

LOVE OF WORK

Some people love to work and don't want to stop even after they turn 80 years old.

Why? "It is challenging and fascinating and never dull," said **Ronald N. Tutor**, 83. He has run the Sylmar construction firm **Tutor Perini Corp.** for the better part of 60 years, and his only concession to age is that he's down to working "only" 50 hours a week.

In this Special Report, the Business Journal interviews eight Angelenos, all 80 or over, who are still working hard every day.

One of them, **Leroy Brown**, even outdoes Tutor as far as longevity on the job. He's 90 and has worked at the post office for 68 years. He does not plan to retire.

Tutor, on the other hand, has committed to giving up his chief executive role at the end of next year and then will be executive chair for two years before he retires. But he doesn't seem enthused about it.

"I have no idea what I am going to do with my time. That will be the real challenge."



Leader: Ronald Tutor runs Tutor Perini Corp.

KEEPING ACTIVE AT 90

Leroy Brown has been a mail clerk with the Postal Service for 68 years.

Leroy Brown might be considered the Vin Scully of the U.S. Postal Service.

Brown has been a mail clerk in Los Angeles for 68 years. Scully broadcast for the Los Angeles Dodgers for 67 years.

Brown, who turned 90 in August, said he still gets satisfaction from working and has no plan to retire.

Brown works 40 hours a week on the day shift at the Los Angeles International Service Center, which processes international mail and is located near Los Angeles International Airport.

Actually, Brown has 70 years of service to the federal government.

Before he started his career at the post office, he served in the U.S. Army from 1953 to '55.

In early November, the Postal Service honored him with a certificate and service coin for his 70 years of service to the federal government. It lauded him for his work ethic, positive attitude and, of course, for his dedication.

He said that when he was young, his mother sent him to trade school during summer vacation.

"I hated it, but I learned to type, do short-hand, bookkeeping and filing," he said. "This gave me the skillset to do the work in the Army, and then in the post office."

You are still working well past the age many people retire. Why?

It keeps me active. I like to be around people. I like to help people. I still can contribute to the organization.

Please describe the pleasure or satisfaction you get from working.

I get satisfaction from doing my job well, helping management with various tasks. I take pride in my job and helping people.

What's the best part of working in your 80s or, in your case, in your 90s?

Having good relationships with the bosses



LEROY BROWN

ROLE: General Mail Clerk COMPANY: U.S. Postal Service AGE: 90

and fellow employees. I have many good relationships with the people I work with.

And the worst?

Jobwise, there is no worst part. I have good communication with my peers and coworkers.

Have you slowed down on the job or are you still putting in the same number of hours as always?

No, I have not slowed down, I still work the same amount of hours.

Do you think you'll ever retire?

No.

What advice would you give to someone who was weighing whether to continue working past retirement age?

If you are enjoying what you're doing, keep working. Think of the ideas and lessons learned that you can pass on to the younger generation of co-workers.

If you had it to do all over again, knowing what you know now, what

would you do differently in your career?

I would not want to do anything differently.

What's one of the biggest lessons you learned from your time on the job?

I've tried to instill in the younger people the benefits of saving your leave. I have over 6,500 hours of sick leave and 500 hours annual leave. This is after I survived a ruptured appendix in 1958 and a bout with thyroid cancer in 1969. Don't be your own doctor, get yourself checked out.

— Charles Crumpley

FROM MAYOR TO RETAILER

Russ Lesser runs Dive N' Surf in Redondo Beach, founded by the Meistrell brothers.

Russ Lesser was raised in Manhattan Beach close to the water and remembers body surfing and riding waves on inflated pillows in the days before surfing was a thing. Turns out that most of his career was spent near the beach — literally and figuratively.

Here's his story:

Lesser in 1962 struck up a friendship with Bill and Bob Meistrell, legendary brothers who owned a shop named Dive N' Surf in Redondo Beach. At the time, Lesser was attending California State University - Long Beach with the aim of becoming an accountant.

"We became friends, and they told me that when I became a CPA they would give me their accounting work," Lesser recalled. "They did in 1966."

Years ticked by, and Lesser got involved in civic affairs. He was elected to the Manhattan Beach City Council in 1978 and '82, serving as mayor for two years.

"I was asked to run again and declined, saying, 'If two terms were enough for George Washington, they're enough for me,'" he said.

