.6%
Asian	415	1.5%	33,384	3.2%
Native Hawaiian/Pacific Islander	28	0.1%	1,739	0.2%
Multi-Race	518	1.8%	21,237	2.1%
Not Hispanic	26,754	94.6%	953,687	92.2%
Hispanic	1,521	5.4%	80,606	7.8%

Source: 2022 Longitudinal Employer-Household Dynamics.

Universe: Total jobs

Worker Area Characteristics - Jobs by Educational Attainment

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Jobs Age 30 and Over	20,461	-----	790,197	-----
Less than High School Graduate	2,628	12.8%	92,738	11.7%
High School Graduate	6,598	32.2%	220,189	27.9%
Some College or Associates Degree	6,666	32.6%	247,546	31.3%
Bachelor's Degree or Higher	4,569	22.3%	229,724	29.1%

Source: 2022 Longitudinal Employer-Household Dynamics.

Universe: Total Jobs Age 30 and Over

Worker Area Characteristics - Jobs by Monthly Earnings

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Jobs	28,275	-----	1,034,293	-----
Earnings of \$1,250 or Less per Month	7,134	25.2%	199,303	19.3%
Earnings of \$1,251 to \$3,333 per Month	9,713	34.4%	289,595	28.0%
Earnings of \$3,333 or More per Month	11,428	40.4%	545,395	52.7%

Source: 2022 Longitudinal Employer-Household Dynamics.

Universe: Total jobs

Community Profile | Cass County, MO



Workforce (continued)

Worker Area Characteristics - Jobs by Industry

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Total Jobs	28,275	-----	1,034,293	-----
Forestry, Fishing and Hunting	510	1.8%	1,350	0.1%
Mining, Quarry Extract	72	0.3%	699	0.1%
Utilities	169	0.6%	5,218	0.5%
Construction	2,217	7.8%	54,413	5.3%
Manufacturing	1,919	6.8%	78,066	7.5%
Wholesale	1,027	3.6%	52,187	5.0%
Retail	4,682	16.6%	112,690	10.9%
Transportation and Warehousing	2,383	8.4%	57,579	5.6%
Information	187	0.7%	17,660	1.7%
Financial Insurance	632	2.2%	61,196	5.9%
Real Estate and Rental Leasing	201	0.7%	16,002	1.5%
Professional, Scientific and Technical Services	1,035	3.7%	94,482	9.1%
Management	28	0.1%	22,273	2.2%
Waste Management	1,827	6.5%	68,795	6.7%
Education	2,663	9.4%	71,740	6.9%
Healthcare and Social Assistance	3,677	13.0%	160,032	15.5%
Entertainment and Recreation	331	1.2%	16,004	1.5%
Accommodations and Food Service	3,024	10.7%	76,616	7.4%
Other Services	620	2.2%	26,931	2.6%
Public Administration	1,071	3.8%	40,360	3.9%

Source: 2022 Longitudinal Employer-Household Dynamics.

Universe: Total jobs

Mobility in the Past Year

	Cass County, MO		MARC 9-County Region	
	Count	Percent	Count	Percent
Population Age 1 and Over	108,452	-----	2,089,290	-----
Same House	95,258	87.8%	1,801,988	86.2%
Different House, Same County	5,418	5.0%	147,791	7.1%
Different County	5,414	5.0%	56,529	2.7%
Different State	2,244	2.1%	73,808	3.5%
Abroad	118	0.1%	9,174	0.4%

Source: 2019-2023 American Community Survey 5-year estimates.

Universe: Population 1 year and over

Demographic, Economic and Workforce Trends

Cass County Public Libraries

January 21, 2025

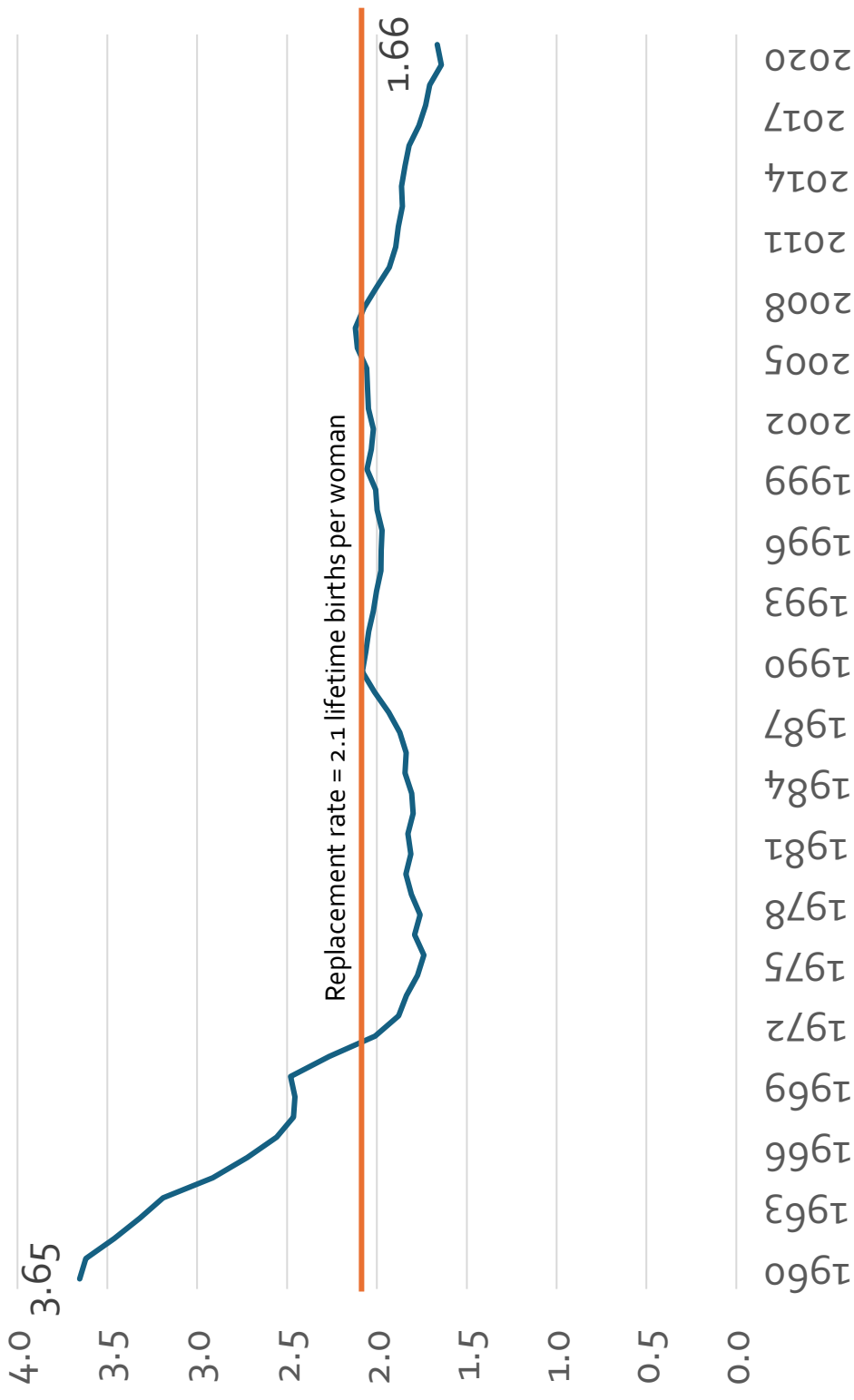
Frank Lenk
*Director, Office of Economic
Research*
flenk@marc.org

First, some context

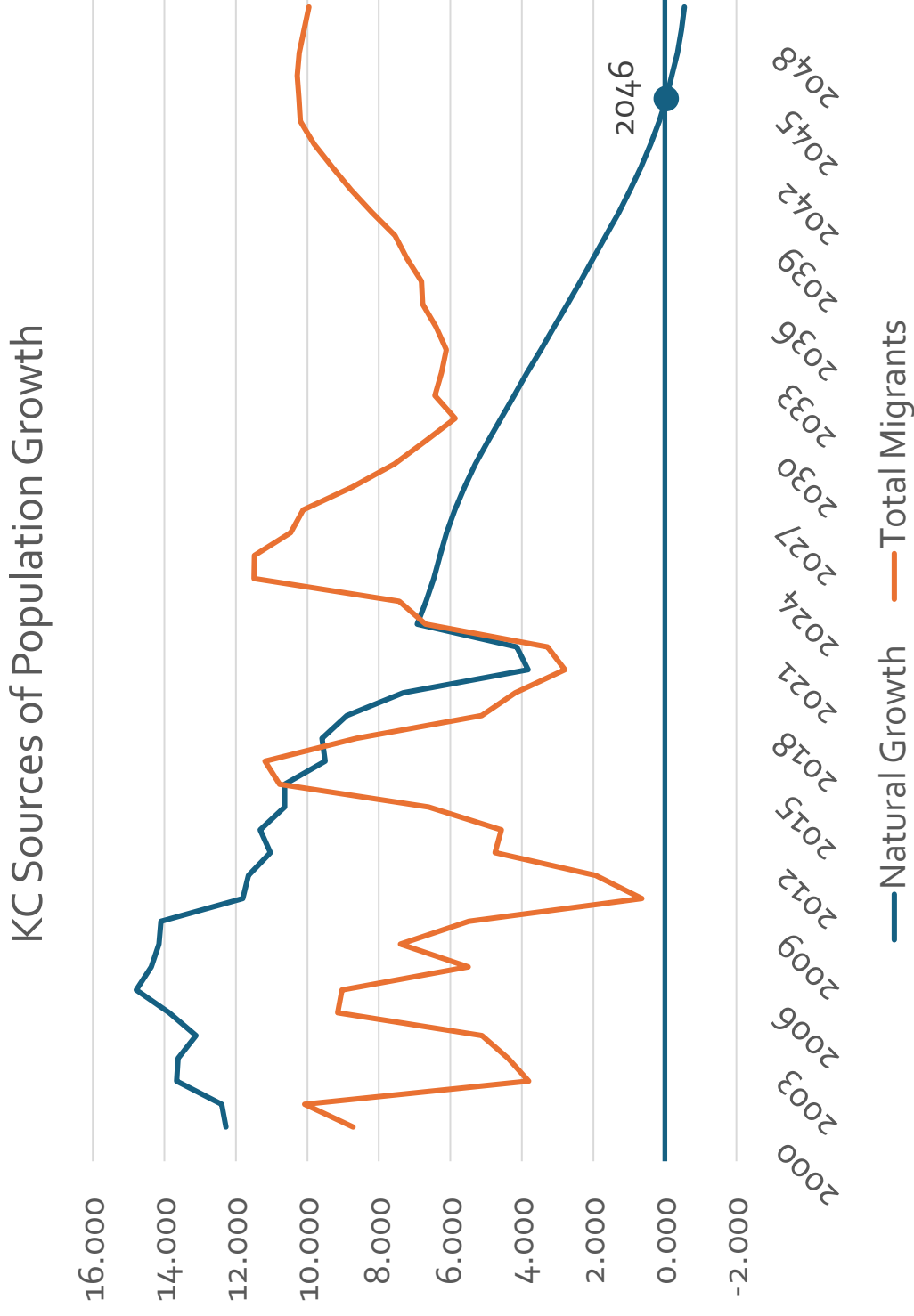
- MARC is the Council of Governments and Metropolitan Planning Organization for the bi-state 9-county region
- It's responsibilities encompass a wide range of activities, including:
 - Early Learning and Head Start (Missouri-side only)
 - Area Agency on Aging (Missouri-side only)
 - Managing the 9-1-1 communications system
 - Emergency preparedness and response
 - Housing policy and analysis
 - Local government training
 - Transportation planning
- Part of its responsibilities to produce a 20-year metropolitan transportation plan every five years.
 - As part of this, MARC just completed a forecast of the KC area's growth in people, jobs and households between now and 2050.

As late as 2007, U.S. fertility rates were at the replacement level. But in 2008, the Great Recession began and fertility rates started to decline. Unexpectedly, they continued to decline even as the economy rebounded.

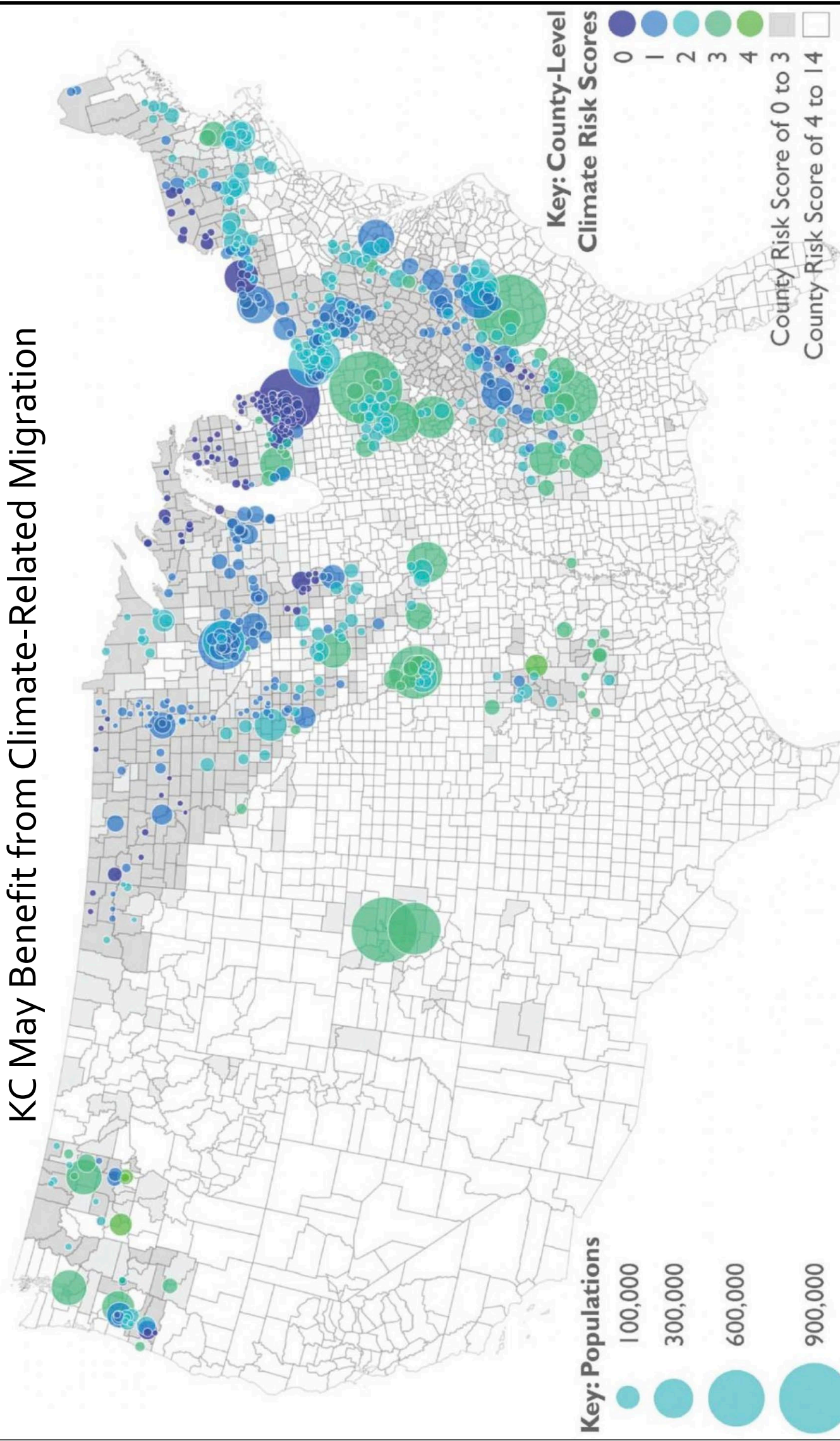
U.S. Total Fertility Rate



As a result, the natural increase in population (Births – Deaths) is expected to decline and turn negative before the end of the forecast period.



