

ASK THE EXPERTS

## DETERMINING PAY IS NOT AN EXACT SCIENCE

MARIE G. McINTYRE  
TRIBUNE NEWS SERVICE

**Q.** Despite having a good salary, I believe I'm not being fairly compensated. Seven years ago, I was hired as a staff accountant making \$35,000 per year. Five years later, after several promotions, I was named chief financial officer. My salary is now \$120,000.

Although this is obviously a significant increase, I still make less than the other members of our leadership team. I believe this disparity exists because I reached my position in such a short time, while those executives have been here for decades.

In my opinion, pay should not be based on tenure, but on the person's value to the company. My role is just as important as my colleagues', so I'm not being paid what I'm worth. Nevertheless, our CEO seems to feel I should be satisfied with my current salary. What do you think?

**A.** In most companies, pay is influenced by both external and internal comparisons. To attract and retain desirable employees, salaries must be competitive with those of other businesses. Internally, pay must also be fairly distributed across a wide variety of jobs, considering factors like complexity of work and level of responsibility.

Based on external and internal data, management creates a hierarchy of pay scales which establish the minimum and maximum salary for every position. Each job is placed at the appropriate level in this hierarchy. Within the established ranges, individual salaries are determined by both experience and performance.

As you have correctly assumed, the pay differential in your situation is probably created by length of service. While level of responsibility puts you and your peers in the same salary range, their greater experience places them at a higher point in that range. Given your rapid rise, your abilities are obviously highly valued. With a better understanding of the pay system, perhaps you can put aside these resentments and appreciate your success.

**Q:** I would like to complain about a co-worker, but I'm afraid to do so. Although "Evan" has only been with our company a short time, he always acts superior and tries to order me around. He makes annoying comments in a loud voice which can be overheard by others. I haven't mentioned these issues to my boss because he and Evan have been friends for over 10 years. What should I do?

**A:** Evan sounds like more of an irritation than a problem, so you are wise to keep your feelings to yourself. Given their long-standing friendship, your boss might react badly to complaints about Evan and blame you for any issues that arise. This may not be fair, but it's an unfortunate reality.

Under these circumstances, your objective is to manage your own emotional reactions. If you can convince yourself that Evan's annoying personality is just a personal handicap which has nothing to do with you, then you might be able to ignore his aggravating behavior.

## "We analyze everything we do considerably because there's a lot of money going into these projects."

James Chatfield • Senior vice president of design and construction at JMI Realty



Architect Tony Garcia and developer James Chatfield both recently won awards at the AIA Design Awards Event. NANCEE E. LEWIS

# Two paths to common goal

AIA's patron of the year and young architect of year share a passion for building, even with differing perspectives

### Tony Garcia

**Title:** Partner, A Squared Studios

**Personal:** 42; Born in Delicias, Chihuahua, Mexico, moved to the U.S. at age 4; married, no children; lives in Hillcrest

**Education:** Arizona State University, majoring in design.

**Career:** Worked for ASU professor's architectural firm, CCBG Architects, design work for Driscoll Architects in Seattle, moved to San Diego and set up his own firm. Current projects include three wineries in Northern California.

**Hobbies:** Photography

ROGER SHOWLEY • U-T

**W**hen a creative architect and a bottom-line developer approach a project, there's a "healthy tension," as developer James Chatfield sees it. "We debate everything, sometimes too much," he said. "We analyze everything we do considerably because there's a lot of money going into these projects."

Architect Tony Garcia said from the designer's standpoint, the goal is the same as the developer's — get something built. "Our goal isn't just to create architecture for them, but to help them realize it," Garcia said, "because if we go off on a tangent and come up with a project you can't afford to build, you're turned off and then we don't get to see our work realized."

Chatfield and Garcia came together recently as recipients of top honors from the local chapter of the American Institute of Architects.

Chatfield accepted the patron of the year award on behalf of JMI Realty, the San Diego-based company responsible

for the upcoming Ballpark Village retail-housing complex planned across the street from Petco Park in downtown San Diego. He is senior vice president of the company set up by former Padres owner John Moores.

Garcia received the young architect of the year award for his body of work in the opening years of becoming a licensed architect. He is a principal at A Squared Studios.