After he got off the City Council, he was elected managing partner of his CPA firm. "We grew quite a bit over the years 1986 to 1990 and were then one of the largest single-office CPA firms west of the Mississippi River with 12 partners and over 100 staff. However, I was not having a lot of fun."



RUSS LESSER

ROLE: President
COMPANY: Dive N' Surf, Redondo Beach
AGE: 83

Meanwhile, the Meistrell twins had come up with an innovation: they had created the first commercially viable neoprene wetsuit. That

allowed surfers and divers to stay relatively warm in California's cold waters.

"We had a discussion one day about how to build the business and decided to go into the wholesale business of making wetsuits and selling them to surf shops," Lesser said. "Before that, the only way you could get a wetsuit was to go into the Dive N' Surf shop and get measured up and buy it."

So, the Meistrells bought a factory and started making wetsuits for surf shops under the private labels of other retailers. Eventually they decided to take the next step and create their own brand, Body Glove, which still markets wetsuits and related gear.

By the late '80s, Body Glove took yet another step and started licensing goods, thanks largely to the experience Lesser had gotten by working with Ocean Pacific, one of his accounting firm clients, which did a good deal of licensing work.

"In 1990 the Meistrells felt they needed some additional in-house management, and they offered me the job as president," Lesser recounted. "As I was not having a lot of fun being managing partner (of the CPA firm), I accepted the job and also was able to buy some stock in Body Glove, making me the only shareholder other than the family members.

"Between 1990 and 2016, we built the licensing business substantially, signing licenses

for many new categories of products, including men's and women's swimwear and apparel, fins, masks and snorkels, body boards, standup paddleboards, eyewear, footwear, socks, underwear, watches and even cellphone cases. Amazingly that category has grown to about \$50 million in sales," he added.

Also, they kept the original Dive N' Surf retail store. In 2016, they sold controlling interest of the company to a New York investment bank that wanted to build a licensing business of various brands.

"This has worked well for the five Meistrell family members (and my wife and me) who still receive a nice check each year.

"We still own the retail store, and I am president of the company. However, while running Body Glove was about a 60-hour a week job, running Dive N' Surf is not so demanding, and I am in the office about 20 hours a week," Lesser continued.

"I turned 83 on Oct. 28 but see no reason to quit working. I am on the board of Reef Check, which is an organization that helps protect and restore coral reefs around the world, and also was elected to be a member of the 66th Assembly District Republican Central Committee.

"I don't want to wind up like some people I know who have retired and don't really seem to have a purpose in life anymore," he said.

— Charles Crumpley

ALWAYS LEARNING

Ron Olson has 'too many interesting' clients to retire.

At 82 years old, **Ron Olson**, name partner at downtown-based law firm **Munger, Tolles & Olson LLP**, which was founded by billionaire **Charles Munger** in 1962, still gets incredible satisfaction from working.

Olson grew up on a farm in small town Iowa and has grown to become one of the most respected lawyers in the country. He is known for his broad range of work for **Berkshire Hathaway Inc.**, as well as his representation of the founders of Google in its initial public offering, his representation of the major oil companies in connection with the 1989 Exxon Valdez oil spill and his representation of the Philippines government in recovering ill-gotten gains from its former president Ferdinand Marcos and his family.

He attended **Drake University** in Des Moines, Iowa on a football scholarship and then graduated from the **University of Michigan Law School** and received a further graduate degree from the **University of Oxford**.

Following graduation, Olson worked as a civil rights attorney for the **United States Department of Justice** in Washington D.C.

In 1968, Olson was asked to come to Los Angeles to join his present law firm as an associate, which, at the time, went by a different name. Two years later, he became a partner in the firm and, in 1986, his name was added to the firm's name. He specializes in litigation and corporate counseling.

You are still working well past the age many people retire. Why?

Well, it's pretty simple. From a selfish point of view, I just have too many interesting people and interesting problems in my life. I'm very fortunate to be a lawyer. I'm very fortunate that people still want to pull on my judgment and engage me for what they consider to be important problems. I'm the beneficiary.

What's the best part of working in your 80s?

To this day, I have the opportunity to continue to learn and I think that's what been the hold on me. Every one of the problems I get I learn something. I learn from people. (I have) many different clients, some more challenging than others, but they all teach me something. I get the opportunity to learn from opposing counsel. I get the opportunity to learn from my colleagues in the law firm.

And the worst?