KC May Benefit from Climate-Related Migration



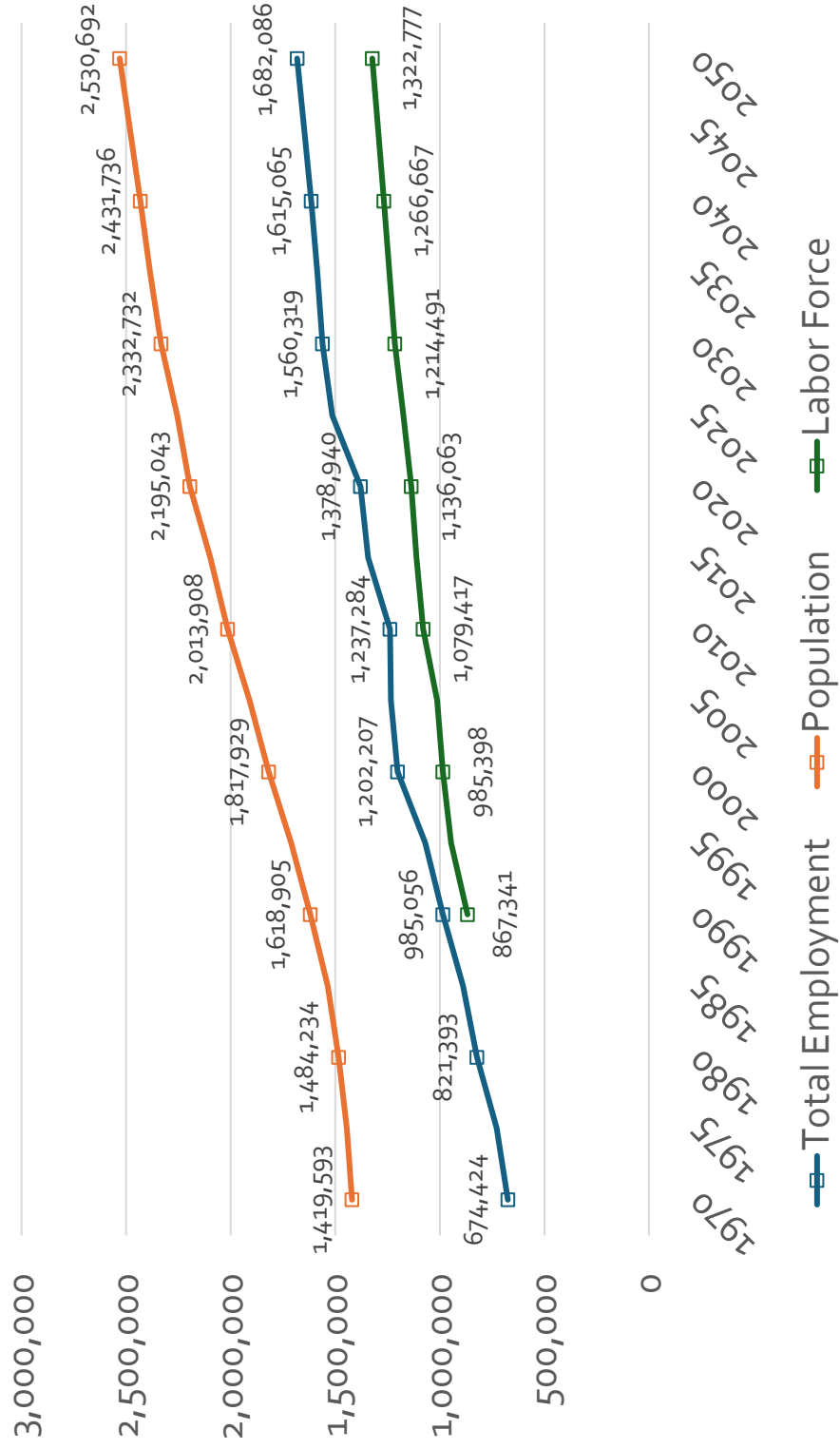
KC Metro Area
Forecast results

Total population
and employment
growth is being
constrained by
labor force
growth.

Source: MARC

KC MSA Population, Employment, and Labor Force

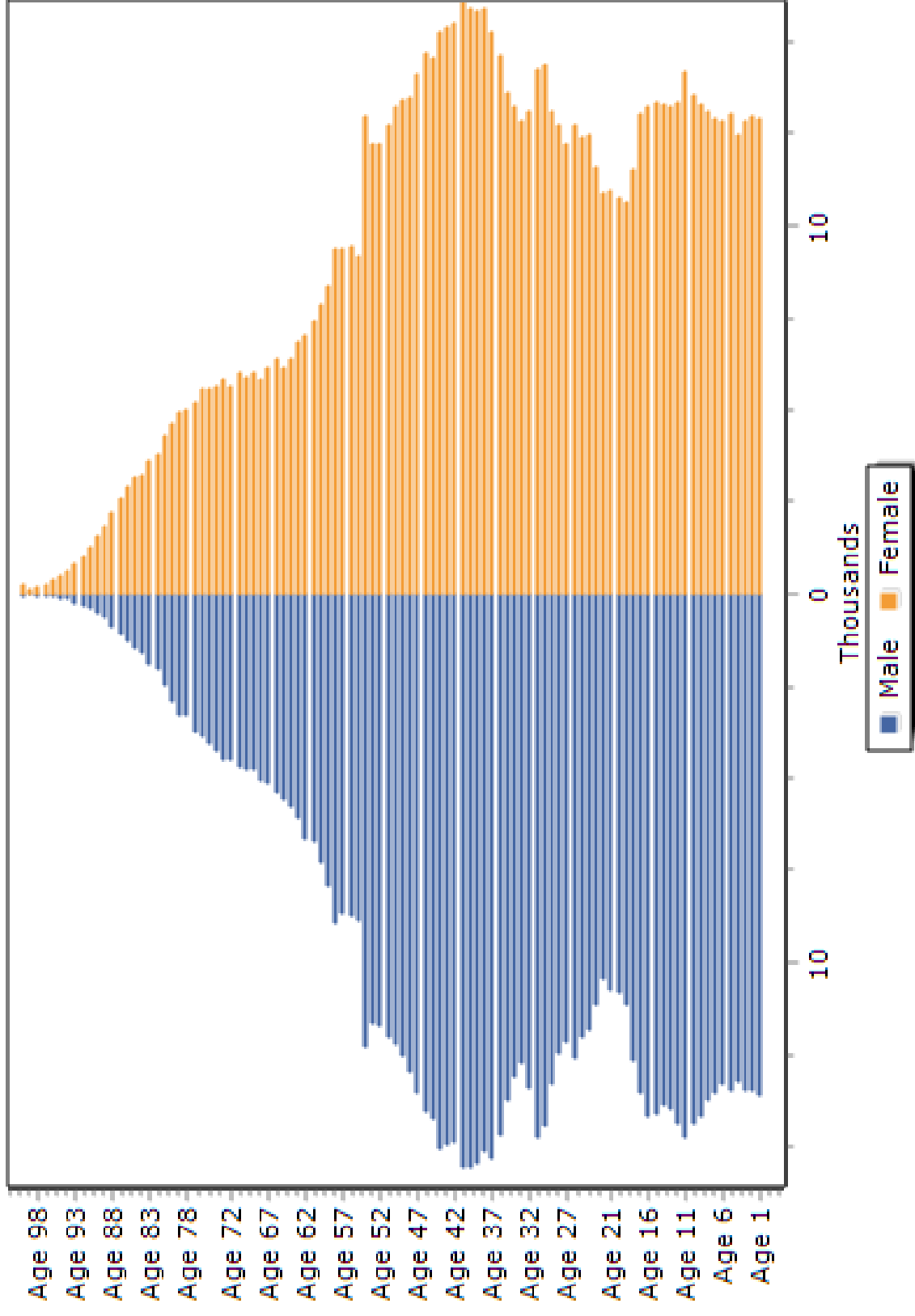
1970 - 2050



Population Pyramids

2001

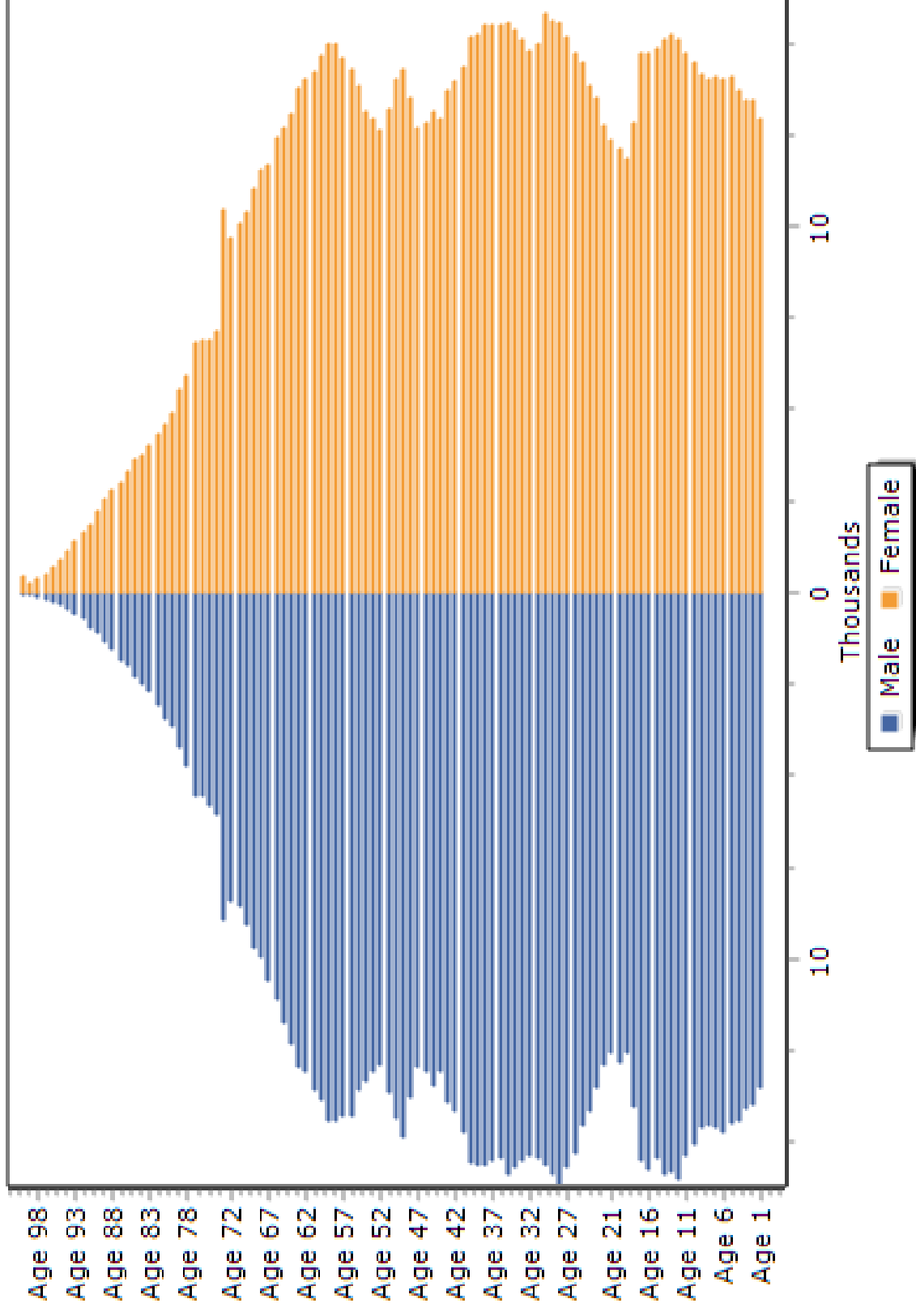
Population 16 and over
that is 55+ = 26%



Population Pyramids

2020

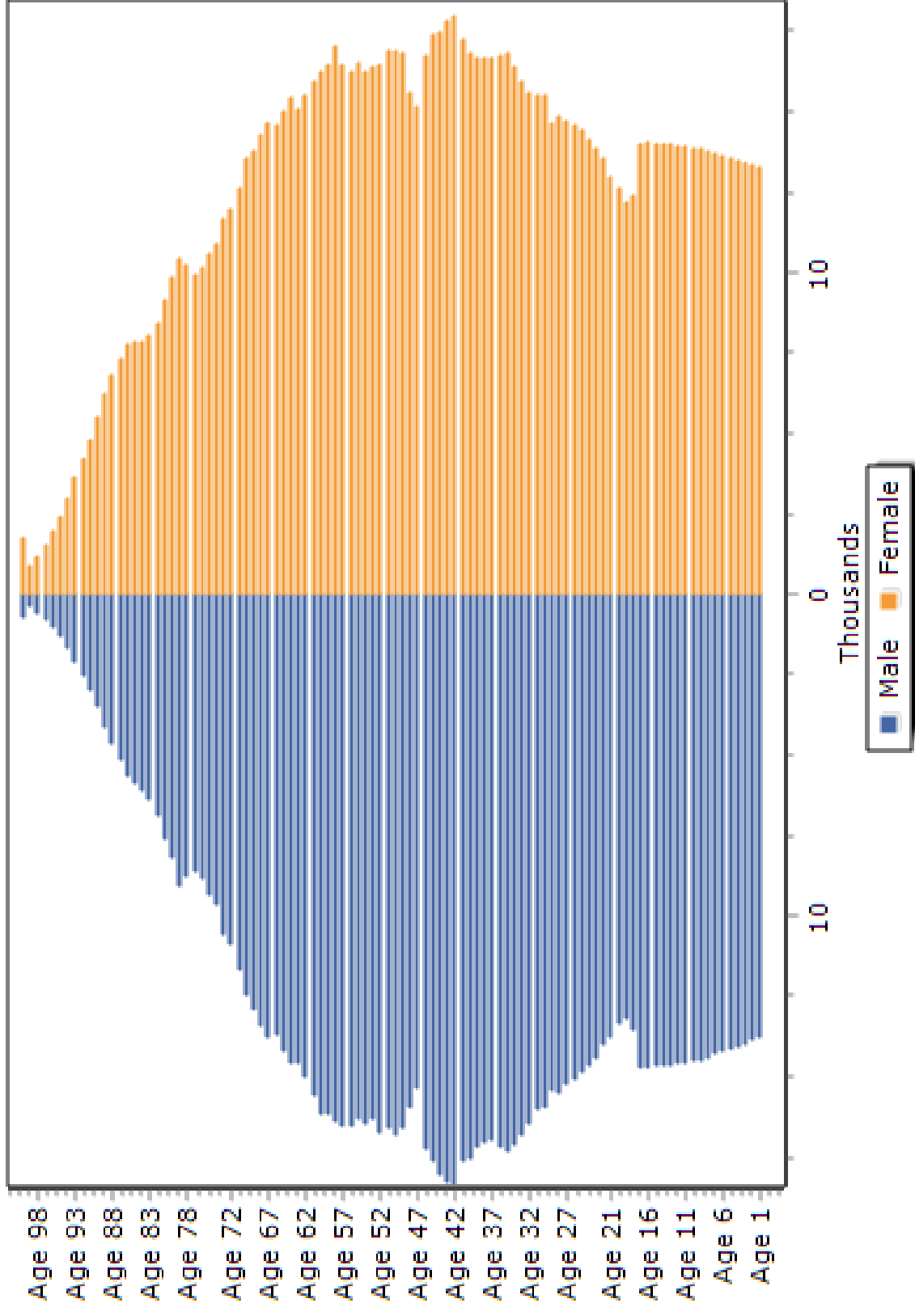
Population 15 and over
that is 55+ = 35%