Despite their disparate backgrounds — Chatfield, a Naval Academy graduate and a missile officer in the first Gulf War, and Garcia, son of a Mexican immigrant farmer and the first in his family to attend college — they shared much in common in a recent conversation at the Central Library overlooking the Ballpark Village site.

Here are some edited highlights:

### How did you feel about receiving this honor?

**Chatfield:** I think people recognize that we're trying to do not just another

SEE PATHS • C2

### James Chatfield

**Title:** Senior vice president of design and construction, JMI Realty

**Personal:** 47; Born in Pittsburgh; married, two children; lives in Kensington

**Education:** Naval Academy, majoring in mathematics; master's in mechanical engineering and business administration

**Career:** Missile officer on a naval ship in the first Gulf War; Navy civil engineering corps. Current projects include Ballpark Village in downtown San Diego, Inn at Rancho Santa Fe renovation.

**Hobbies:** Sports, including basketball, tennis, coaching kids' teams



Fidelity Investments' StockCity tracks and researches stocks in a 3-D format. AP PHOTOS

## VISUALS AIM TO HOOK NEW INVESTORS

Virtual-reality cityscape depicting market information hoped to draw younger crowd

MICHAEL LIEDTKE  
ASSOCIATED PRESS

Financial planning usually involves lots of spreadsheets, pie charts and eyes glazing over. Fidelity Investments is trying to change that experiment in 3-D technology designed to make money management seem more like a mesmerizing video game than a mundane exercise in number crunching.

Welcome to "StockCity," a virtual-reality landscape dotted with skyscrapers rep-

### ONLINE

To see StockCity video, go to: [youtu.be/YQ2-8\\_2Vwpw](http://youtu.be/YQ2-8_2Vwpw)

resenting the stocks in a person's investment portfolio. A Web version was released last month at [fidelitylabs.com](http://fidelitylabs.com), but StockCity ultimately is meant to be viewed on the Oculus Rift, a virtual-reality headset that still hasn't been released on the mass market.

StockCity's architecture changes with the fluctuations

SEE VISUALS • C2



Seth Brooks, Fidelity Labs' director of product management, wears an Oculus Rift headset that can be used to view StockCity.

### BARBARA BRY & NEIL SENTURIA

I'm There for You, Baby

## Determining which ducklings become swans isn't easy

Today we are going to study the fairy tale "The Ugly Duckling" by Hans Christian Andersen.

It is a story about a homely little bird who suffers indignation and abuse from others, until finally, after much travail and loneliness, he finally decides to end it all and throws himself at some birds to be eaten and killed. But much to his surprise, the birds are swans and they embrace him. He is shocked, but when he looks into the lake, he finds that he has matured into a beautiful swan himself, and he is accepted and loved by the flock.

OK, I get it. But the subtext here is that everyone wants to be loved before it is obvious and they become beautiful. I believe this emotion is a driving force in the entrepreneurial adventure. So the question is, "Can the investor/partner spot the swan before it becomes one?"

I recently funded a startup in the mobile app space (forgive me, I know not what I do), and before the launch, we went looking for some buzz. We got connected through a powerful person to a big-time, New York City, world-class public relations company with a client list to die for.

SEE THERE • C2

## Around town

Tuesday

**Slingshot Your Business to Success:** Information Session: 8:45 to 10 a.m., San Diego Small Business Development Center, 880 National City Blvd., Suite 103, National City. Free. Sponsor: Small Business Development Center. Registration: growmybiz.org.

**Professional Sales and Presentation:** 9 a.m. to noon, SCORE San Diego, 550 W. C St., Suite 550, San Diego. Cost: \$59. Sponsor: SCORE San Diego. Registration: (619) 557-7272, sandiego.score.org.

**Steps to Starting a Business:** 12:45 p.m. to 2:30 p.m., San Diego Small Business Development Center, 880 National City Blvd., Suite 103, National City. Free. Sponsor: Small Business Development Center. Registration: growmybiz.org.

Wednesday

**Events & Registration:** Increase and Reward Loyalty While Driving New Customers to your Door: 8:45 to 11 a.m., San Diego Small Business Development Center, 880 National City Blvd., Suite 103, National City. Free. Sponsor: Small Business Development Center. Registration: growmybiz.org.

**Harassment Prevention Training:** 9 to 11 a.m., San Diego Employers Association, 4180 Ruffin Road, Suite 295, San Diego. Cost: \$49-\$79. Sponsor: San Diego Employers Association. Registration: sdea.com.