Jane (my wife) and I have been married for 59 years now. She's independently a very strong person and I cheerlead her all the time. If I wasn't working, we'd spend more time together and I know I would enjoy that very much. We do spend a lot of time together, but by working, I'm depriving myself of other opportunities.

Have you slowed down on the job or are you still putting in the same number of hours as always?

I have stepped back in a couple of ways. I would say about 15, maybe even 16 or 17 years ago, I stopped going into the courtroom and trying lawsuits. That's a very demanding, and particularly in the kind of cases I had, intense experience. So I stopped doing that and now I do a lot more advisory work, corporate work on acquisitions, on corporate governance, talking to the board of directors. I've softened my work in that respect. And

I've also cut back on my hours. There were a lot of years where putting in 80 hours a week was no big deal. Now, I probably still put in 45 or 50 a week, something like that.

Do you think you'll ever retire? If so, at what age?

Probably. I mean I've told all my partners if you see me going wacko, 'get me out of there.' And I mean it. At some point, I'm not going to be as agile in the mind. And the one great thing about the law practice is: every new experience, every new person that you gauge, you learn from, it's the backboard for all your decision making. And, as a result of that, I think for a long time, you can improve as a lawyer because your judgment is improved. But there's going to come a time when I'll step back.

What advice would you give to someone who was weighing whether to continue working past retirement age?

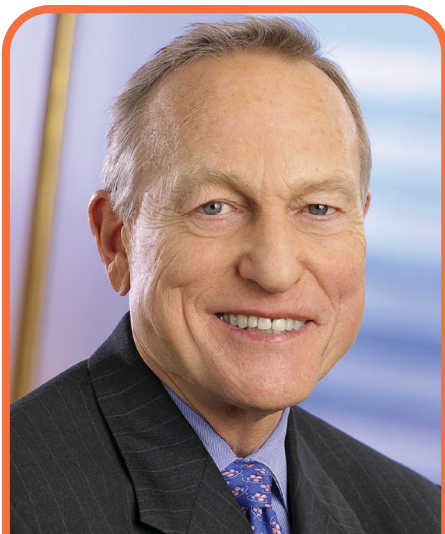
I would suggest that they first ask themselves, 'what is there out there that I would rather be doing?' As you know, a lot of people would rather do something completely different. And I respect that. But there are others like myself that I think would answer the way I am. There's nothing that I see that I would rather be doing and give up the time around my clients. I'm very blessed with the kind of people that are in my life. They're very special people. I've been very lucky, and I don't want to give it up.

What's one of the biggest lessons you learned from your time on the job?

I would say the main takeaway is: every single person you encounter in life has something to teach you. And I really mean that. I think of this older guy that was on the paving crew (with me, before college, in Iowa). He was a character. No matter how late we worked at night, and how much beer he drank at the end of the day, he'd be the first one down to work at 5:30 in the morning. I really mean when I say that I have learned from everybody I've encountered in my life.

I think too many people these days shuffle aside the opportunities to learn from people that don't appear to be as smart or successful or whatever, and I think that's a mistake.

— Brynn Shaffer



RON OLSON

ROLE: Name Partner

COMPANY: Munger, Tolles & Olson LLP

AGE: 82

NEVER RETIRING

Lender Dar Rahimian says it's not in his nature to sit still.

Dar Rahimian founded Brentwood-based private construction lender **Parkview Financial** with his son **Paul Rahimian** in 2009 and has since played an integral role in the company's growth, becoming a leading financier of mid-cap commercial construction projects across the nation. Now 83 years old, Dar Rahimian is a senior advisor at the firm where he serves in a full-time advisory capacity with a specific focus on leading the construction team.

Please tell us about your career. For example, what jobs have you done in the past and how did they lead you to this job?

I was born in Iran and, at 19 years old, I pursued my dream to be a civil engineer. In 1971, my wife, son and I were awarded green cards and traveled to Los Angeles. I did not know a word of English and concentrated on quickly learning the language. I was accepted by **California State University - Los Angeles** for a master's in structural engineering.

I was offered a job with the County of Los Angeles as a civil engineer. In a short amount of time, I was promoted to supervisor. Later, I launched a successful civil engineering company in Beverly Hills.

In 2009, my son Paul and I launched **Parkview Financial** which focused on construction financing during a turbulent time for developers. Understanding the construction process, we could work with developers and help to ensure favorable outcomes for their projects. I have enjoyed being a part of **Parkview's** growth and transformation, and the amazing team that has led **Parkview** to success year after year.

