

Memorandum



DATE October 21, 2025

CITY OF DALLAS

Honorable Members of the Finance Committee: Chad West (Chair), Kathy Stewart
TO (Vice Chair), Zarin Gracey, Maxie Johnson, Jesse Moreno, Jaime Resendez, Gay
Donnell Willis

SUBJECT **Overview of Services Provided by Gartner Inc. and Forrester Research, Inc.**

The purpose of this memorandum is to provide background on the referral of Gartner Inc. and Forrester Research, Inc. annual membership fees to the Finance Committee for review and consideration.

On Wednesday, October 8, 2025, the City Council approved a resolution authorizing annual membership fees. During this process, Information & Technology Services (ITS) requested that the membership fees for Forrester Research, Inc. be removed from the City Council agenda item (No. 25-2707A) and referred to the Finance Committee for additional review.

ITS currently leverages IT Research and Advisory Services through both Forrester Research, Inc. and Gartner, Inc. These services provide access to industry-leading research, benchmarking, and advisory expertise that directly support the City's ongoing digital transformation, modernization, and customer experience initiatives.

IT Research and Advisory Services provide executive-level guidance, strategic frameworks, and technology market insights. While Gartner focuses primarily on IT leadership development, strategic sourcing, and operational optimization, Forrester emphasizes customer experience, workforce readiness, and measurable business outcomes through technology adoption.

Feedback from the Finance Committee will be incorporated into a future Council item seeking authorization to continue participation in Forrester's Research and Advisory Services agreement.

If you have questions or would like additional information, please contact me or Tanishia Dorsey, Chief Information Officer (I) and Director of Information & Technology Services
Tanishia.Dorsey@Dallas.gov

A handwritten signature in cursive script that reads "Donzell Gipson".

Donzell Gipson
Assistant City Manager

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c: Kimberly Bizer Tolbert, City Manager
 Tammy Palomino, City Attorney
 Mark Swann, City Auditor
 Billieae Johnson, City Secretary
 Preston Robinson, Administrative Judge
 Baron Eliason, Inspector General (I)
 Dominique Artis, Chief of Public Safety

 Dev Rastogi, Assistant City Manager
 M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
 Alina Ciocan, Assistant City Manager
 Donzell Gipson, Assistant City Manager
 Robin Bentley, Assistant City Manager
 Jack Ireland, Chief Financial Officer
 Ahmad Goree, Chief of Staff to the City Manager
 Directors and Assistant Directors



City of Dallas

Overview of Services Provided by Gartner Inc. and Forrester Research, Inc

**Finance Committee
October 21, 2025**

Tanishia Dorsey, CIO (I)
Information & Technology Services

Purpose



- Background
- Overview of IT Research & Advisory and IT Sourcing model
- Current and proposed services with Forrester and Gartner
- Next Steps





- Forrester services were included in October 8, 2025 Council Agenda Item 25-2707A with the City's annual memberships fees.
- ITS requested Forrester be removed from agenda item and referred to Finance Committee.

Overview of IT Research & Advisory Services and Sourcing Model

IT Research & Advisory Services



How The City Utilizes IT Research & Advisory Services (RAS):



Strategic Alignment with Policy & Mission

Helps organization to translate policies into actionable IT strategies and roadmaps focused on prioritizing mission-critical outcomes and value realization.



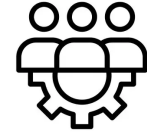
Governance & Risk Mitigation

Conducts Independent Verification & Validation (IV&V) services as independent third-party to ensure the right system is built correctly and complete procurement, project and operational risk assessment for high-impact or high-visibility projects.



Cost Optimization & Efficiency

Benchmarks IT spending against peers. Optimizes vendor contracts and licensing. Identifies cost-saving opportunities (e.g., shared services, cloud migration).



Workforce & Skills Gap

Provides specialized expertise not available in current IT workforce due to difficulty attracting and retaining needed talent by providing expert consultants as staff augmentation for unique projects or tasks; delivering training, knowledge transfer, and toolkits or reference materials.



Emerging Technology Adoption

Accelerates technology change with insights to emerging tech and trends, comparative analysis of vendor solutions and early warnings on technical debt.