**San Diego Job Fair:** 9 a.m. to 12:30 p.m., Embassy Suites Hotel, 601 Pacific Highway, San Diego. Free. Sponsor: Hire Live. Registration: hirelive.com.

**Internet of Everything:** 5 to 7:45 p.m., Qualcomm Headquarters, 6455 Lusk Blvd., Building Q, San Diego. Cost: \$45 by Monday, \$50 at the door, students and military are free. Sponsor: CommNexus. Registration: commnexus.org.

Thursday

**Essentials in Importing:** 8:30 a.m. to 11 a.m., San Diego Small Business Development Center, 880 National City Blvd., Suite 103, National City. Free. Sponsor: Small Business Development Center. Registration: growmybiz.org.

**Employment Law for Nonprofit Leaders:** 9 to 10:30 a.m., with Chris Olmsted, Mission Edge San Diego, 2251 San Diego Ave., San Diego. Cost: \$40. Sponsor: Mission Edge San Diego. Registration: (858) 848-0083.

**Import:** 9 a.m. to noon, with Jason Smith and Eli Kaufmann, SCORE San Diego, 550 W. C St., Suite 550, San Diego. Free. Sponsor: SCORE San Diego. Registration: (619) 557-7272, sandiego.score.org.

**Employee Handbook Formation:** 9 a.m. to noon, SDEA Training Facility, 4180 Ruffin Road, Suite 295, San Diego. Cost: \$115-\$150. Sponsor: San Diego Employers Association. Registration: sdea.com.

**Marketing Basics for Your Business:** 10:15 a.m. check-in, 10:30 a.m. to noon program, San Diego Small Business Development Center, 880 National City Blvd., Suite 103, National City. Free. Registration: growmybiz.org.

**Women in Technology Series:** Part 1: 5:30 to 7:30 p.m., with Maria Stipp, Intuit, 7535 Torrey Santa Fe Road, San Diego. Cost: \$10-\$20 by Wednesday, \$20-\$30 at the door. Sponsor: CommNexus. Registration: commnexus.org.

Friday

**Financing Your Business:** 9 a.m. to noon, SBA/SCORE Entrepreneur Center, 550 W. C St., Suite 550, San Diego. Cost: \$49 by Wednesday, \$59 thereafter. Sponsor: SCORE San Diego. Registration: (619) 557-7272, sandiego.score.org.

Dec. 16

**Costing, Pricing, Break Even Analysis:** 9 a.m. to noon, SCORE/SBA Entrepreneur Center, 550 W. C St., Suite 550, San Diego. Cost: \$49 by Sunday, \$59 thereafter. Sponsor: SCORE San Diego. Registration: (619) 557-7272, sandiego.score.org.

To submit your events to our calendar, visit [utsandiego.com/news/entertainment/things-to-do](http://utsandiego.com/news/entertainment/things-to-do). Questions? Email: [event-support@utsandiego.com](mailto:event-support@utsandiego.com).

## REAL ESTATE ROUNDTABLE

## WAIT EXTENDS FOR THOSE BUYING AFTER SHORT SALE

GARY M. SINGER  
TRIBUNE NEWS SERVICE

**Q.** We completed a short sale about two years ago. We have been renting and saving our money to buy a new home after the two-year waiting period imposed by Fannie Mae. When we applied for our new loan, we were told that now we have to wait another two years. We are very upset and feel we were lied to during the short sale. What gives?

**A.** The large majority of lenders follow Fannie Mae guidelines when qualifying potential borrowers for new loans. When you closed on your short sale, you were given valid information that under the right conditions you could get a

new loan two years after completing the deal.

Unfortunately, a couple of months ago Fannie Mae changed its guidelines so that there now is a four-year exclusion period before a buyer can qualify for a loan after a short sale. The guidelines do provide for a two-year period under extenuating circumstances, which are a sudden, drastic and prolonged drop in income that left the borrower with no other reasonable option but to default on the mortgage. In reality, it is extremely difficult to get this exception.

The good news is, not all lenders follow the Fannie Mae guidelines. Credit unions and community banks often will look past your credit score and other arbitrary

criteria and evaluate your overall situation. They'll take into account factors such as income, savings, job history and whether the short sale was an isolated event or caused by circumstances outside of your control. In all likelihood, you will need to apply at multiple lenders and jump through hoops, but I have seen many borrowers get mortgages this way.