You are still working well past the age many people retire. Why?

Because I love my job very much. I do have the option to retire, but it gives me joy to work and provide my knowledge to others at **Parkview**. I also learn something new every day about new techniques.

Please describe the pleasure or satisfaction you get from working.

I think it's just in my nature. I love to work, and it makes me happy. I also love that there is new technology that wasn't around during my earlier career. When I worked for the County of Los Angeles, I would make drawings for four-story buildings, and everything had to be done manually. I really enjoy the aspect of learning and seeing growth.

What's the best part of working in your 80s?

The best part for me is coming into the office and talking to and collaborating with everyone as well as imparting my experience and input to the younger generation of construction and finance experts. Being open to learning also helps me to connect with my colleagues and family.

And the worst?

The worst is in regards to my health challenges. Sometimes it holds me back from doing some of the things that I'd like to do such as travelling to the construction sites and really being a part of the on-site action.

Have you slowed down on the job or are you still putting in the same number of hours as always?

I used to work 70-hour work weeks and



DAR RAHIMIAN

ROLE: Senior Advisor

COMPANY: Parkview Financial

AGE: 83

seven days a week, so I'm not working as much as I used to, but I am still full-time. I am in the office at least four days a week and work remotely as well.

Do you think you'll ever retire? If so, at what age?

I never see myself retiring. My job gives me purpose and I really love what I do. I had a good friend of mine who retired, and he told me to keep on working. I agree with him. I can't just sit still. It's not in my nature.

If you were to retire, what do you suppose you'd do with your time?

I'm not exactly sure what I'd do since I've been working all of my life. I'd like to travel, but it gets a little difficult as I get older, so you will probably see me reading books.

What advice would you give to someone who was weighing whether to continue working past retirement age?

I would tell them to just keep working if that is something that brings them happiness and purpose. It makes you stronger and your mind will tell your body to go. After I was in a serious accident, I was in rehab for three months. My doctor said that he learned something by watching me go through rehab. He said, 'your brain told your body that it has to survive.' I believe that my work has allowed me to experience many things in my life and that has helped me to strengthen my mental fortitude.

If you had it to do all over again, knowing what you know now, what would you do differently in your career?

I would do almost everything the same. I was able to get two master's degrees in civil engineering and structural and construction engineering, and my B1 (General Contractor), C8 (Construction), and C29 (Masonry) Licenses. The only thing I would have done differently would have been to get my PhD as well.

What's one of the biggest lessons you learned from your time on the job?

The biggest lesson I learned over the years working is to be honest and hardworking. That's really the key to it all.

— Brynn Shaffer

A LEGAL FOCUS

John McNicholas says he 'belongs' in the courtroom.

At 87, attorney **John McNicholas** has no retirement plans. A cofounder of Westwood-based plaintiff's law firm **McNicholas & McNicholas**, the longtime personal injury and employment law attorney has amassed more than 200 jury and appellate victories. Having built his career as a name partner at another firm, McNicholas formed his current firm in 1993 with son **Patrick McNicholas**.

In addition to his courtroom work, John McNicholas has also worked as an adjunct professor at **Loyola Law School** — where he earned his law degree in 1962 — and currently serves as a volunteer judge pro tempore for the Los Angeles Superior Court system.

Please tell us about your career. For example, what jobs have you done in the past and how did they lead you to this job? What are your current job duties and how long have you done them?

I passed the bar in 1962; and at that point, I had already married my childhood sweetheart, had four children and was at a small law firm doing insurance defense work. By 1965, I joined a firm that bore my name, **Morgan, Wenzel & McNicholas**, and began trying more sophisticated and complex jury trials, including medical malpractice and products liability cases.

By 1993, my son Patrick was practicing law and we had the idea to start a contingency fee plaintiff's law firm together. In December 1993, we founded **McNicholas & McNicholas**, and later, my daughter Courtney and son Matthew joined the firm.

To date, I have more than 174 jury verdicts, 38 appellate decisions and have worked with a wide range of high-profile clients, including the Vatican, **Ronald Isley** of the Isley Brothers, former U.S. Congressman **Andrew J. Hinshaw**, **Lindsey Buckingham** of Fleetwood Mac, former L.A. Dodger pitcher **Carlos Lopez**, the late movie mogul King Vidor and more.

