



2024 City of Orange SWOT Exercise Responses

WEAKNESSES

1. Longevity of service among many of our staff/team members.
2. Economic Development - improving now but we are still WAY behind other cities.
3. Tradition and clinging to "That's the way we've always done it" mantra.
4. Lack of accountability or checks and balances within our systems.
5. Lack of vision and long-term planning. We seem to be completely reactive.
6. Orange rewards staff longevity and not innovation, accomplishment for exceptional service.
7. Imbalanced budget - \$5 million budget deficit (spending more than we take in).
8. Housing development - HCD housing element, builders remedy projects.
9. Revenue imbalance – Reliance on SC Fuels.
10. Talent and succession planning with city departments.
11. Homeless impacts - Cost of services, ability to address long term issues.
12. Attracting businesses to open in Orange.
13. Stuck in the past - No desire to change and fear to grow.
14. Too much power lies in subcommittees.
15. Fear to upset the cart - Some resist change.
16. Not having or generating revenue.
17. Transparency communication partnerships.
18. The Orange way mentality.
19. Not thinking outside of the box.
20. Operating always as the "City of mayor's name" not for residents and all businesses.
21. Orange is perceived as unfriendly to new businesses, taking too long to get projects approved.
22. We're spending in excess of revenue.
23. Staff shortages due to pay inequities.
24. We're behind the curve in technology.
25. There may be an excess of management positions - organization chart is top heavy.
26. We've tended to do things because "that's the way we've always done them."
27. Too many consultants.
28. Recruitment and retention problems for employees,
29. Mills Act.
30. DRC is becoming a negative process.
31. General Plan/Zoning conformity.