**Q.** Our community has a pool, clubhouse and fitness center. The developer also built condos next to us, and the people who live there have been using our amenities after being let in by our gate guard. When we bought here, we were assured that the condos were completely separate. Is this legal?

**A.** Check your association's documents to figure out whether the neighboring residents are allowed to use your amenities.

It is common for a large development to have several subdivisions. In some developments, all residents have access to the main facilities and restricted access to the amenities in their own section, while other projects allow everyone to use all the various amenities. The rules of your development will say whether your amenities are open for use to all or just your particular subdivision.

When you buy a new home, the salespeople make a lot of claims, but it's the contract you signed that matters. All prior agreements and promises are out the window.



A rendering of Ballpark Village retail-housing complex planned across the street from Petco Park in downtown San Diego. JMI REALTY

## PATHS • Understanding of project costs is important

**FROM C1** project to make some money but something that's the next phase of the ballpark district, the next step in a great urban development, and really, due to the size of the project, we have a chance to do something special.

**Garcia:** I'm very grateful that the work was acknowledged by the (awards) jury and the AIA. I feel like my career has taken an interesting trajectory, being that I have worked on many varied types of projects. I've worked on historic projects, public works, mixed-use projects, custom residential.

**How do you deal with developers who don't have an understanding of design?**

**Garcia:** You would hope you could educate them, but at the end of the day, there's only so much you can change in how they operate their business, because the bottom line

is the bottom line. That's not going to change. You try to creatively massage anything you can so you can provide the best possible design for people that aren't willing to budget on the opposite side of the table.

**Chatfield:** I'm continually stopping my family and they're like, "Dad, can we just go walk and not look at things?" I always take pictures of details that I like. I'm just probably a geek with design and building buildings.

**What's your advice to architects when they are competing for a job with you?**

**Chatfield:** When you come up with an idea — and we want to work with designers that have great ideas — always come forward with that great idea, but always have an understanding of what it's going to cost. I've had people come in with different wall systems or a different "skin" system (on the building

exterior), and they come up with great designs and present it to you. And I say, "I love it. What's it going to cost?" And they say, "I have no idea." Right away, I'm very disinterested.

**Garcia:** We recently had a gentleman approach our firm — "Have you heard of high-end boutique shop storage? I've never done one and I want to do one." There is a red flag. So we said we'd do a little research and "we'll get back to you (with cost estimates)." He had sticker shock because he's never done a project of any type and he was wanting to take on this huge venture. So we just kindly said this was not the right fit.

**Where does the building industry stand now, and what are the prospects over the next five years?**

**Chatfield:** There are very positive indicators out there with the

new construction going. The financing spigots seem to be turning back on. That is certainly a great sign for projects getting built. I think a lot of people are still waiting for it to fully come back and there are still mixed signals in the market, for sure. But you're seeing a lot of apartments getting built right now. You're seeing full-service hotels starting to get built right now, whereas the last few years, the only thing hotel-wise has been limited service coming out of the ground. The big indicator to me will be condominiums. When will the condo market start coming back?

**Garcia:** I still think people are holding on to their cash and they don't have the confidence yet to move forward in plans they may either have had or plans that they do have. There's still insecurity.

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## VISUALS • StockCity's fate will be tied to Oculus Rift

**FROM C1** on Wall Street. The heights of the buildings are determined by the prices of the stocks in an investment portfolio, while the widths are based on the number of outstanding shares. When the market is open, it's daytime in StockCity, and night falls when the market closes. Market rallies cause the sun to shine in StockCity, while downturns trigger downpours of rain. For now, stocks can't be bought and sold in StockCity.

As Fidelity's engineers add more features to the program, flocks of birds may hover over the buildings of stocks frequently mentioned on Twitter, and traffic may back up on the streets in front of the skyscrapers representing the stocks experiencing unusually heavy trading volume. Other illuminating data about individual stocks might be seen by peering through their buildings' windows.

Or StockCity could just as easily end up being virtual reality's version of a ghost town, acknowledges Sean Belka, senior vice president and director of Fidelity Labs.

Nevertheless, Fidelity wanted to try something different in an effort to connect with younger generations of people who grew up spending far more time playing video games than studying the wonders of compounded investments and reinvested dividends.