Population Pyramids

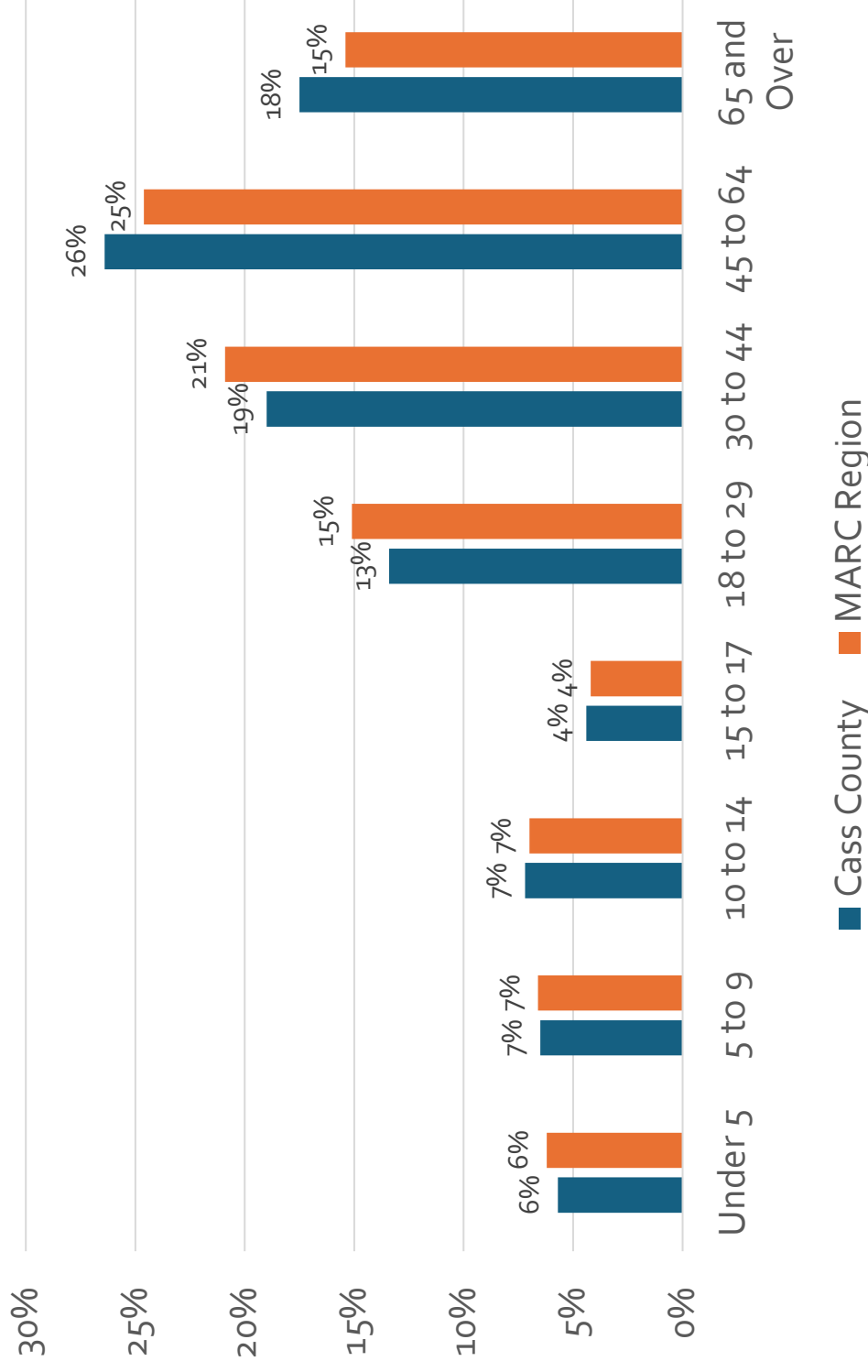
2050

Population 15 and over
that is 55+ = 40%



Cass County's population is already somewhat older than the overall MARC Region, with a median age of 40.1 years vs. 36.7 years.

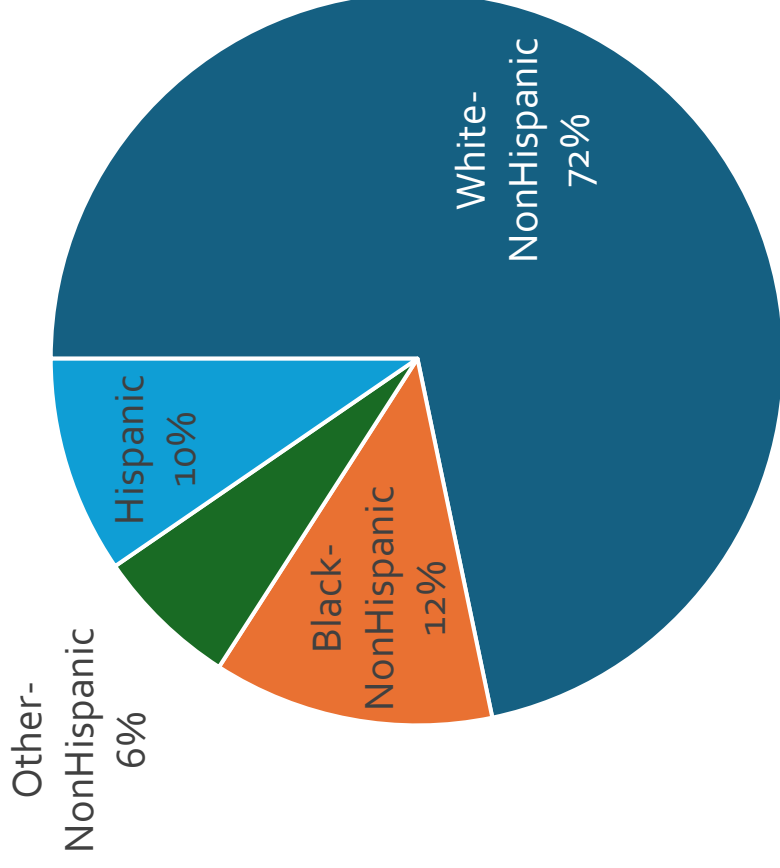
Population by Age Group, Cass County vs. MARC Region



Source: 2019-2023 American Community Survey 5-year estimates.
Universe: Total population

2020 Population Distribution by race/ethnicity

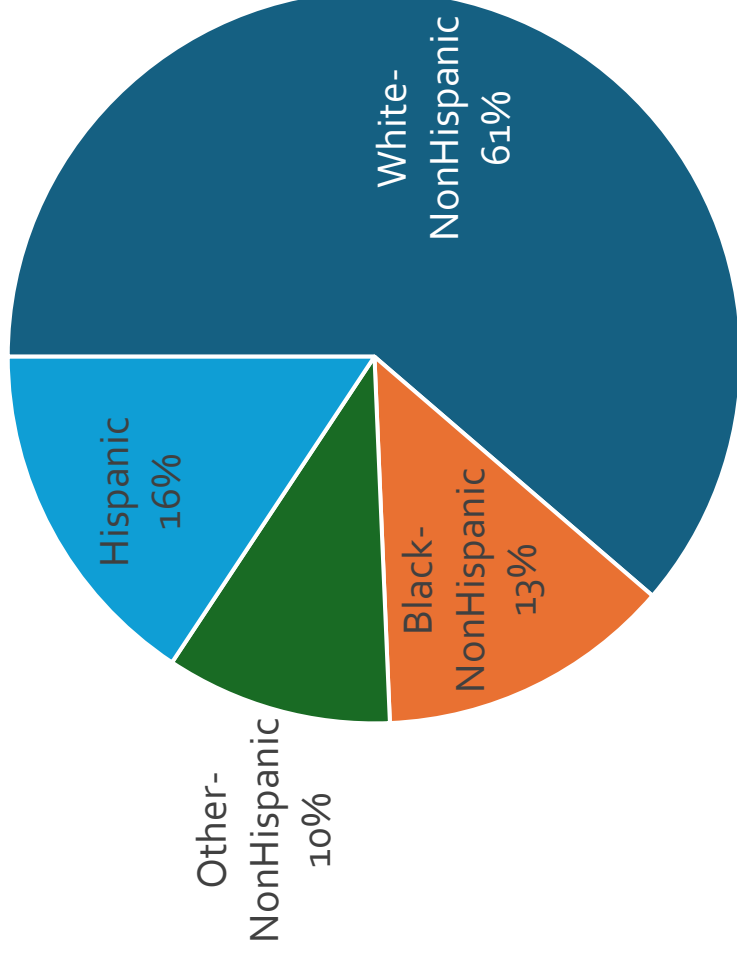
2020



■ White-NonHispanic ■ Black-NonHispanic ■ Other-NonHispanic ■ Hispanic

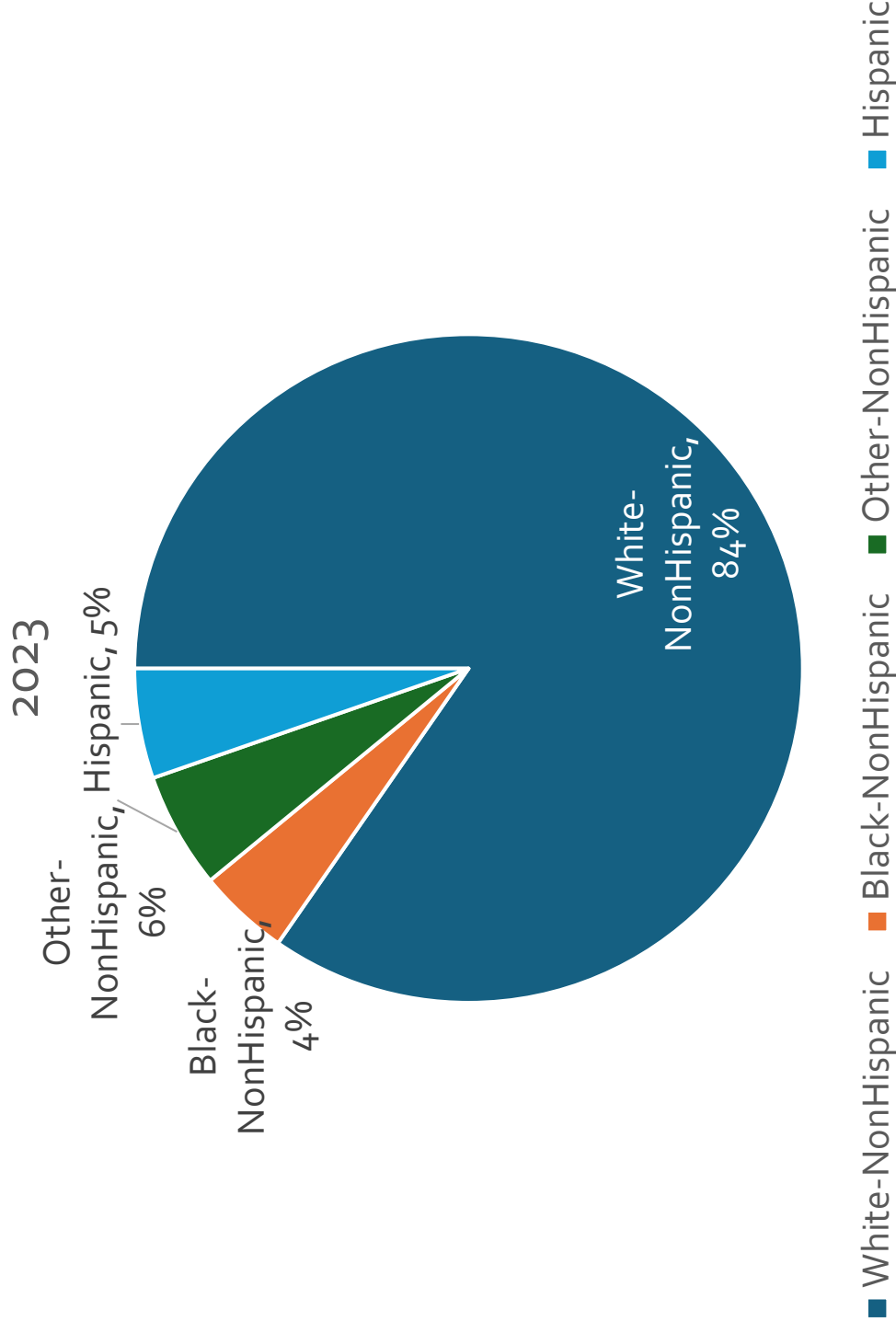
2050 Population Distribution by race/ethnicity

2050



■ White-NonHispanic ■ Black-NonHispanic ■ Other-NonHispanic ■ Hispanic

In 2023, Cass County had half the proportion of People of Color as the overall MARC region, 15.6% vs. 31.1%



Source: 2019-2023 American Community Survey 5-year estimates.
Universe: Total population

MARC Region Population and Households Forecast

MARC 9-County Region							
	2020 Census	2030	2040	2050	Change, 2020-2050		
Total Population	2,103,419	2,244,005	2,348,648	2,453,637	350,218		
GQ Population	31,107	31,107	31,107	31,107	0		
Household Population	2,072,312	2,212,898	2,317,541	2,422,530	350,218		
Households	833,443	922,780	989,622	1,040,303	206,860		
Persons per household	2.49	2.40	2.34	2.33	-0.16		

