

Office of the Superintendent of Schools
MONTGOMERY COUNTY PUBLIC SCHOOLS
Rockville, Maryland

July 16, 2026

MEMORANDUM

To: Members of the Board of Education

From: Thomas W. Taylor, Superintendent of Schools

Subject: Approval of Contract for Request for Proposal No. 4604.1, Consultant for School Consolidation and Closures Study for Elementary and Middle Schools and Countywide Elementary and Middle School Boundary Study

☐ Information ☒ Action

Superintendent Recommendation:

The superintendent recommends that the Board of Education approve the award of a contract for a consultant in response to Request for Proposals No. 4604.1, Consultant for School Consolidation and Closures Study for Elementary and Middle Schools and Countywide Elementary and Middle School Boundary Study.

Executive Summary

During the past several years, Montgomery County Public Schools (MCPS) has experienced sustained countywide shifts in enrollment patterns, leading to an overall decline. Official Pre-K–12 enrollment has declined from 165,267 in 2019 to 156,050 in 2025; a decrease of 9,217 students, or 5.6%. Official Kindergarten–Grade 5 enrollment has declined from 72,085 students in 2019, to 65,627 students in 2025; a decline of 6,458 students, or 8.9%. These trends reflect broader demographic changes, including reduced birth rates, economic factors, and changes in housing turnover patterns.

As enrollment has declined, utilization across elementary schools increasingly has become imbalanced. While certain areas of Montgomery County are experiencing localized growth, nearby schools often have significant available capacity. In addition, several elementary schools have “island assignments,” or noncontiguous attendance boundaries, which contribute to longer student transportation, more frequent split articulations, and operational inefficiencies. Collectively, declining enrollment, island assignments, and uneven utilization create challenges in staffing and resource allocations, student transportation services, and effective and efficient facility utilization.

Consistent with the Board of Education's strategic goals and Board of Education Policy FAA, *Educational Facilities Planning*, these conditions necessitate a comprehensive review of all currently operating elementary and middle schools, former school facilities, and future school sites to determine the appropriate long-term facility footprint. Because facility and boundary decisions inherently are linked, it is necessary to conduct these studies in a coordinated manner to support informed, long-term decision-making.

On March 26, 2026, the Board of Education approved the scope of a school consolidation and closure study for elementary and middle schools, along with a systemwide elementary and middle school boundary study (Resolution No. 124-26). The study will analyze potential school consolidations and closures, followed by a study to review and adjust elementary and middle school boundaries countywide.

The study consists of two phases. The first phase involves a comprehensive portfolio review by MCPS to identify recommendations for school consolidations, closures, or adjustments to existing program delivery models (such as paired schools). These recommendations will be brought to the Board of Education for appropriate review and decision processes. In the second phase, MCPS will initiate a countywide elementary boundary study. Any elementary school approved by the Board of Education for closure or consolidation will be excluded from this study process. Conversely, if the closure or consolidation of a middle school is approved by the Board of Education, boundaries for the surrounding schools will be adjusted accordingly.

This comprehensive facility portfolio review and boundary study is intended to:

- Promote fiscal responsibility by minimizing operational inefficiencies;
- Evaluate existing program delivery models, including paired schools;
- Assess school capacity with current and projected enrollment trends to maximize utilization;
- Inform future capital improvement planning and long-term investment priorities;
- Balance enrollment across elementary schools and middle schools to optimize the use of existing facilities;
- Prioritize serving students as close to home as possible, especially those receiving special education services;
- Address noncontiguous attendance boundaries, or island assignments; and
- Align feeder patterns to support continuity and stability for students and families.

Given the scope, complexity, and timeline for this work, engaging a qualified consultant is necessary to facilitate data analysis. This analysis will help identify elementary and middle schools for potential consolidation or closure review, ultimately guiding the countywide boundary study process.

On May 8, 2026, MCPS issued a Request for Proposals No. 4604.1, Consultant for School Consolidation and Closures Study for Elementary and Middle Schools and Countywide

Elementary and Middle School Boundary Study. The cost for these studies has been budgeted in the Facility Planning Budget.

Four proposals were received on June 1, 2026, and were evaluated by a Montgomery County Public Schools selection committee including staff in the Division of Facilities Management, using the criteria established in the request for proposals.

Following an evaluation of qualifications and pricing, the selection committee recommends Maul Foster & Alongi, Inc., doing business as FLO Analytics, located in Vancouver, Washington, to conduct a school consolidation and closures study for elementary and middle schools, and a countywide boundary study for elementary and middle schools.

Approving a contract now will enable the selected consultant to begin work promptly, ensuring the scope of work aligns with the Board of Education's vision.

WHEREAS, On March 26, 2026, the Board of Education approved the scope of a school consolidation and closures study for elementary and middle schools, and a countywide elementary and middle school boundary study (Resolution No. 124-26); and

WHEREAS, Sustained enrollment declines, imbalanced utilization, noncontiguous attendance boundaries, and changing demographic trends have highlighted the need for a comprehensive review of Montgomery County Public Schools' facility footprint and attendance boundaries to support the effective and efficient use of district resources; and

WHEREAS, Because facility planning and boundary decisions intrinsically are linked, it is necessary to conduct these studies in a coordinated manner to support informed, long-term decision making; and

WHEREAS, Due to the scope, complexity, and timeline of this work, it is necessary to engage a qualified professional consultant to conduct and facilitate both the school consolidation and closures study and the associated boundary study; and

WHEREAS, On May 8, 2026, Montgomery County Public Schools issued Request for Proposals No. 4604.1, Consultant for School Consolidation and Closures Study for Elementary and Middle Schools and Countywide Elementary and Middle School Boundary Study; and

WHEREAS, Four proposals were received on June 1, 2026, and were evaluated by a Montgomery County Public Schools selection committee using the criteria established in the request for proposals; and

WHEREAS, Following an evaluation of qualifications and pricing, the selection committee recommends Maul Foster & Alongi, Inc., doing business as FLO Analytics, located in Vancouver, Washington, to conduct a school consolidation and closures study for elementary and middle schools, and a countywide boundary study for elementary and middle schools; and

WHEREAS, Staff in the Division of Facilities Management have negotiated with Maul Foster & Alongi, Inc., doing business as FLO Analytics, a base contract cost for the work in the amount of \$1,939,814; now therefore be it

Resolved, That the Board of Education approves the base contract amount of \$1,939,814, and total spending authority of \$2,350,000 for the addition of optional services, as required or requested, based on the unit rates provided by Maul Foster & Alongi, Inc., doing business as FLO Analytics, to complete phases one and two of the study throughout the next two fiscal years; and be it further

Resolved, That the president of the Board of Education and the superintendent of schools be authorized to negotiate and execute a contractual agreement with Maul Foster & Alongi, Inc., doing business as FLO Analytics, to conduct and facilitate a school consolidation and closures study for elementary and middle schools and countywide boundary study for elementary and middle schools.

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