Digital Transformation

Provides proven frameworks and strategies for modernization and maturity. Customer- and user-centered designs and roadmaps to accelerate digital transformation and adoption.



Analyst Analysis & Consultancy

Scheduled or on-demand calls with experienced industry subject matter experts; Training courses, certifications, webinars, workshops and conference attendance. Peer connections and networking opportunities through client community.



Cybersecurity & Resilience

Support the design and implementation of Zero Trust and other modern security architectures to strengthen resilience and recovery strategies to reduce risk amid increased cyber threats to public infrastructure.



IT Sourcing Model - 4 Bs



BUILD

What is it?

Developing employees through targeted skills, capability and competency development



BUY

What is it?

Recruiting talent from external sources into the permanent roles in the organization



BORROW

What is it?

Using freelancers, contractors, networks and contingent workforce (e.g. contract sales force)



BOT

What is it?

Leveraging technology such as automation and AI to deliver work



Source: <https://www.imd.org/ibyimd/human-resources/five-trends-that-are-reshaping-the-four-bs/>

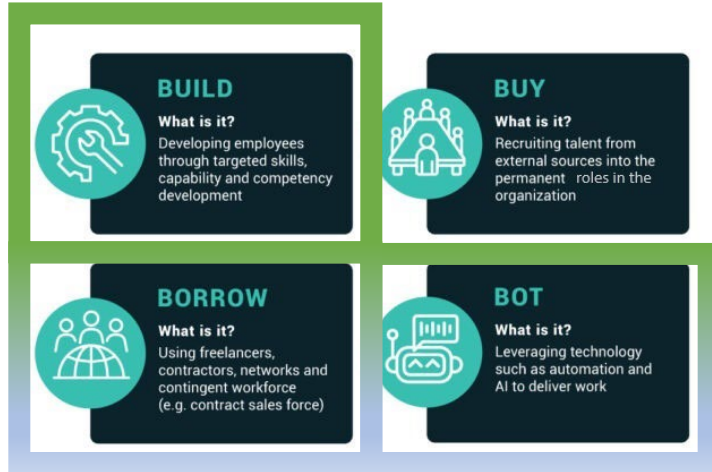


IT Research & Advisory Services with Forrester



IT Sourcing Model

FORRESTER®



Why We Use Forrester®:

- **Tech & Business Research:** Leader in IT, Customer Experience (CX), and Transformation with research-backed guidance
- **Peer Benchmarking:** Comparative data from private and public industry leaders.
- **Faster Execution:** Proven tools to accelerate IT contracting and delivery progress: **Forrester Wave™**, **Total Economic Impact™** (TEI) studies, and Future Fit Technology Strategy.
- **Broad Support:** Cross-Departmental sharing of CX and technical knowledge using tools like Izola AI bot built into Forrester's research platform.
- **Trend Response:** Support to navigate emerging shifts in AI and cybersecurity.





Customer Obsession as a Core Philosophy

CX and Employee Experience (EX) are Forrester's superpower. As Dallas actively transforms into a resident-centered city, Forrester guides our teams to integrate CX/EX systematically into our technology, processes and governance. This is an enterprise-wide impact with access and engagements with Communications & Customer Experience/311, Dallas Police, Data Analytics & Business Intelligence, and Human Resources.



Global Reach with Local Relevance

Forrester's national and international footprint allows Dallas to benchmark against and learn from peer cities and commercial leaders, ensuring that strategies are informed by wide global best practices.

