**Analytics:** How does the I.T. Department support the needs of other departments/customers?

- Provides tools: 56%
- Procures solutions: 40%
- Performs analytics on behalf of customers: 36%
- Our approach is ad hoc: 42%
- We have no role: 20%
- Defines policy: 14%
- Provides a center of excellence: 7%

**A Coordinated Approach**

PTI advocates the design of a coordinated approach for the use of data analytics within the enterprise. The city or county manager should serve as champion with the I.T. Department providing the necessary tools and expertise to allow other departments to access and share information related to their program areas. A number of local governments are creating the position of Chief Data Officer to oversee performance analytics, while others rely on the I.T. executive to perform that function. The bottom line here is direct access to key decision-makers, and having a well-planned and sustainable strategy that actively engages other areas of the enterprise is vital. Analytics for better decision making should not be seen as a “hot” concept or fad that disappears off the radar screen of local governments after a year or two.