



Center for
Education Services

August 2026

DeKalb County Schools Central Office: Phase II Implementation Planning

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Prepared for

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Context and Project Overview

DeKalb County School District (DCSD) engaged RTI International in spring 2026 to conduct a comprehensive Central Office Operational Assessment. Following presentation of the assessment findings to the DCSD Board of Education, the District has asked RTI to develop a proposal for Phase II: Implementation Planning, focused on translating the audit's findings into a recommended central office reorganization, cost savings analysis, and implementation roadmap to support a planned January 2027 rollout.

RTI proposes to deliver a customized program of support based on the following priorities:

- A recommended central office reorganization plan with options for district staff to consider, including proposed organizational chart changes and a cost savings analysis
- Implementation options and considerations including the operational and financial implications of each option
- A phased implementation timeline and confidential Board materials to support a November 2026 Board review and January 2027 rollout

Proposed Scope of Services

The anticipated window of time within which to complete the proposed scope of work is August 2026 through December 2026, with recommended organizational changes taking effect in January 2027.

A. Central Office Reorganization Plan and Organizational Chart Development

Building on the findings of the Central Office Operational Assessment, RTI will develop a recommended reorganization plan for the DCSD central office.

- Revised organizational chart(s) addressing redundancies, reporting lines and inefficient spans of control
- Options for consolidation, elimination, or redesign of specific roles and functions

RTI will work directly with DCSD leadership to validate proposed structures against operational needs, staff capacity, and the District's strategic priorities, ensuring recommendations are feasible, actionable and aligned with the urgent need to improve student outcomes.

Key Deliverables:

- Recommended central office organizational chart(s), including near-term and future-state options
- Summary of proposed role and structural changes with rationale

B. Cost Savings and Financial Impact Analysis

RTI will quantify the fiscal impact of the recommended reorganization, providing DCSD leadership with a clear understanding of anticipated savings and associated costs.

- Projected personnel cost savings associated with role consolidations, eliminations, or restructuring
- Estimated one-time transition costs (e.g., severance, reclassification, staff transition support)
- Net multi-year fiscal impact summary



This analysis will be presented in a format suitable for Board review, distinguishing recurring operational savings from one-time implementation costs. RTI anticipates working closely with Human Resources and Financial Services to arrive at accurate cost estimates and assumes a significant staff effort in the data gathering phase of the work.

Key Deliverables:

- Cost savings and financial impact summary for options presented in the above central office reorganization plan. RTI anticipates this as a combined deliverable with task A.

C. Implementation Options and Roadmap

RTI will develop implementation options for DCSD's consideration, outlining the operational and financial trade-offs of each approach to sequencing and rolling out the recommended changes.

- Comparison of implementation options (e.g., phased vs. full implementation), including timing, risk, and resource considerations
- Operational and financial implications of each option
- A phased implementation timeline sequencing key actions to support a January 2027 rollout

RTI will incorporate change management best practices, including communication and staff transition planning, to support a smooth and well-sequenced rollout.

Key Deliverables:

- Implementation options analysis with recommendation
- Phased implementation timeline

D. Confidential Board Materials and Communication Support

To support the district's planning and Board approval timeline, RTI will develop confidential materials summarizing the recommended reorganization, cost savings, and implementation approach for Board review in winter of 2026-2027 school year.

- Confidential Board briefing materials (e.g., presentation deck and executive summary)
- Talking points and communication guidance for internal and external audiences

Materials will be designed to support clear, transparent Board discussion and decision-making regarding the proposed changes.

Key Deliverables:

- Confidential Board presentation and executive summary
- Communication guidance and talking points

Timeline

RTI anticipates beginning Phase II work immediately upon contract execution in early August 2026, with the following high-level milestones:



- August 2026: Contract execution and project initiation; DCSD provides the Board an informational update on the transition to implementation planning at the August 10 meeting
- August–October 2026: Development of the recommended reorganization plan, organizational chart changes, cost savings analysis, and implementation options
- November 2026: Delivery of confidential Board materials for Board review
- December 2026: Finalization of the implementation plan and transition materials
- January 2027: Recommended organizational changes take effect