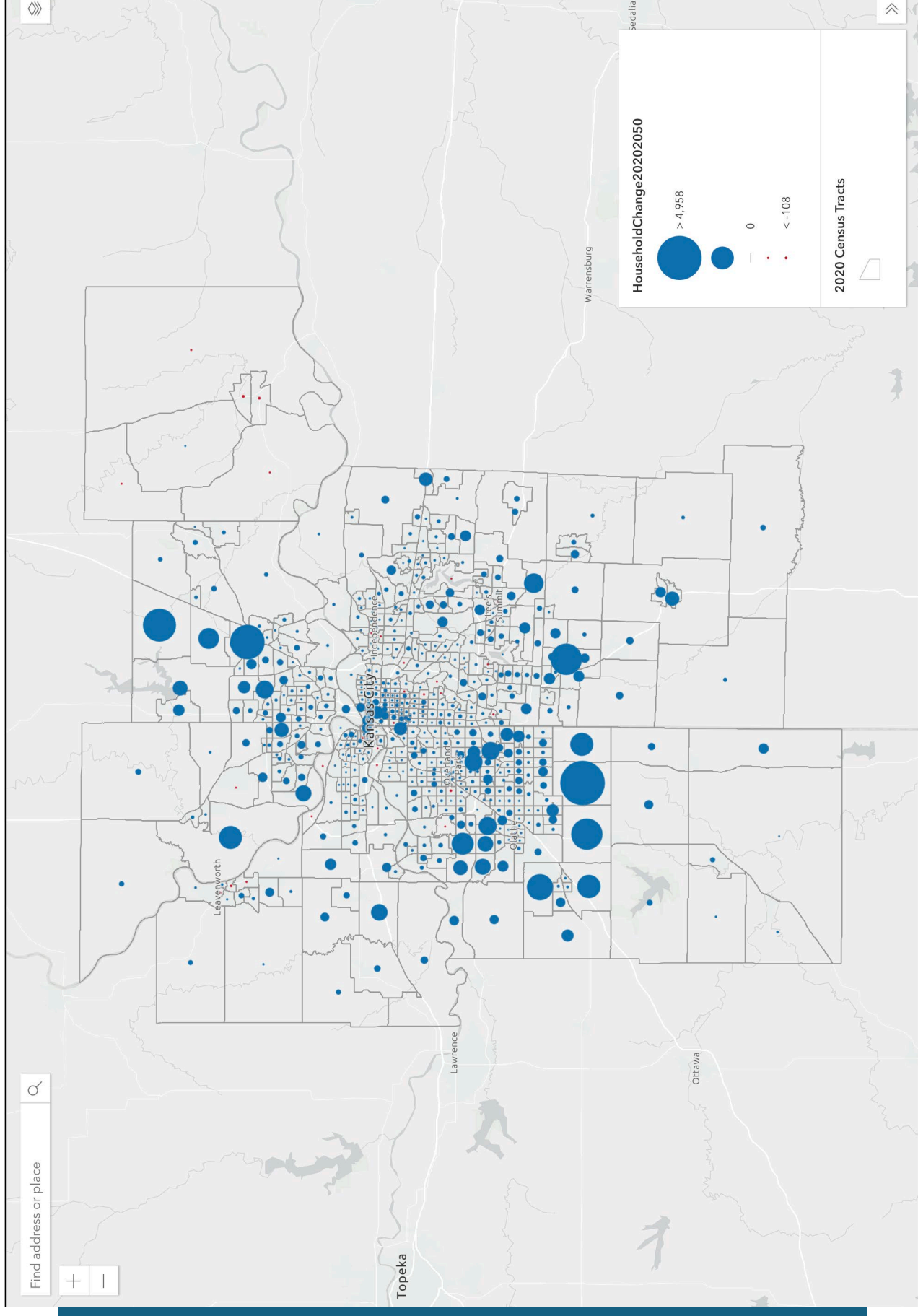
Household Forecast by County

	Household Forecast by County		
	2020	2050	Change
Johnson	239,495	311,791	72,296
Leavenworth	28,915	35,879	6,964
Miami	12,926	16,517	3,591
Wyandotte	61,836	72,736	10,900
Cass	40,909	57,453	16,544
Clay	100,262	130,308	30,046
Jackson	297,582	350,289	52,707
Platte	42,449	56,494	14,045
Ray	9,080	8,847	-233
MARC Region	833,454	1,040,314	206,860

Household Forecast for Cass County Cities

City	2020 Households	2050 Households	Household Change
Archie	478	715	237
Baldwin Park	41	50	9
Belton	9171	11913	2742
Cleveland	244	739	495
Creighton	128	133	5
Drexel	354	353	-1
East Lynne	129	185	56
Freeman	192	311	119
Garden City	637	948	311
Greenwood	91	90	-1
Gunn City	30	33	3
Harrisonville	3918	5526	1608
Kansas City	27	32	5
Lake Annette	52	72	20
Lake Winnebago	538	906	368
Lee's Summit	1023	1450	427
Loch Lloyd	377	599	222
Peculiar	1825	2318	493
Pleasant Hill	3220	4356	1136
Raymore	8444	14064	5620
Riverview Estates	26	27	1
Strasburg	38	50	12
West Line	44	45	1
Unincorporated	9880	12536	2656

Household Change, 2020- 2050 by Census Tract



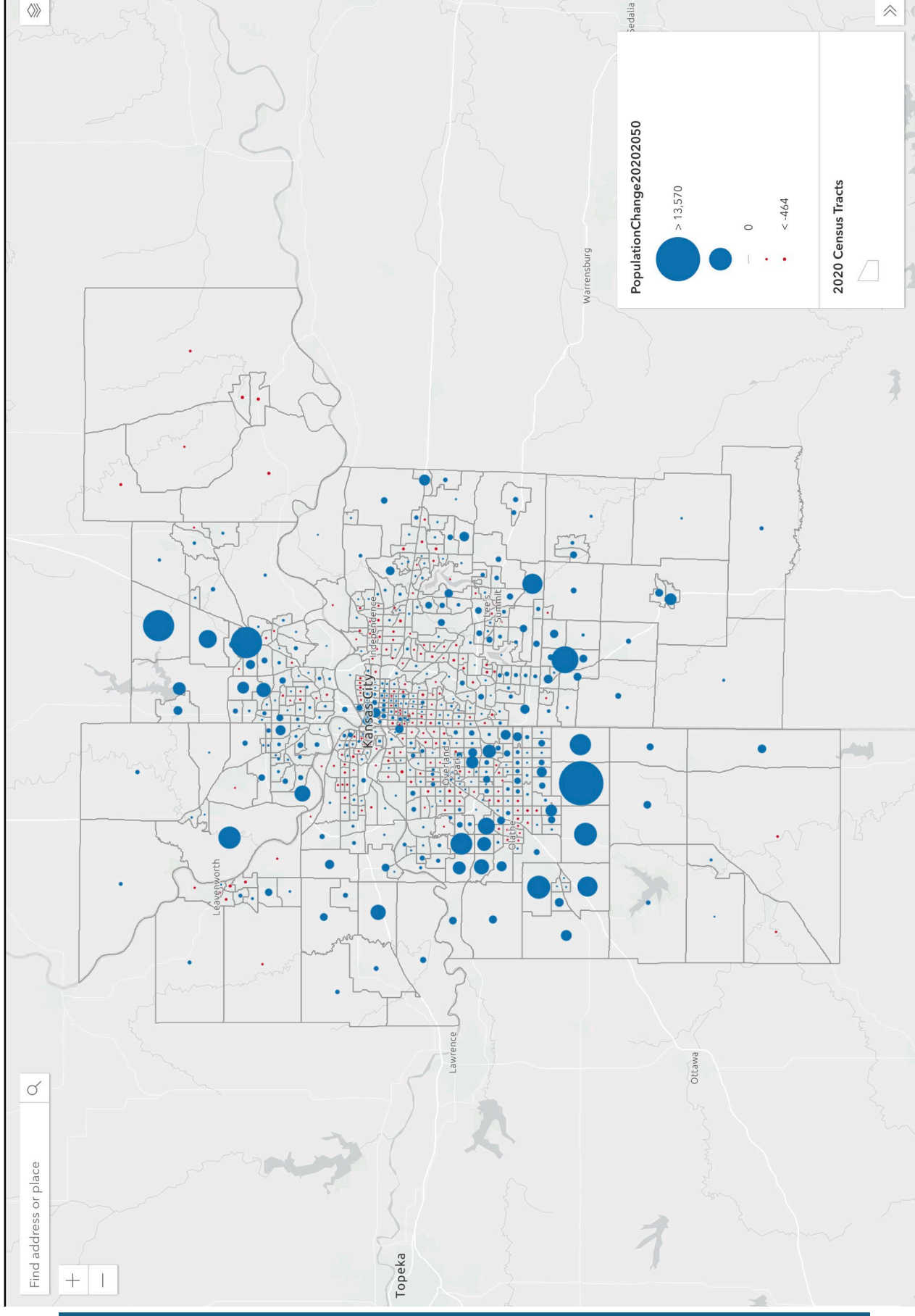
Population Forecast by County

	Population Forecast by County		
	2020	2050	Change
Johnson	609,863	744,172	134,309
Leavenworth	81,881	88,372	12,592
Miami	34,191	40,406	6,685
Wyandotte	169,245	178,153	11,894
Cass	107,824	139,419	32,545
Clay	253,335	307,436	56,362
Jackson	717,204	777,290	71,290
Platte	106,718	132,154	26,673
Ray	23,158	20,808	-2,133
MARC Region	2,103,419	2,422,530	350,218

Population Forecast for Cass County Cities

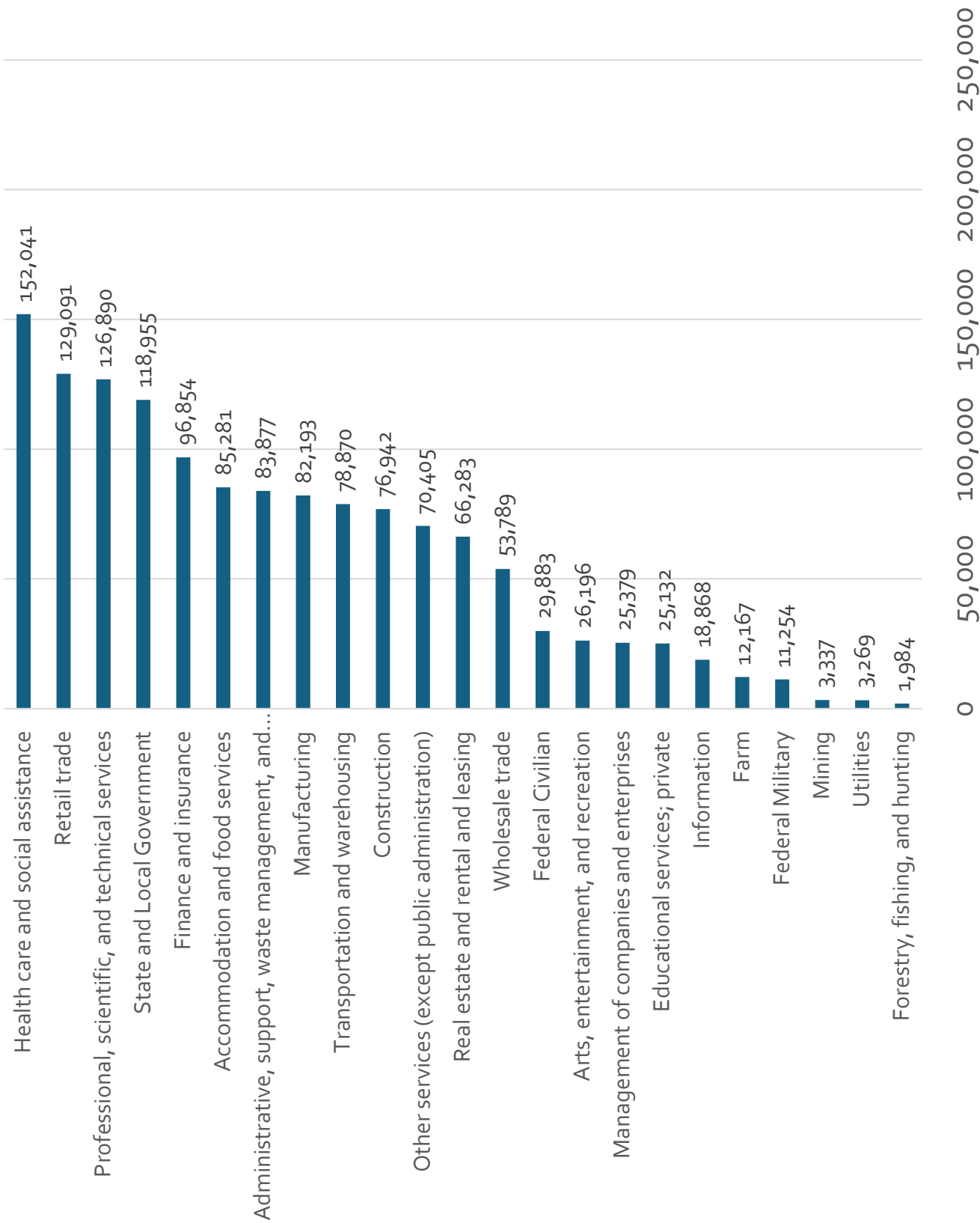
City	2020 Population	2050 Population	Population Change
Archie	1268	1778	510
Baldwin Park	88	102	14
Belton	23953	28863	4910
Cleveland	627	1782	1155
Creighton	327	303	-24
Drexel	837	774	-63
East Lynne	294	398	104
Freeman	473	720	247
Garden City	1619	2209	590
Greenwood	321	302	-19
Gunn City	80	82	2
Harrisonville	10077	12991	2914
Kansas City	104	98	-6
Lake Annette	107	150	43
Lake Winnebago	1404	2248	844
Lee's Summit	2670	3468	798
Loch Lloyd	863	1312	449
Peculiar	4927	5703	776
Pleasant Hill	8681	10980	2299
Raymore	22946	35458	12512
Riverview Estates	78	75	-3
Strasburg	107	127	20
West Line	117	111	-6
Unincorporated	25856	30440	4584