"If you want to deliver a great customer experience, you have to be in the same kinds of environments where they are," says Seth Brooks, Fidelity Labs' director of product management.

Other financial services companies have been unsuccessfully trying to use virtual reality and games to court younger people for more than a decade, says Gartner



Sean Belka (left) and Seth Brooks of Fidelity Labs wanted to try the virtual-reality approach to reach a younger, tech-savvy audience. JEFF CHIU • ASSOCIATED PRESS

analyst Brian Blau. Some of those attempts, including a Wells Fargo Bank game called "Stagecoach Island," have been launched in "Second Life," an 11-year-old virtual world that has hasn't lived up to its initial hype despite attracting more than 1 million users.

A U.S. government fund for financial education also is helping to finance a mobile game application that is trying to help high school students prepare to cover their college expenses.

"Reaching the 'gamer' audience has been a challenge for a lot of people," Blau said.

Boston-based Fidelity Investments, one of the world's largest mutual fund companies with \$4.9 trillion under management, tries to adapt to technological upheaval through its 75-employee Fidelity Labs division. It was among the first financial services companies with a home page on the Web and

an application for the iPhone. Fidelity also has applications for Google Glass and the Pebble smartwatch, two wearable computers that have yet to become big hits.

StockCity's fate will be tied to Oculus Rift, part of a company that online social networking leader Facebook bought for about \$2 billion this year. For now, the Oculus Rift is only being sold to application developers for \$350 per headset. More than 100,000 units have been sold so far, according to Oculus CEO Brendan Iribe. Neither Iribe nor Facebook CEO Mark Zuckerberg have specified when Oculus Rift will be sold to consumers.

"This isn't something that we expect to be in stores in time for the holiday season, but we think it's important to start working with emerging technologies to help people get a better understanding of their financial future," Belka said.

## THERE • Investing early can bring loyalty, improved returns

FROM C1

Now, let's take a breath here. I am a guy who drives an 8-year-old SUV, and the boys in New York were a McLaren 650S Spider. Our budget was modest and their suggested retail MSRP was more than we could afford. We stretched and countered politely, still within an "almost" range, but they came back and said take it or leave it, no discount. So we left it.

And then, surprise, they called back and said they would agree to the discount, they wanted the account and they promised they would love us. But by then, we had moved on.

Now one view is that we had no business trying to drive a sports car, that we had clearly overreached and should never have entered that showroom. Another view is that perhaps we were a fledgling race car driver, who might become world class, and perhaps they should take a chance on us.

In other words, what are the signposts that might lead someone to bet that the ugly duckling could become a swan? This is the puzzle for all investors, and it is not an easy one. For example, I love the website of Bessemer Ventures because they list the deals they passed on — the very ones that became billion-dollar companies. Imagine telling the world that you are human and make mistakes. I am surprised that they have not been drummed out of the venture capital community by such honesty.

Of course, one of the signposts is the jockey. Can the beginning founder become the swan? There are myriad clues, but at the end of the day, it is still tea leaves

## Rule No. 380

The key word in investing is "before" not "afterward."

Source: From Neil Senturia's book "I'm There for You, Baby: The Entrepreneur's Guide to the Galaxy," which has more than 200 rules for entrepreneurs ([mthereforyoubaby.com](http://mthereforyoubaby.com)).

and uncertainty. From a deal point of view, if I can invest in the duckling before he becomes a swan, I have definitely improved my return. And not just from a financial standpoint. I believe the real benefit is from an emotional standpoint. Being loved before you "deserve" to be loved brings loyalty and effort disproportionate to the investment. In my own case, like an elephant, I have never forgotten the few people who backed me early when I had no idea what I was doing.

And let's end with the ugly duckling's humility. In the story, our hero only sees that he has become a swan at the very end when he is ready to toss in the towel. Andersen himself has stated that the story was "a reflection of my own life." He was born tall, with a big nose, big feet and he was cruelly teased. But as an adult, he was praised and honored and became world-famous.

The question is simple: Would you have "loved" him before he became what he became?

Neil Senturia and Barbara Bry, serial entrepreneurs who invest in early-stage technology companies, take turns in writing this weekly column about entrepreneurship in San Diego. Please email ideas to [Barbara@bbry@blackbirdv.com](mailto:Barbara@bbry@blackbirdv.com).