



2024 City of Orange SWOT Exercise Responses

THREATS

1. Lack of a diversified revenue stream – a sizable percentage of our general fund is dependent on a single entity.
2. Community becoming angry with change and need for increased fees.
3. Talented team members leaving.
4. Inability to pay market-rate salaries hampering recruitment.
5. Major infrastructure failures.
6. Homelessness - How to provide services without increasing population.
7. Housing strategy - How to meet RHNA while still protecting open space and sales tax revenue.
8. Imbalanced budget - Spending more than we take in (i.e., pension obligations, tax revenue).
9. Traffic/parking control - Busy commercial or dense residential creating problems.
10. Loss of local control - Stay close to state law. Adhere to but pivot to ensure control over unintended consequences.
11. Sacramento taking power away from cities.
12. No activity engaging in tourism or Visit Orange.
13. Not actively cultivating businesses we have and not actively seeking major companies to come to Orange.
14. Disconnect between what the City Council wants/passes and making it a reality.
15. Lawsuits, land use issues, and state mandates.
16. No big draw to the city in retail.
17. Inability to pay medium salaries for non-safety employees, can't hire or retain qualified staff, understaffed.
18. Will not be able to offer services to preserve quality of life to residents - businesses will not want to stay.
19. Unfunded pension liabilities.
20. Sales tax revenue threatened by changing demands- decreased gas and retail sales.
21. Decrease in gas tax revenue and increased construction costs will place further strains on street maintenance.
22. Homelessness (especially in our parks and Santiago Creek), inadequate parking enforcement and overall crime.
23. Being able to balance service level demands with revenue.
24. Increased online retail sales.