Population Change, 2020- 2050 by Census Tract



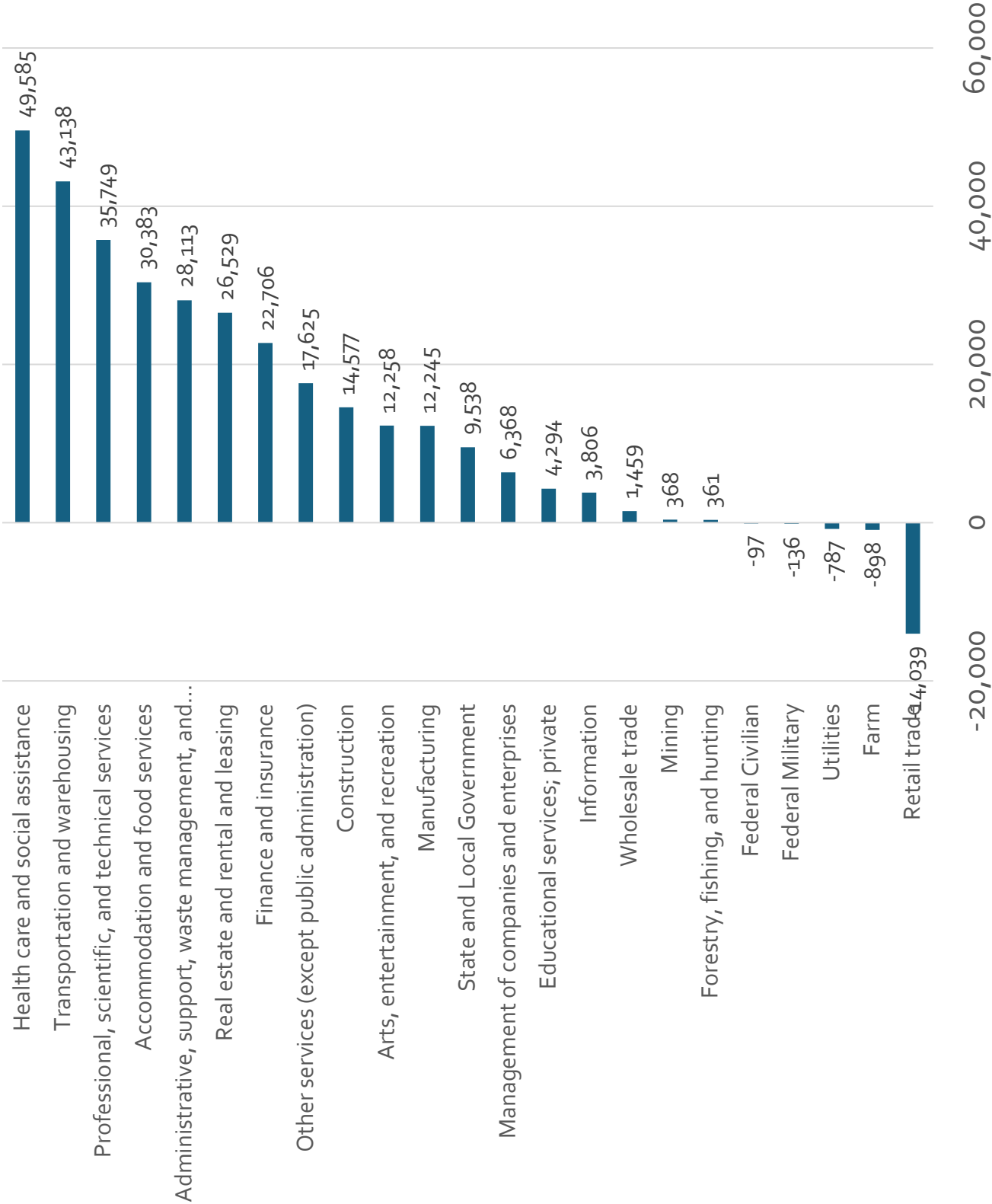
Current industry distribution of employment

2020 Employment by Industry



Between 2020 and 2050, transportation and warehousing gains the 2nd most jobs after health care, while retail loses jobs.

2020-2050 Employment Change by Industry



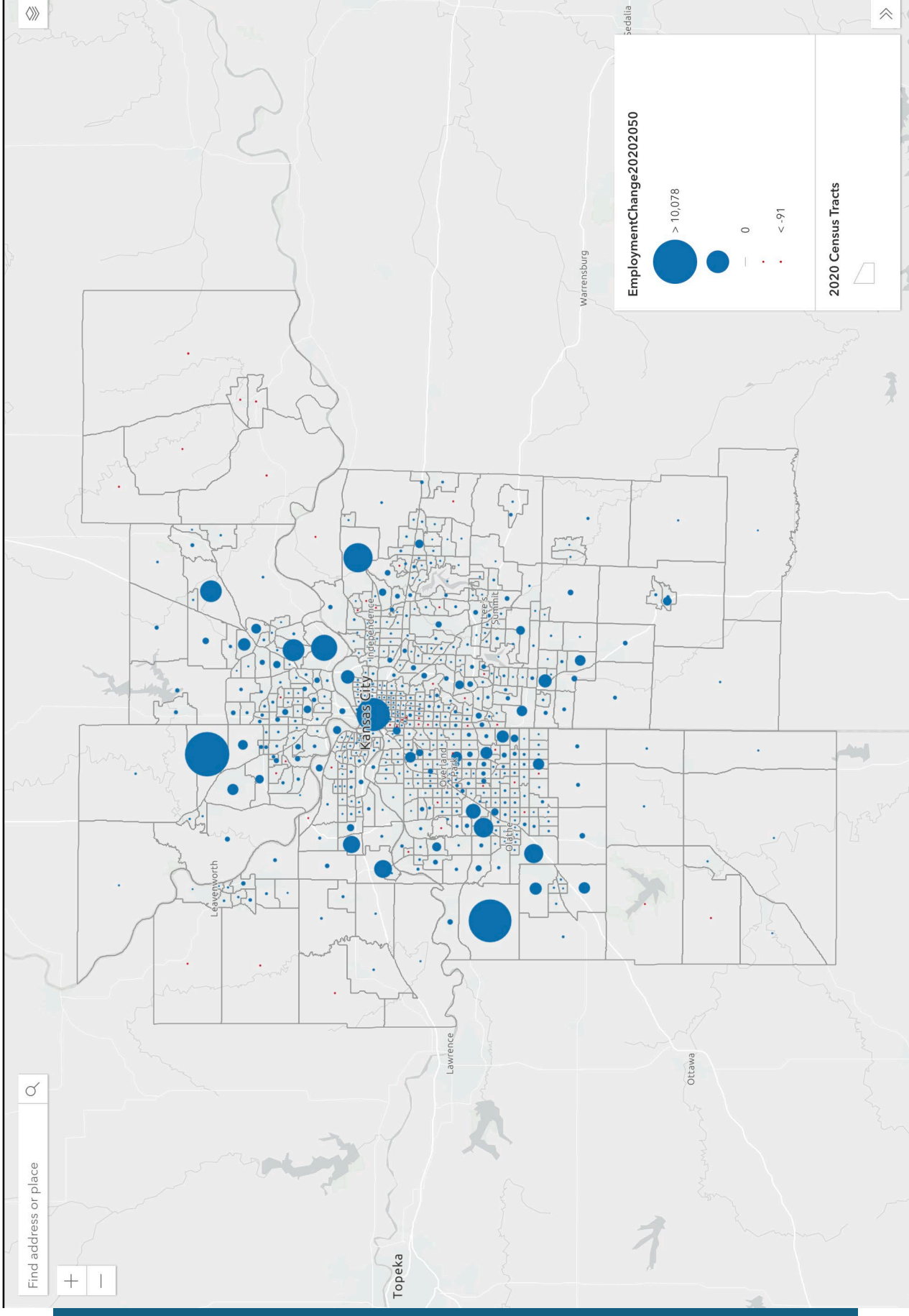
Employment Forecast by County

	Employment Forecast by County		
	2020	2050	Change
Johnson	349,932	420,864	70,932
Leavenworth	18,217	21,397	3,180
Miami	8,660	9,200	540
Wyandotte	91,516	110,623	19,107
Cass	27,364	40,172	12,808
Clay	105,334	143,312	37,978
Jackson	370,610	445,933	75,323
Platte	47,391	70,441	23,050
Ray	3,795	3,508	-287
MARC Region	1,022,819	1,265,451	242,632

Employment Forecast for Cass County Cities

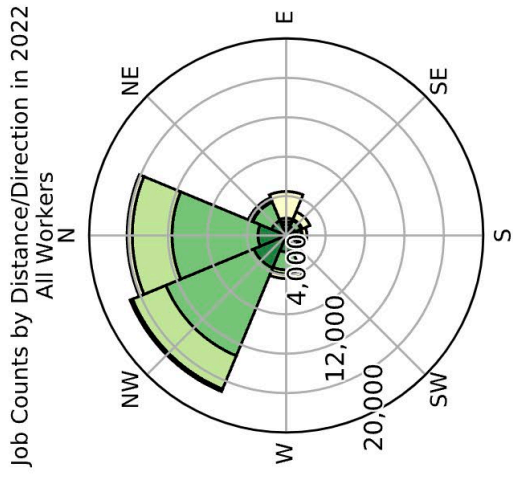
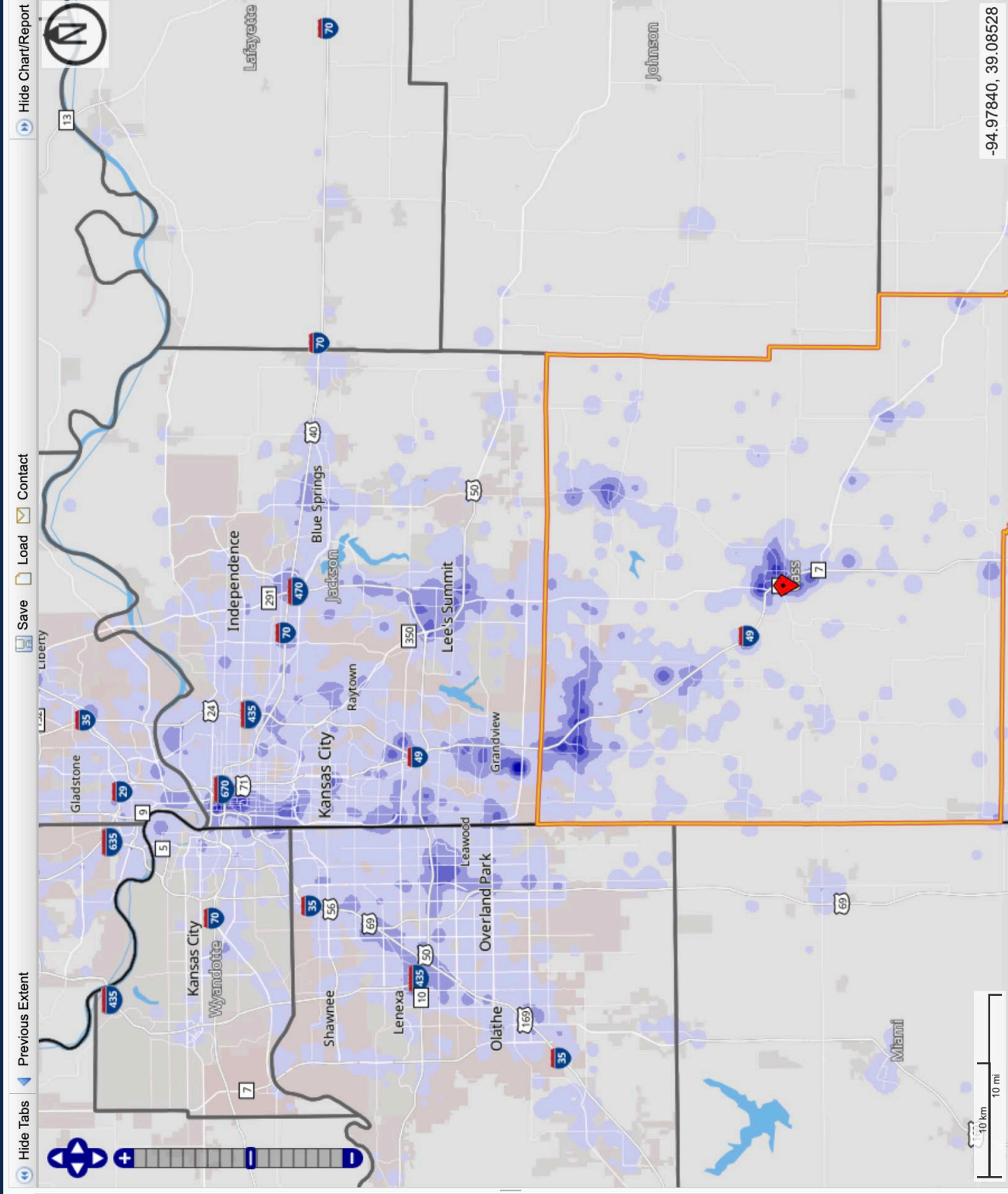
City	2020 Employment	2050 Employment	Employment Change
Archie	396	384	-12
Baldwin Park	0	3	3
Belton	7400	11535	4135
Cleveland	36	34	-2
Creighton	11	5	-6
Drexel	214	202	-12
East Lynne	60	53	-7
Freeman	70	69	-1
Garden City	173	180	7
Greenwood	5	5	0
Gunn City	0	0	0
Harrisonville	4207	5147	940
Kansas City	191	251	60
Lake Annette	0	1	1
Lake Winnebago	148	173	25
Lee's Summit	60	60	0
Loch Lloyd	132	132	0
Peculiar	1330	1861	531
Pleasant Hill	2129	2202	73
Raymore	4024	6766	2742
Riverview Estates	0	0	0
Strasburg	3	7	4
West Line	20	21	1
Unincorporated	6755	11079	4324

Employment Change, 2020- 2050 by Census Tract



Northern Cass is
forecast to grow
about as much as
Lee’s Summit

	2050 Households	2050 Population	2050 Employment	Household Change	Population Change	Employment Change
Northern Cass Cities	34101	84472	22425	10418	21295	7482
Lee's Summit, Jackson Co.	48338	119875	47378	10903	21489	6288
N. Cass Pct of Lee's Summit	71%	70%	47%	96%	99%	119%



View as Radar Chart ▼

Jobs by Distance - Home Census Block to Work Census Block

	Count	Share
Total All Jobs	52,627	100.0%
Less than 10 miles	13,985	26.6%
10 to 24 miles	23,900	45.4%
25 to 50 miles	9,052	17.2%
Greater than 50 miles	5,690	10.8%

StartBase MapSelectionResults

Destination Analysis
Workers: Living in Cass County, MO
Showing: Employment locations grouped by Places (Cities, CDPs, etc.)

Display Settings

Labor Market Segment FilterAll Workers
Number of Results
Year2022

Map Controls

Color Key

Thematic Overlay

Spoke Overlay

Selection Outline

Identify

Clear Overlays

Zoom to Selection

Animate Overlays

Report/Map Outputs

Detailed Report

Export Geography

Print Chart/Map

Legends

10,531 - 12,285 Jobs

8,776 - 10,530 Jobs

7,021 - 8,775 Jobs

5,266 - 7,020 Jobs

3,511 - 5,265 Jobs

1,756 - 3,510 Jobs

1 - 1,755 Jobs

Home Area

Analysis Settings

Change Settings

Job Counts by Work Places (Cities, CDPs, etc.) in 2022
All Workers

Note: Jobs in All Other Locations (3,766) are not shown in chart.