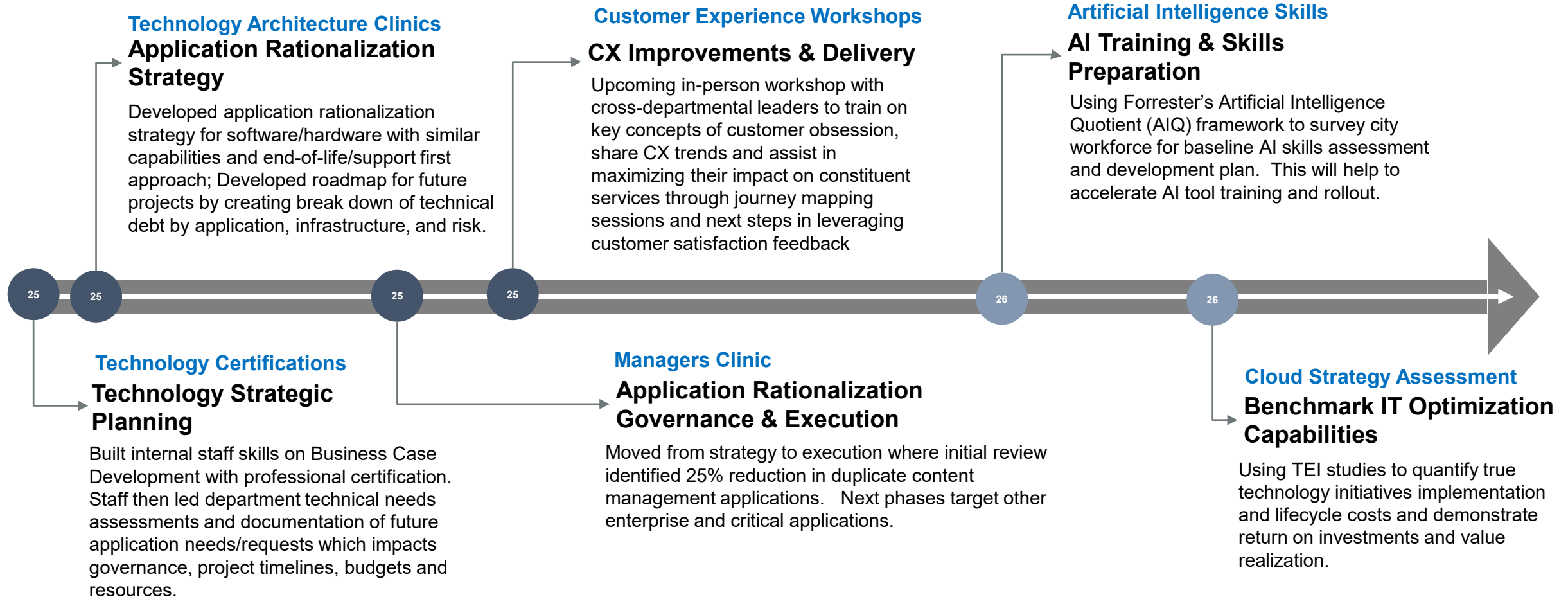


Actionable Insights in Volatility

Dallas needs decisive, research-backed guidance to make confident decisions. In multiple key domains, Forrester equips our team with insights that accelerate execution and reduce risk.

Forrester Engagements

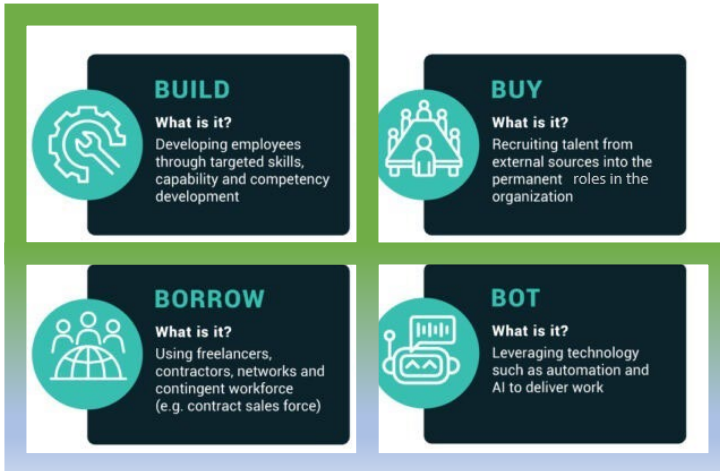
FORRESTER®



IT Research Advisory Services with Gartner

IT Sourcing Model

Gartner®



Why We Use Gartner:

