



RON GALPERIN  
CONTROLLER

March 16, 2016

Honorable Councilmember Paul Koretz  
Honorable Councilmember David Ryu  
Honorable Councilmember Marqueece Harris-Dawson  
Personnel & Animal Welfare Committee  
c/o Adam Lid, Office of the City Clerk  
200 N. Spring Street, Room 395  
Los Angeles, CA 90012

**Re: Controller's Office – The City's Greying Workforce**

Honorable Members:

My office's 2015 report on the "The City's Greying Workforce" which called upon the City to intensify its efforts at succession planning, noted that the City's civilian workforce is aging and called upon the City to intensify its efforts at succession planning. We reported that the typical civilian City worker was 49 years old—up from age 44 fifteen years ago—and that one in three workers was at least 55 years old and thus eligible for retirement.

Using 2015 payroll data and reports from the City's two civilian pension funds, the Los Angeles City Employees Retirement System (LACERS) and the Water and Power Employees Retirement Plan, my office sampled 29,679 members of the City's full-time civilian workforce and calculated that 36% would be eligible to retire in 2016; 46%, by 2018. Eligibility was defined as including those who were at least 55 years old and thus eligible for early retirement as well as those who were at least 60 years old and eligible for what the City calls "normal" retirement. The report cautioned: "This is not to say that all of these workers will retire soon. It is to say that they are eligible and, in the coming years, quite likely to do so." The report added that, on average, City civilian workers retire at age 62.

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At a February 17, 2016 meeting of the City Council Personnel & Animal Welfare Committee at which this report was discussed, Council Member Marqueece Harris-Dawson inquired about the likelihood of actual retirements.

To attempt to answer that question, we consulted the 2015 actuarial report on retirement rates prepared for LACERS by Segal Consulting.[1] This report sets forth expected retirement rates by age and length of service. We applied that data to payroll records from early 2016 for all 22,836 full-time civilian employees we identified as LACERS members.

Within this group, we found that:

- 8,929, or 40%, would be eligible to retire by the end of 2018.
- Of those eligible, 5,703 would be eligible for normal retirement and 3,226 would be eligible for early retirement.
- Of those eligible for normal retirement, 22%--or 1,259 employees-- would be expected to retire by the end of 2018.
- Of those eligible for early retirement, six percent – or 198 employees -- would be expected to retire by the end of 2018.
- All told, 1,457 – or 16% of those eligible to retire--would be expected to retire by the end of 2018.
- The expected retirees would represent seven percent of the overall workforce sampled.

Using the same actuarial measures, we found that some substantial job categories would be harder hit than others.

Those expected to retire by the end of 2018 would include:

- 34% of the City's 32 background investigators
- 28% of its 37 civil engineering drafting technicians
- 17% of its 80 senior accountants and 14% of its 120 accountant IIs
- 17% of its 37 light equipment operators
- 15% of its 47 assistant city attorneys and 10% of its 145 deputy city attorney IVs
- 13% of its 38 instrument mechanics
- 13% of its 39 senior building mechanical inspectors and 12% of its 132 building mechanical inspectors
- 12% of its 105 communications electricians
- 12% of its 168 construction inspectors and another 12% of its 67 senior construction inspectors
- 12% of its 89 housing inspectors
- 12% of its 98 environmental compliance inspectors
- 12% of its 84 senior librarians

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Applying the same actuarial measures to departments, we found that five departments would likely lose more than 100 employees each to retirements by the end of 2018.

They are:

- Airports – 208 employees.
- Sanitation -- 147 employees.
- LAPD civilians -- 142 employees.
- Rec and Parks -- 108 employees.
- General Services – 107 employees.

Respectfully submitted,



Ron Galperin  
CITY CONTROLLER