View as Bar Chart

Job Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs 2022

	Count	Share
All Places (Cities, CDPs, etc.)	52,627	100.0%
Kansas City city, MO	12,285	23.3%
Lee's Summit city, MO	4,103	7.8%
Overland Park city, KS	3,570	6.8%
Belton city, MO	3,166	6.0%
Harrisonville city, MO	2,638	5.0%
Grandview city, MO	1,699	3.2%
Raymore city, MO	1,690	3.2%
Independence city, MO	1,590	3.0%
Lenexa city, KS	1,584	3.0%
Kansas City city, KS	1,391	2.6%
Olathe city, KS	1,285	2.4%
Pleasant Hill city, MO	919	1.7%
Blue Springs city, MO	812	1.5%
Peculiar city, MO	722	1.4%
Leawood city, KS	665	1.3%
Raytown city, MO	527	1.0%
North Kansas City city, MO	513	1.0%
Springfield city, MO	403	0.8%

Note: The U.S. Census Bureau reviewed this data product for unauthorized disclosure of confidential information and approved the disclosure avoidance practices applied to this release. CBDRB-FY21-249.

Accessibility | Information Quality | FOIA | Data Protection and Privacy Policy | U.S. Department of Commerce | Census Home Source: U.S. Census Bureau, Center for Economic Studies, EHD | e-mail: CES.OnTheMap.Feedback@census.gov

StartBase MapSelectionResults

Distance/Direction Analysis
Workers: Employed in Cass County, MO
Showing: Residential locations

Display Settings

Labor Market Segment FilterAll Workers
Year2022

Map Controls

Color Key

Thermal Overlay

Point Overlay

Selection Outline

Identify

Clear Overlays

Zoom to Selection

Animate Overlays

Report/Map Outputs

Detailed Report

Export Geography

Print Chart/Map

Legends

5 - 30 Jobs/Sq.Mile

31 - 106 Jobs/Sq.Mile

107 - 232 Jobs/Sq.Mile

233 - 410 Jobs/Sq.Mile

411 - 638 Jobs/Sq.Mile

Work Area

Analysis Settings

Change Settings

Job Counts by Distance/Direction in 2022
All Workers

View as Radar Chart

Jobs by Distance - Work Census Block to Home Census Block

	Count	Share
Total All Jobs	30,725	100.0%
Less than 10 miles	11,604	37.8%
10 to 24 miles	9,562	31.1%
25 to 50 miles	4,524	14.7%
Greater than 50 miles	5,035	16.4%

Note: The U.S. Census Bureau reviewed this data product for unauthorized disclosure of confidential information and approved the disclosure avoidance practices applied to this release. CBDRB-FY21-249.

Accessibility | Information Quality | FOIA | Data Protection and Privacy Policy | U.S. Department of Commerce | Census Home Source: U.S. Census Bureau, Center for Economic Studies, EHD | e-mail: CES.OnTheMap.Feedback@census.gov

StartBase MapSelectionResults

Destination Analysis

Workers: *Employed in Cass County, MO*

Showing: *Residential locations grouped by Places (Cities, CDPs, etc.)*

Display Settings

Labor Market Segment Filter

Number of Results

Year

AllWorkers

2022

Map Controls

Color Key

Thematic Overlay

Spoke Overlay

Selection Outline

Identify

Clear Overlays

Zoom to Selection

Animate Overlays

Report/Map Outputs

Detailed Report

Export Geography

Print Chart/Map

Legends

2,559 - 2,985 jobs

2,133 - 2,558 jobs

1,707 - 2,132 jobs

1,280 - 1,706 jobs

854 - 1,279 jobs

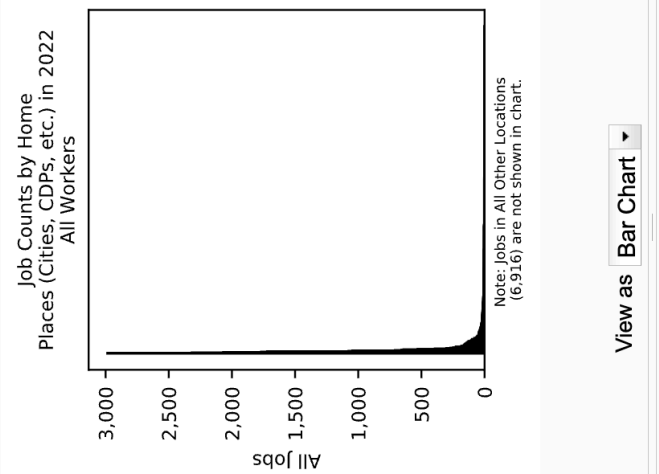
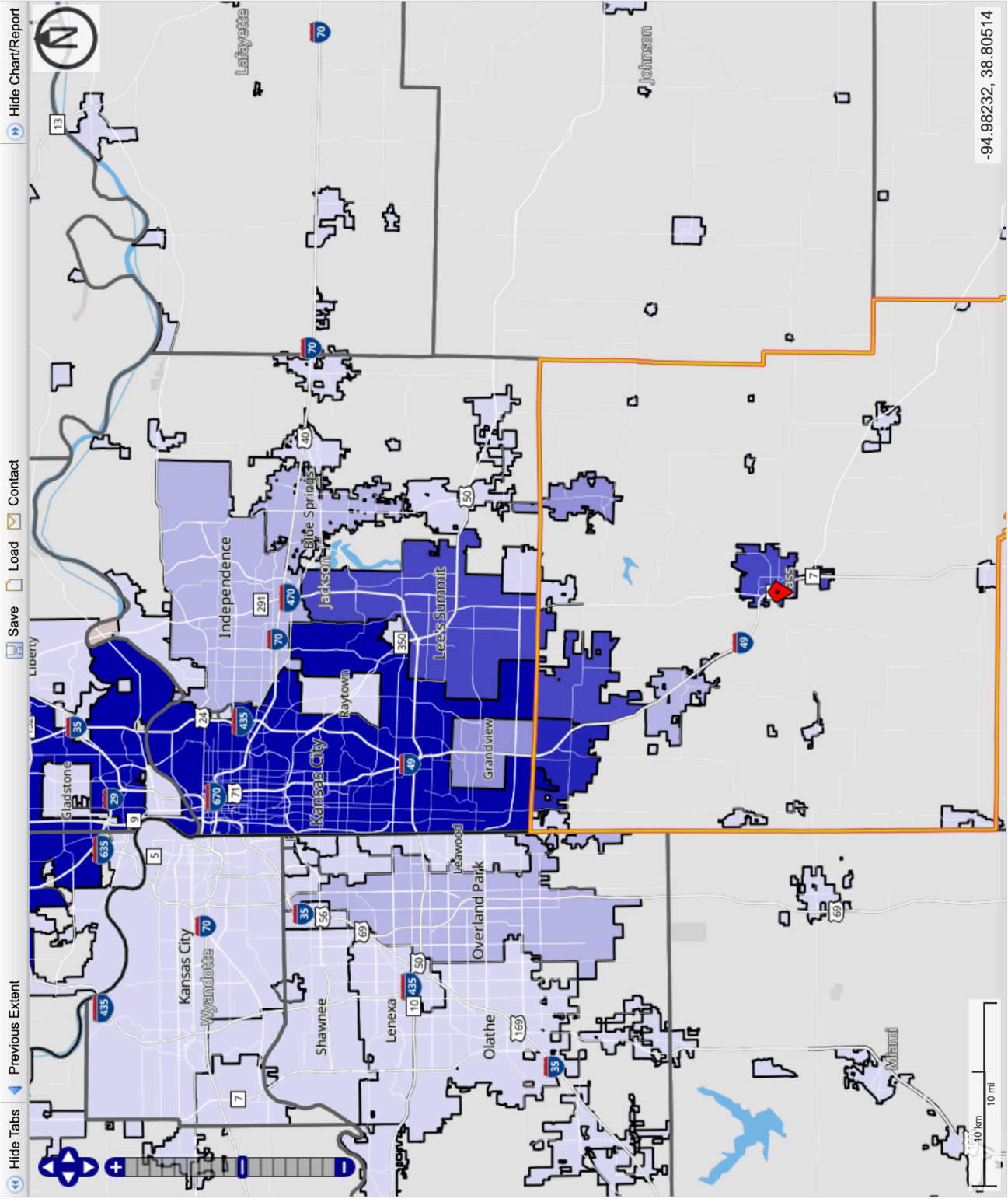
428 - 853 jobs

1 - 427 jobs

Work Area

Analysis Settings

Change Settings



Job Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs		
2022		
	Count	Share
All Places (Cities, CDPs, etc.)	30,725	100.0%
Kansas City city, MO	2,985	9.7%
Belton city, MO	2,314	7.5%
Raymore city, MO	2,068	6.7%
Harrisonville city, MO	1,766	5.7%
Lee's Summit city, MO	1,720	5.6%
Grandview city, MO	1,073	3.5%
Pleasant Hill city, MO	1,045	3.4%
Peculiar city, MO	708	2.3%
Blue Springs city, MO	657	2.1%
Independence city, MO	639	2.1%
Overland Park city, KS	529	1.7%
Raytown city, MO	391	1.3%
Garden City city, MO	302	1.0%
Archie city, MO	268	0.9%
Olathe city, KS	247	0.8%
St. Louis city, MO	226	0.7%
Butler city, MO	225	0.7%
Kansas City city, KS	185	0.6%

Start Base Map Selection Results

Inflow/Outflow Analysis

Worker Flows In, Out, and Within Cass County, MO

Display Settings

Labor Market Segment Filter

Year 2022

Map Controls

Color Key

Flow Overlay

Selection Outline

Identify

Clear Overlays

Zoom to Selection

Animate Overlays

Report/Map Outputs

Detailed Report

Export Geography

Print Chart/Map

Legends

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

Employed and Live in Selection Area

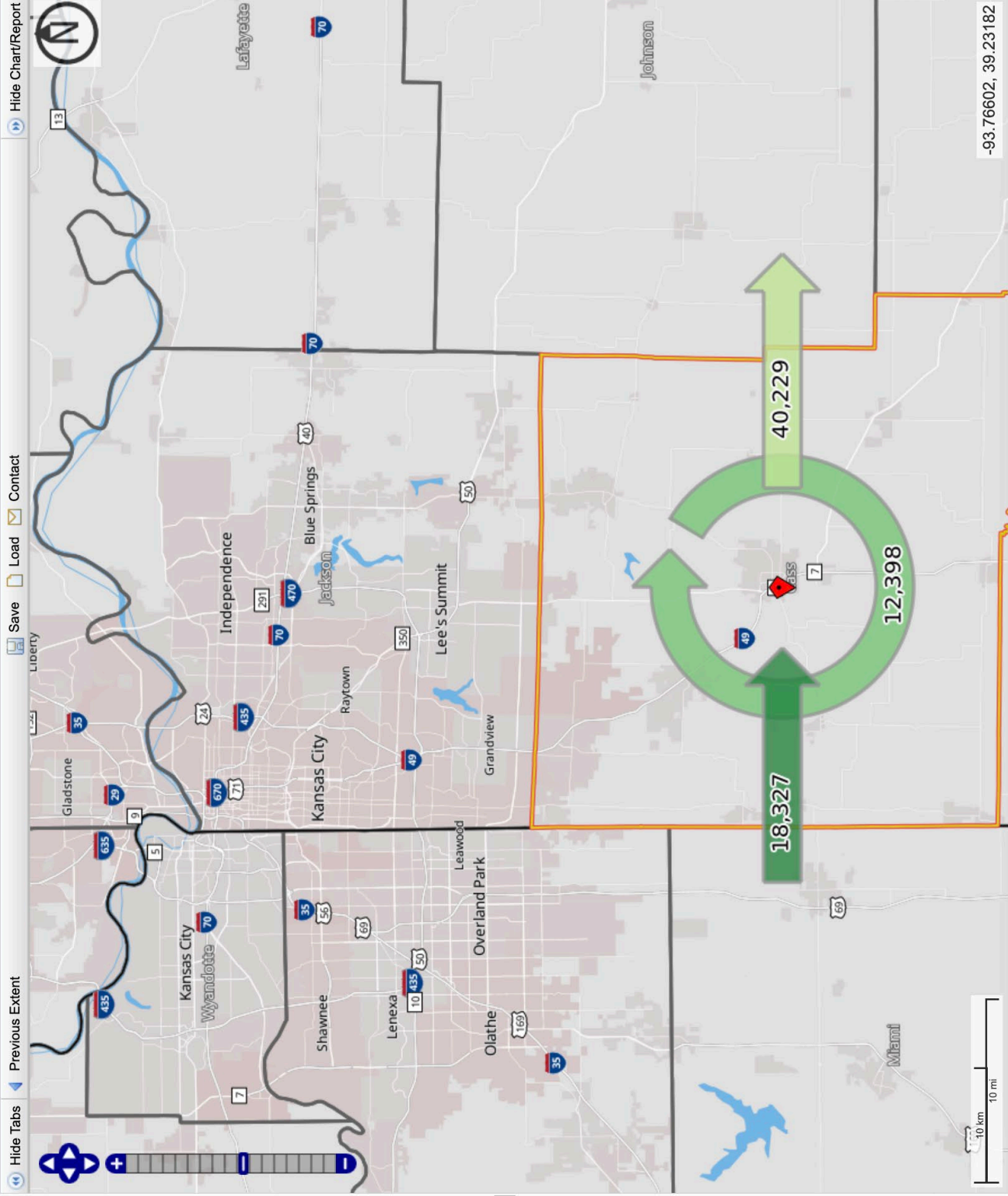
Employed in Selection Area, Live Outside

Live in Selection Area, Employed Outside

Selection Area

Analysis Settings

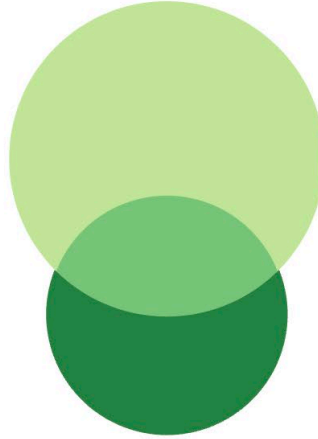
Change Settings



Hide Tabs Previous Extent Save Load Contact Hide Chart/Report

Inflow/Outflow Job Counts in 2022

All Workers



18,327 - Employed in Selection Area, Live Outside
40,229 - Live in Selection Area, Employed Outside
12,398 - Employed and Live in Selection Area

Inflow/Outflow Job Counts (All Jobs)