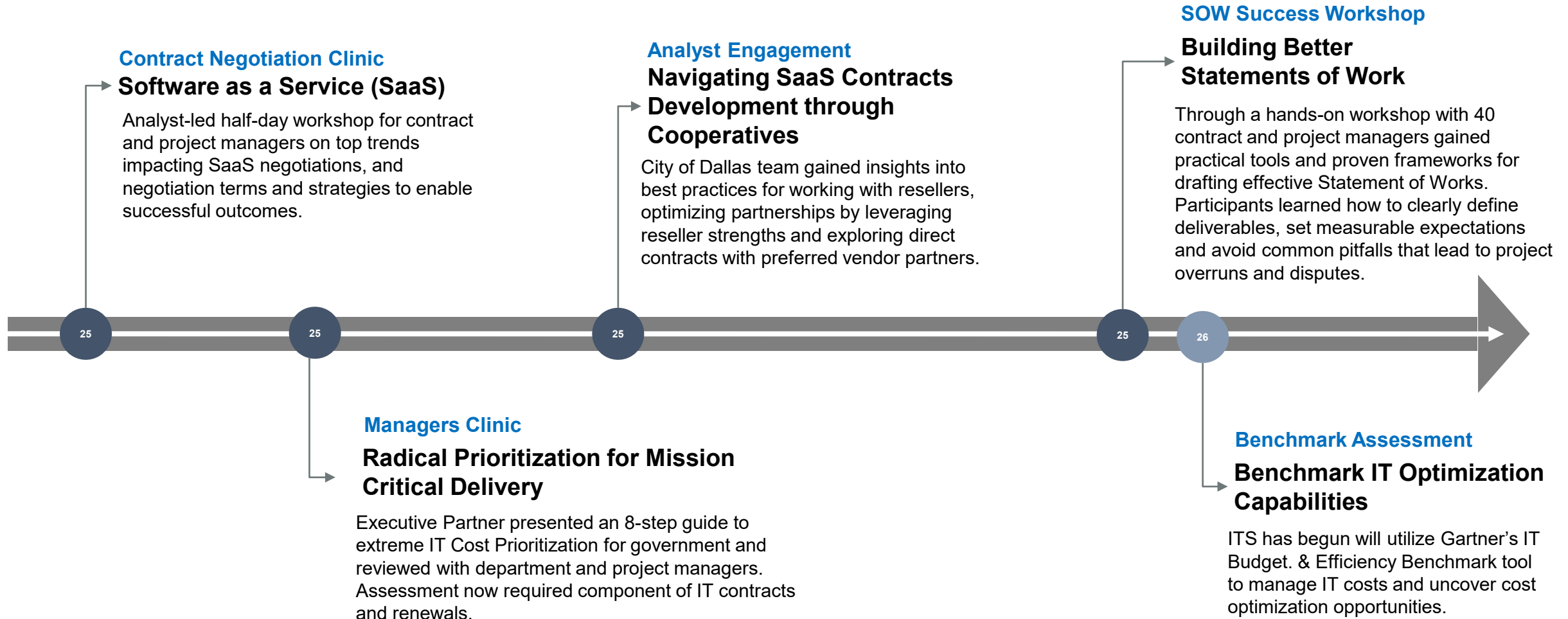
Executive Programs: One-on-One guidance tailored to specific business and career needs for executives and senior leaders, including one-on-one analyst sessions and peer networking.

Market Forecasts & Trends: Data-driven insights into IT spending, market shifts, and technology adoption across services. **Magic Quadrants™** and **Hype Cycles™** help visualize with solution and vendor comparisons which helps to make informed decisions and mitigate risk.