Today, I serve as a volunteer judge pro tempore in the Los Angeles Superior Court. In 2022, I had more than 150 assignments, and I've already surpassed that number in 2023. My last courtroom appearance was in the Court of Appeal in July 2023. I am pleased to say that I was successful in reversing a summary judgment for my client and we are headed back to trial court.

You are still working well past the age many people retire. Why?

I love the law. While it may be cliché, that's the truth. As a lover of law, I also feel immense gratification when I help a client. You cannot buy moments like that.

Please describe the pleasure or satisfaction you get from working.

Being a judge pro tempore allows me to be in the courtroom, which is where I belong. I still get to work on complex cases, do research and write opinions. There is not a huge demand for 87-year-old trial lawyers so the fact that I get to still do what I love is very satisfying.

What's the best part of working in your 80s? And the worst?

The best part about working in my 80s is the fact that I can work in my 80s. There is no worst part, but if I had to choose one, it would be that I don't have the clientele I used to have.

Do you think you'll ever retire? If so, at what age?

No, only if I lose my mind or get hurt, otherwise they will have to kick me out of the courthouse feet first. Personally, I don't like the word retired, I like to call it evolved.

If you were to retire, what do you suppose you'd do with your time?

I'm better arguing in a courtroom than volunteering in a boardroom. For now, I enjoy my wife's companionship, sitting pro tem, playing bridge, reading, making and keeping doctor's appointments, and watching UCLA, Rams and Dodgers games.

What advice would you give to someone who was weighing whether to continue working past retirement age?

I do not recommend retirement unless you have something else that you love to do. If you don't have an alternative love, you're in big trouble.

If you had it to do all over again, knowing what you know now, what would you do differently in your career?

I've thought about this question not only in my career but in my life, and the answer is nothing, even though we struggled. I worked hard and went to night school. We had six children within seven years and a total of seven children. Life is full of hardships, but it's how you handle the hardships. I've been incredibly blessed in life and don't have any regrets.

What's one of the biggest lessons you learned from your time on the job?

Humility. Sometimes you lose the case you should win. You're not going to win them all, and you're going to disappoint some of your clients. This is what keeps you humble. Secondly, work hard and have a good book of business. Trial work is not for the faint of heart.

—Zane Hill



Lawyers: Matthew, John and Patrick McNicholas.

JOHN MCNICHOLAS

ROLE: Founding Partner **COMPANY:** McNicholas & McNicholas **AGE:** 87

GUIDING THE STARS

Kleinberg works with 'most creative people in the world.'

Kenneth Kleinberg is a founding partner of Century City-based **Kleinberg Lange Cuddy & Carlo LLP** where he serves as senior partner.

Kleinberg specializes in business negotiations and legal matters for a number of clients in the entertainment industry including writers, directors, game designers, managers and more. His high-profile clients include J.K. Rowling and LEGO, which licensed production of films with **Warner Bros.**

Please tell us about your career. For example, what jobs have you done in the past and how did they lead you to this job? What are your current job duties and how long have you done them?

I am a practicing entertainment attorney in Los Angeles and a partner in the boutique law firm with five other lawyers. My work involves legal and business advice to clients in the entertainment and media businesses. I started my career as a lawyer at the Federal Communications Commission in Washington, D.C. in 1967. Thereafter, I went to work at **Mitchell Silberberg & Knupp**, a well-established prestigious law firm in Los Angeles where I was initially assigned at the firm's offices at **Columbia Pictures**, one of its clients.

I became a partner of that firm in 1974 and worked there until 1985. Following that point, I departed the practice of law to serve as President and Chief Operating Officer of an independent motion picture and television production company.

I re-established my law practice in 1992 with the founding of **Kleinberg Lange Cuddy & Carlo LLP**. My current work involves advice and counsel to a wide variety of individuals and companies in the entertainment and media space, including actors, authors, writers, directors, producers, composers and song writers.

How many hours do you work each week?

I have no minimum or maximum of hours that I work each week. My workload depends upon the volume of work generated by my clients.

You are still working well past the age many people retire. Why?

My work is very interesting and compelling. Among other things, my clients are some of the most creative people in the world of the performing and visual arts.

What's the best part of working in your 80s?

My work is very stimulating and presents multiple opportunities to engage in problem solving for my clients, which is endlessly fascinating and challenging.