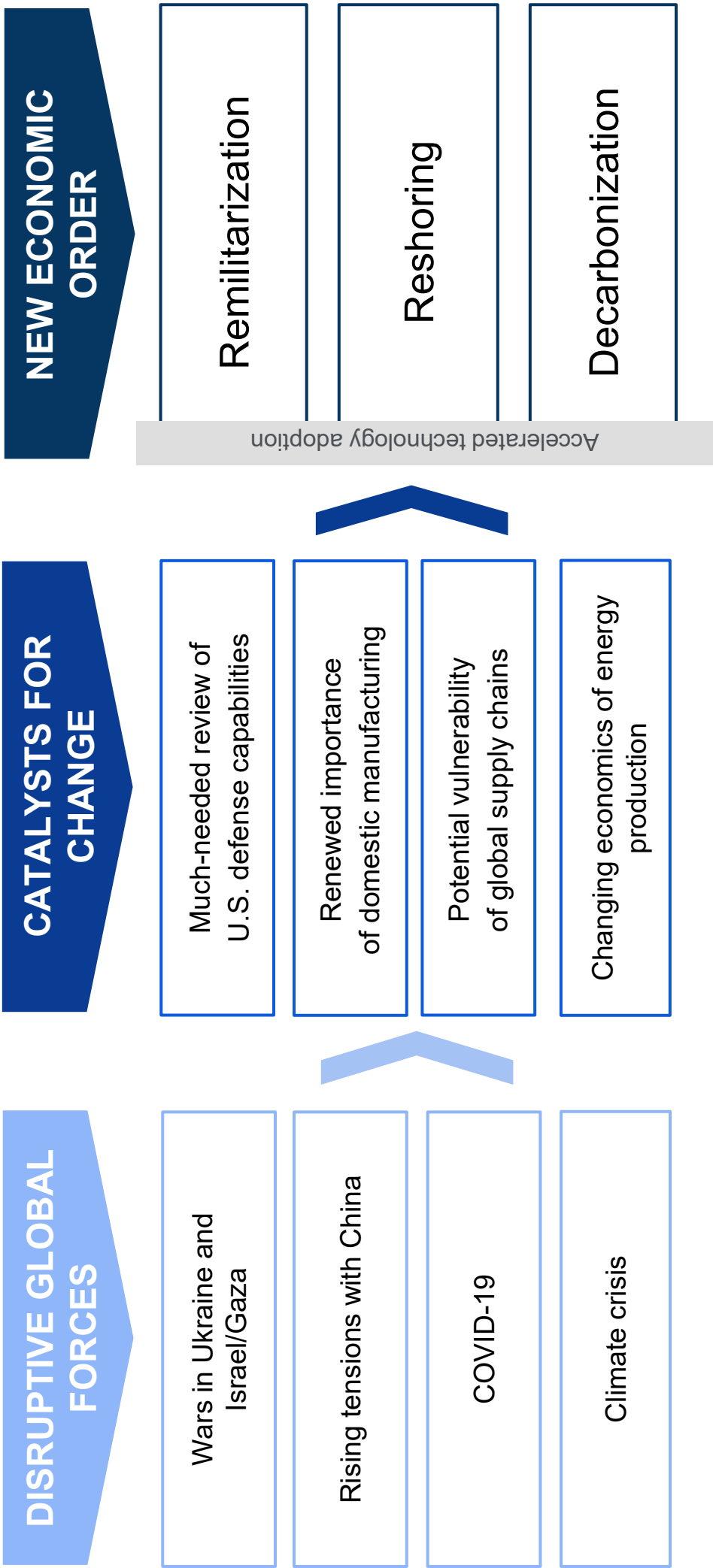
	2022	Count	Share
Employed in the Selection Area		30,725	100.0%
Employed in the Selection Area but Living Outside		18,327	59.6%
Employed and Living in the Selection Area		12,398	40.4%
Living in the Selection Area		52,627	100.0%
Living in the Selection Area but Employed Outside		40,229	76.4%
Living and Employed in the Selection Area		12,398	23.6%

[Reset Highlighting](#)

KC Investment Playbook

- Developed by Bruce Katz, of the firm New Localism Associates, for the Kauffman Foundation and the Civic Council
- How does KC position itself to succeed in an economy where priorities are changing?

Mega forces are creating a new economic order



Sources: The Biden-Harris Plan to Revitalize American Manufacturing and Secure Critical Supply Chains in 2022; Remarks by U.S. Secretary of Commerce Gina Raimondo: The CHIPS Act and a Long-term Vision for America's Technological Leadership.

Our research revealed three industry areas and two cut-across priorities that align with the new economic order

DEFENSE

ENERGY

BIOSCIENCES

SKILLED WORKFORCE

ENTREPRENEURSHIP & SMALL BUSINESS

If workforce is key,
what are the high-
wage, in-demand
jobs?

- What wage is high enough?
- What do we mean by high demand?

What is a “high wage?”

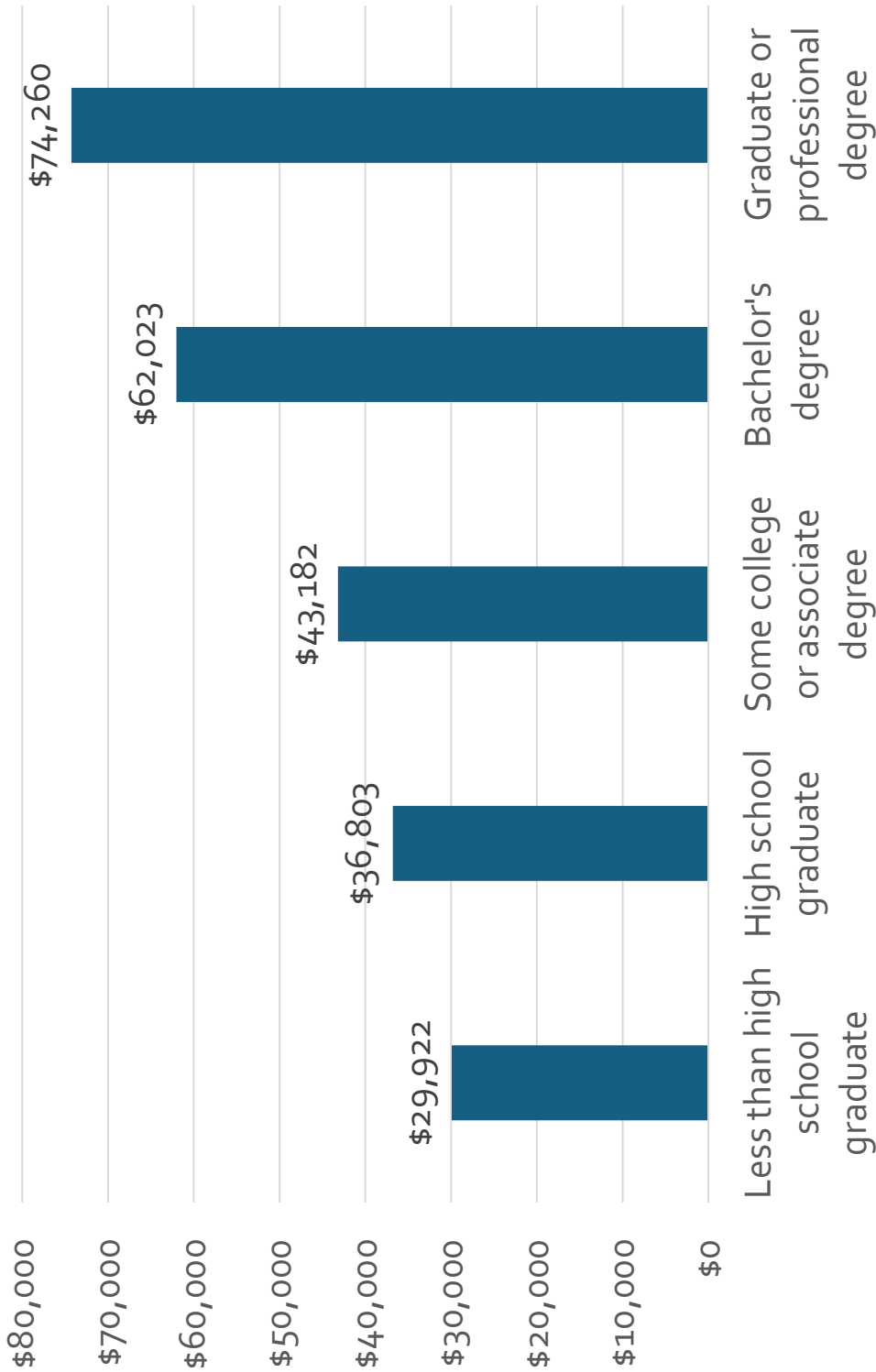
MIT estimates the household income needed in KC to meet average living costs, given number of workers and children in the household

Required annual income before taxes			
	1 ADULT	2 ADULTS, 1 working	2 ADULTS, both working
0 Children	\$45,137	\$62,339	\$62,218
1 Child	\$75,675	\$73,060	\$85,336
2 Children	\$95,549	\$83,225	\$106,668
3 Children	\$122,464	\$88,796	\$120,692
Source: MIT	https://livingwage.mit.edu/metros/28140		

The relationship between education and income is well-known.

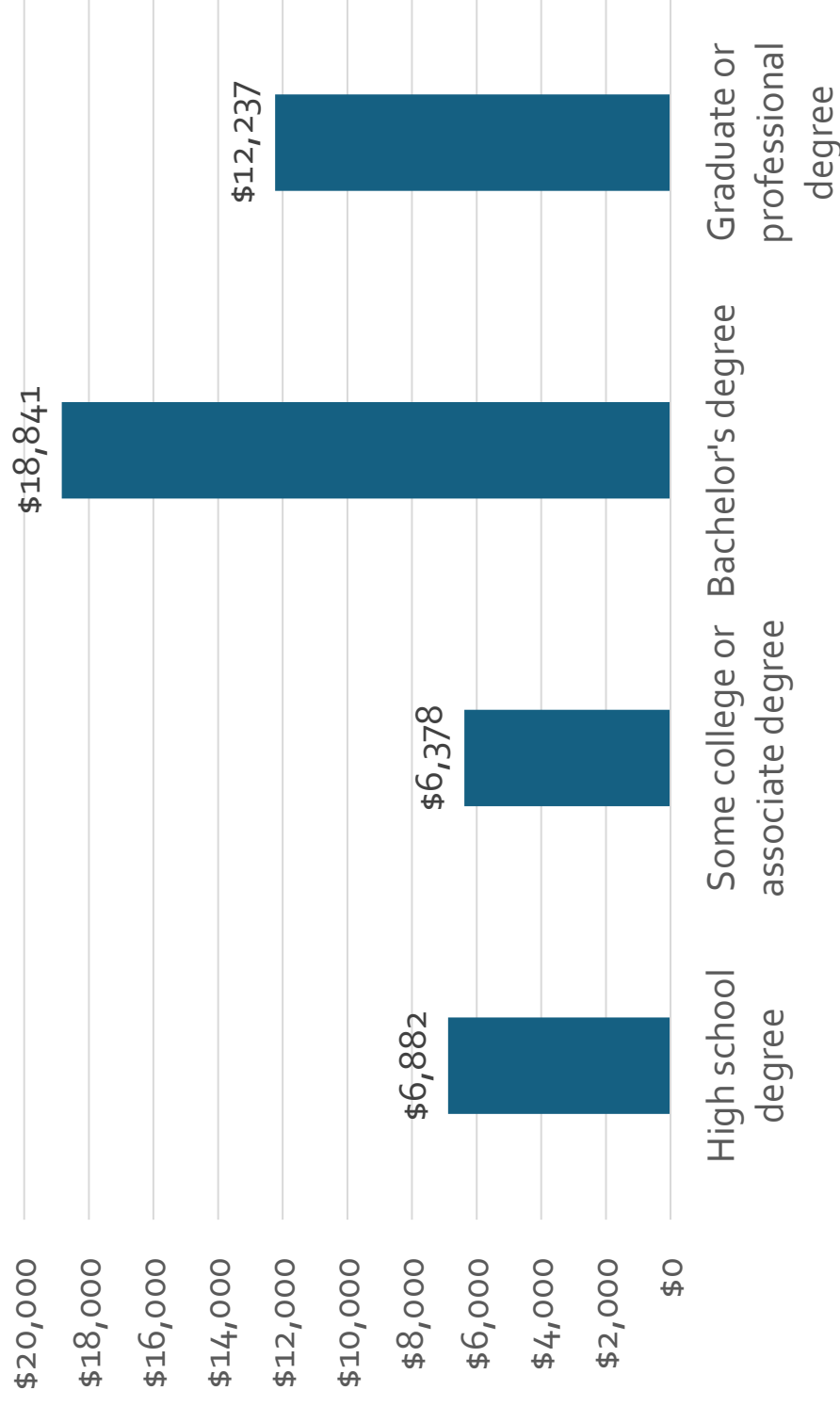
Note: This measure is based on the earnings of individuals rather than overall household income.

2022 Median Earnings by Educational Attainment



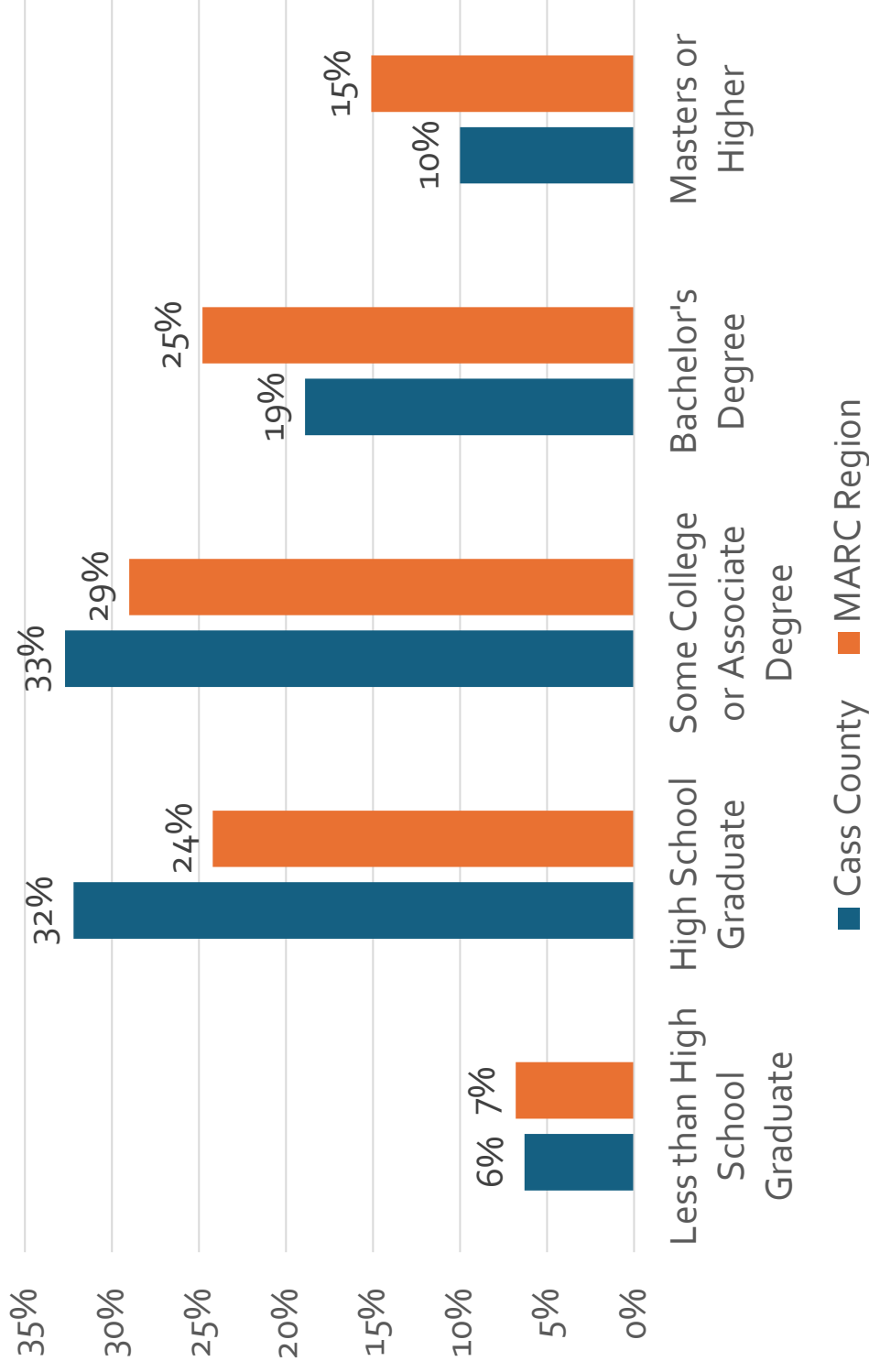
The biggest income gain from education comes when a person moves from attaining some college or associate degree to attaining a Bachelor's degree.