Assumptions and District Support Needed

This proposal and the associated fee estimate are based on the following assumptions. RTI welcomes the opportunity to discuss and refine these with DCSD:

- RTI plans to engage in at least one in person meeting to Dekalb County for day long planning and strategy sessions with select Dekalb leadership staff
- DCSD will designate a primary point of contact and provide timely access to current staffing, budget, and organizational data needed to finalize the cost savings analysis
- DCSD will support scheduling of leadership meetings and, as needed, the November Board presentation
- Confidential Board materials will be shared only with DCSD leadership and the Board of Education, consistent with the confidentiality provisions of this engagement
- This estimate assumes work proceeds on the timeline above; delays in contract execution or District approvals may affect the proposed schedule

Budget Estimate

Presented as a range that includes all RTI staff labor, materials, and travel.

Total Estimate

\$91,500 – \$92,000

Next Steps

This budget and scope are further customizable to best meet the needs of DeKalb County School District (DCSD). If the services outlined in this estimate are satisfactory, we will proceed to prepare a formal proposal consistent with the contracting processes of DCSD.



About RTI and the Center for Education Services

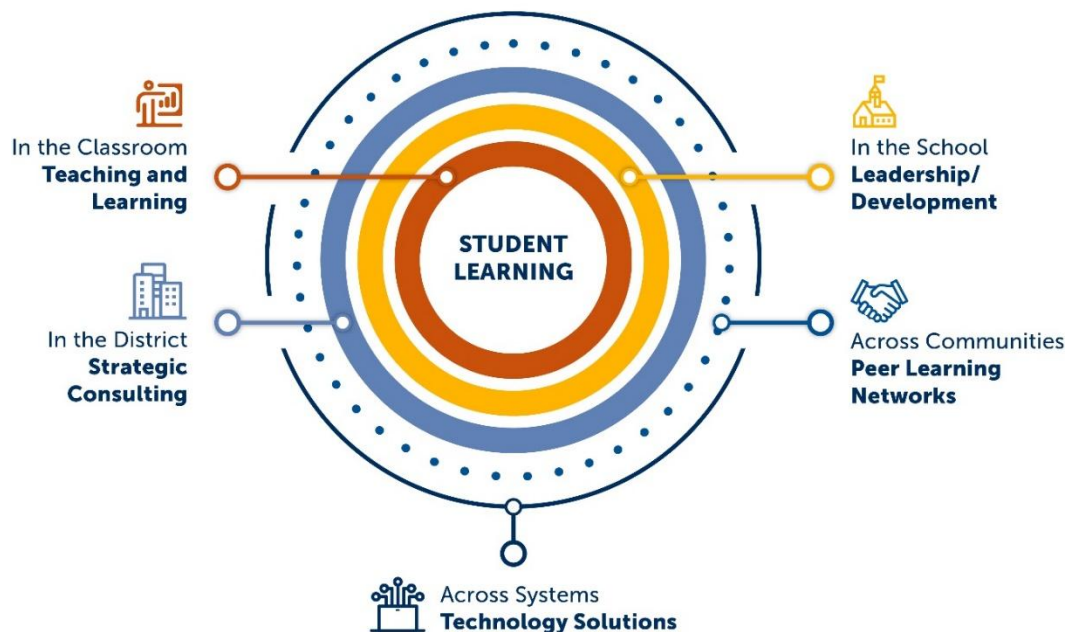
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Combining scientific rigor and technical proficiency, we deliver reliable data, thorough analysis, innovative methods, novel technologies, and sustainable programs that help clients ground practice in evidence. We scale our approach to fit the demands of each project, delivering the power of a global leader and the passion of a local partner.

Within education, we believe all children deserve access to a quality education that empowers them to thrive. Yet our teachers and administrators face environments with increasing complexity, constraint, and ambiguity. At RTI, we empower educators and their partners to design, plan, and implement action steps to better address those challenges.

From the classroom to the board room, our work focuses on five areas we believe are levers for change in education: strengthening instruction (in the classroom), developing leaders (in the school), improving organizational operations (in the district), facilitating collaborative networks (across communities), and leveraging technology (across systems).

For more information, please visit educationservices.rti.org.



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