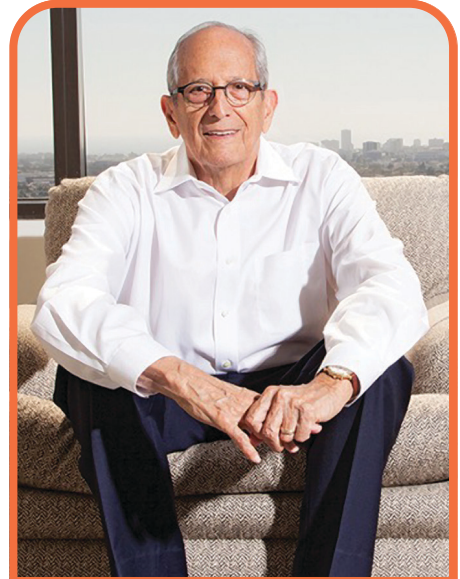
And the worst?

Disappointments that come from an inability to achieve the client's objectives by reason of events or problems beyond my control.

Have you slowed down on the job or are you still putting in the same number of hours as always?

I have somewhat slowed down as a result of age and having had a difficult encounter with Covid two years ago.

Do you think you'll ever retire? If so,



KENNETH KLEINBERG

ROLE: Founding and Senior Partner
COMPANY: Kleinberg Lange Cuddy & Carlo LLP
AGE: 81

at what age?

Yes. I will retire when I conclude that I am no longer effective to the extent necessary to do the best job possible for the client. I have not established a "retirement age."

If you were to retire, what do you suppose you'd do with your time?

I would spend more time with my family, more time travelling and more time with my philanthropic efforts relating to the advancement of the activities of **UKRO (University Kidney Research Organization)**, a 501(c)(3) medical research public charity that I co-founded.

What advice would you give to someone who was weighing whether to continue working past retirement age?

The answer to this question is entirely dependent on the status of the individual in question and the nature of their practice. It is not something in which one can give advice in general.

If you had it to do all over again, knowing what you know now, what would you do differently in your career?

I might have preferred to pursue a career in politics, a field which is sorely lacking good people. I worry about the terrible lack of honest, responsible leaders in the realm of politics and feel that average citizens need to do something about it—more than just talking about it. The future depends upon quality people seeking and discharging responsibility in the governing of a working democracy.

What's one of the biggest lessons you learned from your time on the job?

It is essential to give advice that is informed and objective, and is not improperly influenced by extraneous issues which may ultimately be harmful to the client. At the top of the list are recognizing and avoiding potential conflicts of interest and adherence to the rules of professional conduct applicable to attorneys.

—Hannah Welk

NEVER BORED ON THE JOB

Ronald Tutor says he's down to working only 50 hours a week.

For nearly six decades, **Ronald N. Tutor** has operated one of L.A.'s most recognized construction firms, **Tutor Perini Corp.**

One thing that's changed for him over those years is that now, at age 83, he no longer works into the evenings and only rarely works on weekends.

Tutor said he's down to working only 50-hour weeks.

In fact, he said the worst part of working into your 80s is "overcoming the aches and pains and the fact that you can't put in an 18-hour day anymore. I have only slowed down to the point where I put in a 10-hour day."

Why continue working? The chair and chief executive said he simply loves his job and is never bored.

"It is challenging and fascinating and never dull," Tutor said. "The pleasure and satisfaction I get is the accomplishments and the challenge of building the nation's largest infrastructure and buildings all over the United States."

His Sylmar construction firm is known for building big projects. Among other contracts, it got work for the Hudson Yards in New York, a portion of the California High-Speed Rail line, a terminal at the Harry Reid International Airport in Las Vegas and the Cosmopolitan Hotel in Las Vegas.

It is deeply involved in building the Purple Line extension for L.A.'s subway system.

"We built a significant part of the Ventura Freeway; the \$200 million downtown Los Angeles Police Headquarters; over \$5 billion of the L.A. subway system; the \$200 million Los Angeles Central Library; numerous projects at USC, including the \$150 million Ronald Tutor Academic Center and the \$50 million Ronald

Tutor Hall of Engineering," Tutor said.

Early start

Tutor said his career started in 1963 after he graduated from USC and went to work for his father at Tutor Perini's predecessor company.

"Two years later he was diagnosed with prostate cancer and went into recovery for two years at home, which left me to take over the business, such as it was, doing less than \$500,000 a year in a commercial sector," Tutor said. "Since that time, of course, the old A.G. Tutor Co. Inc. grew into Tutor-Saliba, which grew into Tutor Perini after the merger in 2008."