Increase in Median Earnings Relative to the Prior Educational Level



Cass County has a lower level of its adult population 25 and over with a bachelor's degree than the overall MARC Region.

Educational Attainment, Cass County vs. MARC Region



Yet, Cass County has a higher median household income and a lower poverty rate.

More is at work than just education. Occupation choice matters too.

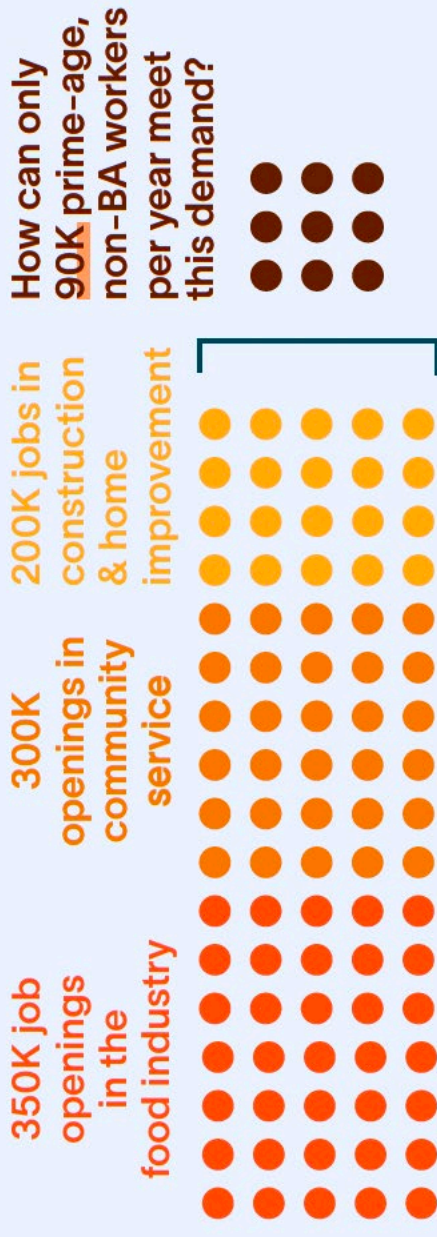
	Cass County	MARC Region
Median Household Income	\$87,413	\$82,840
Poverty Rate	6.50%	9.90%

Source: 2019-2023 American Community Survey 5-year estimates.
Universe: Population 25 years and over

What is the measure of a “high demand” occupation?

Many use job postings to estimate openings

But currently, we have 850K job openings in just these 3 critical sectors:



Source: Bureau of Labor Statistics, Lightcast Analysis

Here, Lightcast is making the point that in the U.S., there are lots of openings for jobs that don’t require a Bachelor’s degree right now. But the annual increase in the size of the non-degreed labor force is only about one-tenth the amount of openings.

Source: Lightcast, *The Rising Storm*,
<https://lightcast.io/resources/research/the-rising-storm>

But there's a
problem with using
job openings as
your measure of
high demand

- That something is worker retention.
- Some “high-demand” occupations have enough hires to replace more than their entire workforce each year
- Most often, this is because of poor or unsafe working conditions, or because there is little possibility for advancement
- This suggests that we need to understand what are the high-demand, high-wage, *high-quality* jobs.
- For purposes of deciding where to invest educational resources, a focus on postings or hires can lead us astray. The best measure of “high-demand” is the jobs showing the most net growth.

We drew on
Lightcast’s
database to
analyze recent
workforce trends in
the KC area.

2023 Jobs	greater than or equal to	100
2019 - 2023 Change in Jobs	greater than or equal to	50
Median Annual Earnings	greater than or equal to	\$50,000
2023 Turnover Rate	less than or equal to	60%

Then rank by growth, earnings, automation potential, excess demand

Associate Degree and Below:

Occupations paying the most

Description	2019 - 2023 Change	Median Annual Earnings	Typical Entry Level Education
Transportation, Storage, and Distribution Managers	145	\$101.3k	HS
Electrical Power-Line Installers and Repairers	130	\$96.1k	HS
First-Line Supervisors of Police and Detectives	255	\$91.6k	HS
Electrical and Electronics Drafters	227	\$86.1k	Assoc.
Magnetic Resonance Imaging Technologists	112	\$81.1k	Assoc.
First-Line Supervisors of Construction Trades and Extraction Workers	1,108	\$81.k	HS
First-Line Supervisors of Mechanics, Installers, and Repairers	520	\$77.9k	HS
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	965	\$71.4k	HS
Millwrights	210	\$70.4k	HS
Radiologic Technologists and Technicians	142	\$66.3k	Assoc.
Insurance Sales Agents	1,243	\$64.3k	HS
Medical Equipment Repairers	225	\$63.k	Assoc.
Electricians	622	\$62.6k	HS
Mobile Heavy Equipment Mechanics, Except Engines	262	\$62.4k	HS
Construction and Building Inspectors	172	\$61.9k	HS
Bus and Truck Mechanics and Diesel Engine Specialists	272	\$60.4k	HS
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	680	\$59.6k	Post-sec
Real Estate Sales Agents	478	\$59.2k	HS
Industrial Machinery Mechanics	244	\$59.k	HS

Bachelor’s Degree and Above: Occupations paying the most

Description	2019 - 2023 Change	Median Annual Earnings	Typical Entry Level Education
Computer and Information Systems Managers	462	\$151.8k	Bach.
Sales Managers	404	\$136.9k	Bach.
Database Administrators	236	\$130.5k	Bach.
Human Resources Managers	381	\$128.9k	Bach.
Marketing Managers	283	\$122.3k	Bach.
Database Architects	482	\$117.2k	Bach.
Industrial Production Managers	201	\$115.5k	Bach.
Education Administrators, Postsecondary	304	\$111.6k	Mast.
Facilities Managers	408	\$110.0k	Bach.
Aerospace Engineers	164	\$107.5k	Bach.
Medical and Health Services Managers	928	\$107.1k	Bach.
Administrative Services Managers	153	\$106.8k	Bach.
Software Developers	2,146	\$105.1k	Bach.
Information Security Analysts	591	\$103.3k	Bach.
Industrial Engineers	112	\$99.9k	Bach.

Associate Degree and Below:			
Occupations growing the most			
Description	2019 - 2023 Change	Median Annual Earnings	Typical Entry Level Education
Insurance Sales Agents	1,243	\$64.3k	HS
First-Line Supervisors of Construction Trades and Extraction Workers	1,108	\$81.k	HS
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	965	\$71.4k	HS
Heating, A/C, and Refrigeration Mechanics and Installers	680	\$59.6k	Post-sec
Electricians	622	\$62.6k	HS
First-Line Supervisors of Mechanics, Installers, and Repairers	520	\$77.9k	HS
Real Estate Sales Agents	478	\$59.2k	HS
Production, Planning, and Expediting Clerks	429	\$51.4k	HS
Postal Service Sorters, Processors and Machine Operators	284	\$53.4k	HS
Bus and Truck Mechanics and Diesel Engine Specialists	272	\$60.4k	HS
Mobile Heavy Equipment Mechanics, Except Engines	262	\$62.4k	HS
First-Line Supervisors of Police and Detectives	255	\$91.6k	HS
Industrial Machinery Mechanics	244	\$59.k	HS
Electrical and Electronics Drafters	227	\$86.1k	Assoc.
Medical Equipment Repairers	225	\$63.k	Assoc.
Millwrights	210	\$70.4k	HS
Construction and Building Inspectors	172	\$61.9k	HS
Transportation, Storage, and Distribution Managers	145	\$101.3k	HS
Radiologic Technologists and Technicians	142	\$66.3k	Assoc.
Electrical Power-Line Installers and Repairers	130	\$96.1k	HS
Healthcare Practitioners and Technical Workers, All Other	127	\$52.1k	Post-sec

All Education Levels: Occupations growing the most

Description	2019 - 2023 Change	Median Annual Earnings	Typical Entry Ed
Software Developers	2,146	\$105.2k	Bach.
Project Management Specialists	1,887	\$94.4k	Bach.
Elementary School Teachers, Except Special Education	1,737	\$55.9k	Bach.
Registered Nurses	1,594	\$79.6k	Bach.
Insurance Sales Agents	1,243	\$64.3k	HS
Managers, All Other	1,127	\$88.8k	Bach.
First-Line Supervisors of Construction Trades and Extraction Workers	1,108	\$81.0k	HS
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	965	\$71.4k	HS
Medical and Health Services Managers	928	\$107.2k	Bach.
Data Scientists	721	\$93.1k	Bach.
Market Research Analysts and Marketing Specialists	700	\$65.1k	Bach.
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	680	\$59.6k	Post-sec
Compliance Officers	667	\$70.9k	Bach.
Electricians	622	\$62.6k	HS
Information Security Analysts	591	\$103.3k	Bach.
First-Line Supervisors of Mechanics, Installers, and Repairers	520	\$77.9k	HS

Associate Degree
and Below:

Occupations with
the lowest
potential to be
affected by
automation

Description	2019 - 2023 Change	Median Annual Earnings	Typical Entry Level Education
First-Line Supervisors of Police and Detectives	255	\$91.6k	HS
Transportation, Storage, and Distribution Managers	145	\$101.3k	HS
Healthcare Practitioners and Technical Workers, All Other	127	\$52.1k	Post-sec
Electrical and Electronics Drafters	227	\$86.1k	Assoc.
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	965	\$71.4k	HS
Real Estate Sales Agents	478	\$59.2k	HS
Construction and Building Inspectors	172	\$61.9k	HS
Magnetic Resonance Imaging Technologists	112	\$81.1k	Assoc.
First-Line Supervisors of Mechanics, Installers, and Repairers	520	\$77.9k	HS
Production, Planning, and Expediting Clerks	429	\$51.4k	HS
Radiologic Technologists and Technicians	142	\$66.3k	Assoc.
Insurance Sales Agents	1,243	\$64.3k	HS
Transportation Security Screeners	120	\$58.k	HS
Real Estate Brokers	123	\$54.3k	HS
Medical Equipment Repairers	225	\$63.k	Assoc.
First-Line Supervisors of Construction Trades and Extraction Workers	1,108	\$81.k	HS
Mobile Heavy Equipment Mechanics, Except Engines	262	\$62.4k	HS
Industrial Machinery Mechanics	244	\$59.k	HS
Electricians	622	\$62.6k	HS

All Education Levels:

Occupations with the lowest potential to be affected by automation

Description	2019 - 2023 Change	Median Annual Earnings	Typical Entry Level Education
Medical and Health Services Managers	928	\$107.2k	Bach.
Marketing Managers	283	\$122.4k	Bach.
Special Education Teachers, All Other	134	\$59.8k	Bach.
Aerospace Engineers	164	\$107.6k	Bach.
Soil and Plant Scientists	129	\$58.1k	Bach.
Computer and Information Systems Managers	462	\$151.9k	Bach.
Software Developers	2,146	\$105.2k	Bach.
Industrial Production Managers	201	\$115.5k	Bach.
Facilities Managers	408	\$110.1k	Bach.
Administrative Services Managers	153	\$106.9k	Bach.
Special Education Teachers, Secondary School	261	\$60.2k	Bach.
Logisticians	394	\$59.7k	Bach.
Elementary School Teachers, Except Special Education	1,737	\$55.9k	Bach.
Education Administrators, All Other	106	\$96.2k	Bach.
Data Scientists	721	\$93.1k	Bach.
Career/Technical Education Teachers, Secondary School	158	\$59.5k	Bach.
Human Resources Managers	381	\$129.k	Bach.
Managers, All Other	1,127	\$88.8k	Bach.
First-Line Supervisors of Police and Detectives	255	\$91.6k	HS

All Education Levels:

Occupations with the greatest excess demand

(Share of postings greater than share of candidate profiles/resumes)

Description	2019 - 2023 Change	Median Annual Earnings	Typical Entry Level Education
First-Line Supervisors of Mechanics, Installers, and Repairers	520	\$77.9k	HS
Clinical Laboratory Technologists and Technicians	355	\$53.4k	Bach.*
Construction Managers	297	\$90.9k	Bach.
Special Education Teachers, Secondary School	261	\$60.2k	Bach.
Career/Technical Education Teachers, Secondary School	158	\$59.5k	Bach.
Transportation, Storage, and Distribution Managers	145	\$101.3k	HS
Middle School Teachers, Except Special and Career/Technical Education	133	\$63.7k	Bach.
Transportation Security Screeners	120	\$58.k	HS
Magnetic Resonance Imaging Technologists	112	\$81.1k	Assoc.
Therapists, All Other	110	\$62.8k	Bach.

*But, see: Bioscience Core Skills Institute; PI: Angela Consani, Executive Director, BCSI

Tentative Conclusions

- An aging population means the demand for healthcare workers will continue to increase
- High demand for management and technician-level occupations that cannot be easily automated, especially those that work with things and people.
- Scarce labor supply will put upward pressure wages
- Labor will be augmented and amplified with AI everywhere. Tasks will be replaced but not necessarily jobs.
- A new emphasis on producing physical things in the U.S will increase demand for production and skilled trades workers.

Questions?

Demographic, Economic and Workforce Trends

Cass County Public Libraries

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