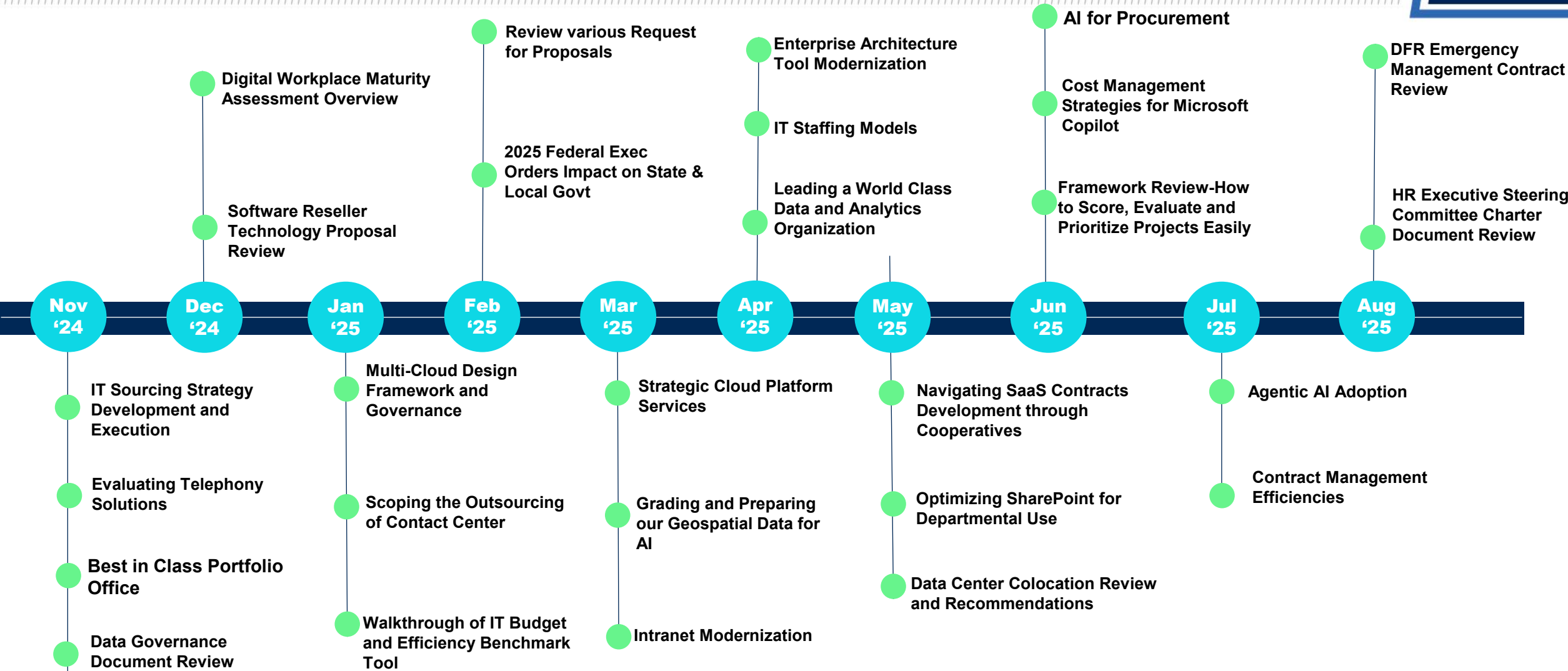
Strategic Frameworks & Toolkits: Access ready-made resources for RFPs, business cases, governance models, and maturity assessments available through Gartner's platform, including the Ask Gartner AI chatbot.

Workshops & Events: Customized, facilitated sessions to evaluate current capabilities and identify improvement areas.





Gartner Engagements



Benchmarking Dallas' Spend

FORRESTER®



- Per Forrester, average annual client spend for research and advisory services is greater than \$900K for 25 comparable U.S. state and local agencies.
- FY 2025 1-Year Agreement - \$645K
- Proposed 2-Year Agreement - \$578K
 - FY 2026 - \$289K
 - FY 2027 - \$289K



Benchmarking Dallas' Spend

Gartner®



- Per Gartner, average annual client spend for research and advisory services is greater than \$1.8M for the Top 10 U.S. cities per population.
- FY 2023 3-Year Agreement - \$4.9M
- Proposed 5-Year Agreement - \$12.5M
 - FY 2026 - \$2.3M
 - FY 2027 - \$2.4M
 - FY 2028 - \$2.5M
 - FY 2029 - \$2.5M
 - FY 2030 - \$2.6M



Next Steps



- Receive feedback from Finance Committee
- Prepare an agenda item for upcoming City Council meeting to seek approval of proposed research and advisory services for Gartner and Forrester





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Tanishia Dorsey, CIO (I)
Information & Technology Services