Although he enjoys working, Tutor has committed to retiring at the end of next year. **Gary Smalley**, who was named president on Nov. 15, is expected to succeed him as CEO. Tutor, meanwhile, will become executive chair until the end of 2026.

"After I retire, I have no idea what I am going to do with my time. That will be the real challenge."

Any advice for someone thinking of working past retirement age?

"I have never believed there is a particular retirement age," Tutor said. "I believe that retirement is tied to the nature of the individual and his importance to the business he is in, and just how good he physically feels to work until a point where he really wants to retire."

He concluded by saying, "the biggest lesson I have learned in my life is to always work the hardest and put in your best effort on everything you do. Then you will never have a regret looking back at anything you may have failed at for the lack of effort."

— Charles Crumpley



RINGO H.W. CHIU

RONALD N. TUTOR

ROLE: Chair and Chief Executive COMPANY: Tutor Perini Corp. AGE: 83

SUNBELT STATES EXPANSION

Warren Schulten has expanded TSG Wealth Management beyond Southern California.

In 1992 **Warren Schulten** began advising clients on the West Coast after working on Project Apollo as an employee of **NASA**. Two decades after starting a Long Beach-based wealth advisory firm, his son **Mark Schulten** joined the team and rebranded the entity to The Schulten Group, now known as **TSG Wealth Management**.

Under the duo's leadership TSG has expanded beyond its California roots and into neighboring markets in Sunbelt states. Schulten's firm is now one of the largest in the **Wells Fargo & Co.** advisor network.

Please tell us about your career. For example, what jobs have you done in the past and how did they lead you to this job? What are your current job duties and how long have you done them? How many hours do you work each week?

I've been in the investment world for over five decades, but I actually started my career in aerospace. I grew up in Cincinnati, Ohio and graduated from **Xavier University** with a degree in physics, followed by an MBA from **Purdue** in industrial management. At the time, it was popular to pursue a major in the sciences due to the launch of Sputnik. In 1962, I moved to California to work on Project Apollo with NASA.

Putting men on the moon and bringing them home was a heavy job, and after a couple years I decided to change careers. My father was an active investor, and I always had an interest in the stock market. In 1965, I



WARREN SCHULTEN

ROLE: Founder
COMPANY: TSG Wealth Management
AGE: 84

joined E.F. Hutton's financial advisor training program.

My son Mark joined my practice in the early 90s, and now we are an independent wealth management team with Wells Fargo Advisors Financial Network named TSG Wealth Management, which stands for The Schulten Group. We've achieved unbelievable growth

thanks to Mark, his partner **Allen Schreiber**, and our CEO, **Brian Borst**. We now have 16 offices and over 100 employees.

Currently, I keep in touch with our long-time clients and work approximately 20 hours a week.

You are still working well past the age many people retire. Why?

I absolutely love the business. One of my favorite parts of the week is reading what the pundits have to say about the markets, interest rates, etc. on Saturday mornings.

What's the best part of working in your 80s? Please describe the pleasure or satisfaction you get from working.

I think it's good to keep the brain working and I enjoy being around younger people. When my wife and I are not traveling I try to come to the office every business day to keep in touch with the team members and clients. In my opinion, staying active both mentally and physically is good for everyone. It sure beats talking about your health problems.

And the worst?

I wouldn't say anything is the worst or even negative at all.

Have you slowed down on the job or are you still putting in the same number of hours as always?

I have definitely slowed down my work schedule, now putting in about 20 hours per week. However, keep in mind that we're in the

relationship business. A lot of the work is done outside the office, meeting people, staying active in the community, and so forth.

Do you think you'll ever retire? If so, at what age?

I'll be 85 in January, and I hope to continue working for a few more years. After that, who knows!

If you were to retire, what do you suppose you'd do with your time?

When I do retire, my hope is to stay active playing tennis and golf. I'd also like to take more time to be involved in the community or doing charitable work.

What advice would you give to someone who was weighing whether to continue working past retirement age?

Everyone is obviously different, but I would advise people past retirement age to think hard about other activities they're interested in — both mental and physical.

If you had to do all over again, knowing what you know now, what would you do differently in your career?

I've been blessed in many ways, and I wouldn't change a thing.

What's one of the biggest lessons you learned from your time on the job?

Listen more and talk less.

— Taylor Mills